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American Society of Association Executives 3/11/92 [OA 7569] [3]

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March 5, 1992

MEMORANDUM FOR DAVE DEMAREST

FROM: JENNIFER GROSSMAN

SUBJECT: AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

The ASAE describes its mission as a dedication to "enhancing the professionalism of the voluntary membershib organizations they represent, and encouraging participation by association executives and their organizations in public policy issues which serve the broad needs of society."

POTUS spoke to them on March 6th of 1990, and then also last year, on the day the Gulf War ended. Some notes:

1) Points of Light Angle: The Associations Advance America program was launched two years ago, and has now become the focal point of ASAE's public relations activities. When Bush spoke to ASAE in '90, he reminded them that there is no problem in America that is not being solved somewhere, in some way; and asked the association to help spotlight those who are part of the solution. To recognize those who heeded the President's call, ASAE created the Associations Advance America Awards Program. This year, before POTUS speaks, ASAE President Bill Taylor will present the awards to recipients whose efforts range from providing shoes for the needy, to teaching math and science, to extending a hand of help and hope to women cancer victims.

2) Legal Reform Angle: In December 1990, at a meeting with state legislators, the President asked for cooperation in getting passed the Model State Volunteer Service Act. The purpose of the legislation would be to help volunteers avoid suits in the line of service, allowing them immunity if they were acting in good faith. Suits would be directed at the volunteer **organizations**, rather than at individual volunteers. The philosophy behind cooperation with state legislators is to have this reform generated by the states rather than imposed by the federal government. So far, the legislation has been introduced in a couple of states, but passed only in Alabama. We're looking forward to better luck this year.

Mary McClure tells me that ASAE became involved with effort right from the beginning, and has been extremely responsive to the President's call to push this legislation. They might be given recognition for their help -- especially as this reform drive fits right in with our stump theme of legal reform ("When dads stop coaching Little League for fear of lawsuits -- something's wrong.")

EXEPTS FROM 1990 ADDRESS TO ASAE

"Some people think of America as a nation of 'rugged individualists' -- alone, against the odds. And that is part of the American tradition -- but only part. There's another tradition -- as old as America itself. As old as Pilgrims and the Mayflower Compact -- as old as the pioneers who settled the West. It's a tradition Tocqueville described more than 150 years ago, when he wrote that 'Americans of all ages, all conditions, and all dispositions constantly form associations.'"

"..the act of association is nothing less than democracy in action: Individuals translating common interests into common cause."

"It will take courage to make each one believe that from now on in American any definition of a successful life must include serving others. But that's just what I'm asking you to do."

EXERPTS FROM 1991 ADDRESS TO ASAE

"For more than 200 years, America has been the home of free markets and free people. And there is no question: Opportunity in America is the envy of the entire world."

"There are the new American heroes of today, many of them in this room...These modern visionaries are the ones that are making history -- propelling us into the next American century. Theirs is a movement -- it's more than 200 years old -- as old as the Declaration of Independence -- a movement defined by what Jefferson called 'the American mind' and what I've been calling 'the American idea.' It continues to sweep our country today with a vigor as strong as ever. It's a vision driven by the strength and the power of the American dream."

QUOTES

(Volunteerism)

1) "No matter what accomplishments you make, somebody helps you."
--Althea Gibson

(General)

1) "I think the true discovery of America is before us. I think the true fulfillment of our spirit, of our people, or our mighty and immortal land is yet to come..."
--Thomas Wolfe, You Can't Go Home Again

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street, NW
Washington, DC 20005-1168
202-626-2700
FAX 202-371-8825
TLX 262115

R. William Taylor, CAE
President

March 6, 1992

Jennifer A. Grossman
Research Assistant
Room 111½
Old Executive Office Building
The White House
Washington, D.C. 20500

Dear Ms. Grossman:

Thanks so much for chatting with me about the President's remarks to the American Society of Association Executives next Wednesday.

You and others at the White House know far better than I what the President should stress in his address. My suggestion would be that he focus on the necessity of getting the economy moving and the efforts he is making to do so.

He could recognize that the people in the audience represent virtually every industry and every profession in the country. They have high profile positions within their industries and professions - and virtually all of them publish their own magazines and newspapers. He might urge them to begin reflecting a more optimistic attitude about the economic turnaround in their publications. The economy <u>is</u> beginning to turn. More than anything else, the economy needs a good dose of positive thinking at this time.

I'm sure the President will have a few words to say about Super Tuesday, since this is the day after.

Attachment 1 is a copy of the speech that the President gave to us in the Spring of 1990. I have underlined some excellent lines that would bear repeating or paraphrasing. His audience will be quite different from 1990 - and those who were there are unlikely to remember exactly what he said previously.

Attachment 2 is the script that will be used for the Associations Advance America Awards presentations - to be made at 12:45 p.m. just prior to the President's arrival. This relates closely to the Points of Light activity, recognizing associations for many of the same types of efforts. Gregg Petersmeyer is aware of our activities and

very supportive. Enclosed as Attachment 3 is a copy of the brochure that describes the Associations Advance America Awards Program.

The speech might mention the efforts that the President is making on volunteer protection legislation. It's important that we encourage volunteerism - and volunteer protection reform is needed in order to do this. Mary McClure at the White House could provide good input.

Everyone in the audience is delighted that the President has included in his tax bill a change in the law that will allow association executives to save money through 401K plans. Virtually every other American has access to 401K plans, but somehow association executives were left out when the existing legislation was passed. The President's budget proposes to change that, allowing association executives to set aside retirement funds.

The story I told you about Gene Fondren and Congressman Jake Pickle will go over well. As I mentioned, when LBJ moved from the House to the Senate, an election was held to fill his House seat. The most prominent names to fill the seat were the two individuals who represented the Austin area in the Texas State Legislature - Gene Fondren and Jake Pickle. They flipped a coin and Pickle won (or maybe he lost) and came to Washington. He still serves on the House Ways and Means Committee here. Fondren stayed behind and became the Chief Staff Executive of the Texas Automobile Dealers Association and 1991-92 Chairman of ASAE.

You wanted a quote from Chairman Fondren. In a recent editorial he said: "Leadership demands tact and diplomacy. It also requires forthrightness. Hidden agendas rarely, if ever, lead to progress and very often succeed only in spoiling the brew. Open agendas create healthy tension and positive results."

Attachment 4 is a brochure indicating how Associations Advance America, taken from an objective study of associations by the prestigious Hudson Institute. You may find some quotes in there that you would like to include.

Attachment 5 is the program for our Management and Meetings Forum at which the President will speak, along with a copy of the latest issue of ASAE's monthly magazine (Attachment 6). Also enclosed as Attachment 7 is a Fact Book on Associations.

ASAE is a 72-year old organization comprised of over 20,000 individuals who play the vital role of managing the trade associations, professional societies and charitable and philanthropic organizations in this country.

Please let me know how I can help further.

Cordially,



R. William Taylor

RWT/wmb

Attachments

ATTACHMENT 4

ASSOCIATIONS ADVANCE AMERICA

The Value of Associations to American Society

Published by

asae

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES
The ASAE Building
1575 Eye Street NW
Washington, DC 20005

The Foundation
of the American Society
of Association Executives

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Highlights of the Hudson Institute Report

ASSOCIATIONS ADVANCE AMERICA

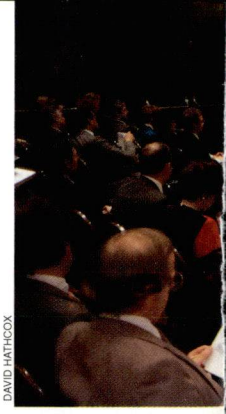
on The Value of Associations to American Society

THE VALUE OF ASSOCIATIONS

Executive Summary of The Hudson Institute Report

Within hours of the great earthquake that rocked the San Francisco area in October 1989, dozens of state and national associations were busy planning relief efforts in cooperation with government services. The California Trucking Association, West Sacramento, quickly set up a network to identify serviceable roads and put out an emergency call for water trailers and other life-saving equipment.

When cyanide-laced Tylenol killed seven people in September 1982, The Proprietary Association, Washington, D.C., an organization of nonprescription, over-the-counter drug manufacturers, stepped in to identify new methods to reduce the possibility of package tampering. Three days after the deaths, the association had established a joint committee in conjunction with the U.S. Food and Drug Administration (FDA) to work on federal regulations to require tamper-



DAVID HATHCOX

resistant packaging. A month after the tragedy, the FDA accepted the association's proposed regulations requiring tamper-resistant packaging for over-the-counter capsules, liquids, tablets, and suppositories.[1]

Associations are one of the largest and most powerful forces in the United States today, yet they are also among the least visible. Representing an enormous collective presence, associations impart social and economic benefits that touch each of us every day. But because the work of associations is often done quietly and behind the scenes, public perceptions vary widely about what associations are, what they do, and what contributions they make. The value of these organizations—comprising trade associations, professional societies, and health-related and advocacy groups—is the subject of this report.

CREATING BROAD BENEFITS

From the work of associations flow significant benefits to society. This public value springs largely from associations' tending to their members' collective self-interests; that is, as associations serve the members, benefits of wider value accrue. For example, through an association, successful practices in one hospital may be adopted in others, thereby raising hospital conditions overall. Such diffusion of technological innovation and information results in improvements that better serve patients and the public in general.

Were it not for associations, other institutions would face added burdens in the areas of product performance and safety standards, continuing education, public information, professional standards, ethics, research and statistics, political education, and community service. The work of associations is woven throughout the fabric of American society, and the public has come to depend on the social and economic benefits that associations afford. These broad benefits are:

1. Associations educate their members on technical and scientific matters, business practices, and legal issues, thereby elevating the quality of publicly delivered goods and services. In many industries, professions, and causes, associations are the only source knowledgeable enough to provide continuing education.

2. Associations play a prominent role in setting professional, performance, and safety standards, ethical canons, and other guidelines, all of which help reduce marketplace risks consumers face.

3. Associations develop and disseminate valuable information that would be otherwise unavailable. It is used by policy makers, regulators, researchers, and consumer groups, among others, to enhance a broad understanding and analysis of the American economy.

4. Associations provide generic information to inform the public about the efficiency, qualities, and safety of products and services, thereby bolstering public confidence in the marketplace.

5. By offering strength in numbers and disseminating useful information, associations ensure representation of many private interests before government. This role is central to the successful



Estimates of the total number of U.S. associations reach well above 100,000. Their value to society is more than the billions of dollars they spend and the multitudes they employ. Their most significant impact is in the areas of education, product and safety standards, professional standards and codes of ethics, public information, research and statistics, political education, and community service.

functioning of American democracy.

6. Associations nurture healthy political conditions within the country by exercising and supporting political choice. In so doing, associations offer opportunities for honing individual political skills and training leaders.

7. Through community service, associations call forth extraordinary amounts of volunteer labor. Associations mobilize and train these volunteer forces, thereby developing, giving expression to, and focusing public attention on the strength of the American spirit.

Most associations exist to serve their members. Trade associations, for example, represent a group of firms having a business or trade in common. Professional societies serve individuals who share a common professional interest or background. Some associations, such as health-related or advocacy groups, represent an interest or point of view.

The various ways in which associations serve their members are far too numerous and diverse to catalogue here. However, member benefits may be broadly characterized: Associations collectively serve those interests of members which cannot be met effectively by individual action; associations communicate important events, findings, and trends in a business, profession, or cause; associations offer producers, including practitioners, a collective presence to buyers.

SHARPENING THE FOCUS

To sharpen the public's image of associations, the American Society of Association Executives (ASAE) determined the need for an authoritative, independently conducted study that would examine the value of associations (economic and social) within our society. The hope was that, by illuminating the value of associations in America, people would clearly understand the vast impact of these nonprofit organizations on virtually every facet of life, from the large, health-oriented organizations down to one's local homeowners association and PTA.

To this end, ASAE commissioned the Hudson Institute, Indianapolis, Indiana, to design and conduct a survey of national associations in the United States. While the statistical findings and economic impact imparted in this report represent generalizations from only 5,500 national U.S. associations, these data nevertheless erect a sturdy skeleton supporting the enormous body of activity and contributions of the hundreds of thousands of associations in the United States.[2]

THE SURVEY

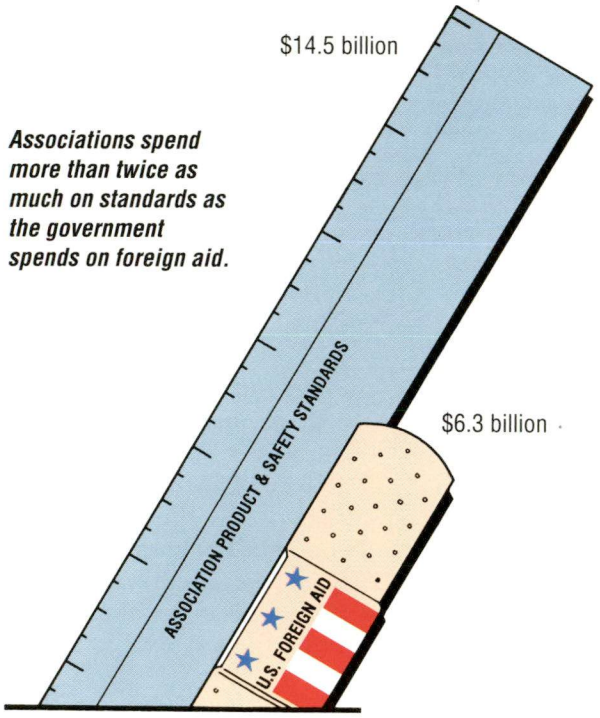
The universe of surveyed associations was drawn from ASAE's listings of individual members and prospective members for whom adequate demographic data existed. The list comprised three major strata—trade associations, professional societies, and health-related or advocacy groups.

The final sample included 5,500 associations, each of which received a questionnaire mailed in February 1989 that sought data for the current budget year. Of these, 2,836 questionnaires were returned. Completed questionnaires of 505 associations were used in forming the economic data and study, for a response rate approaching 20 percent. This response rate was sufficient to yield results at a high confidence level.

Additional information was obtained by Hudson Institute researchers through a review of the association literature and relevant scholarly material, discussions with approximately 50 association executives, and attendance at association executives' meetings.

The summary presented here highlights the areas of value stressed in the study. It does not include a discussion of the ways in which association activities can be imperfect; these are considered in the full report, along with the balance between value and detriment.

ADVANCING SAFETY, HEALTH, AND QUALITY



Associations spend more than twice as much on standards as the government spends on foreign aid.

Voluntary standards constitute perhaps the most significant area of standardization in this country. Associations make large contributions in setting, certifying, and meeting product standards that specify safety and performance requirements. Last year, for example, the association members surveyed spent an astonishing $14.5 billion to meet these voluntary rules. A massive sum by anyone's standard, this figure suggests quite forcefully just how seriously the business and professional communities in this country take their responsibilities.

Product standards help protect consumers' safety and health and help ensure that products meet measurable requirements for performance and quality, thus advancing the quality and compatibility of goods. Standards also provide important information that would not be available in their absence. For example, due to the combined efforts of the American Society for Testing and Materials (ASTM), Philadelphia, and the Juvenile Product Manufacturers Association, Moorestown, New Jersey, consumers can now purchase babies' high chairs with confidence that the chairs have passed safety tests for strength, restraints, and sturdy assembly.

As another example, two huge associations are devoted exclusively to standards setting—ASTM and the American National Standards Institute, New York City. ASTM standards alone touch virtually every significant area of American industry.

Voluntary standards set under the auspices of associations are generally to be preferred to government regulations because they are more flexible and adaptable; cost less; preserve the essential tie between the standard and the technical expertise on which it draws; and place the responsibility for adherence or nonadherence, success or failure where it belongs—with the producers and the consumers.

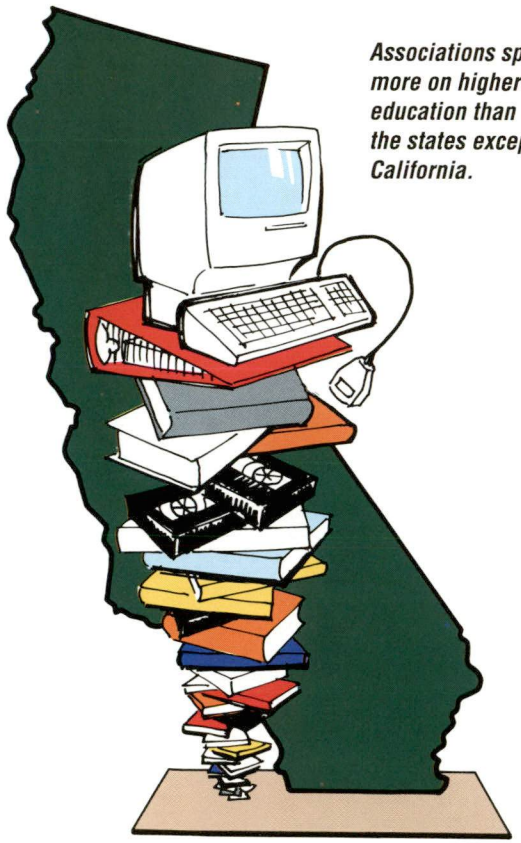
Voluntary standards also help ensure the compatibility and interchangeability of products and parts, allowing goods to be used efficiently and parts to be standardized across manufacturers.



ADAMSMITH/WOODFIN CAMP

Building codes, aircraft maintenance standards, and bursting strength tests for packages are all part of the product and safety standards created by associations. Virtually all standards or guidelines for safe use of a product are born in associations — from the American Welding Society's technical standards for acceptable welds to the American Red Cross's requirements for the safe handling of blood products to the American Dental Association's familiar seal of acceptance for products which have "been shown to be an effective decay-preventive dentifrice that can be of significant value . . . ."

EDUCATING WORKERS AND THE PUBLIC



Associations spend more on higher education than all the states except California.

Education constitutes perhaps the most important of all association activities. Indeed, the public's interest in the education of association members may be as great as the interests of the members themselves—for by improving members' performance, associations elevate the quality of products and services. Through educational offerings, associations translate general discoveries and principles into concrete practices in industries and professions, fill gaps in technical education, and provide instruction in management techniques.

These educational offerings run the gamut from general, theoretical courses to highly targeted instructional materials to widely disseminated public information. The American Academy of Facial Plastic and Reconstructive Surgery, Washington, D.C., for example, offers nearly 200 videotaped courses ranging from special surgical facelift techniques to head and neck surgery. Many health-related organizations, such as the American Heart Association, headquartered in Dallas, Texas, and the American Cancer Society, headquartered in Atlanta, Georgia, concentrate almost exclusively on informing the public about specific health risks, disease prevention, and symptoms indicating the need for treatment.

Nearly 90 percent of the surveyed associations offer education programs and services to their members, and more than 71 percent disseminate public information. Association members spend nearly $5.5 billion annually on educational offerings their associations organize, require, or facilitate. The members of the professional societies surveyed alone spent approximately $3.1 billion for education in 1989. Of all the states in the nation, only California spent more than that to support higher education. Adding public education, the total association contribution to education approaches $8.5 billion a year.

In a world undergoing extraordinarily rapid technological change, the need for continuing education is obvious. Associations meet a significant portion of that need as they strive to help their members learn vital techniques, skills, and knowledge necessary to successfully conduct their work as individuals and as members of an industry or profession.



DAVID HATHCOX

Almost 90 percent of the associations surveyed offer education programs. In many industries and professions, associations offer the best — and in some cases, the only — form of continuing education and skill development. Seminars, workshops, conferences, trade shows, audio and videotapes, and interactive computer courses are among the many delivery systems for specialized education.

Education is the most important activity for many associations whether it's directed outward toward the public or directed inward toward an industry or profession. MATHCOUNTS, a national mathematical competition among junior high school students, developed and sponsored by the National Society of Professional Engineers (right), refocuses attention on the importance of math by encouraging achievement in this most essential subject.



NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS

AIDING EXEMPLARY CONDUCT



PAT FISHER

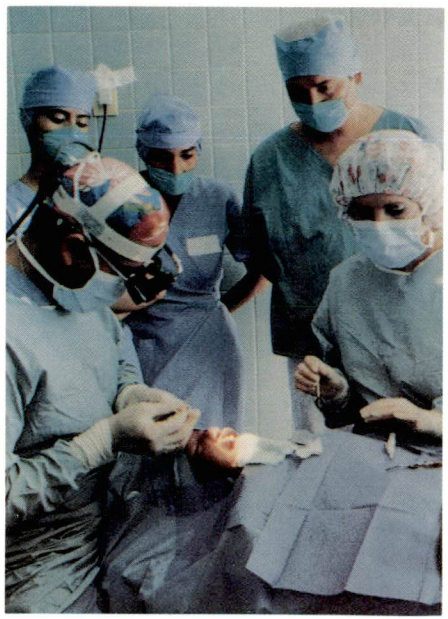
Professional standards — certification, accreditation, and licensing—address the entire scope of professional competence. Professional standards increase public trust. They assure citizens that the professionals they employ have reflected thoughtfully about their practices and ensure that professionals with identical titles deliver roughly similar services.

Some professional societies, such as those representing medicine, the law, and accounting, grew up around the need to develop and enforce standards. Almost 24 percent of the surveyed professional societies set professional standards and 15 percent certify that these standards are met.

While the seed of professional expertise is sown in undergraduate and graduate training and state licensing procedures, associations fertilize and nurture the professions by encouraging the peer review process, by offering courses that meet legal requirements, and by issuing standards that often form the basis for disciplinary action.

Association codes of ethics also augment the public's trust and confidence in products and their producers, particularly in the many areas where consumers lack sufficient knowledge to make fully informed purchasing decisions. Almost one-third of the associations surveyed earmark funds annually to set codes of ethics, with 17 percent making appropriations for enforcement.

These codes also identify harmful practices and broad positive motives, thereby enhancing consumers' trust in those who produce goods and render services. The practice of setting ethical codes establishes opportunities for deliberating on moral values, considering injunctions, reflecting on responsibilities, and focusing thoughts. And, by providing occasion for such reflection, codes of ethics are apt to affect members' behavior in other spheres of life.



AUSTIN PLASTIC SURGERY FOUNDATION

Codes of ethics are crucial to the very functioning of many professional societies such as those for doctors, dentists, attorneys, public relations practitioners, journalists, educators, and government officials. These professionals are bound by the canons contained within their association's bylaws.



Two-thirds of all associations gather and analyze statistical data and conduct research. Many organizations rely on reports by associations as the most reliable data available. Other research often directly benefits an association's members such as that conducted by the Screen Printing Association International and its foundation (left) in its Fairfax, Virginia facility where it studies factors such as weatherability, safety and health, and color imagery of new inks.

UNEARTHING NEW DATA

Among the most wide-ranging of association activities, conducting research and gathering and analyzing statistical information enable businesses and professions to function efficiently, offer information not available elsewhere, and help identify new directions for social improvements. Nearly 65 percent of the associations surveyed gather statistics and facilitate or conduct research.

Many institutions, including the federal government, depend heavily on associations for their statistical information. Because these statistics embody key facts about profits and expenditures within an industry, they frequently govern intelligent public and investment policy affecting that industry.

In addition, statistics enable businesses to compare their output, productivity, and costs. These figures help association members to manage their activities better because they provide benchmarks for comparisons and excellence leading to improved performance.

Research is central to the very mission and definition of the professions and health-related groups. Usually disseminated through a journal published by the association, research findings set important new directions and define the scope, standards, and trends within a field.

Association-sponsored research is conducted in all major areas receiving public attention, including the environment, product safety and efficacy, employment, and a huge array of social issues.

NURTURING THE POLITICAL PROCESS

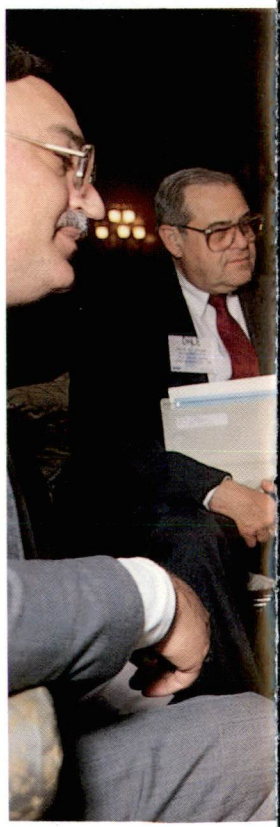
In one of the most surprising findings of the study, trade associations spend only about 10 percent of their total annual expenses on political education, professional societies less than 2 percent, and health-related or advocacy groups approximately 3 percent.

U.S. public policy always results, to some degree, from insistent private representation and requests. So that public policy broadly represents many interests, without any one dominating, the political interplay of associations is necessary to counter other interests before elected officials.

Associations also provide information to Congress and officials of the executive branch on the potential effects of legislative or regulatory proposals on members. Associations' political efforts forcefully remind elected officials of their constituencies' wishes by providing an arena in which members mobilize and a forum in which they express their opinions.

The American Association of University Women, Washington, D.C., for example, is heavily involved in legislative efforts ranging from educating members in lobbying techniques to support of federal bills on child care, family leave, and pay equity. Due to the legislative work of the Florida chapter of the National Association of Social Workers, Tallahassee, the state enacted a law in 1982 to license mental health professionals and in 1987 created a state board to administer licensing of clinical social workers, marriage and family therapists, and mental health counselors. The Chemical Manufacturers Association, Washington, D.C., was deeply involved in the legislative and regulatory process leading to the current "Superfund," a federal law that equitably spreads among various industries the responsibilities for cleaning up hazardous wastes from hundreds of sites across the country .

Finally, the political activity of associations frequently serves as a training ground for members by developing the abilities necessary to participate on a wider political spectrum at national and local levels.



TOM KOCHEL



One of the fundamental functions of many associations is to provide a unified voice on legislation and regulations affecting a particular industry or profession. Lawmakers rely on associations for information and recognize that intelligent decisions involving complex issues require input from a variety of associations and cause-oriented groups. For many associations, political education consists not of influencing pending legislation, but of explaining new regulations and guidelines to their members. However, associations spend a small amount of their expenditures (less than 10 percent) on political education.

REACHING OUT TO OTHERS



UNITED WAY OF AMERICA

Associations have been at the vanguard in the recent call for increased voluntary service.

Frequently, associations mobilize volunteers in areas of expertise tied closely to the trade, profession, or cause they represent by drawing on their members' special talents to meet social or economic needs. In recent years, for example, associations have united their members' talents to help alleviate hunger, educate the public about drug and alcohol abuse, promote literacy and other educational programs, find missing children, improve the condition of health care facilities, provide eye care to the poor, offer medical aid to the homeless, alleviate the anxiety and boredom of hospitalized children, offer fire safety education, aid tornado victims, and help reduce a state budgetary deficit. All of these efforts were tied directly to the associations' and members' specific expertise.

The national service group, Kiwanis International, Indianapolis, recently concentrated its efforts on a public campaign to fight drug use. To disseminate its anti-drug message, the group used 500 prime time network airings of a public service announcement, a 14-week radio series, advertising in *Time*, *Newsweek*, and *Sports Illustrated*, and 5,500 billboards. The advertising alone was worth more than $15 million.

The Grocery Manufacturers of America, Washington, D.C., has united its members with Second Harvest, a national network of food banks, to organize the donation of more than 100 million pounds of food and groceries annually. This community service has multiplied Second Harvest's original distribution forty fold.

Other associations work to enhance the public good through efforts beyond their specialties. Examples include educating Americans about the importance of the Constitution, offering education in citizenship, helping Americans learn to vote by absentee ballot, providing retraining programs for workers displaced from declining industries, and giving support to battered and abused women and children.

These examples of community service set a ripple effect in motion by training public attention on the value of stewardship.



UNITED WAY OF AMERICA

The special ability of associations to mobilize their members as volunteers in service to communities across the country is being used to combat drug abuse, illiteracy, homelessness, crime, teen pregnancy, and many more of society's challenges. For example, the American Association of Advertising Agencies founded a program called Media Advertising Partnership for a Drug-Free America that features $500 million worth of time annually for free TV and radio commercials as well as print ads. Associations and community service are a natural combination and are often paired as the first line of communication and organization after a disaster. Several associations are involved in local community food banks such as Second Harvest and other groups that accept unused food from conventions and meetings. Other associations actually run community service programs, such as the Medical Association of Atlanta, which operates a clinic for homeless people.

MOVING THE ECONOMY

Associations command enormous financial and human resources. The associations surveyed spent almost $48 billion directly or indirectly in 1989. Broken down, this figure represents

- almost $9.7 billion in direct cash outlays to offer services and administer operations;
- $3.3 billion worth of volunteer time (conservatively valued at $10 per hour) proffered to conduct association activities, including community service;
- $19.9 billion that members spent on education and training or on setting and meeting professional and product standards; and
- $15 billion on multiplier effects in local communities.

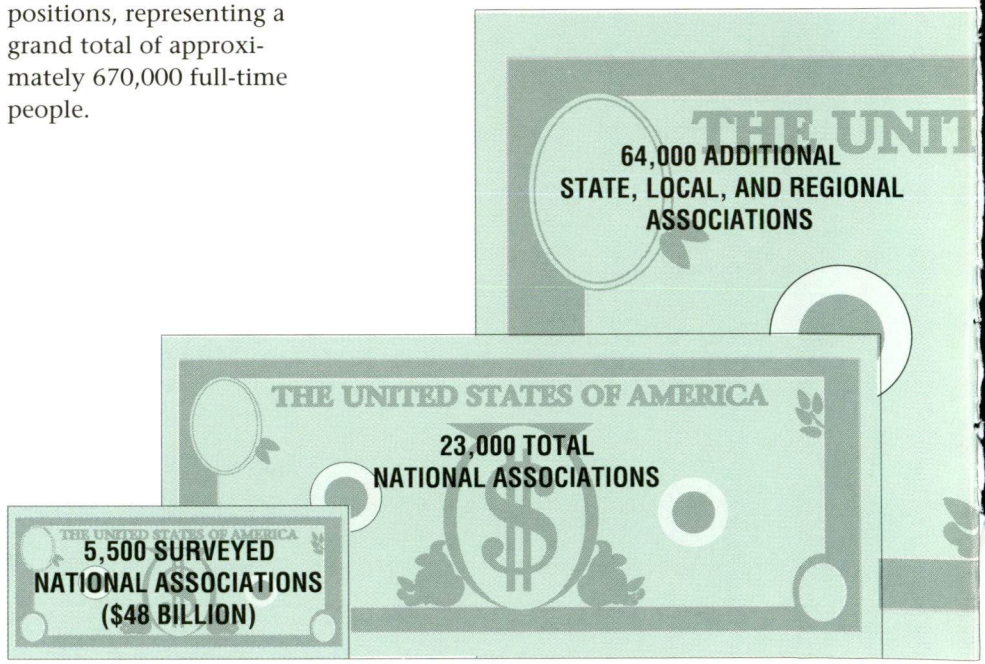
The associations surveyed employ almost one-half million full-time equivalent employees, a figure roughly equal to or greater than the employment rolls in such major U.S. industries as steel, office and computing equipment, communication equipment, or the airlines.[3] Adding volunteer hours, the surveyed associations are responsible for an additional 170,000 full-time positions, representing a grand total of approximately 670,000 full-time people.

OVERALL ECONOMIC IMPACT
OF SURVEYED ASSOCIATIONS

$ 14.5 billion	on standard-setting
$ 9.7 billion	to conduct operations*
$ 5.3 billion	on education and training
$ 3.3 billion	worth of volunteer time
$ 15 billion	in effects beyond direct expenditures
$ 48 billion	

*Includes $2.5 billion of education related costs, i.e., speaker fees, food, promotion.

The numbers presented in the report reflect only the survey's universe of associations which met a series of criteria, and have not been extrapolated to the full association community. Gales Encyclopedia of Associations lists 23,000 national associations, and an additional 64,000 associations at the state, local, and regional levels which includes all types of associations, but not their chapters.



IMPROVING AMERICA


JIM PICKERELL/CAMERIQUE

By working for and through their members, associations produce positive synergistic effects on society. Association ethical and professional standards provide information that enhances consumers' trust in goods and services. Association product standards help improve the quality and interchangeability among products and parts. Association education and research improve techniques and augment knowledge. Associations' involvement in the political process helps to effect prudent public policy. Associations put tens of billions of dollars into the American economy every year. Associations help those in need through direct community service of immeasurable value.

In all of these examples, the responsible collective interests of association members—in advancing their knowledge, improving their products, increasing their professional skills, and enhancing their legislative standing—provide benefits to the public.

With roots in ancient civilizations and ties to Old World guilds, associations today have evolved to occupy a unique place in America. The Puritan influence, America's geographic expanse, and her struggle for political freedom fostered independence and individualism within U.S. associations, tightly weaving them into the nation's social fabric and uniquely distinguishing them from associations of other nations.[4]

In 1830, French statesman and author Alexis de Tocqueville observed that "Americans of all ages, all stations of life, and all types of dispositions are forever forming associations. There are not only commercial and industrial associations in which all take part, but others of a thousand different types—religious, moral, serious, futile, very general and very limited, immensely large and very minute."[5]

Reflects Lee VanBremen, CAE, executive vice president, College of American Pathologists, Northfield, Illinois,

In de Tocqueville's eyes America was already a nation of associations by the early nineteenth century. We learned early on that by joining with others we could accomplish what we could not do by ourselves. Associations became a natural handmaiden to our individualism. Today associations confront and meet daily challenges to respond to members' needs, to protect members' interests while promoting the social good, and to preserve the idealism that is so vital to the progress of society.[6]

NOTES

1. Hugh B. Vickery III, "It's the Press. There's a Crisis. What Now?" *Association Management* (March 1983): 47–51.

2. *The Encyclopedia of Associations 1990* (Detroit: Gale Research, 1989) lists approximately 90,000 associations. The Internal Revenue Service approximates the number of tax-exempt organizations in the United States at nearly 960,000; most of these are associations.

3. U.S. Bureau of the Census, *Statistical Abstract of the United States: 1989*, 109th ed. (Washington, D.C.: U.S. Government Printing Office, 1989), 399, 401.

4. Lee VanBremen, "The Theory of Associations," in *Attracting, Organizing, & Keeping Members*. Edited by Wilford A. Butler. (Washington, D.C.: American Society of Association Executives, 1989), 2.

5. Alexis de Tocqueville, *Democracy in America* (New York: Vintage Books, 1954), vol. 1.

6. VanBremen, *Attracting, Organizing, & Keeping Members*, 2.

The publishers wish to thank the Los Angeles Convention and Visitors Bureau for their generous support of the printing of this Executive Summary.

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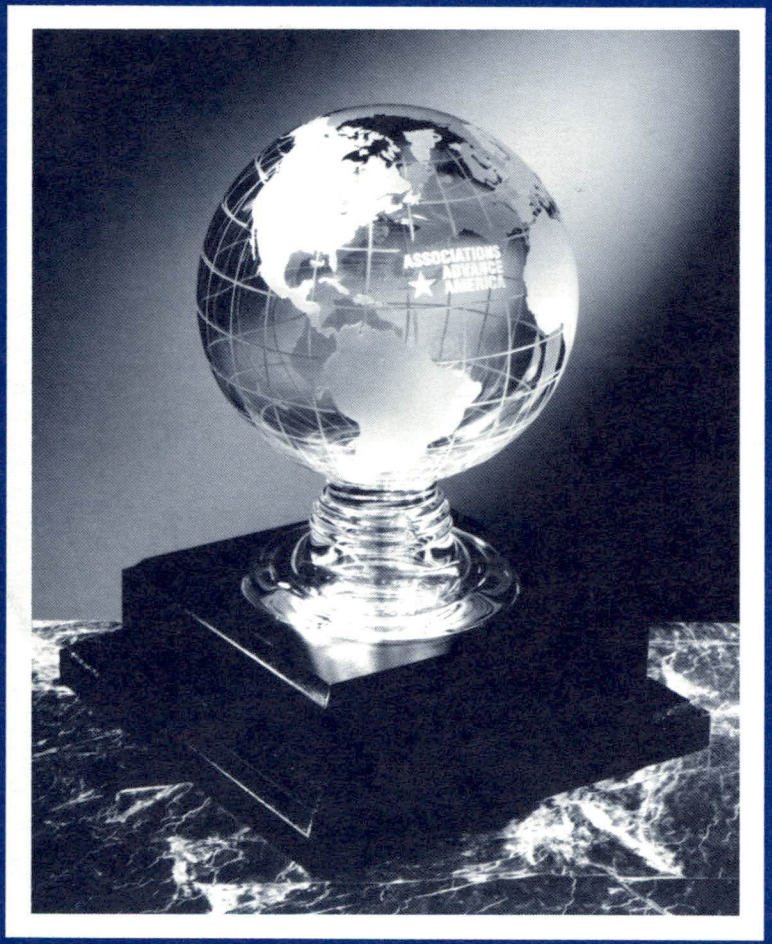
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ATTACHMENT 3

ASSOCIATIONS ADVANCE AMERICA



1992 AWARDS PROGRAM

AMERICAN SOCIETY
OF ASSOCIATION EXECUTIVES

Associations perform a number of activities which, if not conducted by associations, would have to be handled by the government or the corporate world. These activities, often outside the mission of the organization, bring a great value to American society, yet frequently go unrecognized.

The *Associations Advance America Awards* program was developed by the American Society of Association Executives (ASAE) as part of an ongoing education campaign to raise the level of awareness about the significant contributions of associations to society.

Each year, up to five association entries will be chosen to receive the *Summit Award,* the highest award level, as recognition of the significant impact of their program. A second level, representing up to 50 programs, will be recognized as *Award of Excellence* winners. And a third group of associations with good programs will also be added to the *Associations Advance America Honor Roll.*

Presentation of the Awards

The awards will be presented to the selected associations during the 1992 ASAE Spring Convention in Washington, DC, March 7-11. A brief description of the top award programs will be featured in *Association Management* magazine.

In addition, descriptions of selected programs will be highlighted as a part of the extensive communications program conducted by ASAE to illustrate to the media the value of associations to American society.

A few programs will be chosen to be prominently featured during the Spring Convention ceremony as worthy of emulation.

Associations Advance America Awards
Staff Contact:
Tom Gorski, (202) 626-2704

Judging Criteria

The awards will be made to associations for programs which have demonstrated successful results within the last 18 months (June 1990 - December 1991). All types of programs may be considered, including local, state or, national. *Programs must be conducted in the United States.* For example:

Product and Safety Standards — perhaps a standard which was developed to prevent injuries or improve service. Indicate the need for such a standard and any statistics demonstrating its success.

Code of Ethics — include information leading to the need for the code and how it was implemented.

Community Service — please note the scope of the program, resources involved, number of volunteers, individuals/others benefiting from the program, and indications of its success.

Education Programs — indicate whether the program is aimed at members, legislators, or the public; its purpose, need, and outcome whenever possible.

International Activities — by your association on behalf of the members.

Research Projects — these are usually one-of-a-kind programs. Stress the need for the information, its use, and benefit to society.

Entries are not limited to these categories, however with each entry, please stress the impact your program has had and its value to society. Include measurements which indicate its size (number of individuals who benefit from it, volunteers involved, etc.) and success.

Multiple entries are welcome.

There is no entry fee for this awards program. Deadline for the 1992 Awards is November 30, 1991.

ASSOCIATIONS ADVANCE AMERICA AWARDS PROGRAM

ENTRY FORM

Please complete and return to the ASAE PR Department, 1575 Eye St., NW, Washington, DC 20005-1168. ***MUST BE POSTMARKED BY NOVEMBER 30, 1991.***

Name of Association _____

Address _____

City, State, Zip _____

Phone (____) _____ Fax (____) _____

Contact Person _____ Title _____

Type of Program *(Check all that apply)*

- ☐ Education (member or public consumer)
- ☐ Community Service
- ☐ Product & Safety Standards
- ☐ Political Education
- ☐ Code of Ethics
- ☐ International Activities
- ☐ Research
- ☐ Other *Explain* _____

Project Summary: In 50 words or less, please state the purpose for which your program was organized, what it does, for whom, and emphasize its value to American Society. *(This description will be shown to judges.)*

_____

_____

_____

_____

_____

_____

_____

_____

Starting date _____ Is this ongoing? _____

How many individuals affected? _____

Volunteers involved? No _____ Yes _____ How many? _____

On one attached sheet only, describe your program in more detail. Emphasis should be placed on why your program was started, what goals you have established and how you met them, how the target audience benefited from the program, and its overall value to America. ***Please do not send reports, brochures, videotapes, etc.***

Associations Advance America
1991 Summit Awards

Chemical Manufacturers Association
Electronic Industries Association
National Association of Life Underwriters
National Mental Health Association
Partnership For A Drug-Free America

1991 Awards of Excellence

AAA-Potomac
ADAPSO, The Computer Services & Software Trade Association
American Academy of Child & Adolescent Psychiatry
American Heart Association
American Legion
American Meat Institute
American Medical Association
American Optometric Association
American Psychological Association
American Society of Interior Designers—Missouri East Chapter
American Society of Interior Designers—National Headquarters
Boy Scouts of America
California Restaurant Association
College of American Pathologists
Council for Advancement and Support of Education
General Federation of Women's Clubs
Georgia Society of Association Executives
Hillsborough County Bar Association
Home Builders Association of Greater Columbia (SC)
Houston Apartment Association
Independent Insurance Agents of Minnesota
Institute of Real Estate Management (Dallas Chapter)
Jefferson County Medical Society Outreach Program, Inc.
Junior Achievement Inc.
Kentucky Medical Association
Kentucky Sheriffs' Association
Lions Club International
Maryland State Bar Association
Mechanical Service Contractors of America
Medical Association of Atlanta
Mobile Air Conditioning Society
National Association of College Stores
National Association of Elementary School Principals
National Association of Retired Federal Employees
National Easter Seal Society
National PTA
National Society of Professional Engineers
San Francisco Fashion Industries
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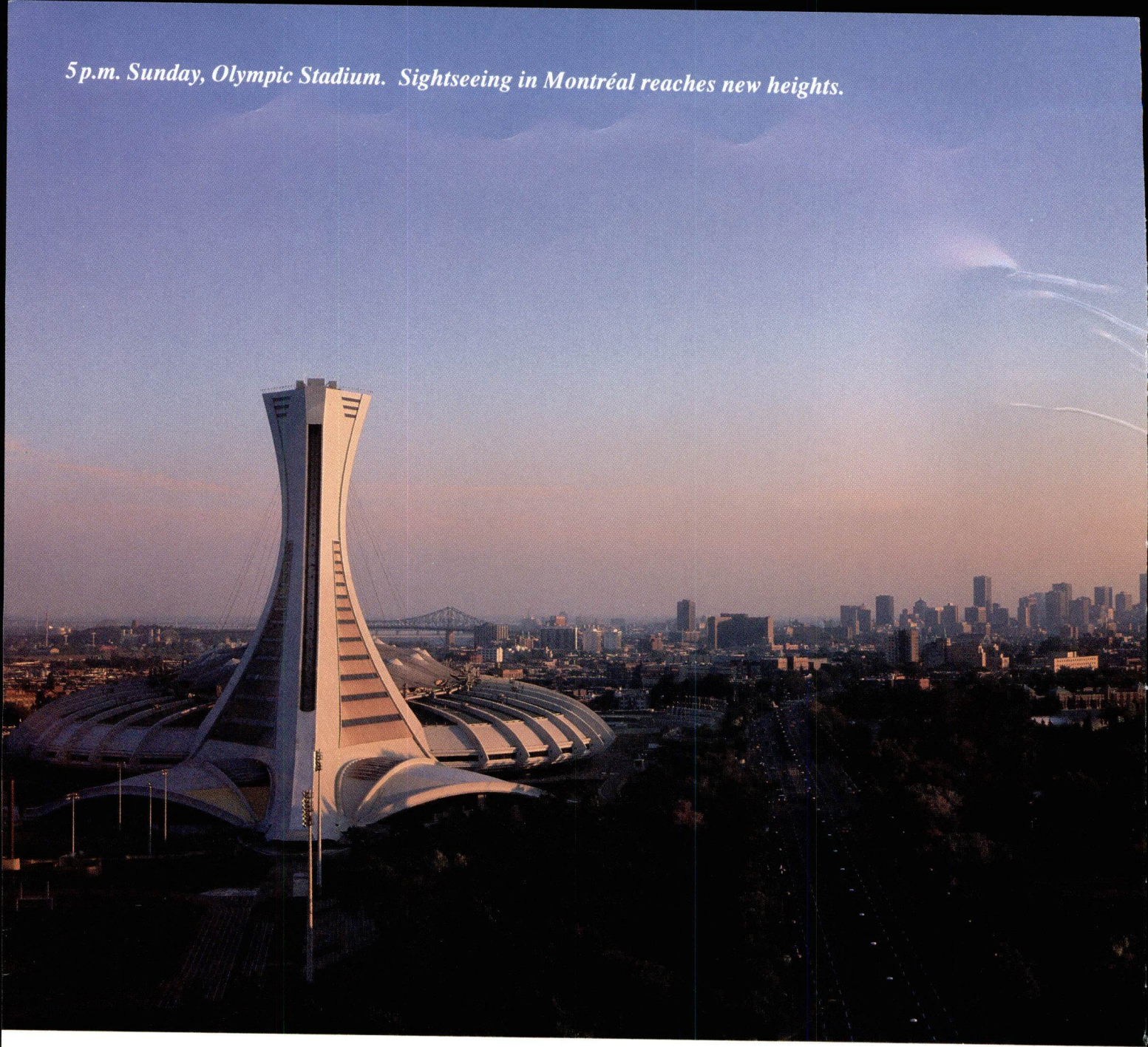
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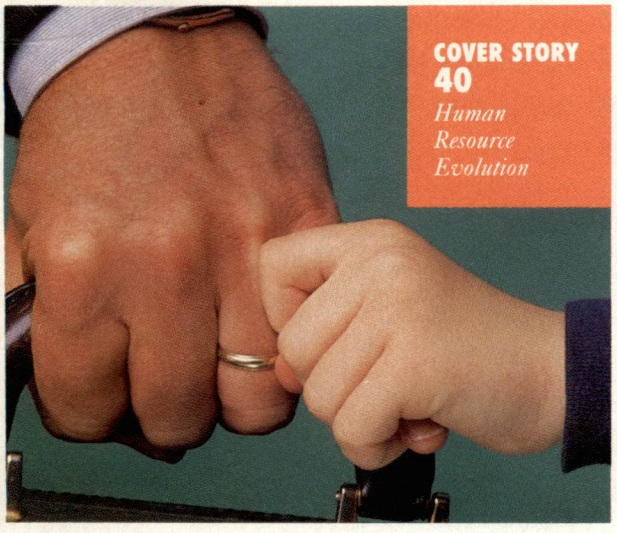
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The Magazine for Association Executives

ASSOCIATION management®

VOL. 44
NO. 3

MARCH
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The Trappings of Excess

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ASAE Interim Report on Music Licensing

The hassle, harassment, and intimidation began a year ago. That's when licensing groups BMI and ASCAP initiated campaigns to force associations to sign blanket music license agreements. ASAE calls for changes.

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Landing the Top Spot

You've heard this advice before: If you're ready to move on—or just nervous about the economic climate—put together a best-selling resume and a list of contacts. Now, here are tips on how to do it.

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Here's the Plan

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• *By Harriet L. Fader, CAE*

Cover photograph: Steve Gottleib

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Thinking about submitting a presentation for ASAE's 10th Management Conference and Exposition? Here's how.

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ASSOCIATION MANAGEMENT's 1991 Editorial Index

Find what you need in the index: every article published last year by author and subject.

For information on these and other association management topics, contact ASAE Information Central at (202) 626–2742 or (202) 626–2747.

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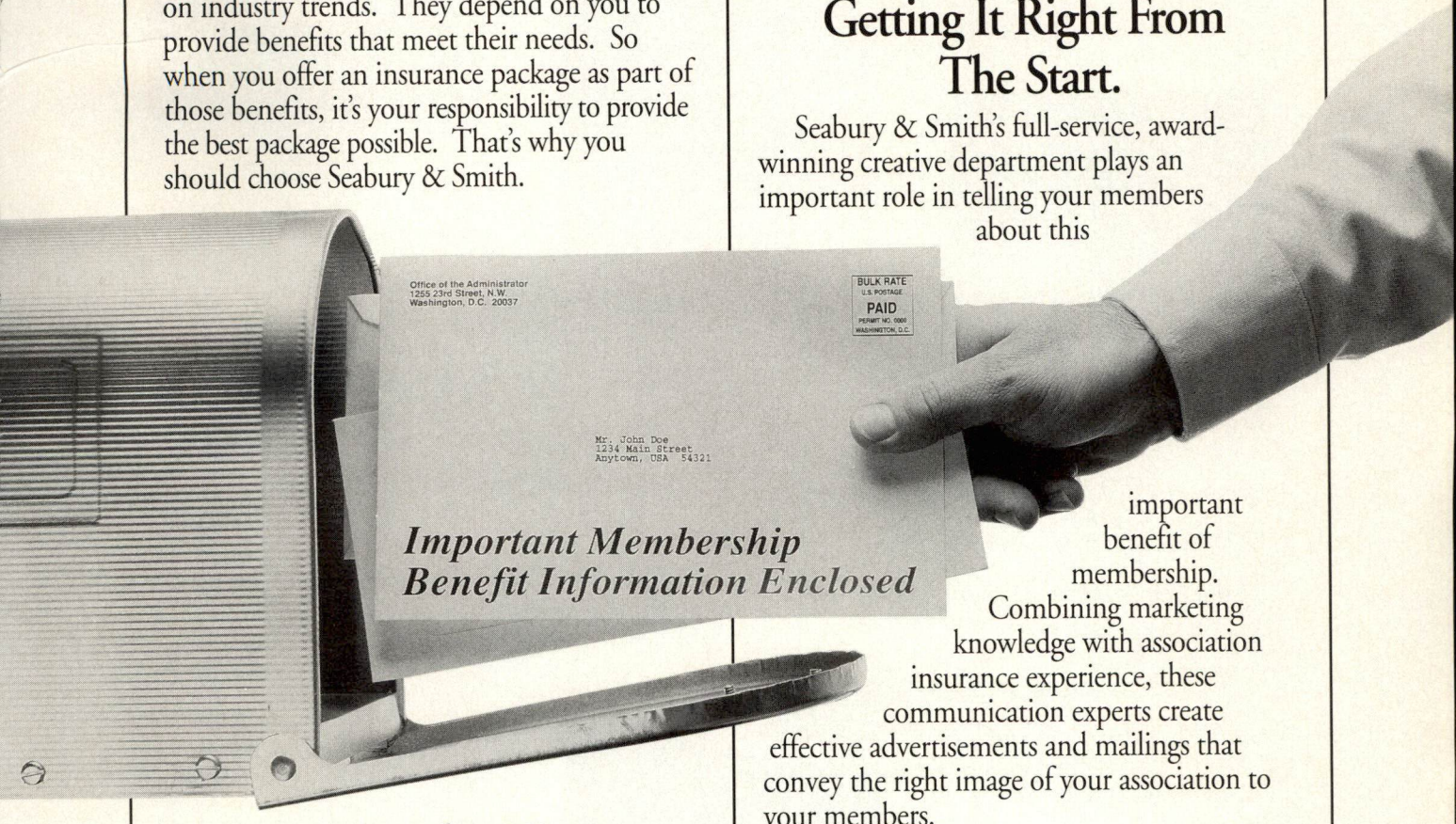
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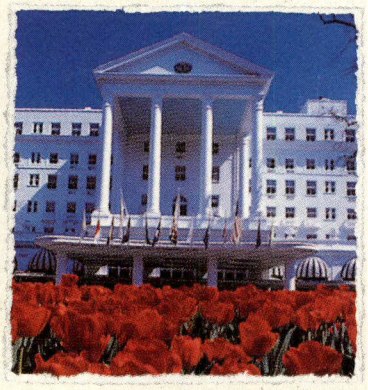
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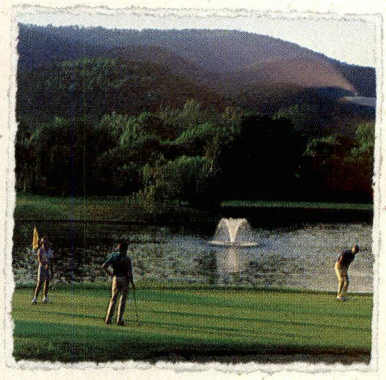


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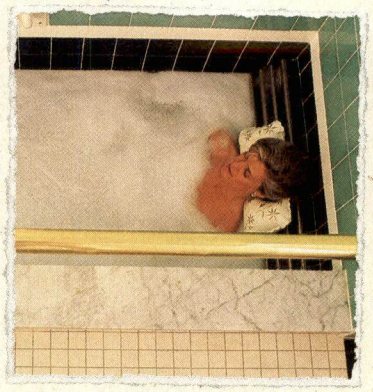


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THIS *just in...*

401(k) reinstatement in sight. Language that would allow tax-exempt employers to start new 401(k) plans is part of the Bush economic-growth proposal and other bills. At press time, committee markup was under way in Congress. ASAE asks that you urge your representatives and senators to support 401(k) reinstatement. For information, call ASAE Government Affairs, (202) 626–2788.

Postal prognosis. The Bush budget proposal would cut $360 million from the U.S. Postal Service's request of $481.9 million for the revenue forgone subsidy. Among its consequences, the proposal would alter eligibility to use nonprofit mail and deny nonprofit mail privileges for nonprofit second-class publications with more than 10 percent advertising; third-class nonprofit mail "containing advertising or political advocacy material"; and "educational material for organizations that are not schools." ASAE asks that you urge your representatives and senators to support the postal service's request for revenue forgone. For information, call ASAE Government Affairs, (202) 626–2788.

Job-seeker alert. If you're out of work, don't miss the free panel discussion March 26 from 4 p.m. to 6 p.m. at ASAE. Seating is limited to 50. Call Margot Barna, (202) 626–2784.

Top honoree. Anne L. Bryant, CAE, executive director of the American Association of University Women, Washington, D.C., is the recipient of the 1992 Key Award, ASAE's highest honor.

Sponsorship guidelines proposed. After charging that the nonprofit Mobil Cotton Bowl owed taxes on corporate payments reportedly received, the Internal Revenue Service has issued proposed corporate sponsorship guidelines and invited associations to comment by April 3. According to IRS, donations a charitable organization receives are tax-exempt if the organization does not in return provide the donor a valuable benefit. Mere recognition is allowed, but extensive donor promotion is advertising, which is unrelated business, says IRS. ASAE convened an Emergency Corporate Sponsorship Task Force meeting February 4. At press time, ASAE was drafting comments on the proposed guidelines and asking associations to send their comments to ASAE Government Affairs, (202) 626–2788.

Fellows tapped. The 1992 ASAE Fellows are Richard J. Bettis, CAE, executive vice president/CEO, Texas Hospital Association, Austin; Elaine Kotell Binder, CAE, executive director, B'nai B'rith Women, Washington, D.C.; Derrick A. Crandall, CAE, president, American Recreation Coalition, Washington, D.C.; Alan F. Sauer, CAE, CEO, Oakland Association of Realtors; Bryan E. Silbermann, CAE, executive vice president, Produce Marketing Association, Newark, Delaware; and Robert G. Stein, CAE, senior vice president, The Healthcare Forum, San Francisco.

America advanced. Five associations have captured top Summit Award honors for their profound impact on American life. Recipients are the California Podiatric Medical Association, Sacramento, California; the Cosmetic, Toiletry, and Fragrance Association Foundation, Washington, D.C.; the Georgia Society of Association Executives, Atlanta; the Society of Automotive Engineers, Warrendale, Pennsylvania; and the Imperial Council A.A.O.N.M.S. (The Shrine of North America), Tampa, Florida.

Thanks to you. The responses to "All About You," the survey we published in the January issue, have been pouring in: about 1,100 to date. We plan to publish the results this year. Thanks for your support. AM


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Instructions to Authors. We invite you to share your expertise and perspective while contributing to the body of knowledge on association management. Article ideas and manuscripts should, whenever possible, reflect real and specific experiences.

Before writing, please read our Author Guidelines in the March 1988 issue (and also available from the magazine office). Articles should be original works not published elsewhere and should be approximately 8–12 double-spaced pages. All manuscripts are subject to editing for style, clarity, sexist language, and length.

We also invite readers to comment on articles or ideas covered in recent issues of ASSOCIATION MANAGEMENT.

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asae The Audit Bureau



Marta Hayden Courts King-Size Recruit.

"No recruiting challenge is too big for me," Marta Hayden, CMP boasted from her office at the Monterey Conference Center.

"OK," we replied. "Let's see you sign up a 30-foot gorilla with a nasty bit of razing objections."

"Ahh," mused Hayden. "This could be the apex of my membership recruiting career."

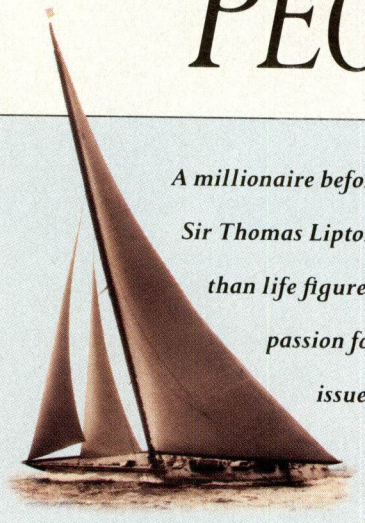
Slipping into her best "wooing the savage beast" gown, Hayden was off to confront King Kong himself. On his turf. But after a long day of wreaking havoc (and prior to his evening banana dacquiri) Mr. Kong was in no mood to discuss the benefits of ASAE membership. Or anything else for that matter.

Still, Hayden pressed on with facts of ASAE's industry contributions. Kong snarled. Hayden persisted with more facts of ASAE's educational opportunities. Kong crushed a condo. Hayden went for the close. Kong offered to give her a big hand. Which brings us to the photograph above. Proving once and for all, it ain't over 'til the fact lady screams.

In 1991, Marta Hayden, CMP was once again the Top ASAE Associate Membership Recruiter. Bringing her career total to 176. We at ASAE appreciate Marta's heroic efforts. We know how hairy it can get.

King Kong courtesy of Universal Studios Hollywood®

EVEN BEFORE THERE WAS PEOPLE WERE RACING



Shamrock V © Rosenfeld Collection, Mystic Seaport Museum. Portrait courtesy of the Newport Historical Society.

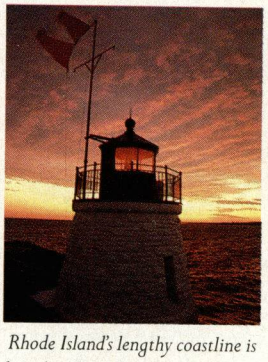
A millionaire before the age of forty, Sir Thomas Lipton always cut a larger than life figure. Driven by a lifelong passion for yacht racing, he issued his first America's Cup Challenge in 1898 and brought* Shamrock I *to America. He lost to the* Columbia, *but that didn't deter him from putting 5 successive* Shamrocks *to the test, the last of which was defeated by Harold Vanderbilt's* Enterprise *at Newport. Despite his numerous stateside defeats, his years of trial did earn him a reputation as America's greatest sportsman.



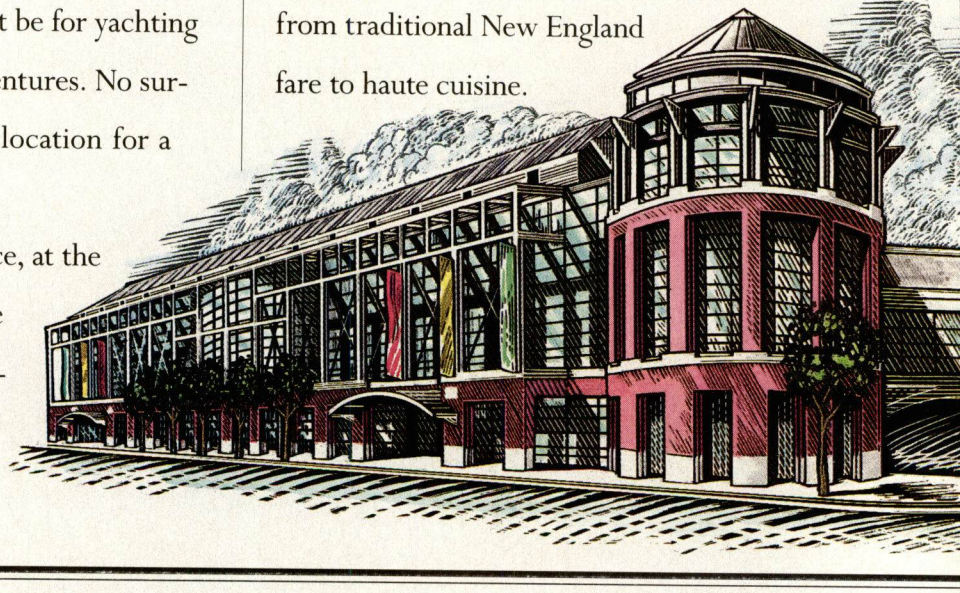
Rhode Island has always been a very hospitable location whether it be for yachting competitions or more permanent ventures. No surprise, then, that it's also the ideal location for a world-class convention center.

Opening in 1993 in Providence, at the head of Narragansett Bay, the Rhode Island Convention Center will dominate the Northeast with its unique combination of style and amenities. Best of all, considering the cost of other regional convention sites, ours will be far and away the best value.

The Rhode Island Convention Center will be close to everything. After all, the entire state measures only 48 miles by 37 miles, with over 400 miles of unparalleled coastline. That puts you just a short drive away from classic New England towns as well as Newport's Gilded Age mansions and the sandy beaches of South County. Providence offers an abundance of its own attractions, too. The Rhode Island School of Design Art Museum. Roger Williams Park Zoo. And a multitude of fine dining opportunities ranging from traditional New England fare to haute cuisine.

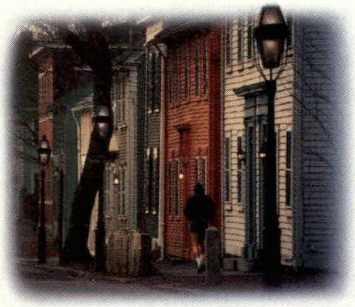


Rhode Island's lengthy coastline is dotted with architectural treasures, including some of the country's few remaining lighthouses.

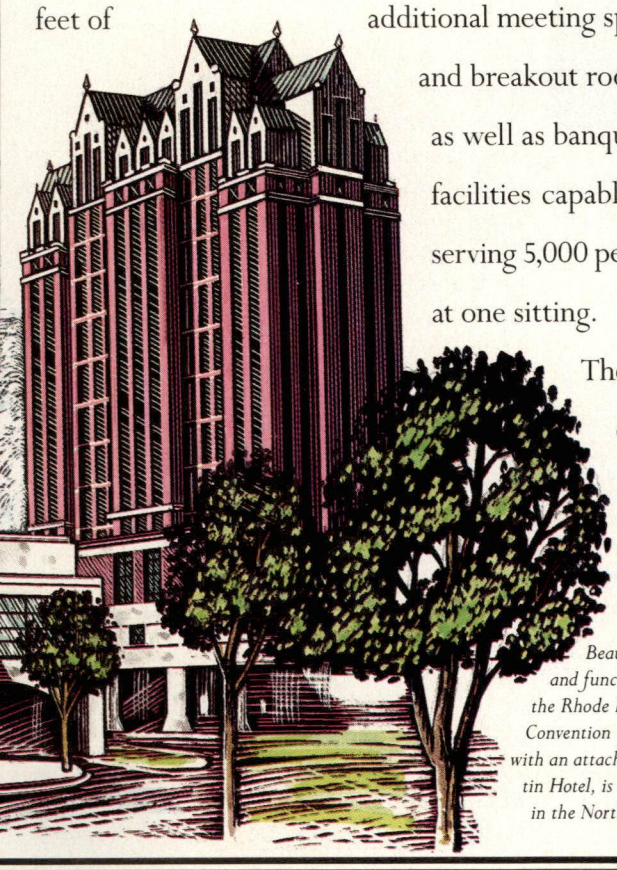


A CONVENTION CENTER, TO OUR SHORES.

Then there's the convention center. Reason enough to choose Rhode Island. Its 365,000 square feet of space feature a 100,000 sq. ft. exhibit hall, divisible into four separate halls, with 30-foot clear ceilings, 10 loading docks, two ramps for drive-in truck access and individual public and service entries. There's also a 20,000 sq. ft. ballroom, 17,000 square feet of additional meeting space and breakout rooms, as well as banquet facilities capable of serving 5,000 people at one sitting. There's even a new Westin Hotel, adjoining the convention center, offering visitors over 500 of the more than 2000 gracious guest rooms and suites available in the Greater Providence area.

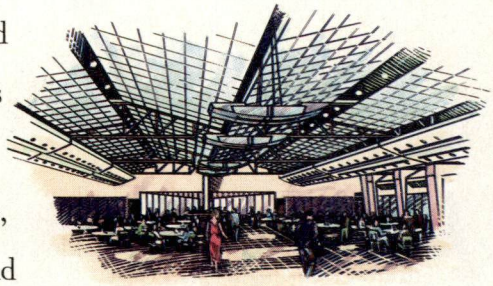


Benefit Street, within walking distance of the convention center, has the nation's most impressive collection of colonial homes.

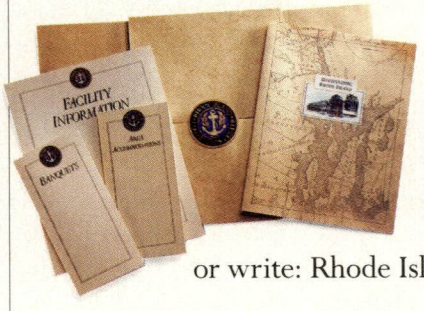


Beautiful and functional, the Rhode Island Convention Center with an attached Westin Hotel, is unique in the Northeast.

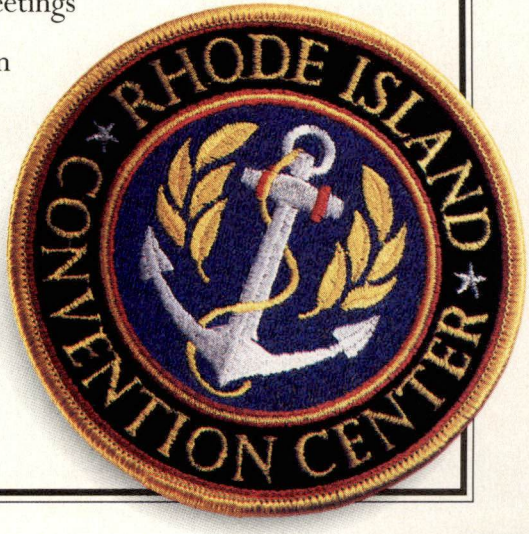
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Taking Care of Business

My sweet, bright cousin Penny, a junior-year honor student from Connecticut, and her great friend Kelly spent their spring break visiting me in Washington, D.C., this year. After picking them up at the train station, I took the scenic route home, pointing out to them, nonstop, the many wonderful and historically important sites that pepper this city.

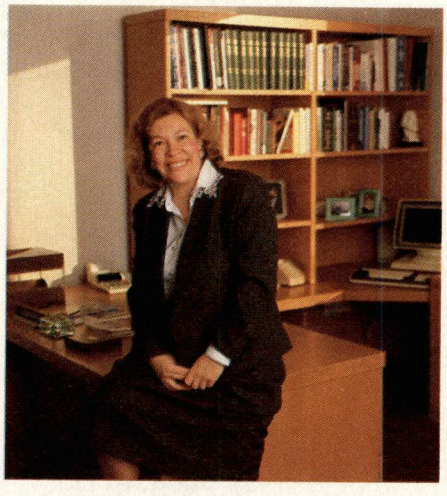
As we came around the curve of Rock Creek Parkway heading for Memorial Bridge, I called out, "Look! There's the Kennedy Center, and that round building right behind it is Watergate."

I sensed a certain vagueness in their recognition, so I asked them what the significance of Watergate was. After a few silent moments, Kelly piped up, "Didn't that have something to do with Nixon? Did they name the building after his Watergate campaign?"

The next day we went to Mount Vernon, "home of George Washington," I pointed out. As I wandered through that magnificent place, I found myself in a reverie.

When I was growing up, I remember thinking George Washington was the most important man who ever lived in our country—and put him up there with Aristotle, Churchill, Shakespeare, Hammurabi, Joan of Arc, and a handful of others whose lives had penetrated my consciousness by the time I was 9 or 10.

I found myself asking the question, "Of the roughly 5.2 billion people living today, who is leading a life of such timeless import that their names and actions will be recognized by 10-year-olds in the year 2500 or 3000?"



I had dinner with some American and Japanese friends the other day, and one of the Americans was criticizing the effectiveness of the presidency of Jimmy Carter. My friend asked me if I agreed. I didn't, but my response was that I didn't think it was possible to evaluate the significance of a president—or anyone else—without the telescopic reflection of 100 years or so of perspective.

In this context, my own efforts and ambitions seem so petty and insignificant. Am I daunted by the challenge of really making a difference in this world? Not I. But I'm humbled by the recognition that little that I do has the life-and-death urgency I sometimes accord to it.

In a time when the pressure valves on our beings are singing out "danger zone," it's important to gain a little distance from our day-to-day concerns and try to measure their impact in terms of what will be remembered a year from now—much less in 100 years. If we all could focus our energies on actions of lasting value, we would be at least slightly more productive.

I don't expect to be remembered as a distinct personality by anyone other than my family and perhaps a few friends when I'm gone. I would like to think I was a part of something that was worth preserving or remembering.

And perhaps in my finer moments I aspire to do as Milton said in his *Oration Against Scholastic Philosophy:*

"But your mind should not consent to be limited and circumscribed by the earth's boundaries, but should range beyond the confines of the world. Let it reach the summit of knowledge and learn to know itself and at the same time to know those blessed minds and intelligences with whom hereafter it will enter into eternal fellowship."

Of course, at the same time, taking care of business.



ELISSA MATULIS MYERS, CAE
Publisher

PHOTOGRAPH: SAMIA



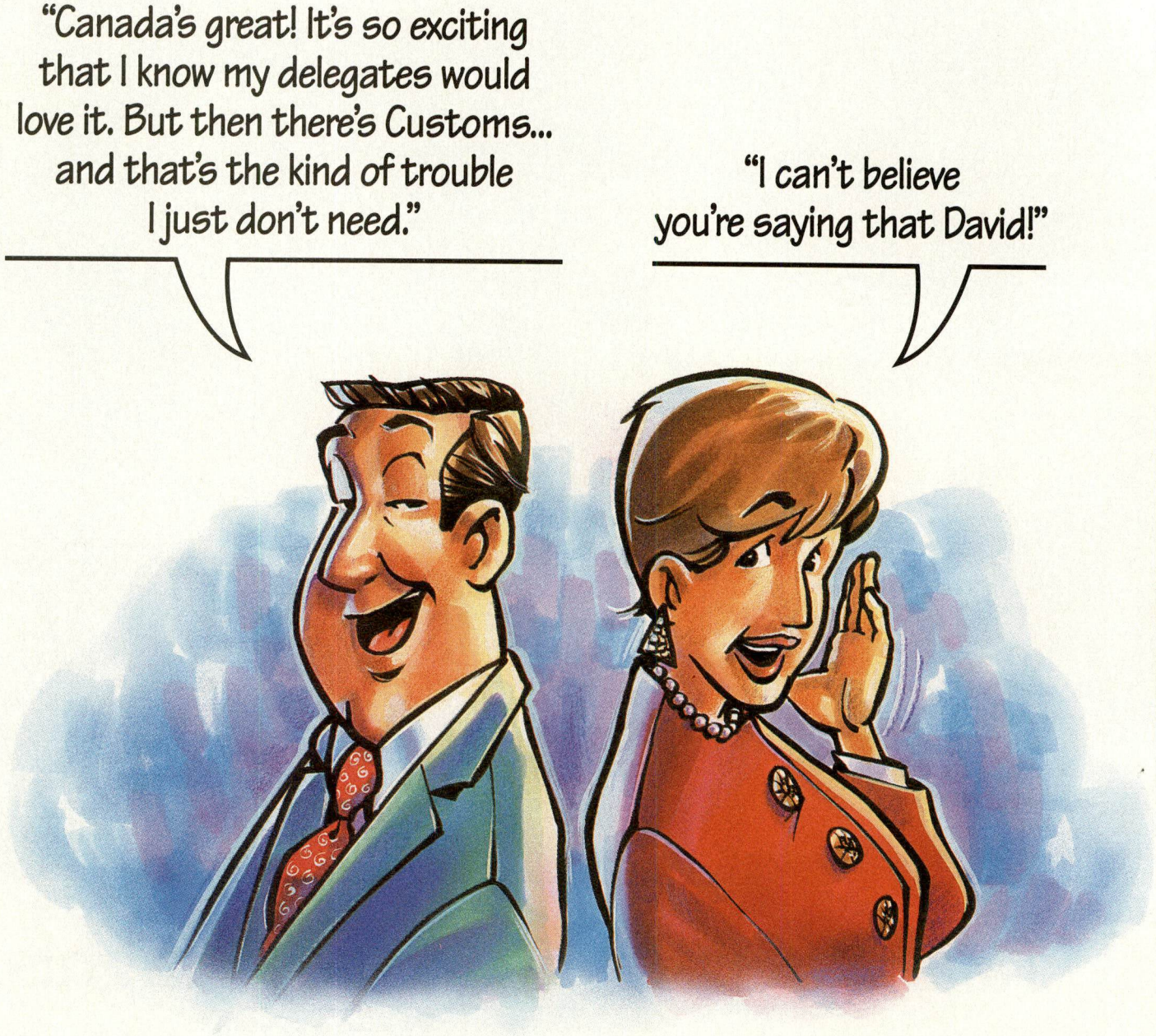
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Canada

People, places and "savoir-faire"

perspective

BY LINDA F. CRISMOND

Elbow Room for Editors

A CEO offers insights on balancing editorial freedom with multiple agendas.

Can anyone spare a paradigm? Every nonprofit association seeks a model policy for balancing the forces weighing on its major periodical. The paradigm would ensure harmony between the journalistic idealism of editorial staff and the ever-multiple purposes of officers, boards, executives, and members.

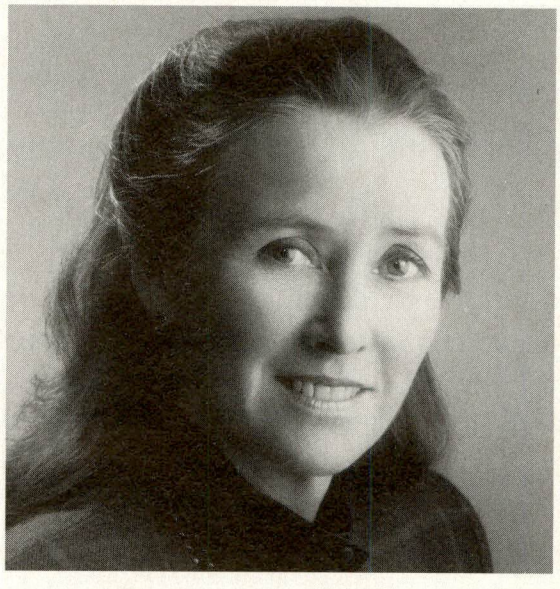
And that's not all. No paradigm would overlook the commercial sector, the hand that helps sustain major journals through its advertising investment.

The organization I administer, the American Library Association (ALA), Chicago, is a nonprofit educational association sometimes at odds with information industry policies. But industry advertising feeds some $2.5 million a year overall into ALA programs—definitely a factor in our harmony.

So what's the paradigm for keeping leaders, readers, and feeders happy? And in serving multiple purposes, how do you both challenge and channel the publication editors, those oft-forgotten souls who wear the association's angst on their faces?

The stereotype of a CEO as someone who leads publishing staff by the nose just doesn't fit at ALA. In our magazine publishing program, we've given the editors the freedom to determine the content of their publications.

The boards and bosses of nonprofit associations set the overall policies and goals, hire the editors, and get out of the way—most of the time. Does this approach solve all our problems of multiple purposes? No. But it gives us a framework for addressing them.



A while back, the newsletter of the Society of National Association Publications, Washington, D.C., quoted a media management expert as saying, "Every serious problem of nonprofit association publishing can be traced to positioning discrepancies. The society or society's board sees the publication as existing for one purpose, while the staff, advertisers, or readers see it for another."

This is true, but the problem isn't the discrepancies—it's misplacing the responsibility for sorting them out.

ALA has given this responsibility to its publication editors. That's what professional editors do; they package a hundred points of view into a coherent medium with value to a spectrum of readers. It's a killer job, never ending and often unappreciated. But somehow it seems to work out.

A publications policy should accommodate as many agendas as possible. A big part of my agenda is to make the elected officers look good, but editors might prefer to use their limited space for other association priorities. If I can't channel the editors' interests my way by sweet persuasion or stating the hard facts, I turn to other means of promoting ALA officers.

That's not to say editors can't be swayed by leaders—for better or for worse. A leader says, "More books and articles on technology," and we jump. But it's best to measure those declarations against demonstrated reader interest.

Put It in Writing

Most of us in the nonprofit world say publishing programs must display integrity, responsiveness, and credibility to be effective, and that such qualities require editorial independence. That's what we say, but do we say it in writing?

ALA does. I quote from our policy statement for *American Libraries,* the association's news magazine:

PHOTOGRAPH: STUART/RODGERS/REID

"The editor must assume an obligation to represent the best interests of the association . . . fairly and as fully as possible within the scope of the journal and with due regard to the editor's prerogatives in producing a balanced and readable publication. . . . The editor is guaranteed independence in gathering, reporting, and publishing news according to the principles of the association's policies on intellectual freedom. . . . Columns shall be kept scrupulously and faithfully open to expression of all viewpoints of interest and concern to the library profession."

In effect, then, the editor can put in what he or she wants but is somewhat restricted in what can be kept out. Technically, the editor can resist long official documents that render the magazine unreadable and unbalanced; yet, when the association's governing body speaks, what editor or CEO will profit from opposing it?

Some years ago, our governing council decreed that its entire voting record should run in the association news magazine. The editor, trying to build a colorful reader's magazine and a hot medium for advertisers, grew apoplectic when he saw what he'd have to print: 15 pages of resolutions, names, and little x's and o's for each individual vote.

He marched into my predecessor's office pounding the policy manual and declaring, "Nowhere does it say the council can overrule my editorial independence." My predecessor nodded and said softly, "Yes, I can agree with you—and then jump out the window. We work for these people, and when they say x's and o's, we print x's and o's."

And so we do, to this day.

Policy and Practice

Our publications policy seems right for ALA, which supports intellectual freedom as a major program. The policy won't always keep us out of trouble. As administrators know, policies solve every problem except the next one to come along.

When an editor develops a deeply personal agenda that's irrevocably out of tune with mine, that's a big problem and one that may result in someone getting fired. It probably won't be me. But until the last day on the job, that editor will enjoy editorial freedom.

We had just such a situation in 1974, before our policy was fine-tuned. My predecessor felt that the current editor of *American Libraries* had lost sight of the association's best interests.

The editor hired a *Washington Post* reporter to investigate a national library commission he felt was too secretive. Our Washington office had no problems with this commission and preferred a united front among agencies promoting library development.

One day a senator called our Wash-



ington officer saying, in effect, "You ask me to support the commission, and this ALA reporter says it's corrupt. What's the story?"

With crucial legislation before Congress, our Washington officer and my predecessor hit the roof. The conflict deepened and eventually the editor was fired. The whole magazine staff but one quit in protest. But before they left, they took their shots in the magazine and won some sympathy from the governing council, which demanded a policy that underscored the editor's independence and guaranteed better communication between editor and CEO on conflicting matters.

Since then, it's worked pretty well. The magazine has attracted first-rate editors, won numerous editorial awards, and quadrupled its advertising revenues. The editor reports to the publishing director on administrative matters and to me on policy matters. We don't always agree, but we work out solutions we can live with.

Mixed Messages

Publication policies should define who's in charge and also guide the direction of the publishing program. All of us in the nonprofit world are veterans of mixed messages from above:

- Make money, but for heaven's sake don't be commercial.
- Don't subscribe to bottom-line mentality, but watch that bottom line.
- Make a business plan, but don't plan on making a business out of our mission.

What I do as a CEO is share these messages with staff and help them cope. Good policies help unmix the messages. In most associations, there will be talk about value-driven versus revenue-driven programs. At one end of the spectrum, we all have our social-issue committees, righting the world's wrongs on a shoestring budget; at the other end, our trade shows, driven on the expectation of big revenues.

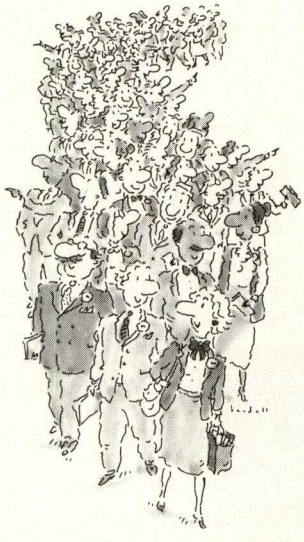
At these extremes our purposes are clear, but publications get mixed messages. One message says go for higher values and lower revenues; another message says lower values and higher revenues. Most often, the message is do it all—high values, high revenues. That's a tall order.

Every year at budget time we reexamine our policy by asking these questions: Does the membership want an official house organ with no advertising appeal? Does it want a revenue-driven products catalog? Or an independent, value-driven news magazine with moderate revenues?

Aided by reader surveys, we have been clear in our preference for the last. But someone has to pay for values, and our officers are still looking for the paradigm to solve that one. AM

Linda F. Crismond is executive director of the American Library Association, Chicago. Arthur Plotnik, ALA associate publisher, provided background information for this article.

convention and exposition



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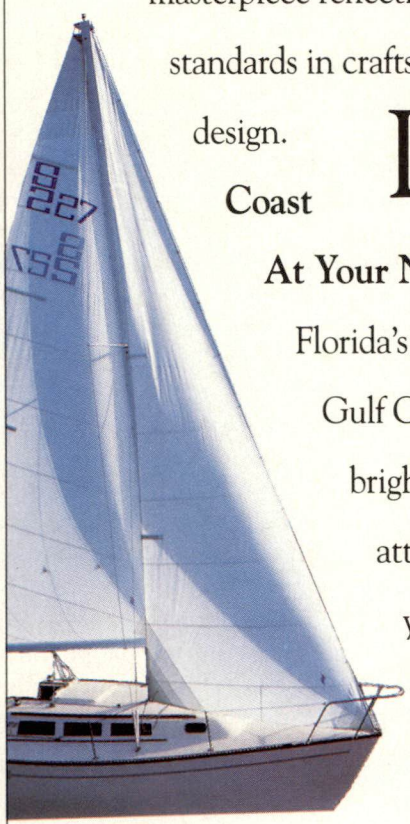
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TAMPA CONVENTION CENTER

ASAE Interim Report on Music Licensing

ASAE responds to member concerns and a frustrating year.

One year has passed since ASCAP and BMI began asking associations to sign music licenses. ASCAP (American Society of Composers, Authors, and Publishers) and BMI (Broadcast Music Incorporated) are New York City–based performing rights organizations that hold rights assigned by composers and publishers to copyrighted music. Associations have been asked by ASCAP and BMI to sign blanket license agreements on forms negotiated in 1990 with the Music Licensing Task Force, of which ASAE was a member. Associations could use the forms in connection with the use of copyrighted music at association-sponsored events.

ASAE participated in the Music Licensing Task Force in 1990 in an effort to ensure that the association community would receive the best possible terms from ASCAP and BMI for copyrighted music used by associations. Legal experts advised ASAE in 1990, and they continue to advise the association now, that present law requires those responsible for some uses of copyrighted music at association-sponsored events to pay the owners of the music for those uses.

During the first year of ASCAP's and BMI's solicitation of music licenses in the association community, the leadership of ASAE has heard from a great many members about concerns with that solicitation. You have called and written to ASAE officers, directors, and staff members; you have spoken out at ASAE meetings and those of our allied societies; you have communicated with ASCAP and BMI, and shared that communication with us. To put it simply, ASCAP's and BMI's activities in connection with its blanket license agreements in the association community are regarded as extremely disappointing.

In response, ASAE's leadership, under Chairman of the Board Gene N. Fondren, CAE, is doing everything it can to explore the problems and to develop solutions. You will be hearing more in the coming months about ASAE's music licensing initiatives, which are a consistent agenda item for both the ASAE Board of Directors and the Executive Committee.

At this time, I want to share with you the "ASAE Interim Report on Music Licensing." It summarizes the most common concerns you have expressed about ASCAP's and BMI's activities. Those concerns have been conveyed to the performing rights organizations and are being taken up with government officials. You have our assurance that they will be pursued vigorously on your behalf.

R. William Taylor, CAE
President, ASAE

In recent years the two major performing rights organizations in the United States—ASCAP and BMI—have begun separate campaigns to require trade associations, professional societies, and other nonprofit organizations to sign license agreements for copyrighted music used at association-sponsored events.

ASCAP and BMI assert that they hold assigned rights from music composers and publishers for the live or recorded public performance of much of the music that is legally protected by copyright. ASCAP and BMI each has a separate repertory of music and has preferred to license or sell that repertory to certain users, including associations, on a blanket basis—the user licenses or purchases ASCAP's or BMI's entire repertory for use during a specified time period.

In mid-1990, ASCAP and BMI began negotiating with interests in the meeting planning industry to create standardized blanket license agreement forms that would apply to performance of copyrighted music used at conventions, seminars, meetings, trade shows, and other events sponsored by associations. The Music Licensing Task Force was assembled to represent the meeting planning industry; ASAE was one of the members of the task force. ASAE wanted to ensure that associations would receive the best possible terms from ASCAP and BMI. Legal experts advised that those responsible for some uses of copyrighted music at association-sponsored events must pay the owners of the music for those uses.

Negotiations with the performing rights organizations continued throughout late 1990. By early 1991, the task force had negotiated blanket license agreement forms with ASCAP and BMI, which then proceeded to offer the agreement forms to associations.

ASAE's more than 20,000 members are executives in more than 9,000 associations, all of which typically sponsor events such as conventions, seminars, meetings, or trade shows at which music could possibly be used. Based upon communication from its members during the past year, ASAE is in a position to provide a catalog of concerns that have been raised in the association community regarding ASCAP's and BMI's activities in the area of music licensing.

This report addresses the ASCAP and BMI activities in three areas: implementation practices, program structure, and blanket license agreements.

Implementation practices

1. Harassment and intimidation. ASCAP's and BMI's first-year campaigns to enlist associations as signatories of their blanket license agreement forms have been campaigns of relentless harassment and intimidation. This is contrary to the explicit understanding reached at the conclusion of ASCAP's and BMI's negotiations with the Music Licensing Task Force, in which ASCAP and BMI each agreed to engage in education rather than in the threats, coercion, and bullying that instead routinely have occurred. Following initial announcements, letters, and releases that were primarily educational in nature and that were concurred in, and in some cases initiated by, ASAE, ASCAP and BMI quickly lapsed into programs to force associations to sign the blanket license agreements. Mass mailings by ASCAP and BMI stated in effect that associations must be using copyrighted music in ASCAP's and BMI's repertories; and thus the associations have no alternative but to sign the licenses or face draconian legal penalties, which in fact are rarely ultimately imposed. Telephone inquiries to all levels of ASCAP and BMI personnel have often received rude and curt responses, generally conveying the message, "You must sign, or else . . . ."

Inadequate attention is paid in all ASCAP and BMI communication to the exceptions, alternatives, and gray areas (take for example, the "home-style receiving apparatus" exemption; uses by agricultural, fraternal, or religious organizations; and so forth). BMI's telemarketing personnel, who apparently work on a commission basis, are frequently ill-informed about licensing, unwilling to discuss alternatives to the BMI form, and generally intimidating in their attitude. (One example: "We know you are playing music at your meetings; you are in violation of the law; unless you sign our contract immediately, we plan to prosecute you.") ASAE has asked that all harassment and intimidation by ASCAP and BMI end at once.

2. Refusal to clarify or amend the form. ASCAP and BMI apparently have equivalent inflexible policies against providing any written clarifications or making any amendments to the forms of their blanket license agreements for music at association-sponsored events. The performing rights organizations cite antitrust consent decree language prohibiting discrimination in rates or terms among similar users. That, however, would certainly not prevent ASCAP and BMI from issuing written definitions of unclear words or phrases, from amending nonessential terms such as by including a limitation on recourse through indemnification, or from providing other written clarifications or amendments to the form in specific appropriate instances when requested by

associations. ASAE is seeking this change in practice from ASCAP and BMI.

3. Unwillingness to license others. Association-sponsored events are virtually always planned and conducted with a primarily educational purpose and atmosphere. For all but a few portions of most association events, music is a quite incidental and often quite unimportant aspect (in contrast to the situation of electronic entertainment media, bars and restaurants, and other users). It is therefore often most appropriate and convenient that some party other than the association, which party may already have responsibility for other aspects of music played or performed at association events, have responsibility as well for copyright licensing when necessary. Hotels and convention centers, event production firms, talent agencies, trade show exhibitors, caterers, audiovisual companies, performers, and others who assist the association community are generally willing and able to fulfill this function; many of them already deal with ASCAP and BMI in other capacities. ASCAP's and BMI's inflexibility in refusing to license these parties for their music performed or played at association-sponsored events is a very serious problem that ASAE has demanded the performing rights organizations address satisfactorily.

ASAE has asked that all harassment and intimidation by ASCAP and BMI end at once.

Program structure

1. Misuse of dominant market power. ASCAP and BMI declare themselves to be the largest assignees of performance rights for copyrighted music in the United States. Together they enjoy a virtual stranglehold on the availability of those rights, with their joint market share apparently approaching 100 percent. Legal, economic, and moral principles require that neither organization individually, nor both together, misuse their dominant market power. Arbitrary selection of what entities or types of entities will be licensed, failure to disclose the music repertories that are licensed, exacting unreasonably high license fees and imposition of burdensome administrative obligations, unwillingness to issue single-program licenses for music used at association-sponsored events, and other such practices, which are maintained concurrently by both ASCAP and BMI, are improper in these circumstances. ASAE has requested that they be discontinued.

2. Arbitrary targeting of the association community. It was long assumed that copyrighted music played or performed at events sponsored by associations was either not subject to license at all or was covered by license agreements with ASCAP and BMI obtained by suppliers or others who assist the association community. ASCAP and BMI took no steps to change this assumption for many years. In the mid-1980s, ASCAP and BMI decided coincidentally to increase their markets by targeting the association community for music licensing in connection with the primarily educational events sponsored by associations. Instead of arranging this through hotels and convention centers, event production firms, talent agencies, trade show exhibitors, caterers, audiovisual companies, performers, and others who assist the association community—many of which are already experienced in dealing with hospitality and entertainment matters in general and with ASCAP and BMI in particular, and all of which are equally responsible under the law for copyright royalties—an appeal was made directly to associations. These strategy decisions by ASCAP and BMI were counterproductive; ASAE has suggested that they be reversed.

3. Duplicative charges for music at hotels. ASCAP and BMI have long negotiated and promulgated successive music licensing blanket agreement forms for use by the hotel industry. Most major hotels are thought to be signatories. The unequivocal terms of the current versions of the hotel industry blanket license agreements of both ASCAP and BMI provide that all music performed or played on the hotel premises is licensed through that agreement except for music used at "industrial trade shows, expositions, and business presentations." ASCAP's and BMI's standardized hotel industry blanket license forms are equivalent in this respect. Associations that sponsor events using ASCAP or BMI music at hotels who have signed the hotel industry agreements, unless the events are "industrial trade shows, expositions, or business presentations," are clearly not required by law to license that music usage from ASCAP or BMI. To do so results in duplicative payments to ASCAP and BMI and unjust enrichment of the performing rights organizations. And yet ASCAP's and BMI's blanket license forms for associations both purport to require a licensing agreement and royalty payments for that usage. BMI's question-and-answer document even addresses this issue in detail and declares, quite inaccurately, that the hotel industry blanket license agreements do not relieve associations of their music licensing obligations in any respect. ASAE has asked that the ASCAP and BMI blanket license agreement forms, and any ASCAP or BMI materials describing or discussing them, be changed at once to make clear that the association signatory is not responsible for a licensing agreement or royalty payments for use of ASCAP or BMI music where that use is already covered by another ASCAP or BMI blanket license agreement, respectively, including but not limited to music used at association-sponsored events held in ASCAP-licensed or BMI-licensed hotels other than "industrial trade shows, expositions, or business presentations."

4. Failure to disclose repertory. Neither ASCAP nor BMI publishes or otherwise provides access to the repertory of copyrighted music for which each claims to hold assigned performance rights. Membership lists are available in some

circumstances. And, in part by virtue of consent decree language, specific songs can be checked to determine if they are part of ASCAP's or BMI's repertory in some circumstances. There are two unfair and self-serving results of this policy. First, it permits ASCAP and BMI representatives to make expansive, and quite possibly inaccurate, claims about the music for which each organization holds performance rights, with no ability for association users in any systematic or effective way to verify the size and quality of the repertory. In short, ASCAP and BMI insist that users buy "a pig in a poke." Second, and of even greater concern, the policy prevents association users of music to plan in any effective way to avoid use of ASCAP or BMI music and thereby preclude the need for an ASCAP or BMI license. There is no valid reason why the organizations cannot publish their repertories, whether through hard-copy periodicals or via computer data base systems (which are now as ubiquitous as pay telephones). ASAE has asked both ASCAP and BMI to make arrangements to do that immediately.

The blanket license agreements

1. Rates and rate structure. Experience and inquiry by ASAE since promulgation by ASCAP and BMI of their blanket license agreement forms suggest that the rates are exorbitantly high and that the rate structures are extremely unworkable. Cable television programmers pay a few cents for each viewer's yearlong access to each music repertory. By comparison, the ASCAP and BMI rates for association-sponsored events are many times higher. Moreover, the rate structure established in the forms is excessively complex and administratively cumbersome. Associations, like other blanket license users of the ASCAP or BMI repertories, should be able to pay a modest, fixed annual fee without the inconvenience of frequent counting, calculating, reporting, and remitting. Prior to negotiating the current form, a similar one was negotiated by ASCAP with the National Association of Exposition Managers, Indianapolis. It exempted all trade show exhibitor personnel—who hardly attend exhibits to enjoy the music—from royalty computations. ASCAP's current blanket licenses include all exhibitor personnel; BMI's licenses include half of all exhibitor personnel. ASAE has asked that this be changed. Finally, the current $150 minimum payment required by BMI is unfair to the small and infrequent user of the BMI music repertory. Even considering the limited and qualified credit feature, this is a penalty not a purchase, a liability not a license. It too needs to be changed.

2. Absence of single-event form. Unlike the situation in other industries or fields where both blanket licensing and program licensing by ASCAP and BMI are used, and where the latter is sometimes legally compelled, the association community has been offered no alternative for a single-event license. An association is told that it must sign a multiple-year, automatically renewing contract with ASCAP or BMI even for one convention, seminar, meeting, or trade show. Because of the unavailability of the ASCAP or BMI repertories, one is effectively compelled to sign licenses with both organizations (giving each an unwarranted benefit from the other's repertory). Although the rates vary somewhat according to the size and frequency of instances in which copyrighted music is used, there is no simple approach for the association that desires to play one song at one event and has no intention of ever using the ASCAP or BMI repertory again. A single-event alternative should be developed.

3. "Hair trigger" license obligation. ASCAP and BMI each requires a blanket license agreement by an association upon the performing of the first bar of the first song used at an association-sponsored event. Rates are based upon daily attendance and anticipate access to the entire ASCAP or BMI repertory. In fact, music is only rarely played or performed all day long at any typical association event because the events are primarily educational. Snippets of music may be used to introduce a particular educational speaker or presentation or to begin an awards or commemorative ceremony; more extended use may occur as background during a reception or dinner; there may even be a few hours of music for dancing after a closing banquet or in a talent show. But most uses are isolated, incidental, infrequent, incomplete, and very brief. To demand a multiyear contract obligation for such inconsequential use of ASCAP or BMI music is unfair and oppressive. ASAE has made clear to ASCAP and BMI that there should be some amnesty period (for example, one half hour) for each association-sponsored event before the ASCAP or BMI license obligation, as well as any royalty payment obligation, is even triggered.

4. Reports. ASCAP requires associations to file reports within 30 days after each event using ASCAP music occurs; for an association conducting more than four events each year, quarterly reports are required (it is not clear whether a report is due to ASCAP if there are no events in a quarter using ASCAP music). BMI requires associations to file a single-event report if the association holds only one event each year using BMI music; otherwise quarterly reports are required for events held in each quarter. These reporting obligations are unduly burdensome. Associations, by virtue of their nonprofit corporate status and federal income tax-exempt status, are not in the business of hospitality or entertainment, where such reporting obligations might be considered reasonable. ASAE has asked that simple, universal annual report forms be developed and promulgated by ASCAP and BMI.

Conclusion

This "ASAE Interim Report on Music Licensing" outlines the concerns of the association community with ASCAP's and BMI's activities in connection with music licensing and with the ASCAP and BMI blanket license agreements. ASAE has requested that ASCAP and BMI commit to take steps to correct those activities. Any further developments will be reported to ASAE's membership. AM

technology at work

BY STEVEN L. HARRISON

Electronic Organizers

Are you ready for the new generation of pocket calendars?

What time-starved executive could get by without that leather-bound life document known as the organizer? Only today, the busy executive's organizer is as likely to be pocket-sized and electronic as it is to be leather. Indeed, electronic organizers—kind of a cross between a pocket calendar and a pocket calculator—have begun to appear.

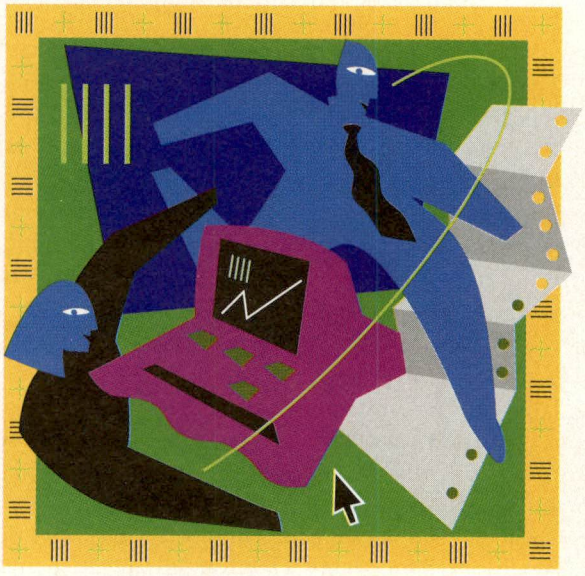
Functions

Electronic organizers range in function from souped-up calendars to super-calculators to near-computers. Most are the size of a large pocket calculator. There are at least three functions common to good organizers.

The *calendar* function allows entry of appointments in much the same manner as you write them in a pocket calendar. Most calendar functions also include an alarm clock, which can be invaluable for today's harried executive.

The second function common to most organizers is a *telephone directory,* which tracks the names, addresses, telephone numbers, and sometimes other information about acquaintances. Some organizers have separate telephone directories for different purposes. For example, you might keep business contacts in one telephone directory and family and friends in another.

A third feature that most organizers have is the *memo pad.* This function serves as a word processor, a place where you can store notes and small memos. These memo functions leave a lot to be desired when stacked against word processors or PCs, yet they do serve their purpose.



Many organizers have other features, such as calculators, to-do lists, clocks, and optional cards that contain more sophisticated functions like spreadsheets.

One optional function that is an absolute must if you're concerned about backing up data in your organizer or combining it with other systems is the link to a PC. These links obviously add to the cost of the organizer but are indispensable if you're serious about protecting your data.

Advantages versus disadvantages

Like everything, electronic organizers have their pluses and minuses. Here are some of the advantages of electronic organizers:

- **Storage.** Although these units don't have the storage of a PC, they store massive amounts of data compared to a pocket calendar.
- **Electronic format.** If you want to keep your PC and electronic pocket calendar in sync, the data in your organizer is already stored in electronic format. With the proper integration of systems, no retyping is required to transfer information to your PC.
- **PC link.** If you lose your pocket calendar, you've also lost the important data it contains. An electronic organizer allows you to back up your data. In case of loss, you can recover the information it contained.
- **Password protection.** This feature allows your private information to remain so, providing more security than a pocket calendar or notebook.
- **Long battery life.** Notebook or laptop PCs have battery life measured in hours; in comparison, organizers have battery life measured in years—five years or more is common.
- **Lightweight.** Although these units are pretty heavy to lug around in your pocket—they can weigh up to 12 ounces—they are lightweight when com-

ILLUSTRATION: JOHN CARUSO

Don't Let This Happen To You!

Police Discover Justifiable Computercide At Association!

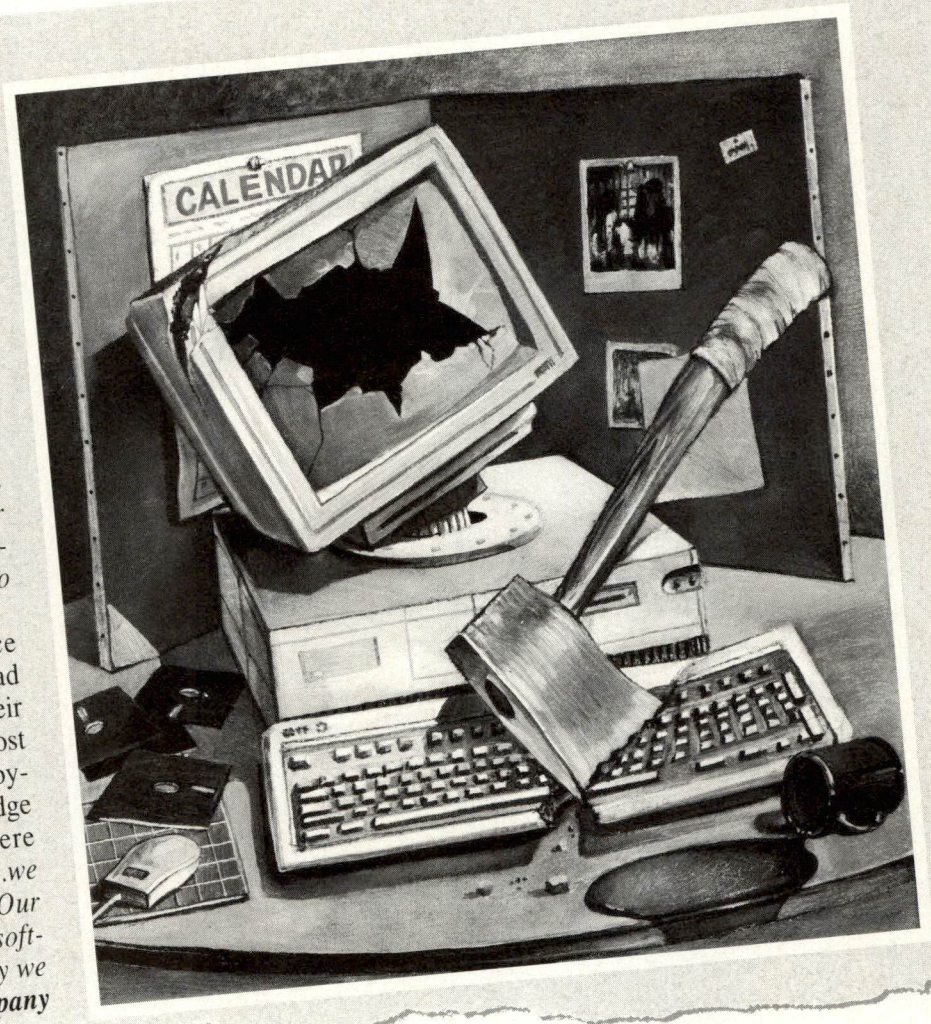
WASHINGTON - Around 8:30 pm last night police discovered an employee of the ABC Association blankly staring at the mutilated carcass of what was reported to have been the employees faithful computer. An unidentified source stated, "*...they'd been having trouble for awhile. Everyone knew there were problems, but no one thought it would come to this. It's such a shame.*"

Upon further investigation police determined the suspected employee had warned his boss that frustration with their association software packages had almost reached a breaking point. Other employees commented that they were on the edge as well, but their pleas for relief were ignored. One employee remarked, "*...we can only work with what we have. Our computers are only as good as the software and people running them. If only we had heard about* ***Morant Data Company*** *sooner!*"

At this time no charges have been brought against the suspect, but sources confirm that **Morant Data Company** has been brought in for consultation; in hopes they can furnish ABC with software which suits their needs. A spokesperson for **Morant Data** said, "*We've been called in on numerous clean-up operations like this before. It's really too bad that things have to go this far before they check us out. We probably could have prevented this terrible tragedy and saved this model employee.*"

Here at Computer Stress & Consequences we have seen a rise in contempt for failing software packages among employees of many associations. If more managers, directors and owners would take the time to evaluate their existing computer programs now, and consult with **Morant Data Company,** future employee breakdowns could be curbed and eventually eliminated.

Reporter: Richard Link
Publication: Computer Stress & Consequences



CALL FOR IMMEDIATE RESCUE!

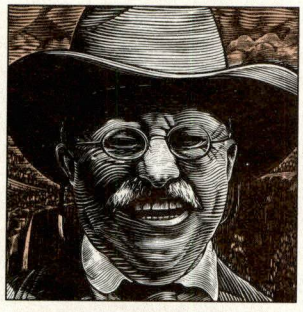
Morant's AMPAC System can help in the following ways:
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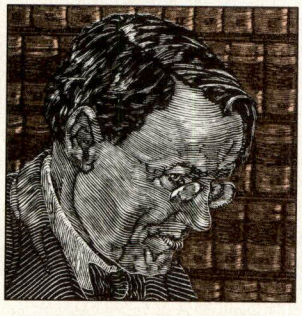
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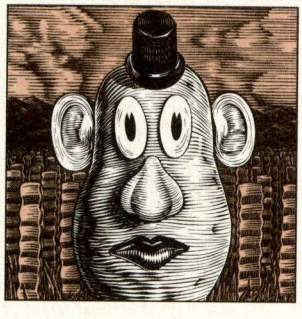
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Alexandria, VA 22314-1529
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(800)255-0863
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Which Of These Famous People Never Visited Boise, Idaho?

A:  Mr. Theodore Roosevelt

B:  Mr. Clarence Darrow

C:  Mr. Potato Head

Meeting planners often say that when they think of Idaho, they think of potatoes rather than a place to meet. Boise has attracted many famous people, but never a "Potato Head."

Many meeting planners are calling Boise Centre an executive meeting place for the 90"s. National media has named Boise one of the five best places to live, one of 15 U.S. Super Cities, and a city with a low crime rate.

Take Boise off the list of places you've never visited! Find out more about Boise as an outstanding meeting site!

Write or call for Boise's Meeting Planners Guide:
Boise Convention & Visitors Bureau P.O. Box 2106 Boise, ID 83701
1-800-635-5240

BOISE Convention & Visitors Bureau

© 1991 Boise Convention & Visitors Bureau. Mr. Potato Head is the registered trade mark of Playskool, Inc. Paid Idaho Travel Council

pared to a notebook PC, which can weigh six pounds or more.

- **Instant data access.** You can easily find data in these units. Most organizers come with data retrieval functions designed to quickly search out any data.

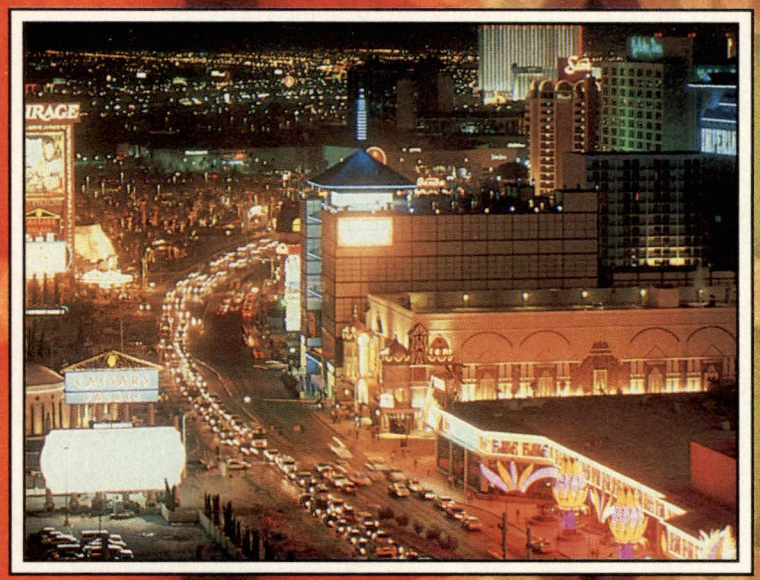
As handy as these units are, they do have their drawbacks, including some of the following:

- **Typing.** Some units come with the standard typewriter—"QWERTY"—keyboard; however, even the best units have munchkin-sized keyboards that make typing difficult.
- **Confusing features.** These units must be small. Therefore, many keys double and sometimes triple in function, making data entry confusing.
- **Data loss.** You will eventually use up the memory in these units. When this happens, you must remove old data to make room for new data. And if you don't have a PC link, you will lose the old data. If your purpose is to have an easily accessible historical record, units without a PC link are limited in their usefulness.
- **The novelty factor.** The instant you pull one out, you are apt to draw a crowd—people want to see your "toy" and learn how it works.

There are two "giants" in the organizer category: the Sharp Wizard OZ-8000 and the Casio B.O.S.S. SF 9500. Both have similar features, including the optional PC link and plug-in feature cards. The OZ-8000 lists at $399 and the SF 9500 lists for $269.

Electronic organizers aren't for everybody. If you occasionally make appointments or don't need a telephone list of your business acquaintances handy, then your pocket calendar will do nicely. And, if you don't get along too well with electronic devices, you may find organizers cumbersome. On the other hand, you may find an electronic organizer useful if you are extremely busy, find scheduling to be a problem, make a lot of telephone calls, or need to coordinate your calendar with your PC. AM

Steven L. Harrison is vice president of information systems at Electronic Realty Associates, Overland Park, Kansas.



Meet In Las Vegas With Good Reason.

Here are just a few of the many good reasons why you should meet in Las Vegas.

First, there's the weather. 320 days of sunshine a year keep delegates happy and flights on time.

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Add to that, Las Vegas' dazzling night life and superstar entertainment to help draw more delegates.

Finally, consider value. Las Vegas offers convention and meeting space, entertainment, rooms and airfares at prices that are always on the money. When you meet in Las Vegas, you do it with good reason.

To book your next meeting or to discuss even more good reasons to meet in Las Vegas, contact:

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3150 Paradise Road
Las Vegas, NV 89109-9096
(702) 733-2244

LAS VEGAS
ALWAYS ON THE MONEY

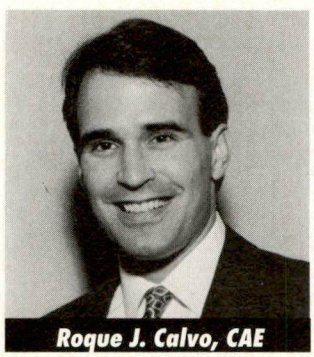
PEOPLE *on the move*

Job promotions/ changes

• The Colorado Society of Certified Public Accountants, Englewood, has made two staff appointments. **Mary E. Medley** has been promoted from assistant executive director to executive director. **R. Diane Sears Weiser** has been named continuing professional education director. Sears had been administrative assistant to State Representative Jesse White (D-IL).

• **Martha DiSario** has been named associate executive director of communications for the National Association of Elementary School Principals, Alexandria, Virginia. She had been press secretary to Senator John Glenn and the Committee on Governmental Affairs.

• The Electrochemical Society, Inc., Pennington, New



Roque J. Calvo, CAE

Jersey, has promoted **Roque J. Calvo, CAE,** from assistant executive secretary to executive secretary and chief executive officer.

• The Convention & Visitors Bureau of Greater Cleveland has appointed **Amy Obert** and **Anthony Gober** account executives. Obert had been convention sales manager for the Sheraton Suite Hotel. Gober had been a sales representative in the Lighting Business Group at General Electric Corporation.

• **Cary Crocker** has been named manager of exhibits and advertising at the American Urological Association, Baltimore. He had been traffic manager for Andrews-Bartlett Exposition Services.

• **E. Eugene Dyson,** president of the Business Council of Georgia, Atlanta, has retired.

• **Kenneth R. King** has been appointed executive director of the Consulting Engineers Council of Texas, Inc., Austin. He had been director of governmental affairs for the Texas Association of Counties.

• **Bohdan Fedun** has been named manager of communications for the International Copper Association, New York City. He held the same position for Vollmer Associates, an architectural and engineering firm.

• The Loews Anatole Hotel, Dallas, has made three staff appointments and two promotions. **Karan Ziarnik** has been named conference manager. She had been assistant director of sales and director of conference management for the Village at Breckenridge Resort. **Randy Parker** and **Michelle Governale** have been promoted from national sales managers to associate sales directors. **Melanie Holston** and **Pam Altman** have been named sales managers for associations. Holston had been national sales manager for Omni International Hotel. Altman had been Loews sales manager for national/corporate accounts.

• **Bob Buttgen** has been named editor of *Rental Management,* the national trade publication for the American Rental Association, Moline, Illinois. He had been director of member services for the Associated Public-Safety Communications Officers.

• **Diane Carminati, CAE,** has been appointed executive



Diane Carminati, CAE

vice president of the International Association of Hospitality Accountants, Austin, Texas. She was formerly executive director of the Texas Physical Therapy Association.

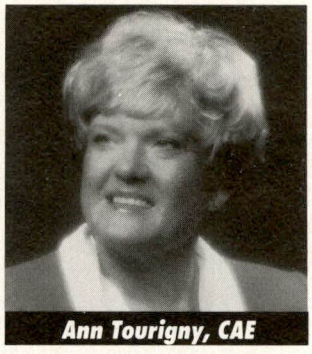
• **David A. Renker** has been named director of sales for La Quinta Hotel Golf & Tennis Resort, California. He was formerly director of sales and marketing for the Waterford Hotel.

• The Arlington Convention & Visitors Bureau, Texas, has made two staff appointments. **Charles L. Mayer** has been named national association sales manager. He had been senior sales manager at Crown Sterling Suites Hotel. **Dirk Thomas** has been named state association sales manager. He had been sales manager of hotel services for AVW Audio Visual, Inc.

• The San Diego Convention & Visitors Bureau has made two staff appointments. **Reint Reinders** has been named president. He was formerly senior vice president of Ace Parking. **Janet Yoshida** has been appointed national sales manager. She was formerly director of sales at the Doubletree Hotel San Diego.

• The American Academy of Family Physicians, Kansas City, Missouri, has made three staff appointments. **Angela Broderick** has been named manager of membership marketing and services. She was formerly advertising specialist with the American Nurses Association. **Sarah West** was promoted from news editor to patient education writer and editor for *American Family Physician,* and **Janis Reece** was promoted from contributing editor to senior editor.

• **Ann Tourigny, CAE,** has been appointed executive di-



Ann Tourigny, CAE

rector of the National Rehabilitation Association, Reston, Virginia. She was formerly executive director of the American Society of Psychoprophylaxis in Obstetrics.

• **Kerry B. Hoggard** has been named director of membership for the American Association for Counseling and Development, Alexandria, Virginia. She was formerly manager of membership development at the American Association of University Women.

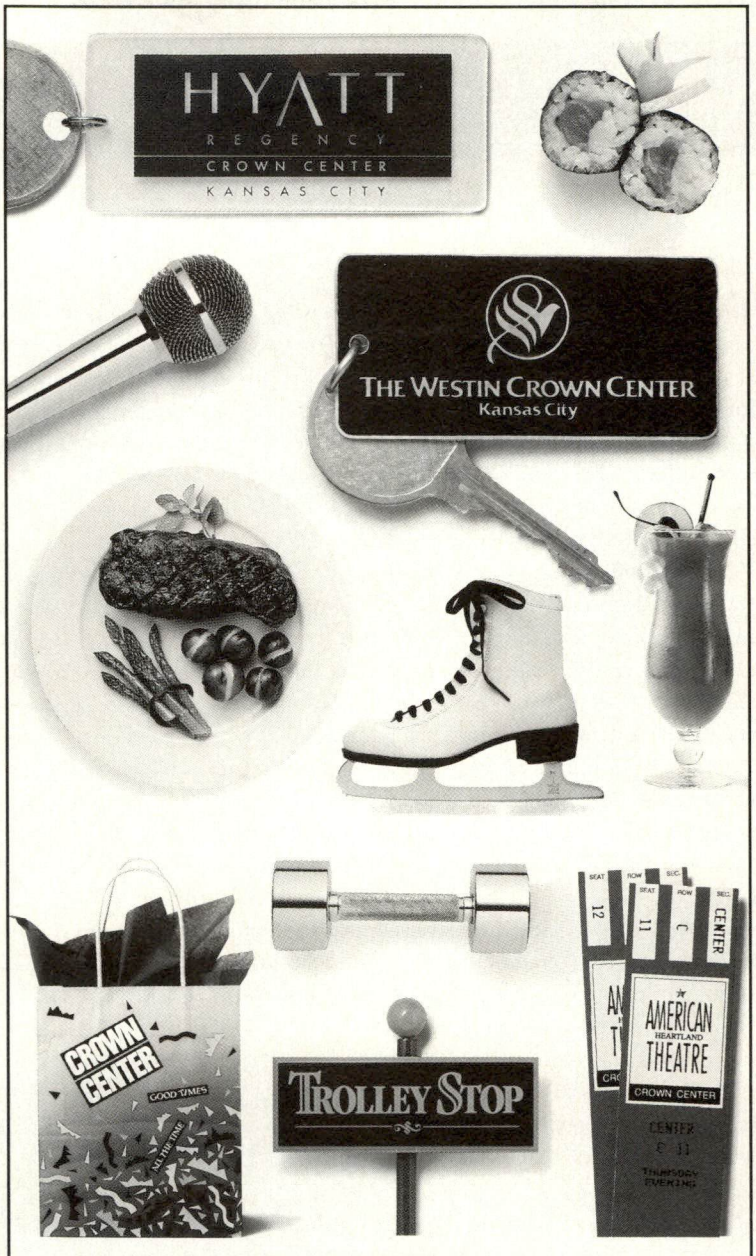
• **Carolyn S. Shwidock** has been promoted from assistant director to vice president for the American Association of Healthcare Consultants, Fairfax, Virginia.

• **Tanya Howe Johnson** has been named executive director of the National Committee on Planned Giving, Indianapolis. She was formerly an association administrator with Breeden Company/ Association Management Center.

• **Donald G. Foreman** has been appointed vice president of sales and marketing for The Biltmore Hotel Company, Los Angeles. He was formerly corporate director of sales and marketing for Oak Tree Hotels.

• **Patrick E. Winters, CAE,** has been appointed executive vice president for the Real Estate Brokerage Managers Council, Chicago. He was formerly chief executive officer of the Denver Metro Building Owners and Managers Association.

• **Allison Conte** has been named executive director of the American Society of Women Accountants, Memphis, Tennessee. She was formerly executive director of the Tennessee Gas Association. AM



UNCONVENTIONAL

For a truly unique meeting place, try Kansas City's Destination Crown Center: two great hotels—the Westin Crown Center and the Hyatt Regency Crown Center—working closely together, sharing more than 1,400 rooms, 64,500 square feet of meeting space and the city's two largest ballrooms to offer a very unconventional convention.

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The exciting Crown Center complex has 65 shops, six movie theaters, three live theaters, 14 bars, 20 restaurants and more. And Kansas City has the famous Country Club Plaza, unbelievable barbecue, great night clubs, the performing arts, and that's just for starters.

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DESTINATION CROWN CENTER KANSAS CITY

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MANAGEMENT *update*

Anticompetitive Shot Fired

The world's largest retailer, Bentonville, Arkansas-based Wal-Mart Stores, Inc., last November announced a new policy to deal directly with manufacturers rather than through suppliers' brokers and representatives, and industry associations are protesting. The bid to circumvent manufacturers' representatives "goes beyond Wal-Mart," says Raymond J. Hall, CEO of the Electronics Representatives Association (ERA), Chicago, "because it affects companies that sell to the representatives. Every small and medium-size manufacturer. It could wipe out a whole portion of the economy, and it flies in the face of all the trade laws passed to protect those businesses from the 'buyer barons,' " Hall says.

James J. Gibbons, president and CEO of the Manufacturers' Agents National Association, Laguna Hills, California, met with Federal Trade Commission Chair Janet Steiger in January to request an investigation. Wal-Mart's refusal to use agents, Gibbons argues, will cut out all but the largest manufacturers that can afford to employ sales staff.

The Council of Manufacturers Representatives Associations, lead by ERA, has formed a coalition of 40 associations to tackle Wal-Mart. Their first strategy, says Hall, is to take the numbers to Wal-Mart and show the retailer the negative economic impact its plan would have. "Then we'll see what legal recourse we have to stop them." ■

Tuition and Targeted-Job Tax Breaks Extended

Tax-free tuition reimbursement under Internal Revenue Code Section 127 and the Targeted Jobs Tax Credit have been extended to June 30, 1992. The Society For Human Resource Management, Alexandria, Virginia, and other associations continue to lobby Congress for permanent extension of both. Susan R. Meisinger, SHRM's vice president for government and public affairs, says they are "optimistic" about the result of hearings in February. Meisinger points out that the current extension leaves employees and employers hanging, since loss of the tax break midyear could leave them with unexpected costs.

Here's how each program works:

- Section 127 allows employers to exclude up to $5,250 of tuition reimbursed to an employee from the employee's taxable income, saving both parties on payroll taxes. The benefit may be applied to both undergraduate and graduate courses.
- The Targeted Jobs Tax Credit offers employers an incentive of $2,400 per person to hire from nine economically disadvantaged groups. For some summer youth hires, it also subsidizes up to 40 percent of the first $3,000 in wages. (For more information on TJTC, contact your state employment office.) ■

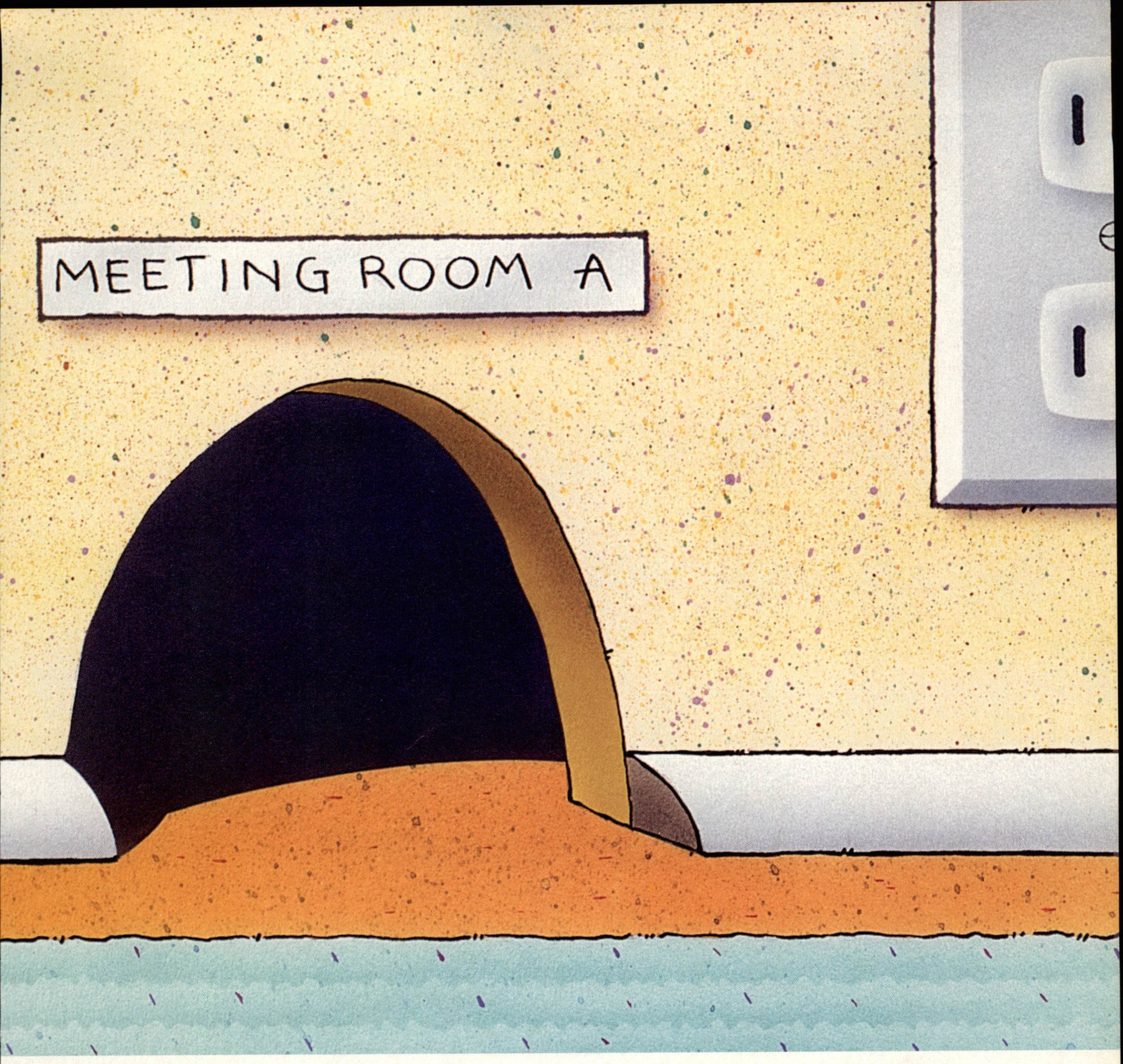
Social Security Notes

The Washington, D.C., law firm Sanders, Schnabel & Brandenburg reported three recent items:

- The Social Security Administration's toll-free line is now (800) 772–1213. Call to apply for a social security number, verify a benefit amount, request direct deposit, and order pamphlets.
- The social security taxable wage base for 1992 is $55,500, up from $53,400 last year; the medicare wage base for 1992 is $130,200, up from $125,000.
- On request, the Social Security Administration will prepare a free Personal Earnings and Benefit Estimate Statement, estimating monthly retirement benefits at retirement and other benefits. Call the number above or write the Consumer Information Center, Department 55, Social Security, Pueblo, CO 81009; or visit a local office. ■

freebies

- The **National AIDS Clearinghouse** offers information on work site policies and educational materials. Free publications include "Small Business and AIDS," and "Questions Employers Ask and Answers You Need to Know." Write to P.O. Box 6003, Rockville, MD 20849-6003; (800) 458–5231.
- **Answers to Volunteers' Liability and Insurance Questions,** a pamphlet outlining the basics on volunteer protection, is available free from the Nonprofits' Risk Management & Insurance Institute. For a single copy, send a stamped self-addressed envelope to the institute at 1731 Connecticut Ave., N.W., Suite 200, Washington, DC 20009.
- **Fitness in the Workplace: A Corporate Challenge** and **Building a Healthier Company** are booklets from the President's Council on Physical Fitness. For free single copies, write to 450 5th St., N.W., Suite 7103, Washington, DC 20001.
- Signs of many diseases are first detected in the foot, according to the American Podiatric Medical Association. Free literature on foot health, such as **Foot and Ankle Injuries, Diabetes, Foot Orthoses,** and **Children's Feet** are available from the Department of Governmental Affairs, 9312 Old Georgetown Rd., Bethesda, MD 20814; (301) 571–9200.
- For help making your certification testing program comply with the Americans With Disabilities Act, call the **ADA Hotline** at the Association on Handicapped Student Service Programs in Postsecondary Education: (800) 247–7752 or (614) 488–4972; both numbers accept voice and TDD. AM



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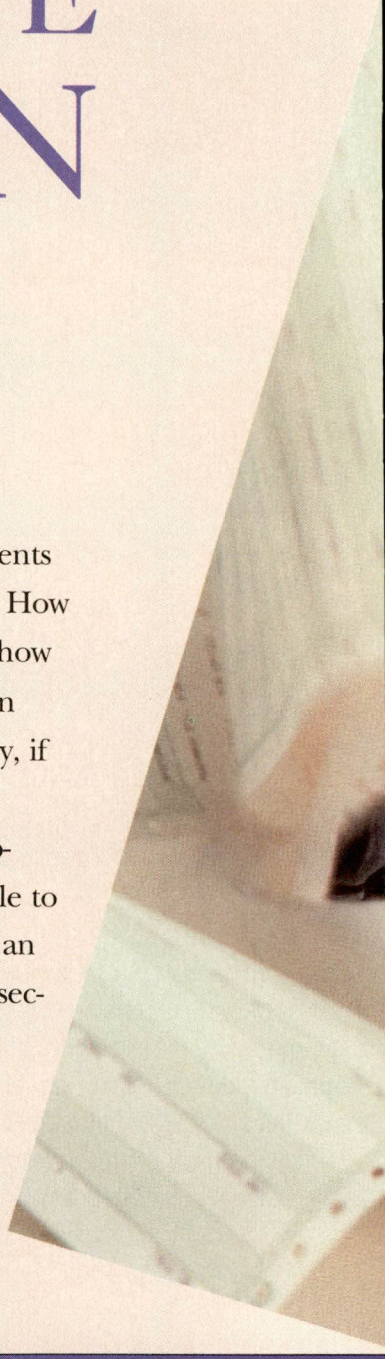
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HUMAN RESOURCE EVOLUTION

By Kristin Staroba



Stretching is painful until you limber up. Social movements are especially tough because they get us where we live: How we already are seems more right and reasonable than how we might be. Still, our roles and expectations as men and women have made gymnastic leaps and transpositions in this half-century, if not without plenty of complaining muscles.

And now we're stretching where we work, too. As the sexes approach equilibrium—men and women finding it more acceptable to do what only the other used to—what they want from a job and an employer shifts as well. Employers may be distressed to find the second half of the baby boom wearing a lot more spandex.

Association human resource managers report "evolution, not revolution," as consultant Sandy Grogan Dresser, of Williams, Thacher & Rand, Bethesda, Maryland, puts it, in the way they

Associations adapt to family life.

PHOTOGRAPH: COMSTOCK, INC.

sive management in a tight labor market, the same as large companies. You can't excuse small business. They don't have big human resource departments and budgets, but they have an advantage in being in touch with employee needs. They're in the best position to offer flexibility."

The equation for employers seems straightforward: Family issues distract employees from work, and more workplace support results in more productive staff. Friedman (with co-author Wendy B. Gray in the 1989 Conference Board publication *A Life Cycle Approach to Family Benefits and Policies*) says, "Workers with child care or elder care responsibilities are three to six times as likely to experience difficulty combining work and family responsibilities . . . . Most studies indicate that parents are absent about five days each year as a result of sick children. Elder care concerns lead to similar results."

A study by the National Council of Jewish Women's Center for the Child, on the other hand, finds when employers are more accommodating of pregnancy, women take fewer sick days, are more likely to work outside regular hours without extra compensation, and work later into pregnancy.

Mandated benefits. Should government require flexibility? Some associations—the National Association of Manufacturers, Washington, D.C., and the Society for Human Resource Management, Alexandria, Virginia, for example—say no. They lobby against federally mandated family leave, arguing it would limit employer ability to offer different benefits as needed. In Congressional hearings last summer, opponents said the cost of mandated leave would put firms out of business.

That makes Friedman angry. "Senator Chris Dodd [D-CT] asked the U.S. Chamber to show him one company that went out of business because of state mandated leave," she says. "They couldn't." The Families and Work Institute studied the impact of parental leave laws in four states and found

- implementation was easy for 91 percent of employers;
- most employers did not report substantial costs;
- only 6 percent reduced health benefits in response; and
- small companies had no more difficulty or increased cost complying with the leave law.

Consultant Sandy Dresser thinks "family leave will be a national priority. The problem with [Washington,] D.C.'s law [passed last year] is it's poorly conceived," she explains. "The definition of *dependent* is quite generous, and employers will vote with their feet if it doesn't get modified."

At the National Restaurant Association, Frank Doyle isn't worried about it. No one at NRA has used it yet.

"My wife and I both work in associations," Doyle says, "and I think working at home and taking leave is good." Both took time off when their daughter was born. When she's sick, who stays home with her depends on who has more important personnel interviews that day.

"You need strong leadership for that to work," Doyle says. "Associations are driving the train out of the old school of management. I attribute that in part to strong women in management, but it's also because associations don't have to answer to the almighty dollar on the bottom line."

"I wish it would just be an issue of conscience," says Melanie Klooz, at the National Association of College Stores, "but probably we'll have to have laws to mandate leave. It should be a no-brainer: If an employee asks for time, just say to yourself, 'What would I want to do in that situation?' " AM

Kristin Staroba is senior editor of Association Management. *For more information on related topics or ASAE's Finance and Administration Section, call Wayne Miller at (202) 626–2781.*

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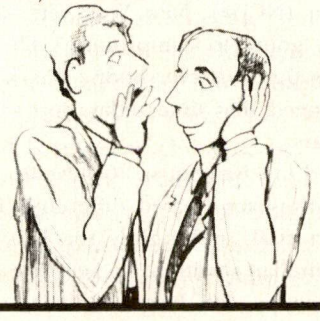
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Resume format is still a big issue. Professional executive recruiters usually prefer the chronological format, but some experts recommend a functional style that describes skills, knowledge, and achievements in terms of major areas of experience.

Letters and interviews

A crisp cover letter that responds directly to your understanding of the hiring organization's needs is as important as the resume. Again, working with a professional to develop some basic cover letter approaches is well worth the investment. Get help on interviewing skills, too: You'd be surprised how many people shoot themselves in the foot in the initial screening or final interview process. Often, professionals expert in resume development also can help you sharpen interviewing skills.

If you have left an organization and negotiated a severance package, your package may include professional outplacement. Guidance in resumes, cover letters, and interviewing are services outplacement firms provide, along with office space and secretarial and other support. However, negotiate outplacement provisions so that you retain control over how those dollars are spent. Reserve the right to select the outplacement firm that will best serve you.

Recognize that you, like most top executives in nonprofit management, have been too busy managing and building organizations to learn the basics of resumes, cover letters, and interviewing. You can market your organization's cause or services but probably not yourself—

The Jobs

Positions in Washington, D.C.

Of 256 openings, 34 percent were in the Washington, D.C., area. Compensation ranged as follows:

$200,000 and above, 2 percent
$150,000–$199,999, 4 percent
$100,000–$149,999, 24 percent
$ 80,000–$ 99,999, 28 percent
$ 60,000–$ 79,999, 18 percent
$ 50,000–$ 59,000, 24 percent

Positions Nationally

And 66 percent were in other areas of the country. Compensation ranged as follows:

$200,000 and above, 2 percent
$150,000–$199,999, 3 percent
$100,000–$149,999, 10 percent
$ 80,000–$ 99,999, 23 percent
$ 60,000–$ 79,999, 24 percent
$ 50,000–$ 59,000, 38 percent

COMMENT: For executives seeking opportunities at $100,000 and above, the action is in Washington, D.C., where 30 percent of CEO openings fell in that range. Only 15 percent of openings in other parts of the country did.

All table figures are drawn from 256 CEO-level job openings, 106 of which were filled between January 1991 and September 1991.

The Incumbents

Previous Experience

How many of the 106 CEO jobs were filled by nonprofit professionals? Hires fell into the following categories:

- CEOs from other nonprofit organizations, 46 percent.
- Individuals from industry, 18 percent.
- Senior staff from other nonprofits, 15 percent.
- Promotions from within, 14 percent.
- Individuals from government, 5 percent.
- Individuals from academia, 2 percent.

Selling Points

What were the characteristics of people hired? Women took 35 percent of jobs filled. Of the 106 positions, women who were

- CEOs in other nonprofits filled 19 percent;
- senior staff elsewhere filled 7 percent;
- from government, academia, or industry filled 6 percent; and
- promoted from within filled 3 percent.

Men took 65 percent of the CEO jobs. Of the 106 positions, men who were

- CEOs in other nonprofit organizations filled 27 percent;
- from government, academia, or industry filled 20 percent;
- promoted from within filled 11 percent; and
- senior staff elsewhere filled 7 percent.

COMMENT: People currently employed in nonprofit organizations took 75 percent of the jobs. Men and women have a nearly even chance to move from senior staff in one organization to CEO of another organization, but women are not as likely to be promoted to CEO from within.

The Organizations

Types

How many people were hired by what sort of organization?

- Trade associations hired 47 percent.
- Cause-oriented organizations hired 30 percent.
- Professional societies hired 16 percent.
- Foundations hired 7 percent.

Who hires whom

Does the source of a new CEO vary according to the type of organization? (Figures for foundations are not broken down here.)

- Trade associations hired 34 men as CEOs: 14 were CEOs elsewhere; 9 were from industry; 7 were promoted from within; 3 were from government; and 1 was senior staff elsewhere.
- Trade associations hired 17 women as CEOs: 7 were CEOs elsewhere; 3 were promoted from within; 3 were from industry; 2 came from government; and 2 were senior staff elsewhere.
- Professional societies hired 12 men: 5 were CEOs elsewhere; 3 were senior staff elsewhere; 3 were from the profession; and 1 was promoted from within.
- Professional societies hired 7 women: 4 were CEOs elsewhere; 2 came from the profession; and 1 was senior staff elsewhere.
- Cause-oriented groups hired 17 men: 6 were CEOs elsewhere; 4 were promoted from within; 2 were senior staff elsewhere; 2 came from the profession; 2 were from academia; and 1 was from government.
- Cause-oriented groups hired 14 women: 7 were CEOs elsewhere; 5 were senior staff elsewhere; 1 was from academia; and 1 was promoted from within.

COMMENT: Cause-oriented groups hire women more readily. That's worrisome because these groups, especially those related to women's issues, typically pay CEOs less than other comparably-sized organizations. These groups should be leading the way in pay equity.

Speaking From Experience

Douglas M. Kleine knows firsthand the value of tenacity and initiative in job hunting. In a letter to ASAE's Executive Employment Service he said: "I really appreciate your support and advice over the last year and a half. I knew it would take time to jump from number two to number one in another association. The Soil & Water Conservation Society presents a new challenge in a new field. And it has a mission that I can really commit to. That's important in a job.

"Tell folks who are searching there are no shortcuts. There is little qualitative difference between job hunters who succeed in two months and those for whom the search takes two years. The difference is the time to find the job you fit best. Don't wallow, blame, or be overly proud. Instead, seek help and support and it will be freely given—just ask.

"I'm proud to be a member of the profession. I only regret that I didn't become active years ago so that I could have shared more and found good friends sooner."

because you've never had to. Read *Rites of Passage at $100,000+*, by John Lucht. Lucht is an executive recruiter retained by top companies to find upper-level talent. His book has advice on cover letters, resumes, and interviewing. He also unmasks the mysteries of executive recruiting.

Recruiters

Between January and September 1991, in searches for CEOs for 256 nonprofit organizations of all sizes and from all over the country, 25 percent retained an executive recruiter to search. More to the point, the really top jobs—those at the $100,000-plus level—involved recruiters more than 50 percent of the time.

It's important to understand the role of executive recruiters. They don't find jobs for people. Clients pay recruiters to uncover talent that otherwise would not come to their attention.

Because executive recruiters play a role in finding the very best jobs, it pays to know how to deal with them. Lucht's book is one resource. Another is *The Career Makers,* by John Sibbald, another professional recruiter. His book lists the top 200 professionals and their specialties and tells which regularly conduct nonprofit organization searches.

Here's some basic advice:

- **Get on the call list of at least one recruiter.** Make a list of executive recruiting firms active in nonprofit searches. Ask friends if they know people with these firms and whether they've ever been contacted about a search. Most recruiters know dozens of good resources whom they regularly contact for candidate suggestions. Let those friends who are resources know you would appreciate your name being mentioned as an additional resource.
- **Be responsive when a recruiter calls.** He or she will ask whom you know who would suit the job. If you are interested, indicate that, but only after providing the names of two or three other truly qualified people.
- **Establish connections.** If your organization will benefit from using an executive recruiter to hire senior staff, do so.

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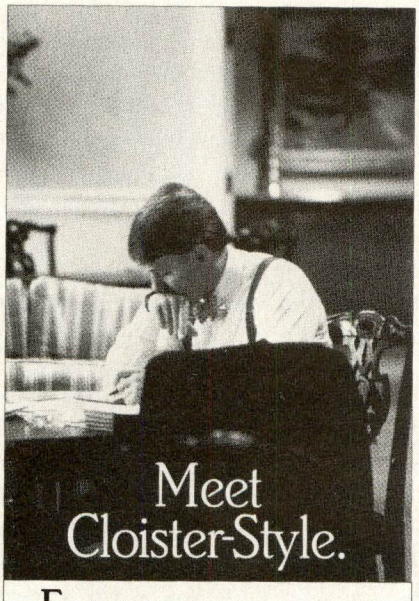
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Or you may be close to board members who periodically need the services of a recruiter. Most do corporate as well as nonprofit searches. When appropriate, offer to make introductions. Creating a client relationship between an executive recruiter and your member—or your association—is an investment in your own opportunities.

- **Do favors.** Occasionally, a good friend may discretely mention interest in finding a new challenge. Offer to forward your friend's resume to executive recruiters you know personally. You may benefit from an appreciative friend and an appreciative recruiter, and it keeps your name in front of the recruiter, too.
- **Pay attention to succession.** If you know someone nearing retirement or planning to move on, ask him or her and a recruiter you know to breakfast or lunch. Providing the recruiter an opportunity to get to know an organization that may be a prospective client is a remarkably successful way to market yourself.
- **Avoid frustration by knowing the score.** If you are in between successes—currently unemployed—your attractiveness is substantially diminished. A recruiter who includes more than one unemployed person on the final slate of five candidates appears not to have done much the client couldn't by simply placing an ad.

The job market

What do CEO opportunities look like for the next five years? In February 1991, *CEO Job Opportunities UPDATE* collaborated with Paul Belford, president of Association Executive Resources Group, Arlington, Virginia, to survey 800 Baltimore–Washington trade associations and professional societies with budgets exceeding $500,000 per year. Using retirement and normal tenure data, the survey showed there would be at least 120 CEO openings per year for the next five years in these 800 organizations.

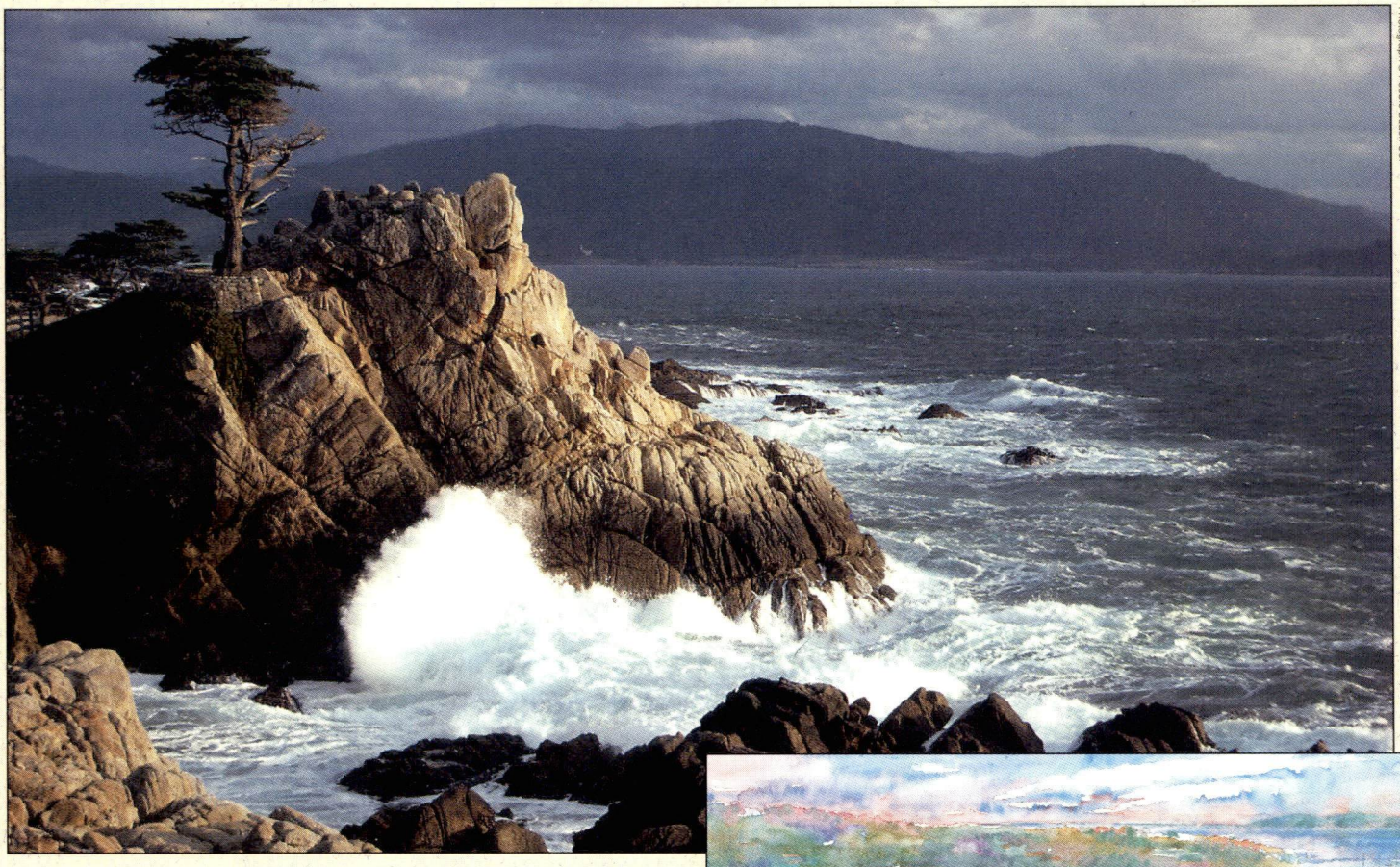
Gale's *Encyclopedia of Associations* lists nearly 4,500 national or international nonprofit organizations in Maryland, Virginia, and Washington, D.C. If the executive turnover in all of these nonprofits, including disease and cause-related organizations, matches the survey, there will be more than 650 CEO openings per year in the Washington, D.C., metropolitan area. Nationally, the figure could be more than 3,000. And that doesn't include openings in 47,000 state and regional nonprofits.

So, is it tough out there? You bet. But opportunities will be there if you prepare the tools, contacts, and knowledge to make yourself a top candidate. AM

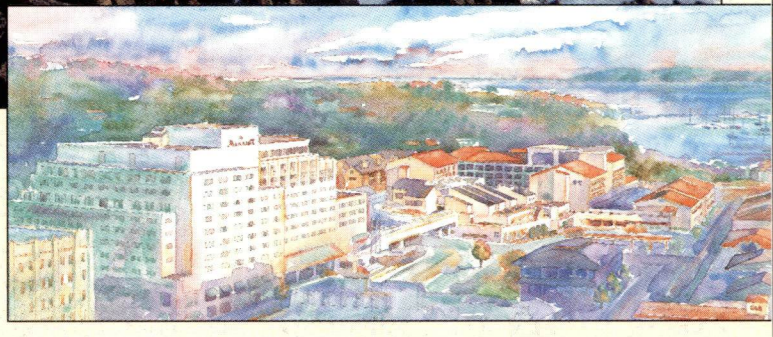
Don J. DeBolt, CAE, is publisher of CEO Job Opportunities UPDATE, *a newsletter on nonprofit organizations. His association management experience includes posts as executive vice president of the National Pool and Spa Institute, Alexandria, Virginia, and executive director of the Menswear Retailers of America, Washington, D.C.*

Now Read This

Rites of Passage at $100,000+, by John Lucht ($29.95 plus $5 shipping), and *The Career Makers,* by John Sibbald ($22.95 plus $4 shipping), are available through Kennedy Publications, Templeton Road, Fitzwilliam, NH 03447; (603) 585–2200.



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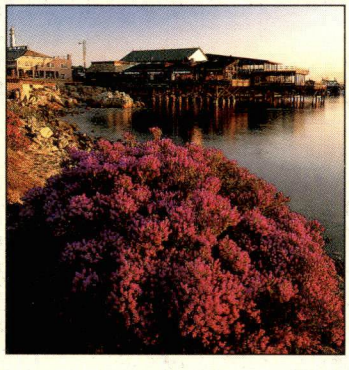


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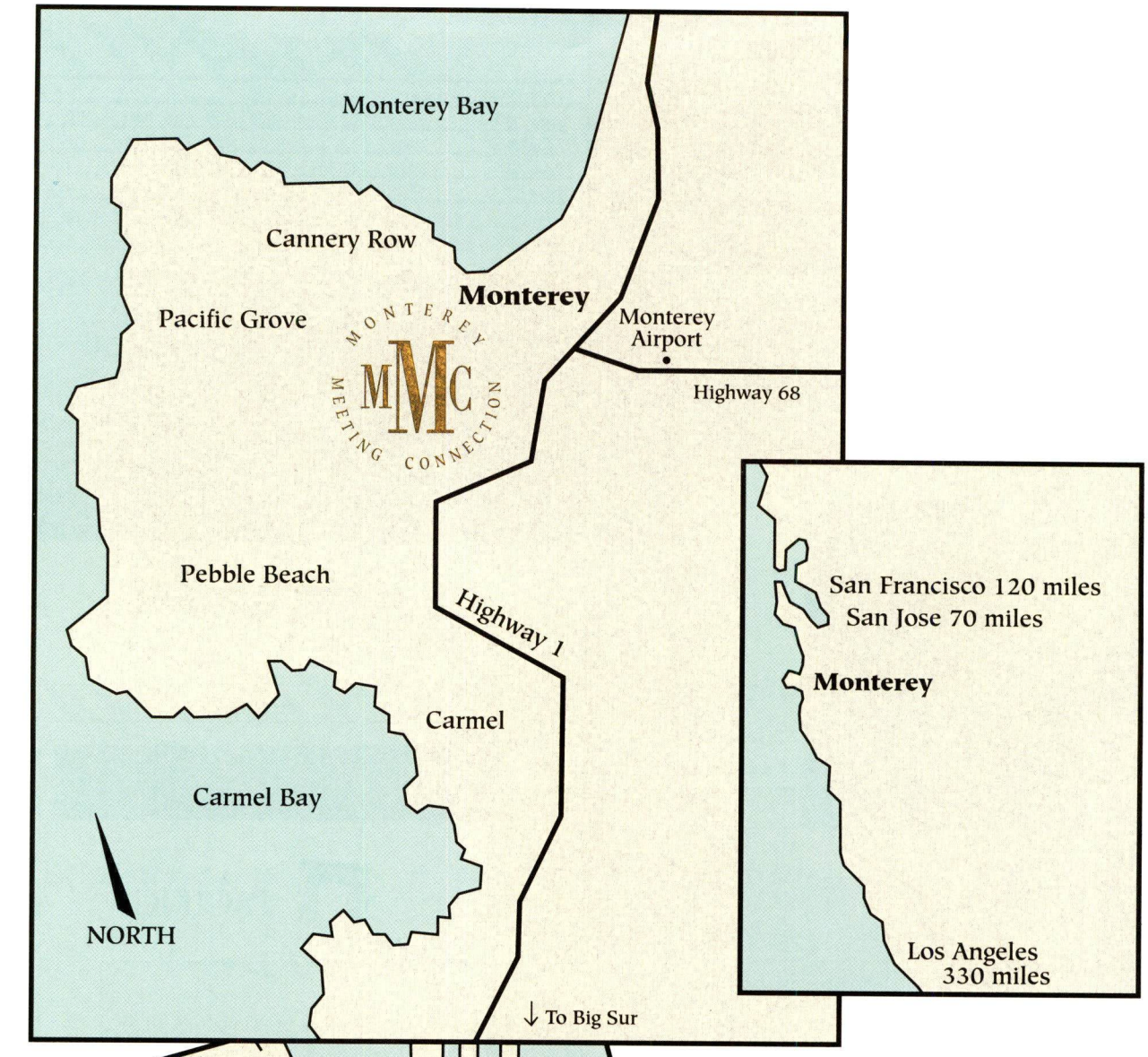
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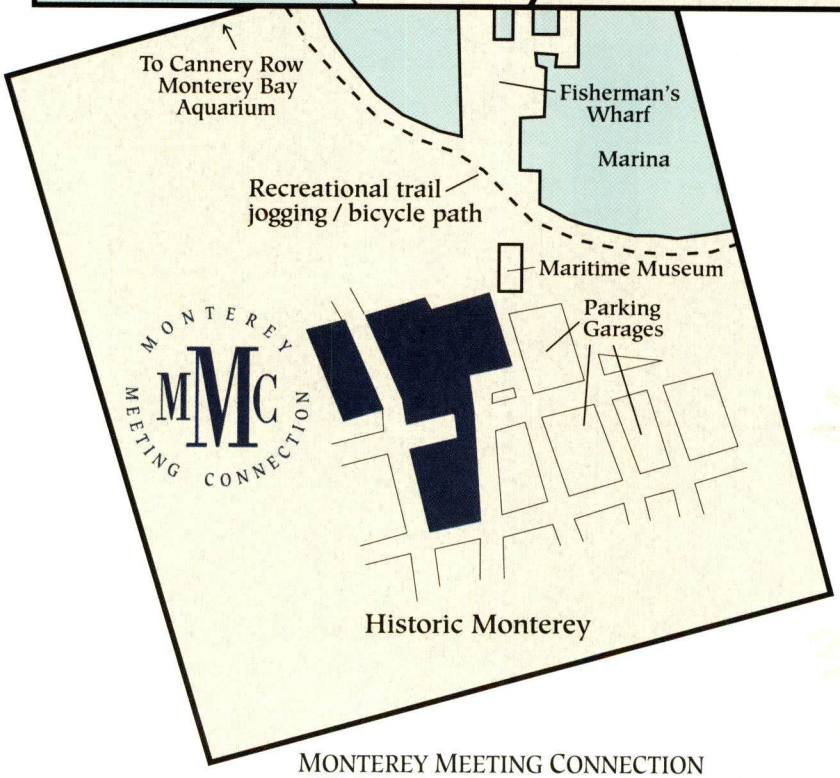
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GETTING FIRED

Why it happens. How to cope.

By Martha J. Lockwood, CAE

Recently, a close friend—and an excellent association person—called me and said, "Martha, I really need to see you, and the sooner the better."

"Sure," I said, knowing his office was only a few blocks from mine. "Come over now, and we'll go for a cup of coffee."

I could hear it in his tone of voice, as I have heard it in the voices of three other good friends—good executives—in as many months: He'd just got the F-word. He'd been fired.

It doesn't matter how they deliver the news: "We're letting you go" sounds like you've just been granted parole; "We're downsizing" brings to mind the picture of a work force of employees five-two and under; and "There's been a reorganization, and your position has been absorbed by two other offices" preludes visions of a giant sponge just before the air threatens to leave your lungs forever. No matter how they deliver the news, it always produces a nine on the Richter scale of insecurity.

Why did these friends call me? Because I too have had the "Letting-Go-Downsizing-Reorganization Blues" sung to me. The chorus is always the same: "Amscray."

Five stages of loss

Because we Americans are so success-oriented, failure in the form of job loss often represents a loss of identity, death. So we must go through the stages of grief, just as if we had lost a loved one. And in a sense, in losing a job, we lose the one we used to be. However, these stages of grief work the

same whether you have lost a job, lost a chance to win the Irish Sweepstakes, or lost all you had and loved. They force us to finally accept what has happened and prepare us for the task of rebuilding.

Shock. Shock is the first stage of grief. You're numb. There's been a direct hit somewhere in the center of your being, but you didn't quite gather the importance of the event. This shock causes lots of bizarre reactions from meticulously finishing your day's work with your head held high to going on a mind-bending, budget-busting spending spree. But whatever you do, give yourself time to absorb the blow, feel the pain. When the pain starts to recede, you're ready for the next stage.

Fear. It happens so quickly: one moment you're calm, rational, numb. The next, you're riddled with fear. "How will I pay the bills? What will I tell people? What if no one ever calls me again?" Fear builds on fear, piling up in the shadows, lurking, ready to grow into full-scale panic. Fear reminds us of a time—childhood, perhaps—when we were at our most vulnerable, and we don't want to relive that. Fear can paralyze us and prevent us from acting. That's the danger of it. The trick here is to break each fearful encounter into a manageable challenge. When you look for issues for which solutions can be found, rather than looking at your joblessness as a giant glob of galvanizing fear, you become so much more capable of finding the right answers. Once you start finding the answers to your problems, you begin to value yourself again, and you're on the threshold of the next stage.

Anger. As long as anger is a passing stage—sort of a midcourse correction for a strong ego that has suffered a potentially devastating blow—it can be very rewarding. From flights of fantasy that allow us (within the confines of our wildest imagination) to do irreparable harm to our previous employers to those fantasies in which we envision ourselves living better than we could have if we'd actually been stupid enough to stay in that dump, indulgence in head games of anger and revenge serve a purpose. Turning hot anger into cool outrage can be both restorative and extremely useful.

Crisis Hotlines

To indicate *crisis,* the Chinese combine the characters for *danger* and *opportunity.* Crises are dangerous because we feel there's a frightening gap between our resources, our familiar ways of coping, and the overwhelming problems and emotions that are engulfing us. Crises become opportunities when their pain, confusion, and challenge push us to reach out to new people—for example, colleagues, mental health professionals, spiritual advisers, or friends and family members.

The following (not-all-inclusive) list of crisis hot lines in metropolitan Washington, D.C., (compiled by members of the board of directors of the Bill Myles Education Foundation, Alexandria, Virginia) offer assistance with problems ranging from alcohol dependence to depression and suicide. Other excellent sources for crisis or emergency assistance include major hospitals, both general and psychiatric.

AIDS Hotline (operated by America's Social Health Association)
Telephone: (800) 342–AIDS.
Hours: 24 hours, seven days.
Fees: Free.
Services: Information on AIDS.

Alcohol and Drug Control Office
Telephone: (703) 696–3266; (703) 545–6700 (general information).
Hours: 7:30 a.m.–4 p.m., Monday through Friday.
Fees: Free to eligible individuals.
Eligibility: Active-duty Army, retired military, civilian employees of the Department of Defense, and dependents of all categories. Appointment necessary.
Services: Provides outpatient evaluation and treatment for alcohol and drug problems using group and individual counseling. Referral services for detoxification and inpatient treatment.

Alcohol and Drug Hotline
Telephone: (202) 783–1300.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.
Services: Information and referral service for people with concerns related to alcohol and drugs.

Alcohol Help-Line and Referral Service
Telephone: (800) ALCOHOL.
Hours: 24 hours, seven days.
Fees: Free.
Services: A national information and referral service. Makes appropriate referrals to inpatient or outpatient treatment, Alcoholics Anonymous, and so forth. Not a listening service but can handle crisis calls.

Alexandria CAIR (Crisis Assistance Information and Referrals)
Telephone: (703) 548–3810.
Hours: Noon to midnight, seven days.
Fees: Free.
Eligibility: All.
Services: Crisis listening, information, and referrals. Deals with all crises.

Arlington Alcohol Hotline
Telephone: (703) 522–8750.
Hours: 8 a.m.–8:30 p.m., Monday through Friday.
Fees: Free.
Eligibility: All.
Services: Referrals only.

Cocaine Hotline
Telephone: (800) COCAINE.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.

It's when we dwell on anger and self-righteousness that we make premature decisions that hurt us further, get stuck in the past, unable to move forward or stall our progress into the next stage.

Shame. Or better: What will *they* think of me? This is the stage where you want to pull the covers over your head in the morning instead of bounding out of bed; the stage where—real or imagined—everyone treats you gingerly, like a carrier of some communicable disease; the stage when being broke and terrified will *not* (repeat: NOT) deter you from speaking with optimism in your voice. There's no use pretending this is the grandest time of your life. But you can say with confidence that the future never looked better. The best antidote for shame is activity, and activity gives rise to increased self-esteem. You may even pass the final stage. But chances are, you may not.

Despair. The bad news is that despair seems like an endless downward spiral when you doubt your self-worth and your ability to provide a better future. The good news is it's self-limiting. And those people who have hobbies or interests other than their job will experience it even less. What if you were your job (and your job was you)? Now is the time to find out what volunteering can mean. Use it to learn a skill, give something back, or make some contacts. It will make you a more interesting person when that interview comes through.

These stages of grief are as predictable (and as personally varied) as the seasons of the year. And like the seasons, they pass, leaving you changed and ready for the next stage. How long it takes depends on the individual. I remember taking only three weeks to go from losing a job I thought I could never match to finding one that offered me as much compensation, more opportunity, and better (for me) co-workers than I had ever had. I also know a time when it took more than eight months to find the opportunity of a working lifetime. It all depends.

The point is not to get stuck in a stage. Use each stage as a stepping stone between hurt and wholeness. There will be plenty of time later to figure out whose fault it was. ►

Services: A national information and referral service. Counselors can answer questions concerning cocaine and refer callers to local treatment centers. Not a long-term counseling service.

Counseling and Assistance Center
Telephone: (202) 433–2034.
Hours: 24 hours, seven days.
Fees: Free to eligible individuals.
Eligibility: Active-duty Navy, Marine Corps, and Coast Guard personnel; dependents; retired personnel; civilians employed by the Department of the Navy.
Services: Provides individual and group counseling; Antabuse; Alcoholics Anonymous open discussion group; treatment program for alcohol and drug abuse. Outpatient program with follow-up. Education, screening, evaluation, and referrals.

Crisis Center
Telephone: (202) 467–HOPE; 965–8400.
Hours: 24 hours, seven days; walk-in 9 a.m.–5:30 p.m., Monday through Friday.
Fees: Sliding scale, not ongoing therapy.
Eligibility: All.
Services: Short-term counseling for individuals or families in crisis. Deals with a wide range of problems, including those related to drugs or alcohol.

Main office located at 2141 K St., N.W., Washington, DC 20037. Other locations in Greenbelt, Maryland; Annapolis, Maryland; Lexington, Maryland; Tysons Corner, Virginia; and Burke, Virginia. Sponsored by the Psychiatric Institute of Washington, D.C.

Montgomery County Community Crisis Center
Telephone: (301) 656–9161.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: Montgomery County, Maryland, residents.
Services: Provides walk-in counseling. Also provides telephone services, assessment and referrals, and short-term crisis intervention; has a mobile team.

Montgomery County Hotline
Telephone: (301) 738–2255.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.
Services: Provides crisis counseling, information, and referrals.

Northern Virginia Hotline
Telephone: (703) 527–4077.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.
Services: Provides crisis and noncrisis telephone counseling, information, and referrals. The only local hotline accredited by the American Association of Suicidology.

Prince George's County Hotline
Telephone: (301) 577–4867; (301) 699–8605; (301) 731–0004.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.
Services: Emergency crisis listening, information, and referrals. Case-by-case walk-in service.

Samaritans (for the Suicidal and Depressed)
Telephone: (202) 362–8100.
Hours: 24 hours, seven days.
Fees: Free.
Eligibility: All.
Services: Provides telephone counseling for suicidal, depressed, and despairing people. Provides referral services.

Youth Crisis Line
Telephone: (800) 422–0009 (25 years old and under).

Seeing It Coming

No matter how quickly you duck, you can't avoid the axe if it's headed your way. However, if you see it coming, you might be better prepared to move on when it does swing in your direction. While no one warning sign means definite disaster (and not all warning signs can be pinpointed), any combination of the following shouldn't be ignored:

- Regularly being excluded from meetings or memos.
- Your boss talks directly to your subordinates; staff bypasses you and goes to the boss.
- Being passed over for promotion in favor of someone a notch lower on the organization chart.
- Being given fewer assignments or having your priority projects reassigned to someone else. The converse—being given someone else's "garbage list" of to do's—also rates up there in the early warning signs.
- When the room becomes drop-dead silent when you walk in, or people don't attend your meetings, or no one will go to lunch with you.
- A shift in management or a new CEO could spell trouble, especially if combined with a belt-tightening program and you are in one of the association's higher-paid positions.
- When the boss stalls making a decision that you need made in order to proceed with a project or program.

Whose fault is this, anyway?

I have no scientific facts to back up this list of "Top Ten Reasons Why People Get Fired" other than listening to people on both sides of the firing line—the firer and the firee. And there is no one reason that stands out more than any other.

Poor interpersonal skills. If you can get along with others, you'll probably always have a job. Maybe it will always be the same job. But if you're the thorn in everyone's side, you're going to get fired every time.

Wrong fit. It doesn't matter if you're the brown shoe in a tuxedo world or the other way around, you're going to be the first to go. And there are some jobs that just will never be easy. For example, if you're an artistic person, and you are constantly finding yourself in organizations that are run by engineers or scientists and just as regularly finding yourself fired, it might be time to take a look at why you chose those jobs.

Lack of commitment. The job description (or leadership, or hours, or location) changes and you can no longer live up to expectation—yours and those of everyone else in the organization who is depending on your performance.

Bad luck. You go to work for a fast-track organization and six months later they declare bankruptcy. The guy who is your patron saint dies. Someone who wanted your job stabs you in the back, and, zingo, he or she has your job.

Self-destructive behavior. You consistently show up late when your boss is a punctuality freak. You knowingly take on lost causes. (Anyone want to be the public relations chief for the Buggy Whip Manufacturers Association?) You do it your way, when the members want it done their way.

Scattered focus. Either you don't carry out assignments, or they don't use your skills to the utmost. In any case, the focus isn't there, and pretty soon your job isn't.

Isms (sexism, ageism, racism). Just because these charges are hard to prove, doesn't mean they don't exist. Should you hire a lawyer? That's the stuff of another writer's article, I'm sure. Even if it's subtle, you can only recognize the ignorance of the person doing the firing and get on with your search, your career, and your life.

Poor management. (This is my personal favorite.) Of course there was no way for management to recognize you and your work's true worth, they were too busy (fill in the blank). And sometimes they actually do fire the wrong person. Only time will tell. But by then, you'll be ensconced in your next position.

Hanging on. There are two sides to the hanging-on dilemma. One is when a person outstays his or her usefulness with an organization and there is no choice but to fire the person. The flip side of this, seen less often in the 1990s than in the past, is when a person has been with an organization for 30 or 40 years and the boss can't bring himself to "retire" the longtime loyal employee. So he fires someone with less seniority.

And, finally, the most baffling reason why people get fired: *no reason at all.* Sometimes competency isn't enough. Or cheerfulness. Or punctuality or attendance or dressing for success or members who love you.

Coping

While you're coping with joblessness, the grieving, and the search, it does no good to know that people change jobs 8–10 times in their lifetimes and switch careers three times. And there are enough books and magazine articles about launching, coping with, and conducting a job search, so I won't bore you with things you already know. Rather, I'll relate some of the things that occurred that made the waiting better.

I got by with more than a little help from my friends, my family, and my network. A very smart woman, and a fellow CAE, took time out of her busy schedule at one of the ASAE meetings I forced myself to attend (I was still in the shame stage). She told me that getting fired is not a failure. It's an event. Part of life. Just like tying my shoes or breathing or eating lunch. Then she showed me how brilliant she really is: She told me the name of the book in which she read that. It's in *When Smart People Fail,* by Carole Hyatt and Linda Gottlieb. There are other books, too. Your local library can help. ►

Four Favorites and a Few More

If you are out of a job, and if money is very much an issue, books from the library can be your passport. Besides, it's always nice to take home something free. (Just don't forget to take them back.)

When I am job hunting, there are four books of which I am especially fond, and which I recommend to my job-hunting friends. They are

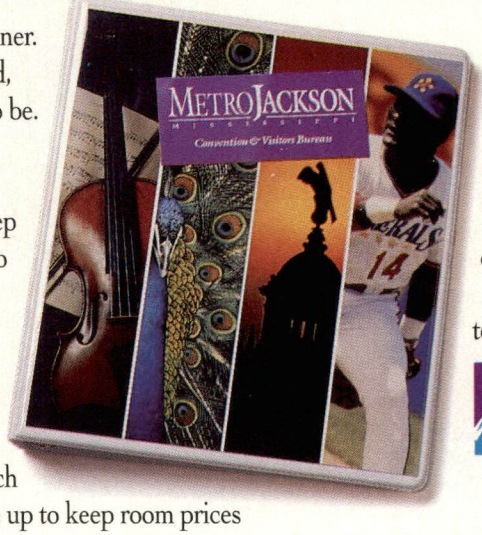
- *Congratulations! You've Been Fired,* by Emily Koltnow and Lynne S. Dumas (1990, Fawcett Columbine). Although this book is billed as "Sound advice for women who've been terminated, pink-slipped, downsized, or otherwise unemployed," it is a book for anyone who has ever found himself or herself in that position.
- *Robert Half on Hiring,* by Robert Half (1985, Crown Publishers, Inc.). The head of one of the nation's biggest recruiting firms talks to those on the hiring side. It's good, basic knowledge and will give the interviewee a better break in the interview. I'm especially fond of chapter seven, "On What Questions to Ask in the Interview," for anticipating the question that may throw you off guard.
- *When Smart People Fail,* by Carole Hyatt and Linda Gottlieb (1987, Simon and Schuster). This book should be on everyone's bookshelf, whether you've ever been fired or not. It's great for those of us who suffer occasional pangs of the "impostor syndrome" and other phony diseases to which we become vulnerable when setbacks beset us.
- *Wishcraft,* by Barbara Sher with Annie Gottleib (1979, The Viking Press). This is a reinvent-yourself book. It takes some time to work with it, but it's interesting and worth it.

Also read just about any author you enjoy. Now can be a good time to *not* read all the required reading you stacked up for "when I have time." My current favorites are any of the three books by Robert Fulghum, *All I Need To Know I Learned in Kindergarten, It Was On Fire When I Lay Down On It,* and *Uh-Oh.*

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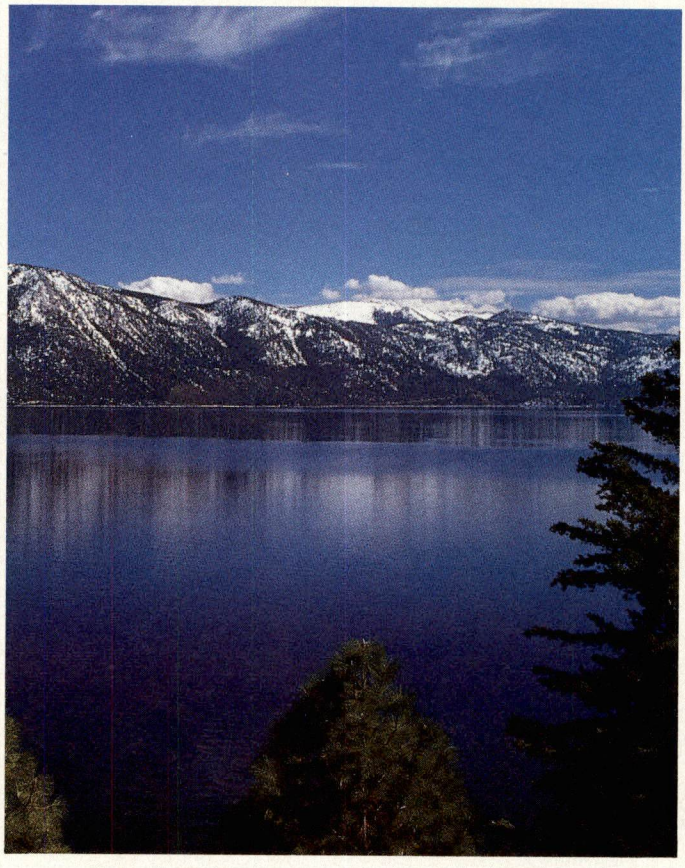
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And while I'm on the subject of books, I would encourage you to set aside some time every day to read—not only the newspaper, but other books you've been meaning to read, or inspirational books by Robert Fulghum, or fun books by Andy Rooney, or a good read that you enjoyed too long ago. Now is the time to give yourself that gift of perspective.

Another association friend called me to say, "I'm not calling you to find out if you've got a job, because I know that you will call me when that happens. I'm calling because I was just wondering how you are doing."

Finding support groups for people without jobs was a disaster for me. There was one group in which everyone genuinely felt sorry for himself or herself. Boring. However, a support group discussing issues of self-esteem (not just job loss) proved to be beneficial while I was looking for the right job.

I also used the time to volunteer, learn new skills, and find out which types of people I work well with and which types work well with me.

Another jobless friend said she knew she was in trouble when she started planning her day around Phil Donahue and Oprah Winfrey. "I'd let an entire event define my day," she later told me. "On Tuesday Phil is going to have on the transvestite monks of Tibet. After that I'll get showered and dressed and do the grocery shopping, and I'll be home in time for Oprah's 'Nun's With a Gambling Habit'." Surely, she was exaggerating at least a little bit.

Good-bye, Phil, so long, Oprah

Congratulations. You've been hired. The search and the waiting is over. Now is the time to prepare for the next time you hear the F-word—whether directed at you or one of your peers. AM

Martha J. Lockwood, CAE, is executive vice president and CEO of the Mobile Electronics Association, Washington, D.C., and chairs the board of directors of the Bill Myles Education Foundation, Alexandria, Virginia.

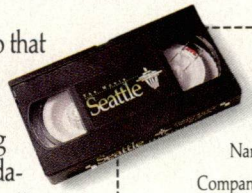
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Steve Morris,
President, Seattle King County Convention and Visitors Bureau



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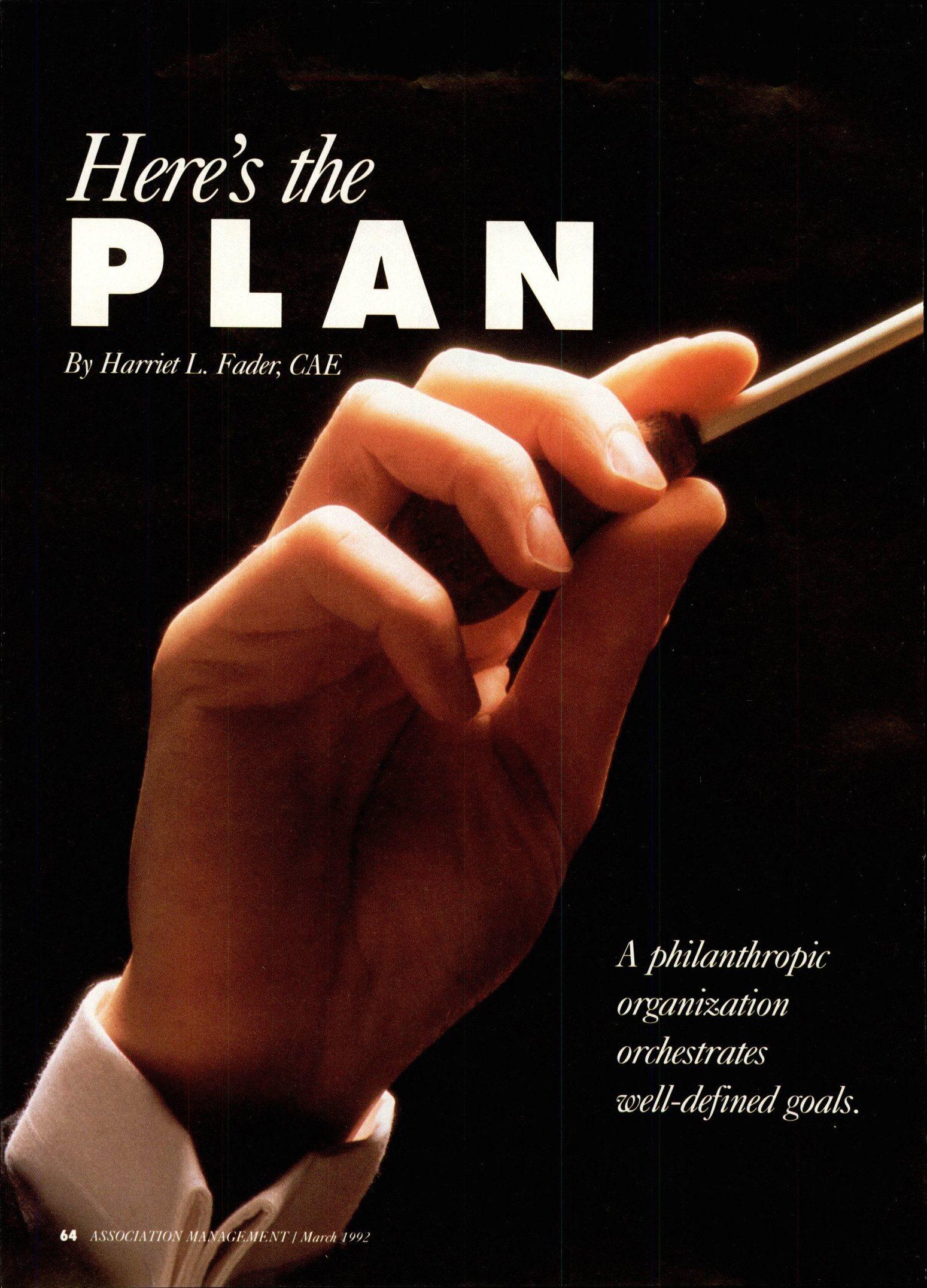
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Here's the PLAN

By Harriet L. Fader, CAE



A philanthropic organization orchestrates well-defined goals.



Before the Diabetes Association of Greater Cleveland (DAGC) undertook the process of strategic planning, board meetings often lasted past midnight and featured numerous arguments. Indecision was common, with activities and funding approved during one meeting often rescinded during the next.

Now, with a strategic plan in place, everyone knows the direction of the organization. Board meetings run smoothly and sel-

PHOTOGRAPH: GERALD ZANETTI

dom last more than two hours. When faced with a decision, the first question every board and staff member asks is, "Does this fit into our plan?"

To begin the strategic planning process, either the executive director or the elected president (ideally both) must be visionary. They must be willing to put effort and energy into educating, informing, and motivating volunteers to get the job done. Everyone involved must understand that although an association is not a business, it must operate in a businesslike fashion to succeed.

Fits all sizes

Strategic planning is inherent to running an efficient, effective organization. "We're too small and don't have the resources," or conversely, "We are so large, it will be too cumbersome a task" are not valid reasons for avoiding strategic planning. No matter what your size, you need a plan to

- give volunteers—especially new board members—a better perspective of what your organization is all about;
- provide staff members with a clear picture of their responsibilities;
- define and measure your performance and the performance of your staff; and
- drive your organization in a methodical and businesslike fashion, rather than relying on the emotional drive of your volunteers.

Strategic planning is difficult in the nonprofit sector, especially in philanthropies where board members typically have diverse backgrounds. At DAGC, for example, the 45 board members run the gamut from physicians to traditional homemakers, from allied health professionals to business executives.

Dealing with this diversity poses challenges. For example, a traditional homemaker not familiar with business operations may find the jargon and possibly the whole concept of strategic planning to be foreign. Likewise, a physician in private practice probably does not deal with strategic planning and profit centers. Executives and entrepreneurs may be so immersed in planning their own business lives that they find it difficult to do the same thing outside their careers.

Yet members of charitable boards share a strong emotional attachment or commitment to the organization they serve. A physician wants to help his or her patients; a parent has an unrelenting desire to help a child with diabetes. As a consequence of this strong emotional tie, board members of a philanthropic organization often think in terms of doing good deeds and allocating funds to areas near and dear to their own hearts. The very ideals that cement commitment to an organization can actually make it more difficult to examine the organization in an objective, businesslike fashion.

Because each volunteer leader has a personal agenda, it may also be difficult for the board to focus on one or two ideas. Through strategic planning, however, volunteer leaders come to realize that their organization cannot do everything to help everyone, but they are able to identify the priority activities.

Consultant adds credibility

At DAGC, we engaged the services of a consultant to oversee the planning process. An experienced facilitator from outside lends credibility to the planning process and offers a fresh perspective on much-discussed issues. Depending upon your needs—and your budget—a facilitator can gather demographic statistics and census numbers, provide directives on what information or survey tools are needed from volunteers and members, and help you establish a format and time line for the planning process.

Look for a facilitator who fully understands your organization's work. DAGC always looks for a consultant who understands diabetes and how physicians and allied health personnel respond to one another and to their own work environments. We find that type of individual is more likely to understand the emotional aspect of why people volunteer their time and money to support our cause.

Although we paid for the services of our facilitator, other charitable and philanthropic organizations might obtain assistance from people who will volunteer their professional expertise or reduce their fees. Your professional network might include a consultant willing to perform pro bono or reduced-fee work, or your board members may have strategic planners within their own organizations who are willing to act as facilitators. You also might consider enlisting the help of graduate-level business students.

When selecting a facilitator, do not hesitate to interview, request proposals, and check references. This person will handle the most important project of your organization, so it behooves you to ensure that staff and volunteer leaders are not only comfortable with, but also have confidence in your choice.

Information and insights

Provide the facilitator with detailed information about your organization (its origins, activities, and budgets) and about your environment (the city you're located in, national issues you deal with, and so forth). Also offer some insight into your volunteer leaders—how long they've served in the organization, what offices they've held, what their professions are—so that the facilitator has a good understanding of the people he or she will be working with. The more information you provide, the better equipped the facilitator will be to build trust among individuals and direct the group once the process gets under way.

Our facilitator met one-on-one with past presidents to get an overall sense of the organization. Next, he met with staff members to review each one's responsibilities and views of the organization. This way, the facilitator and the staff became familiar with one another and comfortable with the whole process.

Staff's input is essential. In addition to the executive director, two staff members participated in DAGC's strategic planning exercises. The committee was composed of 12 volunteer leaders, all members of the board of directors. In most cases, the person tapped to serve on the strategic planning committee already served on an association committee specific to an area: education, research, fund-raising, and so forth.

Clear-cut expectations

Let committee members know upfront what is expected of them. They should be well-aware that they are the present and future leaders of the organization and that this is the most important committee responsibility they can have. They should also realize that they are making a time commitment that goes above and beyond what they've given to the organization before.

In our case, we made it clear that committee members would have to give several full days of their time to fulfilling their strategic planning duties; for members in private practice or in hospital settings, that often meant taking a day of personal leave. We also asked committee members to attend all the planning meetings, not only for the sake of continuity but also out of respect for one another's time. That was asking a lot from our volunteers, but we found that all those who made the commitment followed through.

For several reasons, DAGC decided to compress its strategic planning process into a nine-month schedule (four meetings held 2 ½ months apart). The small size of our organization—five full-time staff members and an annual budget of $800,000—lent itself to this rapid-fire implementation. What's more, DAGC's officers serve two-year terms, and we wanted those present at the start of the process to still be in office when it was completed. Finally, we had undertaken planning efforts before with discouraging results; we believed that if we achieved this quickly, we wouldn't lose momentum as an organization.

Getting ready

Before the first meeting, staff gathered detailed information relevant to goal setting, planning, and bylaws, and distributed it to committee members so that they would arrive informed and ready to start. In DAGC's case, this information included a history of the organization, an assessment of its strengths and weaknesses, demographic studies, environmental scans of the community we serve, census statistics, and results of member surveys.

Each planning session was unique (see sidebar, "The DAGC Timetable"). The first session provided an opportunity for everyone to air philosophical differences, become familiar with the history of the organization, and obtain some perspective on future directions. Members of the committee really got to know one another and began to work as a unit. It took a great deal of time—most of the day—to develop a clear, easily understood, easy-to-remember mission statement. It reads: The purpose of the Diabetes Association of Greater Cleveland is to improve the quality of life of people with diabetes and their families

The DAGC Timetable

The Diabetes Association of Greater Cleveland didn't want its strategic planning process to become a long, drawn-out, and possibly discouraging activity. Once DAGC's board of directors had approved the concept and selected a facilitator, the association developed and stuck to a nine-month timetable to sustain momentum.

First meeting. The 12 members of the strategic planning committee, supplied in advance with background information and statistics, arrived at the initial meeting prepared to formulate an association mission and develop goals to support that mission.

This was the most important part: Participants discussed and sometimes argued about the directions the organization should take. Although nearly half of the full-day session was spent laboring over words and philosophies, we emerged with a clear mission statement and a list of goals.

Second meeting. During this half-day session, the strategic planning committee broke down into smaller groups, each assigned a particular goal and charged with developing objectives to achieve that goal. We then came together and as a group reviewed all the goals and objectives, assigned priority rankings, and decided which ones were viable given our resources.

Every existing program came under scrutiny: Was it appropriate to the goals and the mission statement? Should it be continued? Should we add new programs? How many can we add? Do we need more staff? Where will the resources for new programs come from? After this session, with its trade-offs and compromises, committee members began to understand the complete organizational picture.

Third meeting. During this half-day session, committee members reviewed and approved the operational plan step-by-step to ensure that they all agreed with and supported it.

Presentation to executive committee. The strategic planning committee presented each goal and objective to the executive committee, supplying the necessary background information. This gave committee members the opportunity to recognize what they had achieved and contributed to the organizational process. Following some fine-tuning of the detailed implementation plan, the strategic plan went to the board of directors for final approval.

We scheduled the meetings approximately 2 ½ months apart so staff and committee members had time to compile information and prepare between sessions. DAGC completed the entire process in less than one year.

DAGC reviews and revises its plan every two years, shortly after its newly elected president takes office; for continuity, the immediate past president continues to serve on the strategic planning committee as the plan's monitor.

by providing education and information, by supporting research, and by encouraging emotional well-being.

With that completed, we were over the major hurdle. We moved on to formulate 10 organizational goals related to education, emotional support, referral services, research, a camp for children with diabetes, health and social issues, fund-raising, and cost-effectiveness.

Joint ownership

It's important to remember that a strategic plan belongs to the total organization, not only to the staff or the executive committee. A plan only works if everyone involved buys in. Consequently, each member of DAGC's strategic planning committee went back to the people working in each program area and asked them to look at the mission statement, goals, and objectives.

When they met the second time, the committee members came prepared to look at each program's viability in view of the community's needs and DAGC's available resources. This review wasn't just a willy-nilly, "Well, we'll do this this year, and we'll do something else next year." Rather, these leaders said, "Now we have a five-year plan, and this is what we hope to accomplish this year." Recommendations included the introduction of new programs as well as the reformulation and elimination of others.

It is really difficult for people to accept change, especially when everything a charitable or philanthropic organization does is considered important. Reviewing data within the context of an overall mission helps volunteers make the tough decisions in a businesslike manner, yet retain the support of their constituents. As part of the strategic planning process, DAGC developed ways to measure how effectively we're fulfilling our mission. For instance, we track every phone call to determine the number of inquiries for medical information, referral information, dietary information, and so forth. We conduct program evaluations, administer tests before and after seminars to determine effectiveness of instruction, and track contributions and memberships. We also develop a profile of the people who support DAGC financially.

Decisions, not debates

If you operate without a strategic plan, confusion may arise every time your organization wants to provide a new program or service or take advantage of an opportunity. Your board will have to debate the merits of a program and review the organization's financial ability to provide it. Without a mission, without goals, without objectives, you and your elected leaders cannot make those decisions efficiently or appropriately. Board meetings will become long and tedious, with much superfluous discussion and debate; people will leave feeling distressed or discouraged by wasted time.

A strategic plan is a framework for eliminating cumbersome or outdated programs and trying new ones. A strategic plan keeps your organization fresh, growing, and moving forward. AM

Harriet L. Fader, CAE, is executive director of the Diabetes Association of Greater Cleveland.

Tips for Strategic Planning

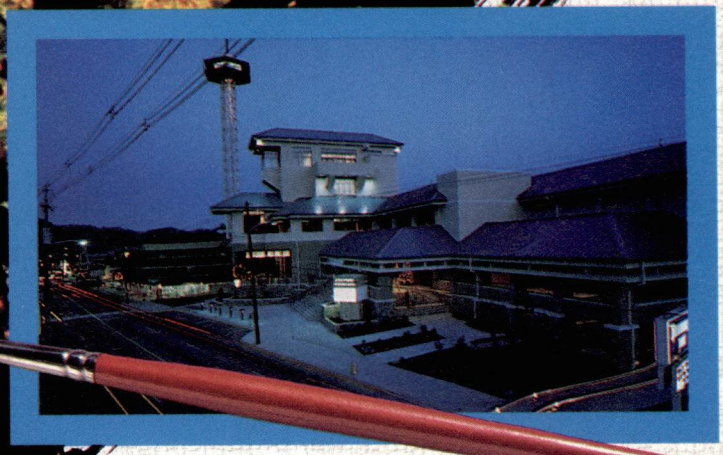
Several suggestions proved useful as the Diabetes Association of Greater Cleveland (DAGC) began its strategic planning process.

- **Learn all you can about strategic planning.** Attend workshops and seminars, and read everything you can find. Talk to colleagues who have developed long-range plans to find out what went well and what they would do differently.
- **Select the committee carefully.** When you feel comfortable with what needs to be done, sit down with your top elected leaders and determine the composition of the strategic planning committee. DAGC drew its 12-member committee from the board of directors and included past, present, and future leaders. The latter group is critical to the long-term success of a strategic plan; once the plan is developed, the future leaders carry it out.
- **Get expert assistance.** Select a facilitator to lead your organization through the strategic planning process and to help review and revise the plan periodically. DAGC initially relied on its elected president to facilitate planning, but the time commitment—in addition to his other responsibilities—proved too great.

An outside expert has the advantage of being able to keep the group on course and serve as an impartial mediator when conflict or controversy arises. Also, using an outside facilitator allows you and your staff to freely participate in the planning effort and not worry about the dynamics of the session.

- **Control costs by using in-house resources.** DAGC took on the majority of the clerical work generated by the planning process and relied on staff members and volunteers to identify and track down relevant information. The person who handled legislative affairs also gathered specific demographic data; a board member who also served on the city council was tapped for numbers related to the community at large.
- **Determine the outcome you want.** Before beginning the planning process, talk with your facilitator about the type of final document you expect. Do you simply want to establish a mission, goals, and objectives? Would you like those goals and objectives ranked by priority and weighed against available resources? Do you also want an operational plan that states when and how these goals and objectives will be met?

Nature's Art Gallery.

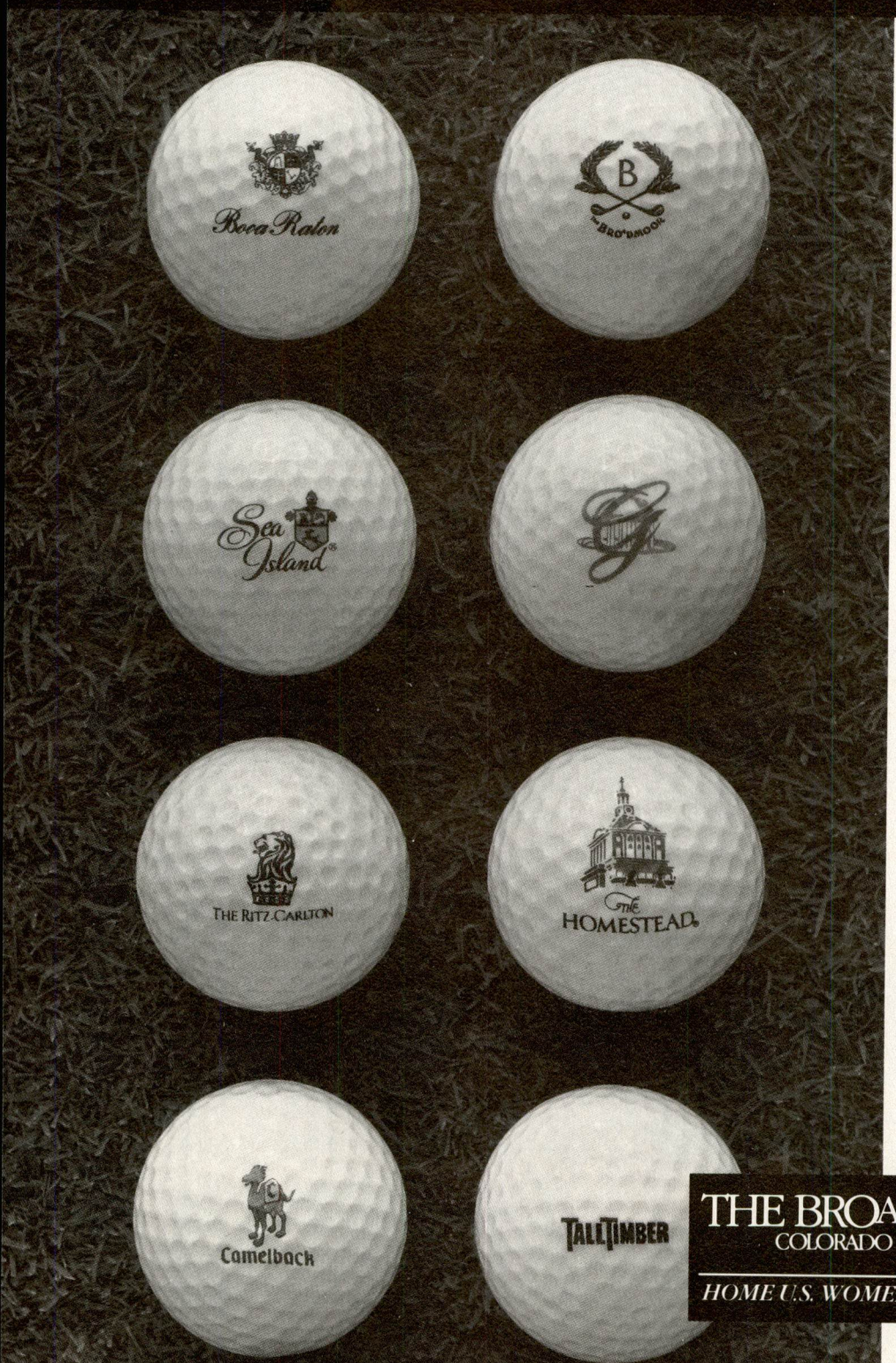


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MEETING ABROAD

YOU'VE PLANNED THE MEETING. NOW PREPARE YOUR DELEGATES.

If there is a recurring piece of advice about planning meetings, it is don't assume anything. That's especially true of preparing for international meetings. Not only must *you* become familiar with the customs, protocol, and way of doing business in the country in which you plan to meet, but you must also prepare your delegates.

The American Society of Travel Agents, Alexandria, Virginia—an international organization with 20,000 members from 124 countries—sponsors more than 200 meetings a year. Approximately eight of ASTA's meetings are held outside of the United States.

ASTA has found the most effective means of preparing delegates for international meetings is its *Delegate Business Planner,* a booklet—mailed to delegates before meetings—that includes information about the weather, transportation, hotels, protocol, and so forth in the country they will visit. Briefly, ASTA addresses the following elements.

Checklist. There are many housekeeping items for delegates to remember before they board the plane for their destination. In its planner booklet, ASTA includes a one-page checklist reminding delegates to handle things like obtaining travel insurance, finalizing airline reservations, and making arrangements for the care of pets before leaving the country.

Climate. Since often people are unfamiliar with

BY CHRIS VRANAS

the climates of various regions around the world, you'll want to acquaint your delegates with the average temperatures of the international city they'll visit. Knowing the climate will help them pack appropriate clothing.

Attire. ASTA held its World Travel Congress—an international event that attracts more than 6,000 delegates from the travel and tourism industry—last September in Taipei, Taiwan. We listed all social and business functions of the meeting in our planner booklet, along with suggested attire for each event. ASTA also included its definitions of *business attire* (suit or sports jacket and slacks with tie for men; dress, suit, skirt and blouse, or pantsuit for women) and *casual wear* (shirt and slacks for men; sports outfit, lightweight dress, or informal skirt and blouse for women).

Travel documents. Do your delegates need passports? Where can they get the appropriate forms? These are some of the first questions your delegates will ask. ASTA's booklet explains the difference between visas and passports and the procedures for obtaining them. We also remind delegates that they'll need to carry passports or other identification when entering or leaving the destination or when traveling on domestic airlines.

History. Keep in mind that many of your delegates will be visiting a city they've never been to before. Therefore, it's important to give them a brief overview of the country—its history, location, topography, and economy.

Language. Many people in foreign countries speak English, but chances are most of your delegates will not speak their hosts' language. Inform your delegates of the official language and other languages spoken in the country.

For ASTA's World Travel Congress in Taipei, our booklet contained common phrases, such as good morning and thank you, followed by the Chinese translation.

Airport. Make your delegates aware of the airport they will fly into and out of. For our World Congress in Taipei, for example, we let our delegates know there would be an ASTA welcome desk at the Chiang Kai-Shek International Airport. In our booklet, we told delegates they would receive a colored sticker at the welcome desk that would help speed processing through special document check gates and customs inspection counters. The sticker also corresponded to the bus the delegates boarded to get to their hotels.

Transportation. Many cities have excellent public transportation systems that are easy, inexpensive, and fun for delegates if the right preplanning is done. Even if your organization provides a shuttle system between hotels and the convention center, delegates may still need to use taxis or public transportation for other reasons. ASTA has found that it is helpful to print a map of the hotels and convention facilities in English, with the local language next to it. Then delegates only need to point to where they want to go when trying to communicate with a taxi or bus driver.

Hotels. When our delegates are away from the office or home for an extended period of time, ASTA wants to make sure they are accessible to those who need them. Thus, we list any hotels—their addresses and telephone and fax numbers—in our booklet so that delegates can pass the information on to those who may need it.

Electricity. It's important to let your delegates know about the country's electrical current systems. Most countries operate on a different electrical current—usually 220 volts—than the United States. Thus, your delegates will need to pack transformers for hair dryers, irons, curling irons, and so forth. In some cases, even transformers are not adequate, as one of my associates recently found out when an overheated curling iron burned some bed sheets and resulted in charges for the damage.

Water and food. Your delegates are used to eating and drinking whatever they want whenever they dine in restaurants. Following those same practices in some other countries could prove unsafe. To avoid an unpleasant situation, make sure your delegates are aware of the peculiarities of their particular destination.

At ASTA's 1989 International Conference in New Delhi, India, the meeting hosts served food that was more mild than that typically found in that part of the world. But when the 1,200 conference delegates traveled to Agra the last day of the meeting to see the Taj Mahal, they ate a buffet lunch served in a deluxe city hotel, and many developed stomach problems.

Medical services. Your delegates will feel much more comfortable if they know where to go for treatment in case of a medical emergency. Many countries may not have ambulance service and medical facilities like we have in the United States.

ASTA always informs delegates in its booklet of the hours and location of the first-aid room in the convention center. We also let our delegates know that a nurse will offer advice and medical aid to delegates and families. We also list the hospital we'll use in case there are problems that require follow-up with a physician. We let delegates know the type of insurance the hospital takes and whether all other medical services require immediate payment in cash.

In addition, we suggest that before delegates leave for their trip, they call the U.S. Department of Health and Human Services' Centers for Disease Control in Atlanta. The CDC maintains a data base that lists precautions such as vaccinations that are required or recommended in certain countries.

Telephone. When I attended my first international ASTA convention in New Delhi, India, I called the office from my hotel room and spoke to various staff members for 30 minutes. The telephone call—which had been placed by the hotel operator—cost $300. Needless to say, I had a lot of explaining to do when I turned in my expense report. Thus, ASTA now provides instructions to delegates on how to make a direct-dial international telephone call.

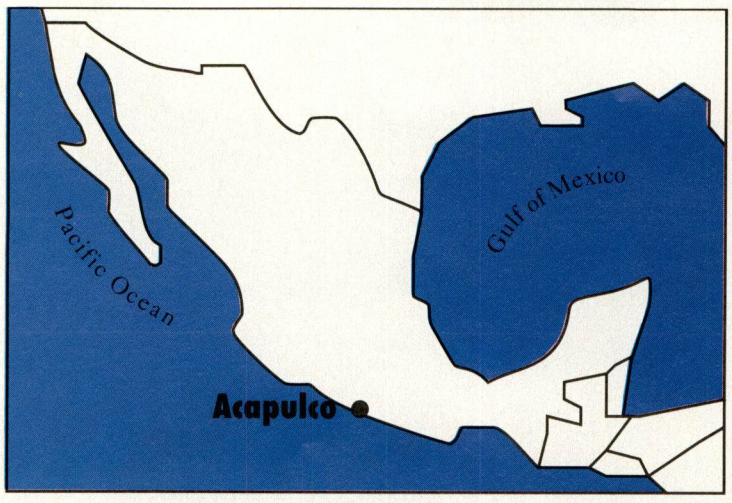
Business hours. Business habits vary all over the world. In the Orient, many businesses are open from 9 a.m. to 6 p.m. Monday through Friday and for a half day on Saturday. Many Southern European countries have business hours from 9 a.m. to 2 p.m. and again from 4

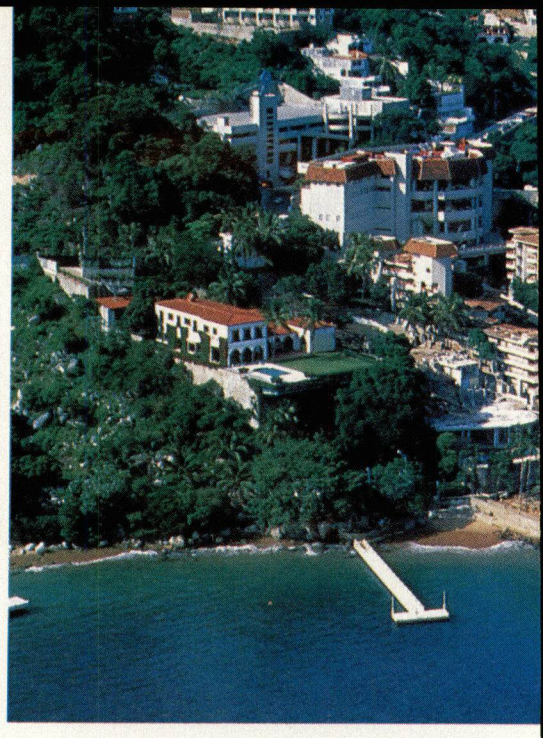
(Continued on page 109)

A MEETING PLANNER'S GUIDE



ACAPULCO





PLAY IT AGAIN, ACAP

What goes around comes around, and in the case of Acapulco, the time is ripe for a revival. Thanks to a long-promised improvement program and a beefed up promotion campaign, Acapulco is back in the limelight—with more opportunities than ever for convention organizers.

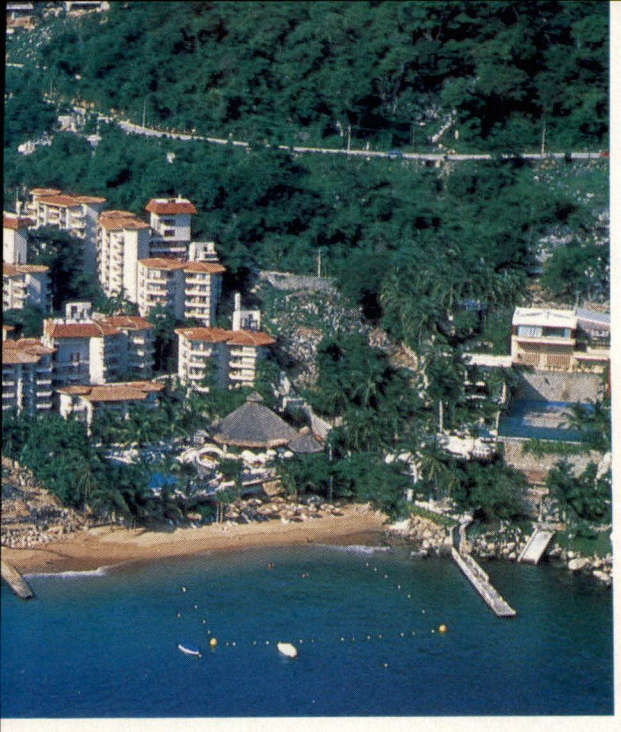
The beaches have been illuminated and the beach peddlers have moved to indoor markets. Stringent controls have been placed on bay pollution, and a new marina is taking shape on the north side of the bay. Hotels around the city have completed multi-million-dollar renovations, and last year a new deluxe hotel debuted—the Sheraton Acapulco—on a hillside just east of downtown. A new 160-room Camino Real property is scheduled to open in the same area next year, and Marriott Corporation is also looking into construction in the Diamond Point area. Moreover, the city is spending $5 million to promote the resort's new look.

"We offer convention groups Mexico's largest and most modern convention facility plus nine international hotels, including some that are rated tops in the world," says Alejandro Gonzalez Molina of the Acapulco Tourism Board. He adds that entertainment options are plentiful—from golf, tennis, deep-sea fishing, and parasailing to dozens of restaurants, discos, and clubs.

But what makes Acapulco truly a one-of-a-kind experience is its dramatic setting: the Sierra Madre Mountains ring one of the world's deepest and most beautiful natural harbors. There's nothing quite like dining on a moonlit terrace high above the bay, toasting the twinkling green and white lights of the city before you. Unlike many newer resorts, Acapulco has character and *personalidad.* There's no mistaking it for anywhere else.

Keep in mind, too, that meetings in Mexico are tax-deductible. And Acapulco provides the added advantage of being centrally located: 2.5 hours by plane from Dallas, 3.5 hours from Los Angeles, and 5 hours from New York. No jet lag for your attendees to worry about! A strong U.S. dollar, combined with weak hotel occupancies, make Acapulco a very good buy, even in high (winter) season. Then there's the near-perfect weather—*dependable* sunshine and mild temperatures year round.

It all adds up to the perfect choice for conventions and executive meetings. "We have been around the world, and I can say with confidence that the Pierre Marques and Acapulco was the best convention resort our group ever experienced," says Dorothy Kender,



ULCO

executive vice president of the Building, Stone Institute, a trade association based in Westchester, New York. Kender's group of 250 booked Acapulco for meetings in 1991 and 1992.

Few destinations have the guaranteed sunshine that Acapulco does, or the full range of activities, plus the value was unbeatable, says Kender. "We did a five-day program that included all meals, cocktail receptions, theme parties, a recreation program (including golf and deep-sea fishing charters), and airfare for under $1,000 per person. Our guests couldn't believe what they got for their money." Kender adds that Acapulco also had a strong appeal among her international attendees, who particularly liked the resort's Latin ambience and range of recreation.

ASAE's own Board of Directors met in Acapulco this past December. William R. Taylor, CAE and president of ASAE, said, "It was great to be back in Acapulco for the ASAE board meeting. The Acapulco Princess is a wonderful setting for a board meeting... just the right combination of relaxing ambience and first-class meeting facilities."

About the Cover: *One of the infamous cliff divers off the coast of Acapulco. Courtesy the Acapulco Tourism Board.*

GETTING STARTED:

THE ABC'S OF ACAPULCO CONVENTIONS

AIR TRANSPORTATION: Daily nonstop service to Acapulco is provided out of Houston on Continental Airlines; out of Los Angeles on Mexicana, Delta, and Lacsa airlines; out of Dallas on Delta and American; out of Chicago on Mexicana. Mexico City is another major gateway for flights to Acapulco.

GROUND TRANSPORTATION: Taxi and limo service is available from the Acapulco International Airport, five miles from downtown. Numerous local travel agencies can arrange for bus charters and other ground transportation requirements.

ENTRY REQUIREMENTS: Proof of citizenship is required, such as passport or birth certificate.

TAXES: A 10 percent value-added tax applies to all goods and services in Mexico. A departure tax of $12–$15 is charged on leaving Mexico by air.

TIME ZONE: Central (same as Dallas).

TIPPING: Ten to 15 percent is correct.

CLIMATE: Temperatures range from 70 to 89 degrees year round. Sunshine is abundant, with evening showers possible from June to October.

CURRENCY: One U.S. dollar is equal to about 3,000 Mexican pesos.

BUSINESS HOURS: Most shops open from 10 a.m. to 2 p.m., then 4 p.m. to 7 p.m.

SHIPPING CONVENTION MATERIALS: Most planners work through their hotel in choosing a customs broker to expedite materials into the country. Any Mexican Government Consulate Office can also provide information and assistance.

FACILITIES

SOMETHING FOR EVERYONE

Acapulco offers a variety of first-class accommodations for convention groups—from executive retreats, to action-packed hotels along the Strip downtown, to resorts such as the 480-acre Acapulco Princess, a completely self-contained oceanfront property 15 minutes from downtown and only five minutes from the airport.

Undoubtedly one of North America's premier resorts, the Princess has earned the AAA Five-Diamond award for the last 15 years. Its spacious guest rooms and suites are housed in three towers, including a stunning Aztec pyramid-shaped central building. Amenities include two 18-hole golf courses (*Golf Digest* has ranked the Princess among the 25 greatest golf resorts), plus indoor and outdoor tennis courts and several large free-form pools, with cascading waterfalls and a swim-up bar. Restaurants range from casual fare at Chula Vista to fabulous French cuisine at Le Gourmet and a Mexican steak house at La Hacienda.



Says director of operations Christian Inden, "The Acapulco Princess has tremendous flexibility when it comes to convention programs. A group may want to have its own building or restaurant. Or they might want to be dispersed throughout the property. No matter what, each attendee enjoys the same high level of service that our regular guests do." Indeed, convention badges are rarely seen in the lovely open-air lobbies and corridors of the hotel. You're more likely to see peacocks and flamingos strolling about the lush, well-tended grounds.

As for meeting space, the hotel has plenty of it—more than a dozen meeting rooms, the largest seating 2,000 theater-style. Moreover, there are several custom built theme party areas, including ones designed specifically for small groups, such as the Mesa de Patron, a beautiful tropical courtyard accommodating up to 90 people.

Smaller groups may prefer staying at the Princess' sister property, the Pierre Marques. Built by billionaire oilman J. Paul Getty, the Pierre has a laid-back, country club ambience, with a three-story guest wing, a five-story tower, and the rest of the rooms in villas. Tucked behind the palms and mango trees that line the wide Revolcadero Beach, it features several lovely pools and the wonderful Pierre Bar overlooking the Pacific Ocean—voted by a *Newsweek* writer as one of five most romantic bars in the world. Facilities at the Princess and Pierre are available to guests staying at either hotel.

Numerous downtown hotels line the Costera Aleman, the city's main thoroughfare, offering action-packed beaches, bars, restaurants, and nightclubs.

MAJOR ACAPULCO HOTELS

Acapulco Plaza	• 1,000 rooms
Acapulco Princess	• 1,020 rooms
Continental Acapulco	• 419 rooms
Fiesta Americana Condesa	• 422 rooms
Hyatt Regency	• 693 rooms
Las Brisas	• 300 rooms
Pierre Marques	• 340 rooms
Radisson Pariso	• 422 rooms
Sheraton Acapulco	• 235 rooms
Villa Vera	• 80 rooms

Golf is just one of the many activities available to guests at the Acapulco Princess. (left)

Princess Hotels



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ASAE

ACAPULCO: Acapulco Princess, Pierre Marques; ARIZONA: Scottsdale Princess; BAHAMAS: Bahamas Princess Resort and Casino
BERMUDA: Southampton Princess, The Princess; CALIFORNIA: Palm Springs Marquis Hotel and Villas.

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ENTERTAINMENT

A ROUNDUP OF OPTIONS

NIGHTLIFE: Acapulco has plenty of it. *Extravaganza* is the resort's newest, glitziest disco. Also for the sophisticated crowd is *Fantasy*, smaller and attracting whatever celebrities are in town. Young folks head for *Baby-O*, and old Acapulco hands head for *Bocaccio's*. Disco action starts after 11 pm. Groups can book tables in advance without difficulty. In Acapulco festive cocktails abound—try the area's most popular creation *Coco loco*, a generous portion of rum mixed with Seven-Up, and served (usually) in a coconut shell.

RESTAURANTS: Eating out is the most popular activity in Acapulco, thanks to the great seafood cuisine and spectacular bay views from many of restaurants. *Casanova*, for instance, serves up tasty light Italian dishes in elegant indoor and outdoor terraces high above the bay, overlooking the twinkling lights of the surrounding hills.

Coyucca 22, perhaps the most glamorous and expensive restaurant in town, feels like a film set: Doric pillars, sculptures, and an illuminated obelisk set the stage for seafood specialties enjoyed on bayside terraces. Long-time favorite *Miramar* features understated elegance, bay views, and continental cuisine. Among casual eateries, no doubt the most popular is *Carlos 'n Charlies*, featuring prankster waiters, Tex-Mex food, and a boisterous crowd. Large groups are easily accommodated at *El Campanario*, an old Spanish-mission style restaurant overlooking the city. *Boca Chica* is the insiders' favorite for lunch. Mexican and Japanese specialties are served in breezy bayside palapas (thatched huts).

ONE OF A KIND: There's nothing in the world like the divers of La Quebrada. Every afternoon and evening divers leap from the 150-foot high cliff into the 15-foot water below. Groups can watch the 25-year-old spectacle, Acapulco's first tourist attraction, from the terrace of the Mirador hotel. The sunset and evening dives are especially thrilling!

SHOPPING: Silver is a great buy in Mexico. There are also good values in leather goods, ceramic pieces, onyx items, and designer fashions. The large AFA craft shop is a good place to buy if you're short on time or don't like bargaining over prices. The biggest silver selection is found at Taxco El Viejo near La Quebrada. Good custom-made clothes with a Mexican look are found at Samy's in a tiny shop in Old Acapulco. Acapulco's classiest mall is found beneath a cool arcade at the Princess hotel. The Galeria Acapulco Plaza (downtown) is a new two-story mall with boutiques and silver shops, and plenty of souvenir items.

ON THE WATER: Some say Acapulco is best seen from the deck of a boat. Groups of up to 150 can be accommodated aboard the Aka Tiki, Acapulco's most famous catamaran. Design your own program—a day cruise to Roqueta Island for some snorkeling and lunch, or an evening cruise with music, deck-top dancing, and buffet dinner. The Fiesta yacht, accommodating up to 300, also offers day or evening cruises of the bay. Tuna, mahi-mahi, marlin, and sailfish are big catches in Acapulco's waters. Fishing charters are plentiful. Up to five anglers can be accommodated on the Baracuda, for instance, for about $225 a day, including lunch and tackle.

THEME PARTY IDEAS

With its stunning bay and mountain backdrop, Acapulco invites all sorts of imaginative theme events. Off-site parties can be held at Fuerte de San Diego, an 18th-century fort overlooking the city, where (with advance notice) you can throw a magnificent torch-lit formal dinner or a Mexican Fiesta.

The terrace of the Mirador Hotel is a great place to watch the cliff divers of La Quebrada or to throw a 1940s Party—the era when celebrities like Lana Turner and John Wayne made the Mirador the center of Acapulco's action. Or enjoy private picnics and cruises at Roqueta Island, where guests can take jeep safaris to nearby sights.

The Acapulco Princess offers several specially built theme party areas, including the Puerto Bello, a replica of a wooden dock and port town where Caribbean and pirate theme parties are held overlooking the Pacific Ocean. An authentic re-creation of a Mexican town square is the site of the Princess's Fiesta Mexicana theme parties, complete with life-size bell tower, colonial bandstand and archway, colored lights, strolling mariachis, buffet tables, open grills, and fireworks.

Las Brisas offers the magnificent La Concha waterside terrace and restaurant for receptions and themed events of up to 1,000 people. Every Friday night the resort throws a wonderful Mexican fiesta on the terrace above its El Mexicano Restaurant. The fiesta includes arts and crafts booths, where guests can barter.

MEXICO'S LARGEST CONVENTION CENTER

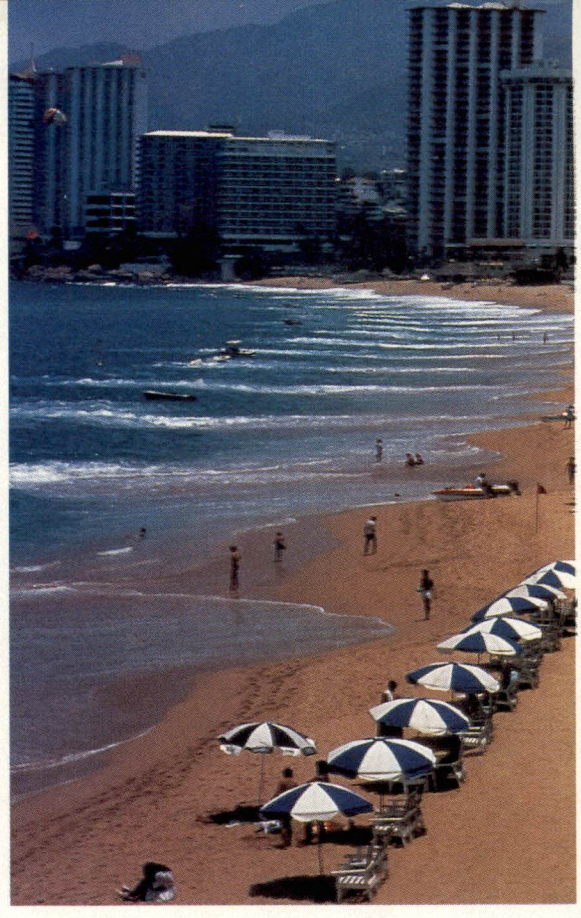
Opened in the 1970s, the Acapulco International Convention Center is Mexico's largest facility. It features 17 meeting rooms and a total of 155,000 square feet of exhibit space. Located on 35 landscaped acres in downtown Acapulco, this highly flexible facility also features one of the country's best equipped indoor theaters, which seats 1,200 people. There is also an open-air amphitheater with fixed seating for 1,700. The facility's Mexican Plaza hosts a wide variety of weekly events, including flamenco shows, folkloric performances, and other cultural offerings.

For more information on services and amenities offered by the Acapulco International Center, please contact:

Acapulco International Center
Pedro Loman Pedersen,
director of sales and conventions,
Costera Miguel Aleman No. 4455
Acapulco, Gro. Mexico
Phone: 748-470-50
FAX: 748-474-98



A theme party at the Acapulco Princess.



Above, a stretch of gorgeous Acapulco beach

WHO TO CONTACT

Mexican Government Tourism Office
Meetings and Incentive Department:
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405 Park Avenue, Suite 102
New York, NY 10022
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Fax: 212-753-2874

Mexican Government Tourism Office
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Suite 2204
Los Angeles, CA 90067
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Acapulco Tourism Promotion Board
Julie Mendez, director
of communications
Privada de Roca Sola No. 19
Fracc. Club Deportivo
Acapulco, Gro. Mexico
Phone: (74) 84-0599 or 84-76-30
Fax: (74) 84-76-21



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ACAPULCO

THE DIFFERENCE IS NIGHT AND DAY

BY DOBBY WALL AND HUGH K. LEE

How much is too much? Executives offer ethical insights.

A hotel salesperson offers a meeting planner a car or some other expensive item if the association decides to book its convention with that property. Should the planner accept the gift?

What about an offer of cash applied to the master account, which would defray the meeting's overall cost to attendees?

During a workshop at a recent ASAE convention, 30 association executives grappled with determining guidelines for professional, ethical behavior. At the same time, in another workshop, two dozen associate members participating in a visioning effort listed as one of their major ideas "a leadership role for ASAE in setting and advocating standards of ethical practice."

The Trappings of EXCESS

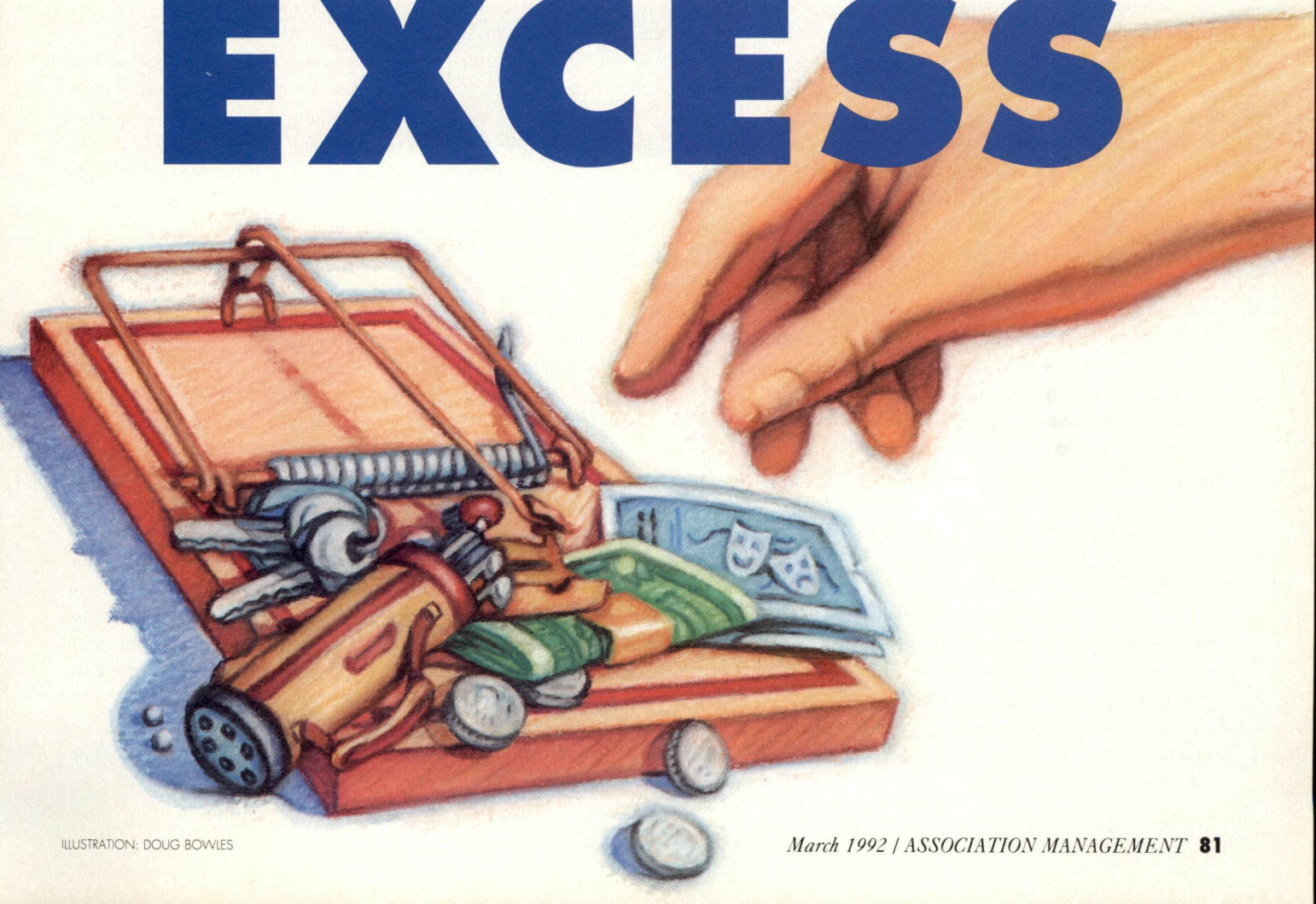


ILLUSTRATION: DOUG BOWLES

Two sides of the market, in two different meetings, came to the same conclusion: Ethical standards merit further attention. Perhaps more than in any other industry, ethical choices are an inherent part of the life of an association executive.

When is a promotional program within the confines of market practice? When is it a bribe? If a promotional offer is legal, within the best interests of an association, and everyone does it, does that make it ethical? How do executives distinguish between personal values and the association's professional ethics?

Several common methods

Ethical situations elicit highly individual analyses. But executives often rely on one or more of the following approaches to evaluate and resolve ethical dilemmas:

- The *L.A. Law* method that says, "If it's legal and no one gets hurt, it's ethical."
- The "God is watching over us" technique that forces people to decide if it is for the good of mankind and morally justifiable to a higher source.
- The MBA approach that seeks to conduct a logical evaluation of the facts to determine if any social or organizational rules or policies apply.
- The CNN rule that asks, "If CNN news covered your story, would your family feel proud of your decision?"
- The professional approach that says, "We have an obligation to our society as professionals."

While consensus is fairly easy to reach on general evaluation principles, it becomes difficult when attempts are made to identify specific parameters. For example, most executives agree that meeting planners should not accept gifts that exceed a certain value. Consensus vanishes, however, when the challenge is to agree on a specific dollar value.

While black-and-white answers to ethical questions remain elusive, reviewing workshop discussions concerning various ethical situations that arise in the areas of meeting planning and travel may both help association executives face future challenges and "ethically sensitize" the profession.

Executives simply get on and off at the stopover city, even though it's against airline policy.

Guest-room rebates

After reviewing the association's convention budget, the board directs the meeting planner to do a better job of controlling costs. During negotiations, the planner shares this mandate with the hotel, which offers to supply transportation for an extra charge in the room rate or a rebate to the master account. Building transportation into the room rates will save the association transportation costs, but members pick up that cost when they pay for their rooms.

Does the association have an ethical obligation to inform members of this arrangement? Answering the question is far from simple.

Workshop attendees offered various justifications for accepting the offer. Thoughts ranged from "It's all right if you tell them in the brochure" to "It's not necessary to tell them, and we never do." (Some states, such as California, may require this disclosure by law.)

An optimum package. They agreed it is the meeting planner's job to produce the optimum total package for the association and its members. Accepting the hotel's offer would achieve this goal because it reduces the total conference budget. In addition, the meeting planner has secured a reduced room rate (group rate) for attendees.

However, adding a charge to room rates to cover transportation does make it the responsibility of attendees to pay for transportation. Many association executives said it would be important to disclose this information to members. They deemed mentioning it in the brochure sufficient. Drawing attention to the arrangement with more detail would give greater weight to the issue than warranted in light of the many items included in a conference brochure.

Other association executives argued that they did not have any obligation to inform attendees of the transportation charges, reasoning that details are not given on how food and beverage, entertainment, or breakout rooms are budgeted and allocated. To do so would not only be unnecessary and confusing to the attendee, but also would potentially trigger requests for complete and detailed breakdowns of all costs.

The general consensus seemed to be that it is an ethical practice provided the specific charges to the room are clearly stated in the brochure.

Air rates

A board meeting is in Chicago. Two flight options are available: An earlier flight costs $600 and a later flight, $480. Is choosing the higher-fare flight ethical?

Association executives were divided in their answers. Most felt an obligation to take the lower fare as long as the timing didn't affect professional performance.

Other attendees pointed out, however, that cost alone is not the only factor to consider. If the lower-fare flight arrives in Chicago at midnight versus 10 p.m. for the higher-fare flight, and the meeting is at 8 a.m., an executive would be justified in choosing the earlier flight to ensure top performance.

Another viewpoint held by some attendees was that executives often travel on their personal time for which they are not frequently compensated. Since the extra cost of an earlier flight was not prohibitive, taking the most convenient flight did not violate any professional ethics.

The stopover practice. Another common airfare-related dilemma concerns the opportunity to substantially cut travel costs by booking round-trip tickets with stopovers instead of a direct flight to a particular destination. An executive simply gets off and on at the stopover city even though the practice is against airline policy and ethically wrong.

But what about the executive's fiduciary responsibility to save the association money? Many executives who allow stopover flights to be booked viewed this as their primary obligation even though they also felt they were cheating the airlines.

Other attendees did not view the practice as illegal, but rather as a loophole in airline policy that the industry itself needed to address. Another viewpoint was that the airlines still benefit from stopover booking, because they get paid for the seat and they have a policy of overbooking.

Many of the opinions led to a discussion of the difference between ethical and legal behavior and the economic impact of the dilemma. For example, just because it may not be illegal, does that make it ethical? Do substantial cost savings justify endorsement of a questionable practice?

Frequent-flier points. One final dilemma concerning air travel concerns the ownership of frequent-flier points. Many corporations and associations today stipulate that all frequent traveler points are the organization's property: The organization paid for the tickets, and free trips represent a rebate to the organization.

Many association executives contend, however, that since they frequently travel during personal time and are on the road a great deal, frequent-flier points are a perk of the job and should belong to the individual making the trips.

Unethical behavior

An association has narrowed the selection of bids to two cities. The CEO tells the meeting planner to ask the bureau of one of the cities to get complimentary weekend accommodations for the volunteer president and family. What should the meeting planner do?

Unfortunately, this type of situation apparently happens all the time, according to bureau representatives. While association executives agreed the request is unethical, they differed on how to resolve the dilemma.

Many said they would refer the CEO to association policies and guidelines prohibiting such behavior. In the absence of such guidelines, some participants would explain the problem to the CEO.

It's accepted that suppliers need to create an impact with prospects and that giveaways are one way to achieve this.

Still others would request the accommodations after apologizing to the bureau: If they want to keep their jobs, it's something they have to do. Besides, they pointed out, such requests come as no surprise to bureau representatives, who admit they themselves have extended such offers when competing with other destinations for business.

Giveaways. Another frequently encountered situation concerns the offer of free gifts from vendors. It's generally accepted that suppliers need to create an impact with prospects and that giveaways are one way to achieve this. At what point, however, does the giveaway become more of a bribe than a legitimate sales technique?

Some associations explicitly prohibit the acceptance of any gift, while others limit the monetary value of a gift. Still others have no established policies. Many associations, which contend accepting a gift is acceptable as long as it doesn't benefit one specific person, use gifts they receive as prizes for staff at parties. Reflecting the ethical confusion surrounding this issue, most association executives expressed the need for guidelines establishing an appropriate level of gift.

Breaking a contract

A convention that has been booked in a city for years is around the corner. The community makes a decision not to support a particular political issue. The association votes to cancel the contract to protest the decision.

A standard clause in the association's contract states that if the country is in a state of war, it has the right to cancel the contract with no penalty. At the time in question, the United States is officially at war with Iraq. Should the association invoke this section of the contract allowing cancellation at no costs, cancel and pay the cancellation fees, or honor the contract?

Much like the other dilemmas presented in the workshop session, this situation generated heated discussion on all fronts. Some argued that a contract is a contract: The association signed the contract in good faith and should not be looking for ways to duck out. A legal loophole doesn't make no-fault cancellation ethical. Plus the cancellation fee is designed to protect both parties and not as a loophole for terminating the contract.

Attendees also raised the issue that the industry is always talking about how the association executive and the vendor need to be partners in the profession. Yet this kind of behavior runs counter to that belief.

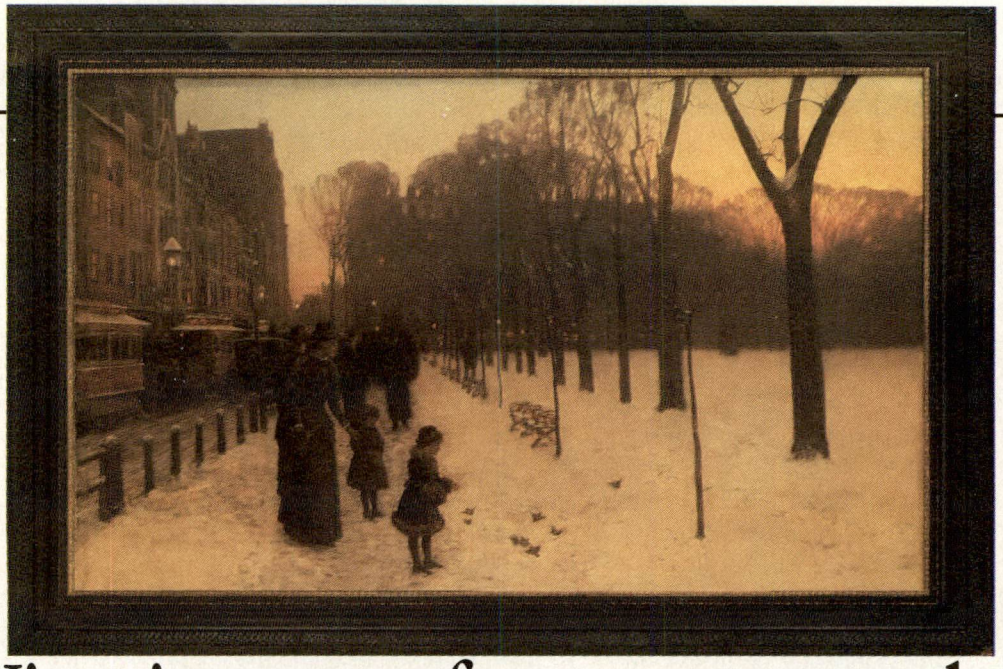
The flip side of this argument was represented by those who believe "contracts are made to be broken." If you can legally break the contract, and that might include paying the cancellation fee, there is no ethical dilemma.

Proponents of this theory contended the greater dilemma might be holding a meeting in an area that has voted on an issue to which the membership is ethically opposed, which would put members in a position where they are economically supporting an opposing viewpoint.

Fam trips

An executive director of an association in New York is very active in the association community. Several off-shore destinations have extended an invitation to participate in their fam trips. The association's bylaws require all meetings to be held in the state. Should the CEO accept the offer?

Fam trips have been a favorite topic



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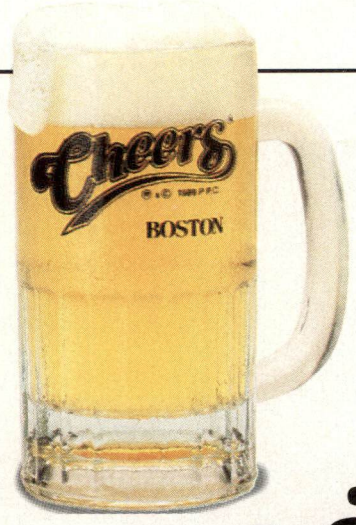


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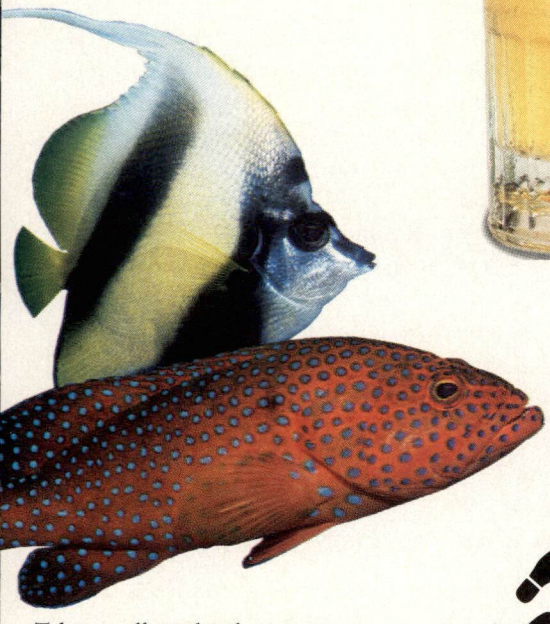
Take in a ball game at historic Fenway Park. In the shadow of the Green Monster, you'll see why Boston has a great baseball tradition.



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Take time out for a drink and take a step down into the "Bull and Finch Pub", you may run into Norm or Cliff. It's the neighborhood bar that inspired the award winning NBC TV series "Cheers." You'll feel as welcome as a regular.

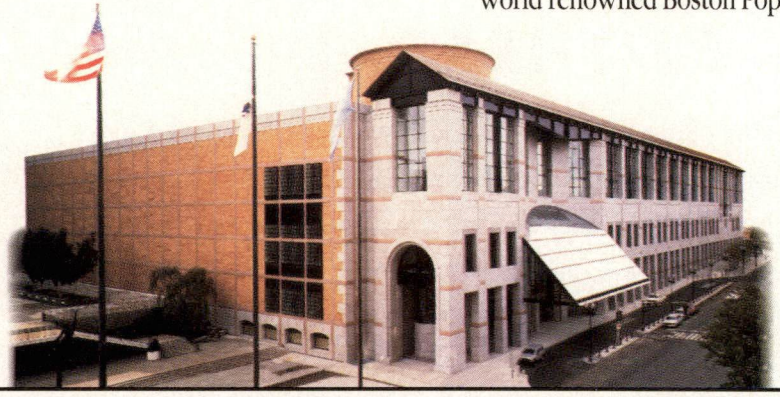


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of debate for years. Yet there is still a great deal of divergence on the subject. Executives participating in the workshop said most of their organizations had policies specifying that they should accept only if the destination is under consideration and if there is a business reason to attend.

The primary issue is whether it is ethical to accept an invitation when you have no intention of bringing a meeting to that location. Almost everyone agreed it was unethical to accept in this situation.

An exception to this rule is when the destination knows you have no chance of booking a meeting and still wants you to attend because of your visibility in the association community. It would be unethical, however, not to file for personal time with your employer if such a fam trip was conducted during the week.

Moving toward unity

Given the lingering confusion surrounding ethical issues confronting the association community, some executives cite the need for a formal code of ethics that specifically spells out accepted procedures and practices.

Attendees acknowledged that such an initiative would likely encounter legal and other obstacles. Does an association, for example, want to open itself up to potential lawsuits by those who challenge the code? If a member is found to be in violation of the code, how will enforcement be carried out? What legal situations may develop if expulsion is deemed the appropriate response?

The group did reach agreement on a definition for *ethical behaviors:* "a set of accepted moral standards that guide a specific profession or group."

Given the nature of ethical debate, however, this definition will undoubtedly be a point of argument as well in the ongoing pursuit of consensus. AM

Dobby Wall is director of meeting services for the American Physical Therapy Association, Alexandria, Virginia, and Hugh K. Lee is president of the Center for Organization Development, Inc., Rochester, New York.

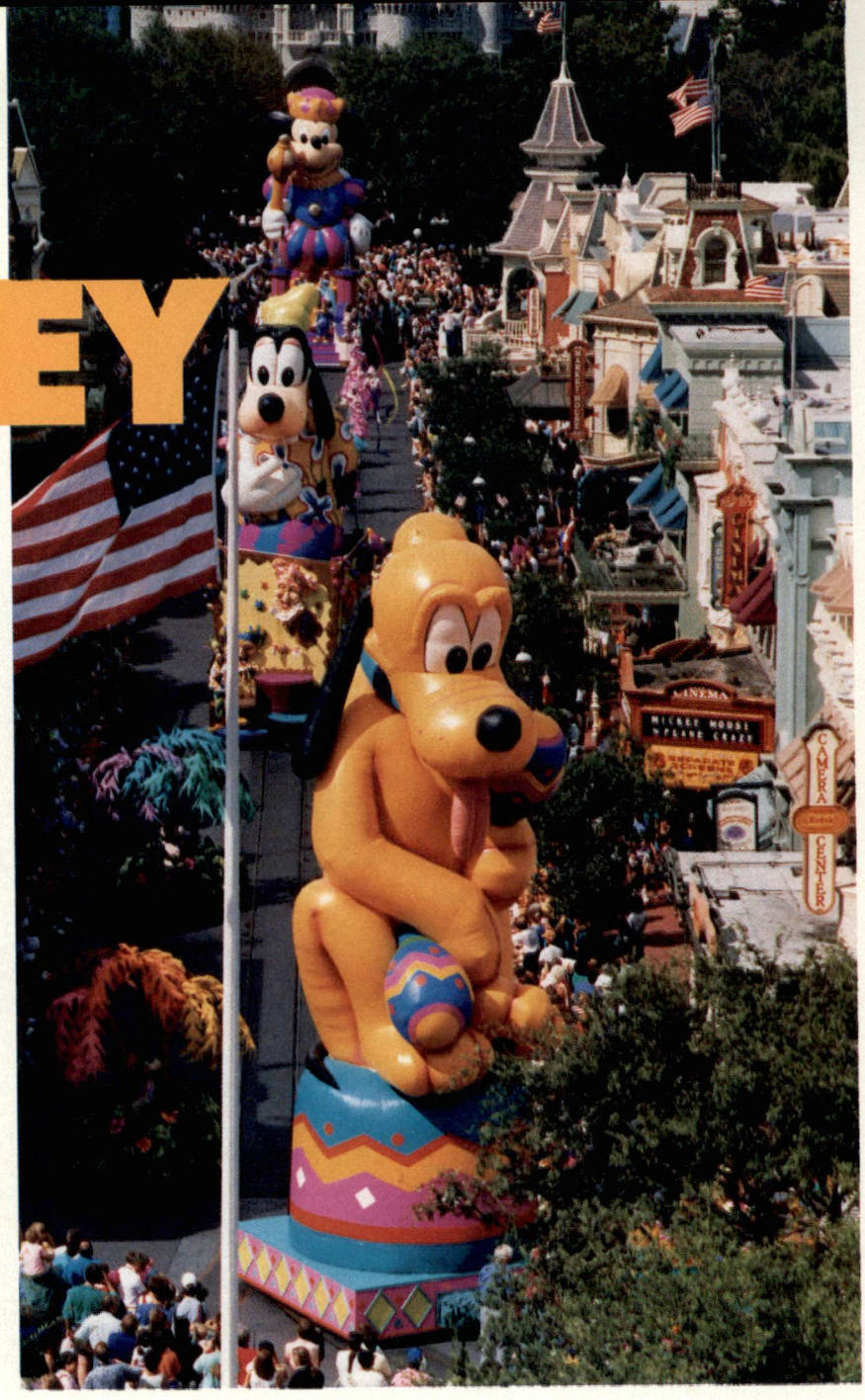
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Definitive DISNEY



A customer focus makes a world of difference.

By Lorri Lee McGough

Imagine 10,000 of your members descending on your office three days in a row, all expecting VIP treatment. That's exactly what recently happened at Walt Disney World, Orlando, Florida, during a weekend-long party to celebrate the resort's 20th anniversary.

With attendance the size of a large convention—approximately 8,000–10,000 people—the celebration was the perfect opportunity to pick up some customer service tips that are directly applicable to association activities—especially meetings.

Guests versus members. Walt Disney World staff treat all visitors like guests in their homes. Walt Disney World's attitude is the same one associations adopt: "Members are the purpose of our work; they are not interruptions of it."

Employees as guests. Walt Disney World's concept carries over to staff as well. Staff treat co-workers like guests when they interact.

Appearance is everything. Walt Disney World employees follow dress codes and are not permitted to eat, drink, smoke, or chew gum in front of guests.

On stage versus off stage. Any time Walt Disney World staff—known as *cast members*—come in contact with guests, they are "on stage." They are no longer Steve or Mary; they are *Walt Disney World* and are expected to proudly represent the company.

"It's not my job." Walt Disney World staff do not use those words. If cast members don't know the answers, they reply, "I'm sorry I don't know the answer," or "I'm not sure how to solve your problem; let me find out and get back to you." Helping a guest often means walking him or her somewhere to find the answer. It doesn't mean, "See that man over there in the gray suit; go talk to him."

Accessible managers. At all levels, Walt Disney World managers practice management by walking around. In fact, cast members expect management to frequently visit them to see how things are going. When management doesn't visit, cast members remind them that they've been lax. This promotes good relations among staff and supervisors, and encourages staff to share their ideas with upper management.

Shop around. Walt Disney World has

(Continued on page 113)



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A CALL FOR PAPERS

Answer the call and reap the rewards: Gain visibility and credibility among your peers, share your successes and insights, earn CAE points, and have fun being creative. With this call for presentations, ASAE invites its members, as well as nonmembers, to submit written presentations that can be developed into sessions for the 10th Management Conference and Exposition, Dec. 13–16, 1992, at the Washington Hilton and Towers, Washington, D.C.

The conference is designed to bring practical and relevant information to association chief executives, staff specialists, and suppliers by featuring their colleagues as speakers.

Certificate programs will not be held in conjunction with this year's meeting, but a continuing component of the conference is the exposition. At the conference's 200-booth exposition, participants have the opportunity to get firsthand information from such nonhospitality suppliers as insurance companies, computer vendors, specialty companies, and speakers bureaus.

To be considered as a conference topic, your programming idea must reach ASAE postmarked by May 22, 1992. Your written entry should include

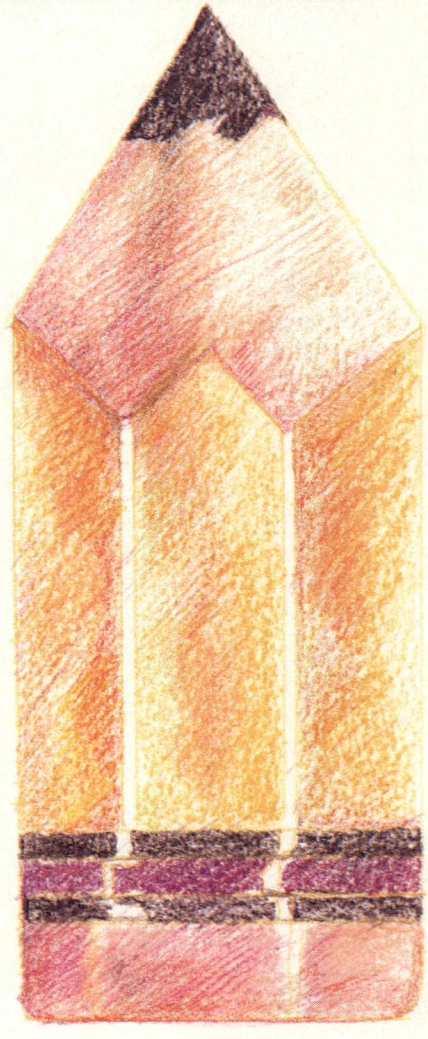
- a 75-word description of the topic you would like to cover in your presentation;
- a suggested title;
- three specific objectives;
- the amount of time you'll need for the presentation; and
- if appropriate, the names, addresses, and telephone numbers of other executives with whom you would make the presentation.

Presenters are encouraged to choose the format that best fits the topic and the presentation style they feel most comfortable with—lecture, case study, roundtable, team teaching, or others.

Members of ASAE's eight section councils and the Education and Management Conference and Exposition committees will evaluate the programming ideas on these five criteria: overall quality, relevance to general association management, well-defined focus, practical applications of material, and timeliness of the topic. They will announce their final selections by mid-July.

Here are the categories into which conference programming falls:

1. presentations submitted by CEOs directed toward CEOs
2. general management topics
3. managing small associations
4. managing large associations
5. communication
6. conventions and expositions
7. education
8. finance
9. administration
10. management information systems
11. human resources
12. insurance
13. membership marketing
14. personal development
15. association public relations
16. association marketing



A Sharing of Expertise & Experience

Papers from previous management conferences are available in the series *A Sharing of Expertise & Experience, Volumes 1–9.* Each volume covers topics presented at the ASAE Management Conference that year. The most recent volume, Volume 9, from the 1991 Management Conference, contains 67 papers covering everything from the total quality association to developing a data base.

ASAE member price is $35; nonmembers pay $50. Deduct 10 percent from the total price on orders of three or more volumes. To order, contact ASAE Publications, 1575 Eye St., N.W., Washington, DC 20005. Telephone: (202) 626–2748. Please add $5.25 for postage and handling per order; Washington, D.C., residents add 6 percent sales tax.

17. government relations
18. associations as information resources
19. national/chapter relations
20. foundations
21. managing charitable organizations
22. international

ASAE will work with conference speakers to develop their presentations and to write papers that can be included in the 800-plus-page conference proceedings *A Sharing of Expertise & Experience.* Presenters attending the full conference are asked to pay their registration fees. There is no fee for those attending only to deliver a presentation.

All abstracts must be typewritten and submitted on ASAE's abstract form. To receive a copy of the form, please call ASAE's Education Division at (202) 626–2841. Submit your idea to ASAE Management Conference and Exposition, 1575 Eye St., N.W., Washington, DC 20005-1168. AM

The Time to Lead

A call for ASAE Board of Directors nominations.

Are you ready to give something back to your profession? To help lead the association dedicated to furthering the field of association management? Do you know someone else who is suited to fill that role? If your answer is yes, ASAE needs to hear from you. Once again, ASAE is searching out association professionals who would like to serve in a leadership position—either on the ASAE Board of Directors or on a committee.

Benefits

The benefits of serving on the ASAE Board of Directors are many. Perhaps the most obvious benefit is the role you can play in making ASAE the primary leadership organization for the association management profession. It's a responsibility with built-in rewards.

Being a board member exposes you to a wealth of personal and professional contacts as well as up-to-date information on the challenges and opportunities you and your organization face in the future. You'll discover new ideas for handling old problems, new methods for tackling management challenges, and new perspectives on your role as an executive in the vast and varied nonprofit community.

"Serving on the ASAE board is a cutting-edge experience," says board member Judy Neel, CAE, executive director, American Society of Safety Engineers, Des Plaines, Illinois. "I always come away from board meetings with new insights and ideas that I can use at my own association."

Neel, who worked on several ASAE committees before becoming a board member, encourages other association executives to follow a similar path. "Serving on an ASAE committee is an ideal way to develop expertise in one area."

Qualifications

So, you may ask, what qualifications do I need to become an ASAE board member? You should have a strong background in committee and volunteer work within ASAE and in other organizations—this demonstrates your commitment to ASAE and the nonprofit community. If you do not now have a great deal of committee experience but are interested in serving on the board in the future, volunteering for one or more of ASAE's committees is your logical first step.

Another prerequisite is the solid knowledge of and perspective on the field of association management that comes from time and experience spent in management.

If you are interested in serving or know of potential board members, please write to Peggy Dowd, American Society of Association Executives, 1575 Eye St., N.W., Washington, DC 20005, or call (202) 626–2710. Nominations must be received no later than April 17, 1992. AM

ASSOCIATION MANAGEMENT'S 1991 Editorial Index

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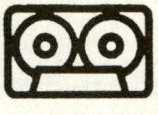
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ASSOCIATION news

DIVERSITY

Interns aplenty. The American Association of Advertising Agencies, New York City, continues to do its part to encourage diversity in the workplace. The Minority Advertising Intern Program—a hands-on training program created by A.A.A.A. in 1973—assists diverse students in attaining the skills and knowledge necessary for advertising careers. More than 600 students have participated in the 10-week summer program since its inception.

Under the program—designed for black, Asian, and Hispanic students—successful applicants work in advertising agencies in four areas: account management, media, research, or creative. Qualified applicants—students who have completed their junior year and have at least a 2.5 grade point average—submit resumes, completed application forms, transcripts, recommendation letters, and so forth. Once A.A.A.A. receives a student packet, members of participating advertising agencies review applications, select potential candidates, and conduct interviews. A.A.A.A. staff then assign chosen candidates to specific agencies and if necessary, locate housing for interns.

"The intern program is designed to give students a realistic view of what advertising is all about by putting them in actual working situations," says A.A.A.A. Program Manager Lois McCluskey. "The student is given an overview of an agency, gains practical work experience, establishes contacts, and is better prepared to assume an entry-level position upon graduation."

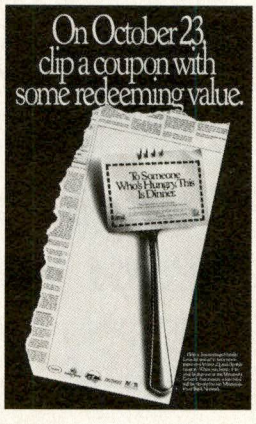
According to McCluskey, about 25 percent of the interns accept career positions in advertising after graduation, and many others take related jobs with advertisers or the media. For information, call A.A.A.A., (212) 682–2500.

Tell Us Your Stories

Have some news—a successful program, service, or event? We want to hear about it. Send your news releases to "Association News," ASSOCIATION MANAGEMENT, 1575 Eye St., N.W., Washington, DC 20005, or call us with your idea at (202) 626–2708.

COMMUNITY SERVICE

Giving groceries. Members and staff at the Minnesota Grocers Association, St. Paul, rested a little easier last Thanksgiving knowing that 23,000 needy people ate nutritional meals partly because of their help.



Through the Minnesota Food Bank Network—a program established by the Minnesota Department of Agriculture—Festal Vegetables, Gold'n Plump Poultry, Oak Grove Dairy, and Pict Sweet Frozen Vegetables supplied meals of chicken, green beans, sweet corn, and milk to food banks throughout Minnesota.

But the food manufacturers—Minnesota-based MGA associate members—could not have done it alone. The four manufacturers placed coupon-type advertisements about the program in newspapers throughout Minnesota before Thanksgiving. The ads encouraged consumers to clip coupons and return them to grocery stores to show their willingness to help the hungry. In turn, 200 grocery stores sent the coupons to MGA for tabulation. Food manufacturers then donated one meal per coupon to Minnesota food banks.

"Helping fight hunger through food banks is a natural for grocers because food is tied to the business of our members," says MGA Director of Communications Randy Schubring. For more information, call (612) 228–0973.

Motivating students. Children often fly without giving much thought to how the airplane functions. But members of the Aircraft Owners and Pilots Association, Frederick, Maryland, are trying to familiarize them—and their teachers—with flight through two new AOPA programs.

AOPA's "Fly-A-Teacher" program encourages pilots to take teachers from all educational institutions—nursery through graduate school—on familiarization flights to show the important role aviation plays in the lives of Americans. On the flights, pilots discuss information about aviation—how airplane instruments work, for example—in the hope that the teachers will pass along information from their flying trip to students.

Following the flights, pilots present teachers with AOPA First Flight Certificates and AOPA information about careers in aviation.

AOPA also produces a brochure, print, and audiovisual resources for APPLE—America's Pilots Participating in Local Education—a program whereby pilots visit schools to introduce students to a new field of study. Under the program, a pilot contacts a school, schedules a visit, and gives a presentation on the flight planning process, how an aircraft flies, careers in aviation, and so forth.



"The APPLE and Fly-a-Teacher programs are the contribution of America's pilots to the challenge of making learning interesting, relevant, and fun," says AOPA President Phil Boyer. For information, call Janette Prince, (301) 695–2155. AM

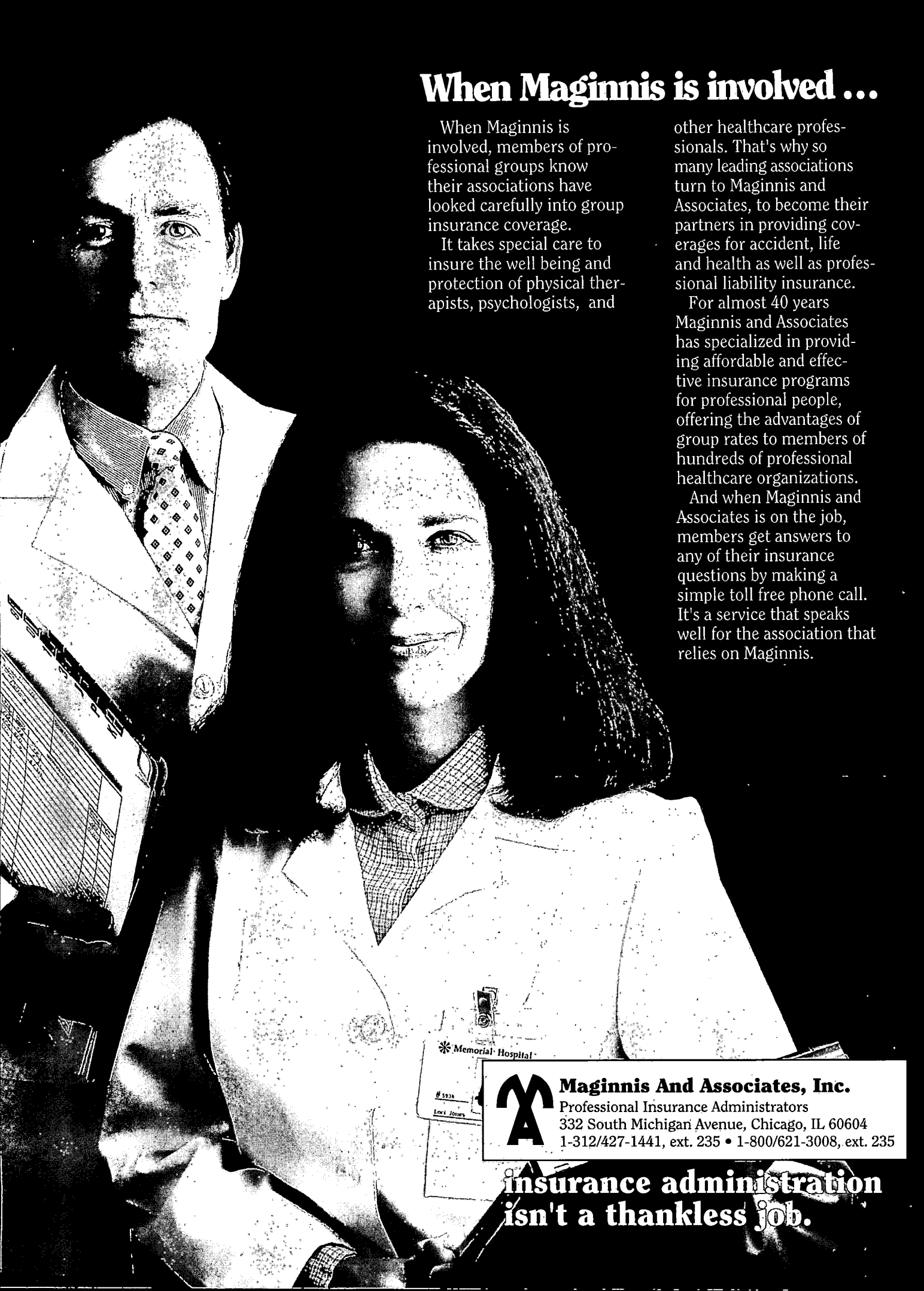
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INSIDE *asae*

Recession Lingers; ASAE Responds

Networking with peers is a vital part of the job search process. And a new ASAE benefit—free registration at ASAE section roundtables—enables unemployed ASAE members to do just that.

This newest "Care Package" benefit comes at a time "when our members need it most," says Jon P. Grove, CAE, ASAE's executive vice president. "Offering waivers and discounts to unemployed members shows special commitment to their well-being in good times and bad."

All eight ASAE sections hold monthly roundtable breakfasts or luncheons at ASAE headquarters in Washington, D.C. Colleagues gather for topical how-to discussions in an informal setting. The usual registration fee is $15, which includes buffet meals.

Some sections also hold roundtable luncheons in New York City, Chicago, and Atlanta. The Membership Marketing Section customarily offers free monthly brown-bag roundtable luncheons at both ASAE and in Alexandria, Virginia.

Besides waiving roundtable fees, ASAE offers three recession-fighting benefits for temporarily unemployed members: tuition scholarships for ASAE education programs and no charge for the ASAE Referral Service or ASAE membership renewal.

ASAE currently waives dues for approximately 326 unemployed members—the largest number in the program's three-year history. Dues are waived up to two years while participants seek association employment. For information about the benefits, call ASAE, (202) 626–2727.

Life Members Named

The ASAE Executive Committee recently approved 25 individuals for life membership. Life membership is available to individuals who have been ASAE members for 10 consecutive years preceding their retirement. Eligible candidates must also be fully retired or devote less than 25 percent of their time to their former association, while not charging fees for services as association consultants.

New ASAE life members are **Philip W. Battaglia, CAE,** formerly executive vice president, National Association of Litho Clubs, Cincinnati; **Robert C. Bock,** formerly executive director, Independent Insurance Agents of Georgia, Atlanta; **John A. Boll, CAE,** formerly president and CEO, Construction Association of Michigan, Detroit; **Claude S. Breeden, Jr.,** formerly executive director, Packaging Machinery Manufacturers Institute, Washington, D.C.; **Douglas E. Campbell,** formerly executive director, Pulp Chemicals Association, Inc., New York City; **Raymond J. Carleton,** formerly executive vice president, American Association of Cereal Chemists, St. Paul, Minnesota; **Charles C. Coon,** formerly campaign director, United Way of the Quad Cities Area, Rock Island, Illinois; **Ruth H. Cousins,** formerly executive director, Psi Chi, The National Honor Society in Psychology, Chattanooga, Tennessee; **Esther Dern,** formerly executive vice president, Columbus Automobile Dealers Association, Inc., Columbus, Ohio; **Robert O. Fitzsimmons,** formerly coordinator of professional services, School Administrators of Iowa, West Des Moines; **George R. Gustafson, CAE,** formerly president, Texas Safety Association, Austin; **E. Y. Ted Holt, Jr., CAE,** formerly vice president of finance and administration, National Association of Federal Credit Unions, Arlington, Virginia; **Paul T. Knapp, CAE,** formerly director, Search for Shelter Program, American Institute of Architects, Washington, D.C.; **Milton V. Lee,** formerly president, Mesa United Way, Arizona; **Walter L. Mayo, Jr.,** formerly vice president of finance and administration, United States Council for Energy Awareness, Inc., Washington, D.C.; **G. R. Monk Munger,** formerly executive director, Wire Association International, Guilford, Connecticut; **James N. Parkman, CAE,** formerly executive vice president, Business Council of Georgia, Atlanta; **Donald L. Peyton,** formerly president, American National Standards Institute, New York City; **John F. Rineman,** formerly executive vice president, Pennsylvania Medical Society, Harrisburg; **William T. Robinson, CAE,** formerly senior vice president, American Hospital Association, Chicago; **Herbert J. Rowe, CAE,** formerly president, International Electronics Federation, McLean, Virginia; **Meredith R. Smith, Jr., CAE,** formerly executive vice president, National Business Forms Association, Alexandria, Virginia; **Samuel Stenzel,** formerly executive director, National Vocational Agricultural Teachers Association, Alexandria, Virginia; **Mary L. Uehlein,** formerly director of publications, Pennsylvania Medical Society, Harrisburg; and **Alfred Van Horn III,** formerly senior vice president, Bostrom Corporation, Chicago.

Legal Symposium Draws Record Crowd

Despite the current recession, ASAE's 5th Annual Legal Symposium drew a record crowd. Nearly 180 registrants—up from 125 last year—attended the daylong event, held December 6 at the Mayflower Hotel, Washington, D.C.

Sponsored by ASAE's Legal Section, the program featured nine sessions, including the "Ten Most Common Tax Mistakes of Associations" and "Complying With the Americans With Disabilities Act." Serving as symposium co-chairs were Francis T. Coleman, partner, Keck, Mahin & Cate, and Arthur L. Herold, partner, Webster, Chamberlain & Bean, both of Washington, D.C.

If you were unable to attend, you may purchase cassette recordings of individual sessions at $12 each. To receive an order form, call ASAE, (202) 626–2748. Mark your calendars for the 6th Legal Symposium, slated for October 1, at Loews L'enfant Plaza Hotel, Washington, D.C.

ASAE to Award $10,000 for International Fellowship

Interested in building international ties in Western Europe in the wake of EC '92? Then submit your project proposal to the 1992 International Fellowship competition, sponsored by ASAE's International Section.

The $10,000 fellowship will be awarded for the most innovative proposal for a single professional project to be conducted in Western Europe during three weeks. Funded by Westin Hotels & Resorts, Seattle, the program provides an opportunity to interact with association colleagues overseas and study EC '92 ramifications firsthand.

Fellowship recipients must formally share their learning experience with ASAE members upon completing the project. Now in its second year, the program is designed to broaden the association community's expertise in operating internationally.

Entry deadline is May 1. While there is no standard application form, certain criteria must be met. To receive entry guidelines, call Nancy Green, (202) 626–2754.

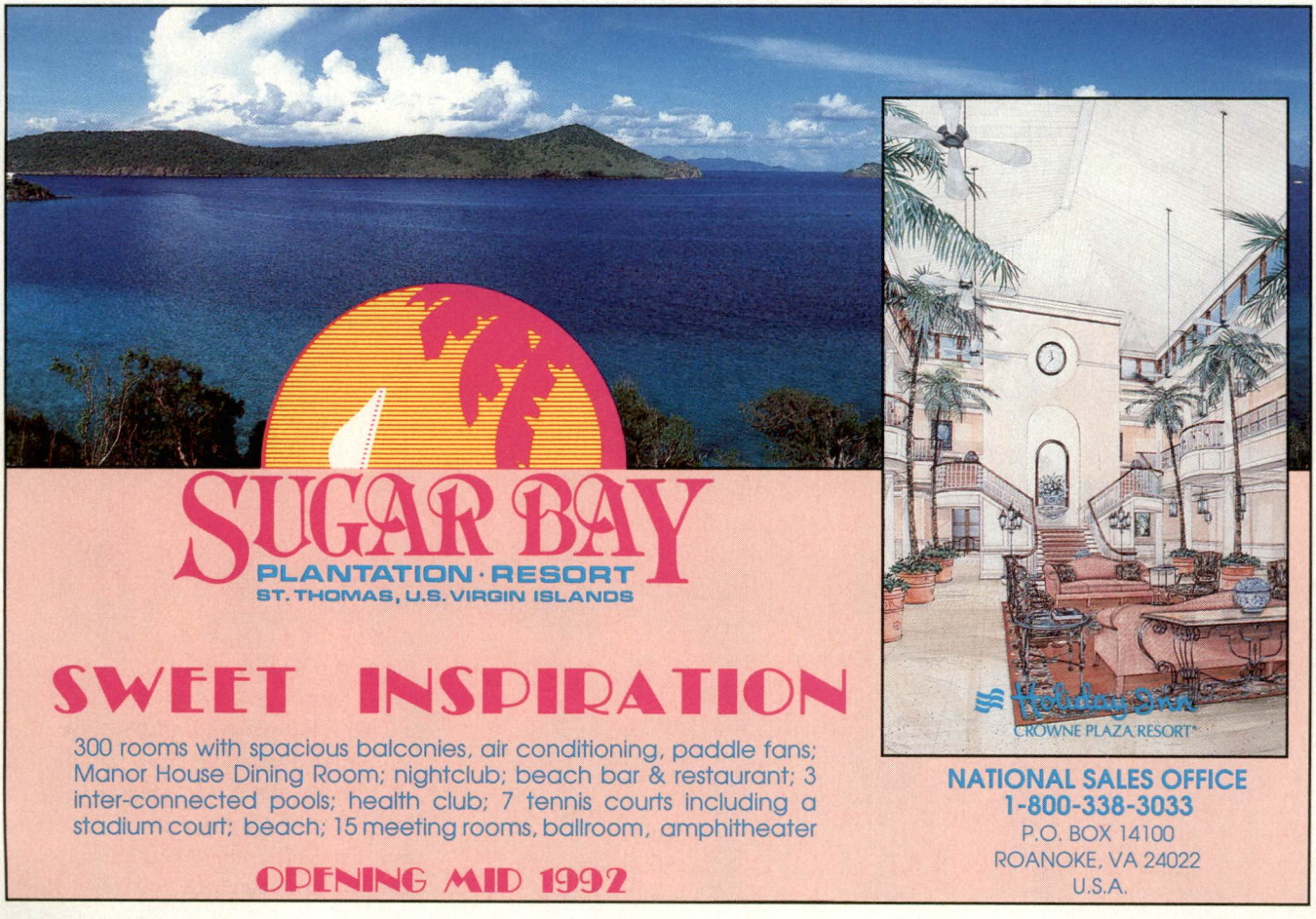
ASAE to Promote Health and Fitness Day

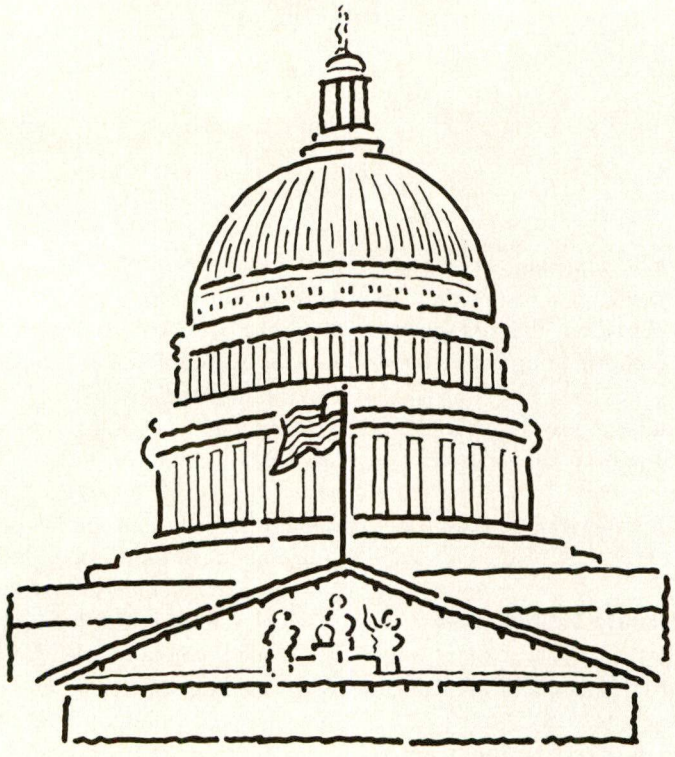
To promote the benefits of regular physical exercise, ASAE will join in May 13 celebrations recognizing National Employee Health and Fitness Day.

Now in its fourth year, the nation's largest annual work site fitness promotion event is presented by the National Association of Governor's Councils on Physical Fitness and Sports (NAGCPFS) and the Association for Fitness in Business, both of Indianapolis.

More than 4,000 organizations—totaling 650,000 employees—are expected to participate. ASAE hopes the association community will join in by organizing noncompetitive fitness activities for employees and members. Last year, for example, the American Medical Association, Chicago, held a "Dash for Trash," a two-mile employee walk through city streets to pick up litter for recycling.

Group exercise routines such as walking, aerobics, and tai chi chuan are encouraged. Many associations will provide free employee health screenings or





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Fairfax County
Convention And Visitors Bureau

ask local sporting goods stores to loan fitness equipment for the day. For more information, call NAGCPFS, (317) 237–5635.

A-PAC to Ignore PAC-Bashers

U.S. congressional candidates who favor abolishing association PACs probably won't get contributions this year from A-PAC, ASAE's political action committee. New A-PAC guidelines stipulate that unless candidates strongly support ASAE positions on issues, candidates who do not support PACs will receive no funding.

Generally, A-PAC contributes to federal candidates who support legislative issues favorable to the association community and serve on key congressional committees. Other new A-PAC guidelines:

- The PAC will devote at least 10 percent of funds to challengers vying for open-seat congressional contests.
- The PAC will make no contributions to U.S. presidential candidates.

This year's A-PAC fund-raising goal is $40,000 in personal and PAC-to-PAC contributions. To make your contribution to A-PAC, call Reese Meisinger, (202) 626–2818.

ASAE Notes

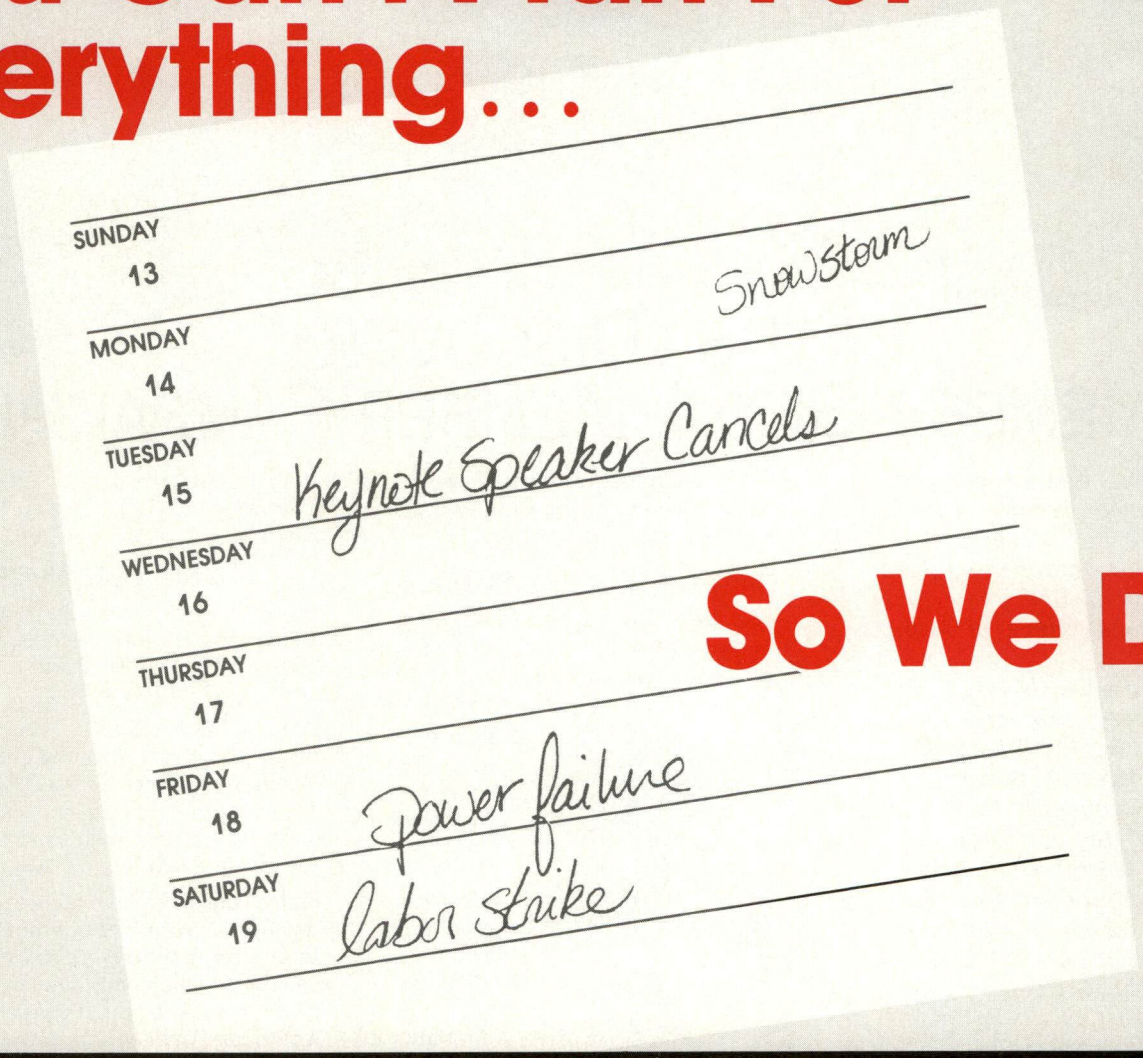
- **Marta L. Hayden,** sales director for the Monterey Conference Center, California, is the first ASAE member to reach the 175-plus level in ASAE's Winner's Circle for sponsoring new members. Hayden recently sponsored her 176th new member into ASAE since the program began in October 1979.



- Unemployed ASAE members may apply for a **temporary credit waiver** when renewing their CAE designations. According to the CAE Commission, the renewal-waiver option accommodates executives who intend to return to the profession within three years. Call Shirley

(Continued on page 111)

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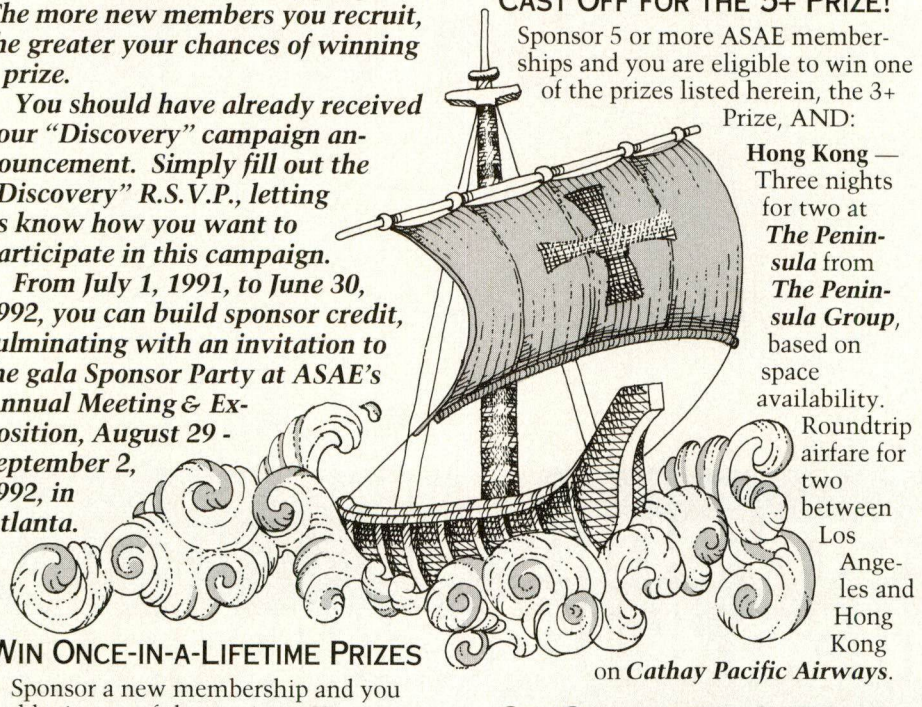
Fabulous Prizes Could Be Yours

IN THE "DISCOVERY" MEMBER-GET-A-MEMBER CAMPAIGN

Win fabulous prizes when you recruit new members into ASAE during this year's "Discovery" member-get-a-member campaign. The more new members you recruit, the greater your chances of winning a prize.

You should have already received your "Discovery" campaign announcement. Simply fill out the "Discovery" R.S.V.P., letting us know how you want to participate in this campaign.

From July 1, 1991, to June 30, 1992, you can build sponsor credit, culminating with an invitation to the gala Sponsor Party at ASAE's Annual Meeting & Exposition, August 29 - September 2, 1992, in Atlanta.



WIN ONCE-IN-A-LIFETIME PRIZES

Sponsor a new membership and you could win one of these prizes. Your name is entered once for each new membership you sponsor. The more new memberships you sponsor, the greater your chances of winning.

The following prizes will be awarded to association executive sponsors at the "Discovery" Sponsor Party (winners need not be present to win):

CHART YOUR COURSE FOR THE 10+ PRIZE!

Sponsor 10 or more ASAE memberships and you are eligible to win one of the prizes listed herein, the 5+ Prize, the 3+ Prize, AND:

Queensland, Australia — Five nights for two at the ***Conrad International Hotel & Jupiters Casino*** from ***Conrad International Hotels*** and ***Hilton Hotels Corporation***, based on space availability. Roundtrip airfare for two on ***Northwest Airlines***. Roundtrip airfare for two between Sydney and the Gold Coast on ***Ansett Australia Airlines***.

CAST OFF FOR THE 5+ PRIZE!

Sponsor 5 or more ASAE memberships and you are eligible to win one of the prizes listed herein, the 3+ Prize, AND:

Hong Kong — Three nights for two at ***The Peninsula*** from ***The Peninsula Group***, based on space availability. Roundtrip airfare for two between Los Angeles and Hong Kong on ***Cathay Pacific Airways***.

SET SAIL FOR THE 3+ PRIZE!

Sponsor 3 or more ASAE memberships and you are eligible to win one of the prizes listed herein AND:

Frankfurt/Hamburg/Munich, Germany— Three nights for two at the ***Hotel Gravenbruch Kempinski Frankfurt, Atlantic Hotel Kempinski Hamburg***, or the ***Hotel Vier Jahreszeiten Kempinski Munich*** from ***Kempinski International***, based on space availability. Roundtrip airfare for two on ***Lufthansa German Airlines***.

WEIGH ANCHOR FOR THE FIRST-TIME SPONSOR PRIZE!

Sponsor 1 or more ASAE memberships for the FIRST TIME and you are eligible to win one of the prizes listed herein AND:

Kauai, Hawaii — Five nights for two at the ***Westin Kauai*** from ***Westin Hotels & Resorts***, based on space availability. Roundtrip airfare for two on ***United Airlines***.

AND MORE PRIZES!

The following prizes will be awarded to association executive sponsors at the "Discovery" Sponsor Party (winners need not be present to win):

Dorado, Puerto Rico — Three nights for two at the ***Hyatt Regency Cerromar Beach*** from ***Hyatt Hotels & Resorts***, based on space availability. Transportation made possible through contributions by ***American Airlines***.

Maui, Hawaii — Five nights for two at the ***Maui Inter-Continental Resort*** from ***Inter-Continental Hotels Group***, based on space availability. Transportation made possible through contributions by ***American Airlines*** and ***Aloha Airlines***.

Puerto Vallarta, Mexico — Three nights for two at the ***Krystal Vallarta*** from ***Deluxe Mexico Hotels***, based on space availability. Roundtrip airfare for two on ***Continental Airlines***.

Car Rental — One week's use of a full-size car in the continental U.S. from ***General Rent-A-Car***.

St. Petersburg, Florida — Six nights for two at the ***Stouffer Vinoy Resort*** from ***Stouffer Hotels & Resorts***, based on space availability. Transportation made possible through contributions by ***American Airlines***.

Marco Island, Florida — Three nights for two at ***Marriott's Marco Island Resort*** from ***Marriott Hotels, Resorts & Suites***, based on space availability. A weekend rental of a full-size car from ***General Rent-A-Car***.

Milwaukee, Wisconsin — A weekend for two at ***The Pfister Hotel***, including overnight parking, continental breakfast, cocktails, dinner, and champagne and hors d'oeuvres in your suite, based on space availability.

Car Rental — A $50 gift certificate good on any Hertz car rental in the continental U.S. from ***The Hertz Corporation***.

Miami Beach, Florida — Four nights for two at the ***Eden Roc Hotel & Marina***, based on space availability.

Lake Buena Vista, Florida— Three nights for two at ***Disney's Yacht & Beach Club Resorts***, including 3-day admission and unlimited use of all attractions in the Magic Kingdom Park, Disney/MGM Studio Tour, and EPCOT Center, admission to Pleasure Island, and unlimited use of the WALT DISNEY WORLD transportation system from ***Walt Disney Company Resorts***, based on space availability. One week's use of a full-size car from ***National Car Rental System***.

Jekyll Island, Georgia — Two nights for two at the ***Jekyll Island Club Hotel, a Radisson Resort***, based on space availability.

Car Rental — One week's use of a full-size car in the continental U.S. from ***Avis Rent A Car System***.

AND EVEN MORE PRIZES!!

Attend the "Discovery" Sponsor Party in Atlanta in August 1992, and you could win (winners must be present to win):

Southampton, Bermuda — Four nights for two at the ***Southampton Princess*** from ***Princess Hotels International***, based on space availability. Roundtrip airfare for two on ***USAir***.

Montego Bay, Jamaica — Four nights for two at the ***Wyndham Rose Hall Hotel*** from ***Wyndham Hotels & Resorts***, based on space availability. Roundtrip airfare for two on ***Air Jamaica Limited***.

Charleston, South Carolina — Two nights for two at the ***Kiawah Island Inn & Villas***, including two rounds of golf for two and bicycles for two, based on space availability.

Fort Lauderdale, Florida —Two nights for two at the ***Bahia Mar Resort & Yachting Center***, based on space availability. One week's use of a luxury car from ***Budget Rent a Car***.

Car Rental — One week's use of a luxury car in the continental U.S. from ***Dollar Rent A Car***.

San Pedro, California — A weekend for two at the ***Doubletree Hotel Cabrillo Marina at Worldport Los Angeles***, based on space availability. One week's use of a full-size, 4-door car from ***Alamo Rent A Car***.

Tokyo, Japan — Roundtrip airfare for two in "Club ANA" Business Class between Washington, D.C., and Tokyo on ***All Nippon Airways***.

Sacramento, California — A weekend for two at the ***Hotel El Rancho Resort/ Conference Center***, including buffet, brunch, and use of tennis courts, based on space availability. A weekend rental of a full-size car from ***General Rent-A-Car***.

Miami Beach, Florida — A weekend for two at the ***Fontainebleau Hilton Resort & Spa***, based on space availability. A weekend rental of a full-size car from ***General Rent-A-Car***.

Freeport, Grand Bahama Island, Bahamas —Three nights for two at the ***Xanadu Beach Resort & Marina, a Radisson Resort***, based on space availability.

Fascimile Paper — One year's supply of facsimile paper from ***The Meridian One Corporation***.

Car Rental — One week's use of a full-size car in the continental U.S. from ***General Rent-A-Car***.

FIX YOUR SIGHTS ON THE ASSOCIATE MEMBER PRIZES!

Associate members can win prizes too! Your name is entered once for each new membership you sponsor. You are eligible to win one of the following prizes donated by ASAE:

- **12-inch Replogle Globe**
- **SeikoWorld Weather Clock**
- **560-page World Atlas**
- **Crystal Globe**
- **ASAE Publications**
- **ASAE Membership Plaque**
- **Free ASAE Seminar Registration**
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1. Ask for a list of prospective members to recruit by calling Tianne Ennals at (202) 626-2727. She'll send you names, sample letters, and membership materials.

2. Send ASAE your list of fellow executives who should join ASAE. We'll check the names against our membership roster and send your colleagues membership information with your name as their sponsor. Or, we can return the list for your follow-up.

3. Sign up prospects using the membership application below. Be sure to print your name on the "Sponsor's Name" line to get credit when they join.

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☐ Charge $ _____ to my: ☐ American Express ☐ VISA ☐ MasterCard

Acct. No. _____ Exp. Date _____ Name on card _____

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Sponsor's Name/Who introduced you to ASAE? (optional)

A. Please check category(ies) of membership:
- ☐ Regular (Full-Voting)
- ☐ Communication Section
- ☐ Conventions & Expositions Section
- ☐ Education Section
- ☐ Finance & Administration Section
- ☐ Government Relations Section
- ☐ International Section
- ☐ Legal Section
- ☐ Membership Marketing Section
- ☐ Associate/Supplier

B. Please determine amount to pay:
- ☐ First Member from non-profit organization—1 category* $175 $145
  - ☐ Additional membership categories for you ..... $90 each
- ☐ Additional Member from non-profit organization—1 category* $145 $115
  - ☐ Additional membership categories for you ..... $90 each
- ☐ Associate Member from for-profit company—1 category** $275 $245
  - ☐ Additional membership categories for you ..... $90 each

*Choose Regular or a Section.
**Choose Associate or a Section.

M007c

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BY GEORGE D. WEBSTER

Nonprofit Lobbying

Charities have a clear path now.

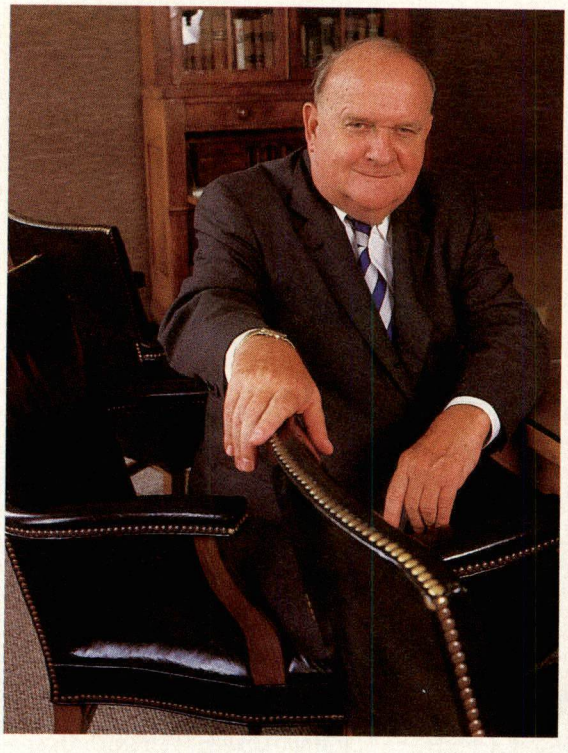
Lobbying laws for 501(c)(3) tax-exempt organizations have never been clearer or easier to apply, thanks to revisions to the Internal Revenue Code (IRC) in 1976 and clarifications made in 1990. Let's review standard definitions, how the new rules work, and what *lobbying* means.

A substantial issue. Since 1934, the law has disqualified an organization for tax exemption under IRC Section 501(c)(3) if in any given year a substantial part of its activity was attempting to influence legislation—that is, lobbying.

The problem is to define *substantial.* The Internal Revenue Service's test is vague and difficult to apply, with no clear delineation of how much lobbying is too much. Charities—and IRS auditors—must make a subjective evaluation of all the facts and circumstances.

Defining a limit. In response to criticism of the substantial part test, Congress enacted IRC sections 501(h) and 4911 in 1976. These permit publicly funded (c)(3) organizations (public charities and some associations but not private foundations) to elect out of the substantial part test and into a new *expenditure test* that is more objective and sometimes more lenient. Electing means filing the simple, one-page Form 5768.

Under the expenditure test, an electing public charity may spend up to a defined percentage of its exempt purpose expenditures on lobbying without jeopardizing its exempt status (see table, "Tax-Exempt Lobbying Limits"). Regardless of that amount, the *maximum* nontaxable direct lobbying expenditure is $1 million, and the maximum grass-roots expenditure is $250,000. There is a 25 percent excise tax on excess expenditures. Revocation of exemption only occurs if an organization exceeds its permitted lobbying expenditures by 150 percent averaged over a four-year period.



Two sorts of lobbying. *Direct lobbying* generally means attempting to influence legislation by communicating with legislators, executive branch employees, and staff. *Indirect* or *grass-roots lobbying* means communicating with the public. IRS published final rules for the 1976 law in 1990 that distinguished the two, since the expenditure test allows more exempt expenditure for direct lobbying:

- A communication is direct lobbying if and only if it refers to specific legislation and reflects a view on the legislation.
- It is grass-roots lobbying if it refers to specific legislation or confirmation of executive branch nominees, reflects a view on that legislation, and encourages a specific action with respect to the legislation.

The term *legislation* includes action by Congress, any state legislature, any local council or similar governing body, or the public in a referendum.

Certain categories of communication are excepted from the term *influencing legislation.* These include nonpartisan analysis, study, or research; examinations and discussions of broad social, economic, and similar problems; requests for technical advice; and self-defense communication. Testifying by official request is not lobbying. There are also special rules treating an electing charity's communication with its members more leniently than communication with nonmembers.

Advantages to electing. The substantial part test has only one sanction for excessive lobbying activities in a given year: revocation of 501(c)(3) status. Charities that elect the expenditure test pay an excise tax on amounts above their defined limit but risk exempt status only if they spend an excessive amount over four years. Also, under the substantial part test the measure of lobbying activities includes lobbying endeavors of unreimbursed volunteers. Since there is no expenditure of funds for volunteers, such time would not be considered under the expenditure test.

Both electing and non-electing chari-

PHOTOGRAPH: NORA STEWART

ties must report lobbying activities to IRS on Form 990 (Schedule A, Part III); electing charities must compute direct and grass-roots lobbying separately. New for tax year 1991 is Schedule A, parts VI-A and VI-B. Electing organizations report direct and grass-roots lobbying expenditures on A; non-electing groups may voluntarily itemize lobbying expenditures on B—and they will be required to do so for 1992.

Rules for 501(c)(6) organizations. Trade associations are not required by statute or regulation to refrain from carrying on propaganda or influencing legislation to be exempt under IRC 501(c)(6). However, IRS has ruled that if a 501(c)(6) trade association's sole activity is to influence legislation, it must be concerned with lobbying germane to the common business interests of its members to retain its exemption.

Dues paid by members that are used for exempt purposes are generally deductible (subject to the 2 percent floor on itemized deductions for individual taxpayers). If a substantial part of an association's activity consists of grass-roots lobbying and unrelated legislative activities, IRS allows the member to deduct only that portion of dues that can clearly be attributed to permissible 501(c)(6) activities. AM

George D. Webster is general counsel to ASAE and a partner in Webster, Chamberlain & Bean, a Washington, D.C., law firm.

Tax-Exempt Lobbying Limits

Exempt Purpose Expenditures	Total Lobbying	Grass-Roots Lobbying
Up to $500,000	20%	5%
$500,000 to $1 million	$100,000 + 15% of excess over $500,000	$25,000 + 3.75% of excess over $500,000
$1 million to $1.5 million	$175,000 + 10% of excess over $1 million	$43,750 + 2.5% of excess over $1 million

Source: OMB Watch, Washington, D.C.

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(Continued from page 72)

p.m. to 7 p.m. In our booklet, we include business hours for civil and government offices, banks, and department stores.

Exchange rate. Although currency exchange rates change daily, ASTA's booklet provides the country's rate of exchange (at the time of printing) and how to calculate it. We also let our delegates know if and how they can exchange unused foreign currency.

Credit cards. Inform your delegates of the credit cards accepted at most hotels, restaurants, and department stores. Restaurants and hotels in many countries do not readily accept credit cards as a form of payment.

Protocol. In many parts of the world and particularly in Europe, using *Mr.* or *Mrs.* instead of a person's first name is the norm. In Germany, for example, calling an unfamiliar person by his or her first name is considered disrespectful.

Your delegates will find their experience more enjoyable and productive if they have knowledge of their hosts' customs and business habits. In ASTA's booklet, we refer our delegates to various guidebooks as well as publications produced by the U.S. State Department. These books educate delegates on the proper behavior in various regions of the world. Not knowing the protocol can prove embarrassing for your delegates and your organization. Here's a good example.

The Chinese exchange many toasts, especially at dinner parties. It is considered courteous to hold the wine cup or glass with one hand and twirl the base of the cup with the other hand. At a dinner with ASTA's board members and China's minister of tourism in Taipei, Taiwan, I forgot to inform my board of directors of the country's toasting custom. It proved particularly embarrassing because one of ASTA's officials didn't drink.

Gifts. Since gift giving is very important in other countries, make sure your delegates know they are likely to receive gifts from their hosts. ASTA tells its delegates to feel free to reciprocate with small gifts like pens and letter openers.

Business cards. Have your delegates bring plenty of business cards. They may want to include a translation of their name and organization on the reverse side of their card. While it is not mandatory, it shows respect for the hosts of the event.

Toward the back of its booklet, ASTA includes the following information to help delegates once they reach a meeting.

Business appointments. ASTA also includes a section in the booklet that describes the association's vision, the convention center facilities, the times and events of functions each day, preconvention and postconvention tours, silent auction and donors, and so forth.

Exhibitors and trade show floor plan. ASTA lists each exhibitor (name, address, telephone and fax number, and booth number) and trade show information (hours and floor map) to help delegates understand where companies are located and how to reach them.

Daily appointment log. We have included a daily appointment calendar—from 8 a.m. to 7 p.m.—for delegates. ASTA finds it is a handy way to help delegates plan their daily activities.

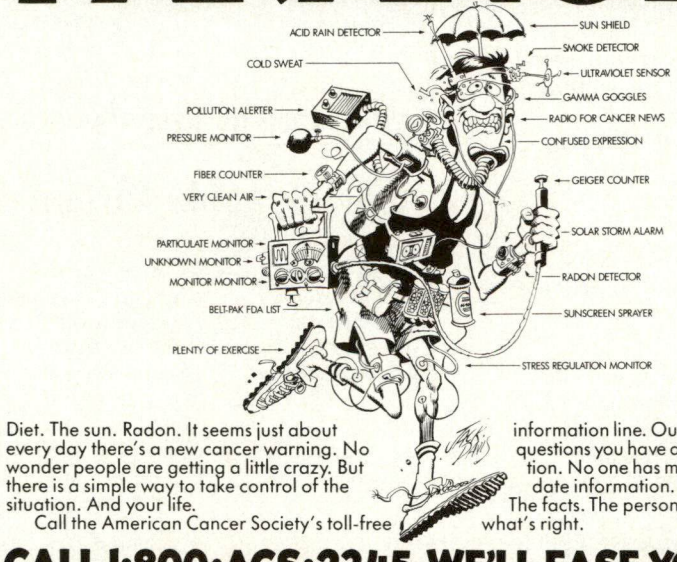
Airlines. ASTA provides the names of airline carriers that fly in and out of the international destination in case delegates want to use a local airline to take tours before or after the event.

Festivals. ASTA lets delegates know of popular festivals or events that occur close to its meeting dates in case attendees want to tie in an extended trip before or after the meeting. It's but one more step we take to make sure our delegates feel prepared. AM

Chris Vranas is director of meetings and education for the American Society of Travel Agents, Alexandria, Virginia. For more information on related topics or ASAE's International Section, call Nancy Green, (202) 626–2754.

This space is contributed as a public service.

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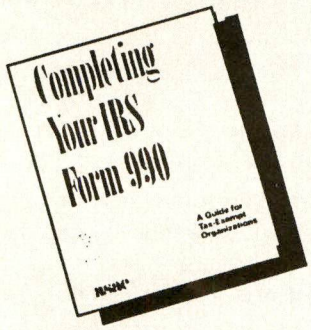
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EXECUTIVE search

Positions available and positions wanted in associations are listed in this column. The cost to advertise a position is $70 for 50 words, and each additional word costs $1. *Position Wanted* ads cost $50. Ads are not to exceed 130 words, and ASSOCIATION MANAGEMENT reserves the right to edit ads to fit available space. Send ASAE box number replies to ASAE Executive Employment Services, 1575 Eye St., N.W., Washington, DC 20005. For information, call (202) 626–2750.

Positions Available

Executive Director. The National Association of Child Care Resource and Referral Agencies seeks an executive director responsible for establishing and maintaining the organization's office in Washington, D.C.; monitoring and implementing the LRP; promoting NACCRRA as a leading voice for early childhood policy; promoting growth of the organization; and developing NACCRRA's capacity to provide technical support to its members. Qualifications: five years of administrative and program management in human service or business with public policy focus; experience working with a membership organization with diverse constituencies and a "working" board; background in child care and early education; master's degree or equivalent in a related field; excellent communication skills; and vision, creativity, and high energy. Send resume by March 22, 1992, to NACCRRA Search Committee, 1225 E. McMillan, Cincinnati, OH 45206.

Director of Administrative Services. The Association of Operating Room Nurses seeks a director of administrative services to coordinate the activities of customer service, meeting services, information systems, accounting/audit, finance, purchasing, and property maintenance. Knowledge of financial management, including investment strategies, cash flow management, program budgeting, and financial analysis ratios is essential. Experience in not-for-profit organizations desirable. Graduate degree in business field required. At least five years job-related experience. Send resumes to Sana Kanafani, Human Resource Manager, 10170 E. Mississippi Ave., Denver, CO 80231.

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Executive Vice President/Government Relations Director. Certified Association Executive seeks position as executive vice president or government relations director. Twelve years as executive vice president for statewide association, responsible for education, annual meeting, newsletter, regulatory and legislative representation, and all financial oversight. Previously with GTE in various marketing and sales functions. Have supervised up to 11 people. Work with state and federal agencies like the FCC, REA, PUC, and state and federal legislators. MBA in management and marketing. Salary negotiable; interested in relocating. Call (503) 371–8755.

Director of Insurance Products. Proven executive with 30 years experience in designing, marketing, and implementing creative property, casualty, and employee benefit programs for association and affinity groups. Strong technical and communication skills. If you're interested in developing a viable insurance profit center for your association, contact Robert J. Isacsen at (212) 704–5957, 909 Castlepoint Terrace, Hoboken, NJ 07030. AM

For More Information

The ASAE Referral Service matches qualified professionals with available positions in associations and their subsidiaries. For more information, call (202) 626–2784. ASAE's Executive Search Services provide specific assistance in screening and selecting key staff. For more information on searches and consulting, call (202) 626–2790.

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INSIDE asae

(Continued from page 102)

Nycum, (202) 626–2821.

- To enhance ASAE's leadership role in international affairs, the ASAE Board of Directors recently created the **International Committee**—a 15-member advisory group that directs policy, creates joint ventures with other organizations, and fosters ties with worldwide societies of association executives. **J. William Hudson,** president of the International Association of Refrigerated Warehouses, Bethesda, Maryland, is International Committee chair.
- To kick off the ASAE Foundation's new **Futures Trust Campaign,** 12 members have joined forces to ensure a successful launch. Since January, they have been busy telephoning their friends and associates to encourage them to invest in the future of association management. Proceeds will benefit the foundation's future-oriented research projects. For information, call Sarah Varner, (202) 626–2830. AM

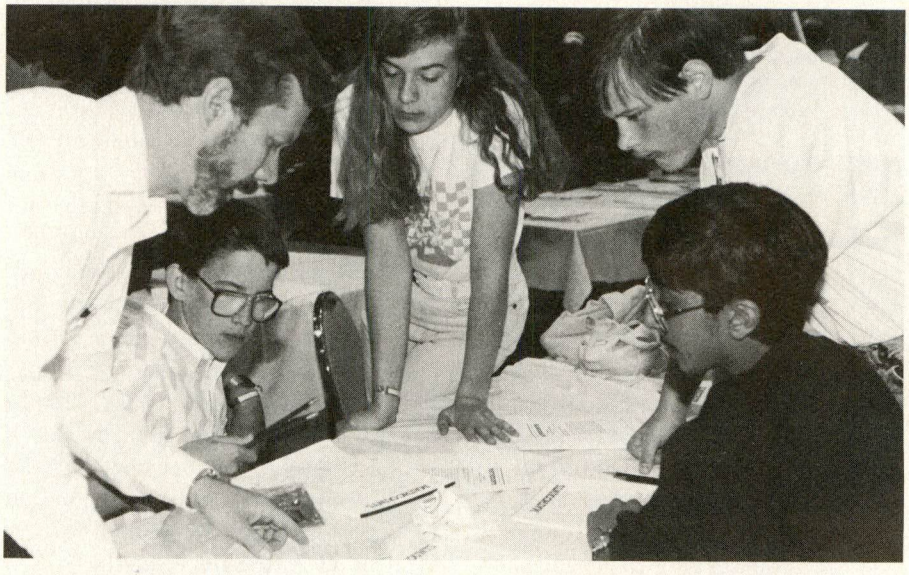
Declining Math Scores Spur Association Teaching

Declining math and science scores have sparked concern among some industry leaders. To help students make the grade, associations today are forming partnerships with U.S. schools to improve public education nationwide.

Competition motivates. The innovative grass-roots program "MATHCOUNTS" is motivating seventh and eighth graders to sharpen their math skills. Students compete first with other students in their own schools and then in local and state interschool competitions. Competitions include individual and team contests, and comprise written and oral tests. Volunteers—parents, teachers, and industry professionals—use MATHCOUNTS materials designed by the ***National Council of Teachers of Mathematics,*** Reston, Virginia, to coach the students.

Each state chapter of the ***National Society of Professional Engineers,*** Alexandria, Virginia, chooses four "mathletes" to vie for the MATHCOUNTS national championship held each May in Washington, D.C. Sponsored by NSPE and five participating organizations, the competition is designed to generate the same excitement as school sporting events. More than 3 million students in 13,000 schools have participated since the 1983 debut of the competition. Many school districts have adopted the MATHCOUNTS materials into their permanent math curricula. For information, call (703) 684–2831.

Securing a brighter future. In hopes of alleviating predicted shortages of engineers, the ***American Consulting Engineers Council,*** Washington, D.C., encourages engineers to make monthly visits to junior high schools to teach students basic engineering concepts. Students have completed designs for model skyscrapers, bridges, stadiums, and cities.



MATHCOUNTS is a national program that combines coaching, competition, and peer recognition to help junior high school students develop math skills.

The "Students Engaged in Engineering (SEE)" mentoring program—now adopted in 22 states by some 220 volunteers—introduces primarily minority and female students to opportunities in engineering. Through creative teaching and field trips—including visits to project sites—youngsters also participate in activities using math and science skills. For information, call (202) 347–7474.

Easing technology know-how. The ***Michigan Technology Council (MTC),*** Ann Arbor, brings students into close touch with local high-technology firms. The "Michigan Science & Technology Quest" project excites junior and senior high school youth to excel in science by showing them their future potential firsthand.

Ongoing partnerships link dozens of professionals and state educators. In observance of Michigan Science and Technology Month each April, for example, technology firms invite students to in-house tours exposing them to real-life science careers. Young people also attend MTC technology briefings, invite guest speakers to the classroom, and enroll in internship programs. Volunteers serving on MTC regional committees help schools form "Quest Clubs" to carry out activities. MTC offers free student memberships to reinforce the program. For information, call (313) 763–9757. AM

ASAE has a free "Associations Advance America" mini-brochure called *Association Education.* To receive your copy, call (202) 626–2733.

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Disney

(Continued from page 87)

"shoppers" who visit the company's various attractions and rate the helpfulness and efficiency of its cast members. Cast-member supervisors and upper management then review all comments—both good and bad.

Performance reviews. Most management books say continual performance reviews are better than one performance review a year. Walt Disney World also believes a positive reinforcement system must be in place. The resort presents awards for things like perfect attendance and safety. But when warranted, constructive criticism balances praise.

Listening. Cast members are taught that listening is often more important than talking. Walt Disney World believes that when visitors are upset, they want someone to listen, to feel someone cares.

What do you think? When a problem arises and a Walt Disney World cast member asks a supervisor for advice, he or she likely hears, "How do you recommend we solve this problem?" When supervisors provide all the answers, they deny staff the chance to learn for themselves. And upper management at Walt Disney World feels cast members come in contact with these situations more regularly and are in a position to offer suggestions.

Err in favor of the guest. That's a big part of Walt Disney World's philosophy. Err in favor of the guest if you are unsure.

The bad experiences. Finally, Walt Disney World cast members note every frustrating experience they encounter with another person or company to make sure they don't do the same thing to someone else. The reasoning: If you don't find a weak spot, someone else will find it for you.

Walt Disney World's 20th anniversary celebration was a wonderful experience. Staff went out of their way to make each person feel welcome and important. The bottom line: Those in attendance came away feeling good. And that's how we want our members to feel when they interact with us. AM

Lorri Lee McGough is ASAE department manager of public relations.

good ideas

BY MELANIE KLOOZ

Work-at-Home Contracts

Staff and supervisor make the most of medical leave.

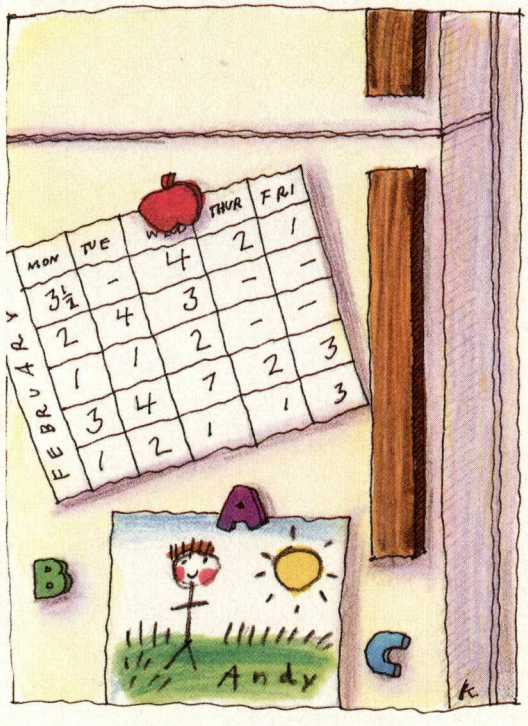
A work-at-home contract is a great way to maintain your departmental work level while a staff member is on medical leave. At the National Association of College Stores (NACS), Oberlin, Ohio, we use contracts to augment paid medical leave for staff members following maternity or surgery.

Effort. Work-at-home contracting does require extra effort from everyone. Chores we've accommodated include traveling to and from the home of the person on leave; lugging boxes of files or personal computers; transferring and printing from disks; calling to check in with the person; and sending on mail. On the other hand, it's rewarding and fun to bring over pizza for a lunch meeting and play with the new baby or sign the cast. We keep the work-at-home person informed about everyday work at the office, and when he or she returns, there is a very short readjustment period, if any.

The contract. Include effective date, estimated date the staff person will return to work, a list of projects to be accomplished during that time, and the manager's and employee's signatures.

For each project in the contract, note a time line, specific steps to accomplish, when each step will be completed, and when and how you will meet to check progress. Your staffer might write down a goal of 50 phone calls per week on one project. He or she would document each call and its duration and offer the phone bill as evidence. Longer-term projects may require a weekly phone call or written report to track progress. All goals should be realistic and measurable—the staff member should be well enough and have the time to accomplish the projects.

When the medical leave is scheduled, as with pregnancy, negotiate the contract well in advance. You won't always have that luxury; you may want to consider now what work might be done at home.



Type of work. Most positions can lend themselves to a work-at-home contract if you put some creative thought into what can be done off-site. Work should be project-based, with a measurable outcome. We have used work-at-home contracts for writers, telephone sales people, secretaries, accounting staff, and others. We've sent home modems, personal computers, and fax machines to accommodate work. In an employee's off-site "office," files can be updated. Data can be put on disks. Orientation programs can be planned. Articles can be written. Salary figures can be checked. Financial audits can be performed. Even meetings can be held on conference calls. Develop a contract based on the amount of time your employee will be away and what projects need to be completed.

Payment. Contracts for exempt positions are straightforward, since the personnel are salaried. Contracting with nonexempt employees paid hourly is more difficult. You've trusted the employee to come in every day and perform—now you should trust the employee to accomplish the tasks at home and log time honestly.

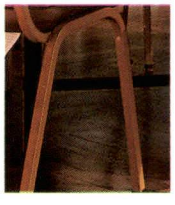
You may want to contract for a few hours daily or a weekly total, and adjust pay accordingly. If the goals are realistic and communication between you and the staff member is frequent, the work will get done. Have him or her log hours on time sheets. The backup, or proof, will be the accomplishment of the goal.

Work-at-home contracts have been very successful at NACS. They are excellent management tools to accomplish work while boosting morale by acknowledging the worth of the individual—it feels good to know your work is important enough to have you keep doing it while on leave. Employees become more loyal and willing to go the extra mile when management demonstrates its willingness to be flexible. AM

Melanie Klooz is director of human resources of the National Association of College Stores, Oberlin, Ohio.

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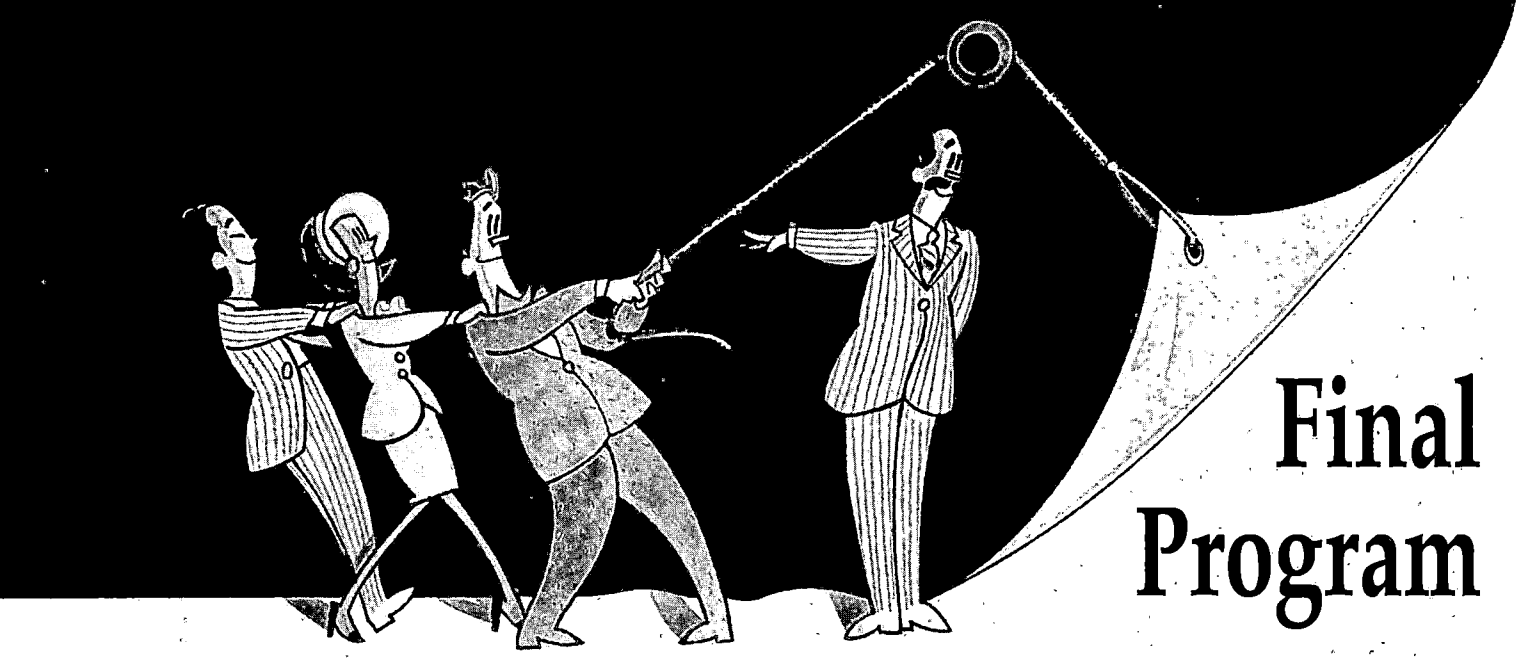
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ATTACHMENT 5

ASAE's Management & Meetings FORUM '92

March 8–11, 1992 • Washington, DC Convention Center



Final Program

asae

AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

Don't Miss These Special Activities at the FORUM!

(All events are held at the DC Convention Center unless otherwise indicated in schedule.)

Sunday, March 8

Washington Highlights Tour
9:30 am - 2:45 pm
Visit some of the Washington area's most famous sights, including charming Old Town Alexandria and the recently completed National Cathedral. Tickets available at the WashingtonInc Desk in the Convention Center's 9th Street Lobby.

Spotlight On Personal Development—The Focus is On You!!
3:00 - 4:45 pm
Choose from five sessions that focus on your personal and professional development. See page 16 for complete session descriptions.

Gala Opening Party: Air & Space Museum
7:30 - 10:00 pm
The most popular museum in the world is the site of this fantastic evening, open exclusively to ASAE attendees. Enjoy savory buffets, spectacular IMAX films, and lively entertainment. Don't miss it!

Monday, March 9

Power Breakfasts: Learn From the Leaders
7:30 - 8:30 am
Start your day with breakfast and stimulating conversation. Recognized experts from industry and management will share experiences in roundtable settings for 8.

Opening General Session
Celebrate the Power of Partnerships
8:45 - 10:30 am
With an expert panel of leaders, explore the professional relationships that bind us together. Charles Ogletree, Harvard law professor and PBS Series host will lead this lively interchange. Award recipients, including the first class of Associate Member Fellows, will also be recognized.

If you're not committed Monday evening, choose from...

Monuments By Moonlight
7:30 - 10:30 pm
An experienced WashingtonInc guide will be on your chartered coach to narrate a leisurely tour of historical Washington monuments, beautifully lit for nighttime viewing. A special dessert reception at the Capitol will top off the evening. Tickets can be purchased at the ASAE Registration Desk.

Publick Table at Gadsby's Tavern
7:30 - 10:30 pm
Sample a variety of tavern fare at this historic inn visited by the first five presidents. Eat hearty and enjoy the entertainment and camaraderie. Tickets can be purchased at the ASAE Registration Desk.

Tuesday, March 10

Power Breakfasts: Learn From the Leaders
7:15 - 8:15 am
Another chance to start your day with breakfast and interesting conversation. A great way to make new contacts.

2nd General Session
Changing Demographics and the Meetings Industry
11:45 am - 12:45 pm
Maximize the impact of your bottom line with better information. Peter Francese, founder of AMERICAN DEMOGRAPHICS Magazine, will share interesting statistics and strategies.

Salads & Solutions: Building Partnerships Over Lunch
1:00 - 2:15 pm
Toss around some good ideas with your colleagues over a special networking lunch. See page 34 for details.

Partnerships On Parade: An Evening of Exhibitor Appreciation & Entertainment Starring Tanya Tucker
6:45 - 10:00 pm
Reception and Dinner — Renaissance Techworld – 6:45 - 8:30 pm
Performance by Tanya Tucker, Country Music Association's 1991 Female Vocalist of the Year — Grand Hyatt – 9:00 - 10:00 pm

Wednesday, March 11

Choose from four Plenary Sessions on Hot Topics
9:00 - 10:30 am & 10:45 – 12:15 pm
Why Good Execs Get Fired, Marketing in a Rapidly Changing World, CLC Open FORUM, and Managing Quality in a Service Organization. See page 38 for session descriptions.

Closing General Session: Partnerships Between Government, Associations and Industry
2:45 - 4:00 pm
President George Bush has been invited to bring a suitable close to our Power of Partnerships theme. What better ending to this partnerships focus than a session on partnerships between government and industry? The Associations Advance America Awards will also be presented.

Plus, you won't want to miss these innovative program highlights:

Creative New Idea Pavilions - Stop by the Exhibit Hall
Hear 5 ideas in 15 minutes scheduled periodically during show hours, as association executives and exhibitors share their knowledge in a lively format. See page 14 for complete schedule and topics.

Stop by the Showcases on Monday and Tuesday
"Steal" dozens of ready-made ideas that have worked for others. Computer technology, convention production, new speakers and creative marketing campaigns. See page 12 for the complete schedule.

CEO Forum — Sessions throughout the meeting for CEOS ONLY
See page 10 for the complete agenda. High-level, thought- provoking programming featuring experts on critical CEO issues.

About Networking
Conference attendees have told us over and over that networking is one of the most important benefits of attending an ASAE meeting. The opportunity to discuss and debate issues, make contacts and share information is invaluable. You are encouraged to use the following special times to build partnerships with your colleagues on issues you face:

Sunday, 6:00 - 7:15 pm, Networking Receptions (divided by meeting size, staff size and functional area)
Monday, 7:30 - 8:30 am, Power Breakfasts
Monday, 5:30 - 6:30 pm, Bull and Beer Idea Exchanges
Tuesday, 7:15 - 8:15 am, Power Breakfasts
Tuesday, 1:00 - 2:15 pm, Salads and Solutions Luncheon

ASAE wishes to express thanks to the following individuals and companies for their contributions:

The FORUM Advisory Committee:
Raymond J. Hall, Sr., Chairman
Joan L. Eisenstodt, Vice Chairman

Air & Space Museum
Susan Beaudette
202/357-1300

American Airlines
Eugene E. Rondeau
817/967–2789

B&B Washington's Caterer
Stevan D. Werlinich
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The Convention Store, Inc.
Elaine Curl
410/956–0001

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Chris Hargrove
301/459-1400

Holiday Inn Crowne Plaza
Jim King
202/737-2200

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Warren Breaux
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Michael Goldberg
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Michael J. Dimond
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Projection, Inc.
Nancy DeBrosse
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Ray Bloch Productions, Inc.
Steve Marks
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Renaissance Techworld
Mark Gruzin
202/898-9000

WashingtonInc.
Barbara Boggs
202/828-7000

Washington Conv. & Visitors Assn.
Dan Mobley
202/789-7000

Monday's Bull & Beer refreshments sponsored by:
Snack Food Association and Beer Institute

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Registration Information

ASAE Association Executive and Exhibitor Registration takes place in the Lobby of the Washington Convention Center. Hours are listed below.

Association Executive Registration Hours

Saturday, March 7	12:00 noon - 5:00 pm
Sunday, March 8	7:30 am - 7:30 pm
Monday, March 9	7:00 am - 7:00 pm
Tuesday, March 10	7:00 am - 7:00 pm
Wednesday, March 11	7:00 am - 4:00 pm

Exhibitor Registration Hours

Saturday, March 7	8:00 am - 5:00 pm
Sunday, March 8	7:30 am - 7:30 pm
Monday, March 9	7:00 am - 7:00 pm
Tuesday, March 10	7:00 am - 7:00 pm
Wednesday, March 11	7:00 am - 2:30 pm

Badge Identification

ASAE Convention badges have color strips to assist attendees in identifying an individual's affiliation:

Association Executive: Blue

Exhibitor - Full Registrant: Green

Exhibitor - Badge Only: Yellow

Spouse/Guest: Red

Wear your badge at all times during the FORUM. It is your only passport to the general sessions, the exposition, and the educational sessions. Along with tickets, your badge will admit you to all social events.

Wear your badge on your right side. When people shake hands, eyes normally fall at shoulder level on the right side of the individual being greeted.

ASAE Convention Hotels

Grand Hyatt Washington
(202) 582-1234

Holiday Inn Crown Plaza at Metro Center
(202) 737-2200

Renaissance Techworld
(202) 898-9000

Hotels housing attendees are conveniently located next to the Washington, DC Convention Center. The Grand Hyatt and Renaissance Techworld are across the street from the Convention Center. The Holiday Inn Crowne Plaza is one block away.

Message Center

Incoming messages for convention attendees will be received at the ASAE Registration Desk at the Washington Convention Center during registration hours. Messages will be posted on a designated message board. You are encouraged to check the message board frequently throughout the meeting.

Potential callers should be encouraged to call at the hotel where you are housed rather than the ASAE Registration Desk, except in emergency situations.

Washington Highlights Tour

Sunday, March 8, 9:30 am - 2:45 pm. Interested sightseers may sign up at the ASAE Registration Desk on Saturday, March 7, 9:00 am - 5:00 pm on a space available basis. Attendees who signed up in advance will find their tickets in their Registration Kit. $48 includes lunch. Buses will leave from the 9th Street entrance of the Convention Center.

Suggested Dress

Regular business attire is appropriate during the day, as dressy as you like for evening events. Tuesday evening dress "down home and country" if you wish.

On Site Business Services Available

SACK SITTERS will provide a combination of services at the FORUM:

- PACKAGING SERVICE including boxes, mailing tubes and padded envelopes. Items will be packed for sending or taking.
- Outbound SHIPPING through UPS/FedEx both during/after show.
- FAX services, both sending and receiving. The FAX number will be available at SACK SITTERS.
- PHOTOCOPYING...from 25 cents for 1 copy to 10 cents for 50 or more.

The SACK SITTER booth will be located in the ASAE Registration Area. SACK SITTER hours will be 7:30 am - 6:00 pm on Monday, March 9 and Tuesday, March 10 and 7:30 am - 4:00 pm on Wednesday, March 11.

All Social Events except Monuments by Moonlight & Gadsby's Tavern are included in the registration fee

Help ASAE Run a Greener Convention!

The Washington Convention Center will have bins available throughout the Center for recycling paper products. Help our environment by putting your papers in the proper bins.

Please return any unwanted badges and portfolios to the ASAE registration desk for recycling at the end of the convention.

Food For the Needy

ASAE is pleased to be assisting the homeless community of Washington by donating all leftover food from convention activities to the D.C. Central Kitchen.

Spouse/Guest Hospitality Center and Tour Tickets

The ASAE Spouse/Guest Hospitality Center is in the Renwick & Bullfinch Rooms, Level 3B at the Grand Hyatt.

Tickets for Spouse/Guest Tours are available at the Hospitality Center beginning Sunday, March 8 at 12:00 noon. **You must obtain your tickets by 4:00 pm on Sunday, March 8.** Those individuals not registered for the spouse program can purchase tour tickets in the Hospitality Center on a space available basis.

Tickets will be available on a space available basis at the Hospitality Center on the day of the tours during the following times:

Monday, March 9, 8:30 - 9:15 am,
Tuesday, March 10, 7:30 - 8:15 am and
Wednesday, March 11, 8:30 - 9:15 am.

The Hospitality Lounge will be closed during tour hours. Registered spouses & guests may take advantage of all convention sessions and activities.

Social Events

Opening Party: Air & Space Museum

Sunday, March 8, 7:30 - 10:00 pm

This museum ranks among the world's most popular. Attend a spectacular party in the museum, open exclusively for ASAE attendees. Indulge in "out of this world" buffets and experience IMAX films.

Free parking is available at Air & Space, 4th Street SW, garage entrance between Independence Avenue & Jefferson Drive.

Buses will shuttle from the Grand Hyatt (10th Street entrance) and Renaissance Techworld (K Street entrance) starting at 7:15 pm. Shuttles back to the hotel will be available on a continuous basis during the evening. Registrants at the Holiday Inn Crowne Plaza should use the Hyatt shuttle on 10th Street.

Tickets are available for non-registered spouses/guests or association executives at the ASAE registration desk for $25. **Registered attendees are FREE.**

Optional Events: Monday, March 9 7:30 – 10:30 pm

Monuments by Moonlight

An experienced WashingtonInc guide will be on your chartered coach to narrate a tour of Washington monuments, beautifully lit for nighttime viewing.

Upon arriving at the Capitol, enjoy a VIP tour, seeing the "nooks and crannies" of the Capitol. You will enjoy a dessert reception in a Congressional hearing room. $48 per person

Buses will leave at 7:30 pm from the Renaissance Techworld K St. entrance and the Grand Hyatt 10th St. entrance. Attendees staying at Holiday Inn Crowne Plaza will cross 10th Street to catch the bus at the Grand Hyatt.

Publick Table at Gadsby's Tavern

Spend an evening back in George Washington's time at the famous and enjoyable Publick Table at Gadsby's Tavern, an historic inn in Old Town Alexandria.

Eat hearty and enjoy the entertainment and camaraderie. $48.00 per person

Buses will leave at 7:30 pm from the Renaissance Techworld K St. entrance and the Grand Hyatt 10th St. entrance. Attendees staying at Holiday Inn Crowne Plaza will cross 10th Street to catch the bus at the Grand Hyatt.

Registrants who signed up for Monuments by Moonlight and Gadsby's in advance may pick up tickets at the ASAE Registration Desk. Tickets will be available for those wishing to sign up on-site on a space available basis also at the ASAE Registration Desk.

Exhibitor Appreciation Night:

A Country Evening with Tanya Tucker

(Ticket Exchange Required)
Tuesday, March 10, 6:45 - 10pm

6:45 - 8:30 pm – Dinner, Grand & Renaissance Ballrooms, Renaissance Techworld

9:00 – 10:00 pm – Concert, Independence Ballroom, Grand Hyatt

Enjoy a down home country evening starting with a delicious dinner at the Renaissance Techworld. Then on to a concert with The Country Music Association's 1991 Female Vocalist of the Year, Tanya Tucker! The concert takes place in the Independence Ballroom of the Grand Hyatt (a one–block walk).

Tickets for non-registered spouses/guests for the dinner/concert package are available at ASAE registration desk for $45. There is no fee for the concert.

Pre–registered attendees will find a voucher in their kits to exchange for a ticket to this function. **Voucher exchange must be completed by Monday, March 9 at 3:00 pm.**

There is no extra charge for registered attendees.

Schedule at a Glance

All events are located at the Washington, DC Convention Center unless otherwise noted.
See pages 8–9 for Board & Committee Meetings.
See pages 44–45 for Spouse/Guest Program

Page numbers follow event titles.

Sunday, March 8

8:00 - 9:15 am	Interdenominational Service, Burnham. 3B, Hyatt, p 15
9:00 - 5:00 pm	Convention Center Training Program, Room 3
9:00 am - 5:00 pm	**Certificate Programs** Communications: Essentials of Publishing, Farragut Sq/Lafayette Pk, 5B, Hyatt Convention Management: Site Selection/Managing Logistics, Rm 32 Education: Educational Program Planning, Room 21 Finance & Administration: Accounting & Reporting for Non-profit Associations, Conference Theatre, 1B, Hyatt General Management: Art of Managing in an Association Environment, Kalorama Cr/McPherson Sq, 5B, Hyatt Membership Marketing: Communicating Membership Marketing Issues, Constitution C/D/E, 3B, Hyatt
9:30 am – 2:45 pm	Washington Highlights Tour, Buses depart from the Convention Center, p 15
1:00 - 2:45 pm	All About the Forum, Rooms 4 & 5, p 16
3:00 - 4:45 pm	**Spotlight on Personal Development** Managing Transitions, Rooms 1 & 2, p 16 Self Worth = Productivity, Rooms 23 & 24, p 16 An Ethical Approach to Time Management, Room 22, p 16 Is There Life During A Career in the Meetings Industry?, Room 20, p 16 CEO Forum: Organizing the SuperLearner, Renaissance B/R East, Techworld, p 16
5:00 - 6:00 pm	Exhibitor Orientation, Rooms 10, 11, 12, p 17
6:00 - 6:30 pm	Press Briefing, Room 6, Techworld
6:00 - 7:15 pm	Networking Receptions, Techworld, See p 17
7:30 - 10:00 pm	**Opening Party - Air & Space Museum, p 17**

Monday, March 9

7:30 - 8:30 am	Power Breakfasts, Burnham & Latrobe, 3B, Hyatt, 18
8:45 - 10:30 am	**Opening General Session, Hall C, p 18**
9:00 am - 5:30 pm	**Certificate Programs** Communication: Public/Media Relations, Farragut Sq/Lafayette Pk, 5B, Hyatt Convention Management: Audiovisual/Food & Beverage, Rm 32 Education: Program Development & Management, Room 21 Finance & Administration: Effective Financial Management Techniques, Independence B/C/D/E, 5B, Hyatt General Management: Managing Self, Kalorama Cr/McPherson Sq, 5B, Hyatt Membership Marketing: Methods & Techniques for Membership Development, Constitution C/D/E, 3B, Hyatt
9:00 am - 5:30 pm	**Full Day Seminars** - Renaissance Techworld CEO Symposium, Grand B/R North; Unlocking the Power of the Strategic Plan, Grand B/R Central
10:30 am - 2:00 pm	**Lunch & Idea Pavilions in Exhibit Hall, Hall B, p 19**
2:15 - 3:45 pm	**Concurrent Education Sessions** Taking the Laptop with You, Rm 22, p 20 Self Worth = Productivity (repeat), Rms 23 & 24, p 20 Effective Design for Promotion Brochures, Rms 10 & 11, p 20 CEO Forum: Exercising Leadership, Ren B/R East, Techworld, p 20 CEO Forum: Making a Difference, Ren B/R West A, Techworld, p 20 Is There Life During... (repeat), Rm 20, p 20 Exposition Promotion, Rm 34, p 20 Key Trends in the Hosp. Indus., Rms 4 & 5, p 21 Both Sides on Hotel Contracts, Rms 13 & 14, p 21 SuperLearning, Rm 27, p 21 A Successful Audio Conference, Rms 25 & 26, p 21 Managing the Skeletons, Rms 1 & 2, p 21 Earning the CAE, Rm 28, p 21 Creating Quality Leadership, Rm 29, p 22 Programming for a "New" World, Rm 15, p 22 Managing Your Career, Rm 36, p 22
2:15 - 5:30 pm	Convention Center Training Program, Rm 3
2:15 - 5:30 pm	Showcases: Convention Production, Rm 31; Promotion Campaign, Rm 37; Technology, Rm 33, p 22
2:30 - 5:30 pm	Showcase: Convention Speakers, Rm 30, p 22
4:00 – 5:30 pm	**Concurrent Education Sessions** An Ethical Approach to Time Mgmt (repeat), Rms 23 & 24, p 23 CEO Forum: Making a Difference (repeat), Ren B/R West A, Techworld, p 23 CEO Forum: The Think Tank, Ren B/R East, Techworld, p 23 Hotel Yield Management, Rms 10 & 11, p 23 Recycling Program, Room 12, p 23 Motivate & Retain Personnel, Rm 27, p 23 Conv & Expo: 30 Ideas in 90 Minutes, See p 24 Influence & Negotiation Skills, Rms 1 & 2, p 24 Educ: 30 Ideas in 90 Minutes, Rms 4 & 5, p 24 The Art of Negotiation, Rm 29, p 25 ADA: Impact on Cert. Programs, Rm 34, p 25 Managing Your Career (repeat), Rm 36, p 25
5:30 - 6:30 pm	Future Leaders Alumni Reception, Roosevelt & Wilson, 3B, Hyatt
5:30 - 6:30 pm	Bull & Beer Idea Exchanges, 2nd Floor Atrium, p 25
5:30 - 6:30 pm	ASAE Orientation, Renaissance B/R West B, Renaissance Techworld, p 25
7:00 pm – Continuing	**Open Evening for Exhibitor Entertaining**
7:30 - 10:30 pm	**Publick Table at Gadsby's Tavern - or -Monuments by Moonlight Tour (Optional Events), p 26**

Tuesday, March 10

7:15 - 8:15 am	Power Breakfasts, Burnham & Latrobe, 3B, Hyatt, p 27
8:30 - 4:00 pm	Convention Center Training Program, Room 3
8:30 am - 5:00 pm	**Certificate Programs** Communication: Effective Publication Design, Farragut Sq/Lafayette Pk, 5B, Hyatt Convention Management: Convention Program Design, Rm 32 Education: Winning Strategies for Marketing, Rm 21 Finance & Administration: Hiring & Retaining Competent Staff, Independence B/C/D/E, 5B, Hyatt General Management: Initiating & Managing Change, Kalorama Cr/McPherson Sq, 5B, Hyatt Membership Marketing: Membership Retention, Constitution C/D/E, 3B, Hyatt
8:30 am - 5:00 pm	**Full Day Seminars** - Renaissance Techworld CEO Symposium, Grand B/R North Unlocking the Power of the Strategic Plan, Grand B/R Central Total Quality Management, Renaissance B/R West B
8:30 - 11:30 am	**Showcases:** Convention Production, Rm 31; Promotion Campaign, Rm 37; Technology, Rm 33; Convention Speakers, Rm 30, p 30
8:30 - 10:00 am	**Concurrent Education Sessions** ASAE Government Relations Issues/Meeting Industry Roundtable, Rm 16, Techworld, p 27 Working with Volunteers to Plan a Major Mtg, Rm 13, p 27 Marketing Approach to Conv. Promotion, Rms 10 & 11, p 27 Trends in the Expositions Industry, Rms 4 & 5, p 28 CEO Forum: Brain Power, Ren B/R East, Techworld, p 28 Run Better Staff Meetings, Rm 14, p 28 Board of Directors Meeting, Rm 15, p 28 Sexual Harassment in the Workplace, Rm 12, p 28 CMP Designation, Rm 36, p 28 Budgeting for Success, Rm 22, p 28 Post–Convention Meeting with Hotels, Rm 23 & 24, p 29 Barrier–Free Meetings, Rm 34, p 29 Hotel's Perspective on Contract Negotiation, Rm 20, p 29 Overseas Logistics Checklist, Rms 25 & 26, p 29 Certification Programs, Rm 27, p 30 Hiring Quality Speakers, Rm 28, p 30 Needs Assessment Techniques, Rms 1 & 2, p 30
10:15 – 11:30 am	**Concurrent Education Sessions** Needs Assessment Techniques (cont'd), Rms 1 & 2, p 30 Budgeting for Success, (repeat), Rm 22, p 31 CEO Forum: Manager? Leader? or Both, Ren B/R East, Techworld, p 31 CEO Forum: Vision into Reality, Ren B/R West A, Techworld, p 31 Run Better Staff Meetings, (repeat), Rm 14, p 31 Building Member/Customer Loyalty, Rm 15, p 31 Dealing with Difficult Employees, Rm 12, p 31 Hands–on Negotiating Workshop, Rm 20, p 31 ASAE/ACOM Partners, Rms 10 & 11, p 32 Role of Host Committee, Rm 13, p 32 Good Staff Teamwork, Rm 27, p 32 Negotiating Tips, Rms 23 & 24, p 32 Learning Techniques, Rms 25 & 26, p 32 Career Development, Rms 4 & 5, p 33 Pairing Wine & Food, Rm 29, p 33
11:45 a.m. - 12:45 pm	**2nd General Session: Demographics, Hall C, p 33**
1:00 - 2:15 pm	**Salads and Solutions - Building Partnerships Over Lunch, Hall A, p 34**
2:30 - 4:00 pm	**Concurrent Education Sessions** Mtg. Plng. Breakthroughs & Bombshells (Fellows), Rms 10/11/12, p 34 Convention Crisis Plan, Rm 28, p 34 CEO Forum: Heal a Split Board, Ren B/R East, Techworld, p 34 CEO Forum: EC'92, Ren B/R West A, Techworld, p 34 Your Organization's Technology Needs, Rm 34, p 35 Pairing Wine & Food, (repeat), Rm 29, p 35 Needs Assessment, Part 3, Rms 1 & 2, p 35 The Boomers are Coming!, Rm 36, p 35 Keeping Those Balls in the Air, Rm 13, p 35 Mktg Your Hotel in a Down Economy, Rms 14&15, p 35 Industry Ethics, Rm 22, p 36 Flexible Work Schedules, Rms 4 & 5, p 36 Workplace of the 90s, Rms 25 & 26, p 36 Team Building, Rm 20, p 36 Food, Glorious Food, Rm 27, p 36

All events are at the Convention Center unless otherwise noted. | Page numbers follow event titles.

Tuesday, March 10 (cont)

2:30 - 4:00 pm	**Showcases:** Convention Production, Rm 31; Promotion Campaign, Rm 37; Technology, Rm 33; Convention Speakers, Rm 30, p 36
4:00 - 6:30 pm	**Exhibit Hall /Idea Pavilions/Cocktails, Hall B, p 37**
6:45 - 10:00 pm	**Exhibitor Appreciation & Entertainment — Tanya Tucker, Country Music Association's 1991 Female Vocalist of the Year:** **Dinner – Grand & Renaissance B/R, Techworld, 6:45 – 8:30 pm** **Concert – Independence B/R, 5B, Hyatt, 9:00 – 10:00 pm**

DON'T MISS TANYA TUCKER!

Wednesday, March 11

7:30 - 8:45 am	Government Relations Education Fund Congressional Breakfast, Ren B/R West A, Renaissance Techworld, p 38
9:00 am - 5:00 pm	**Certificate Programs** Communication: Writing & Editing, Farragut Sq/Lafayette Pk, 5B, Hyatt Convention Management: Strategies for Marketing & Budgeting, Rm 32 Education: Financial Planning, Rm 21 Finance & Administration: Automated Information Systems, Conference Theatre, 1B, Hyatt General Management: Managing Groups, Kalorama Cr/McPherson Sq, 5B, Hyatt Membership Marketing: Computers & Market Research, Independence F/G/H/I, 5B, Hyatt
9:00 - 10:30 am	**Plenary Sessions, p 38** Why Do Good Execs Get Fired?, Rms 13, 14 &15 Marketing in a Rapidly Changing World, Rm 31 CLC Open Forum, Rm 30 Managing Quality in a Service Organization, Rms 10,11,12
10:45 am - 12:15 pm	**Plenary Sessions (repeat), p 39**
11:30 am - 12:30 pm	Government Relations Education Fund Congressional Speaker Series (The Hon. Dan Rostenkowski), Rm 33, p. 39
12:30 - 2:30 pm	**Lunch/Idea Pavilions in Exhibit Hall, Hall B, p 39**
2:45 - 4:00 pm	**Closing General Session: President George Bush (invited), Hall C, p 40**

Thursday, March 12

9:00 am - 1:00 pm	**Certificate Programs** Communication: Managing PR/Communications, Farragut Sq/Lafayette Pk, 5B, Hyatt Convention Management: Creative Special Events, Rm 32 Education: Program Evaluation, Rm 21 Finance & Administration: Managing the Administration Function, Conference Theatre, 1B, Hyatt General Management: Managing Individuals, Kalorama Cr/McPherson Sq, 5B, Hyatt Membership Marketing: Managing the Membership Function, Constitution A, 3B, Hyatt

Board & Committee Meetings

Saturday, March 7

8:00 - 10:00 am
Executive Committee Meeting
Wilson Room, 3B, Grand Hyatt

9:00 am - 5:00 pm
CMP Board Meeting
Room 5, Renaissance Techworld

10:00 am - 5:00 pm
Board of Directors Meeting
Constitution Ballroom A&B, Level 3B, Grand Hyatt

7:00 - 9:00 pm
Conference of Association Executives (CASE)
Room 16, Renaissance Techworld

Sunday, March 8

7:30 - 9:30 am
International Committee
Room 4, Renaissance Techworld

8:30 am - 2:00 pm
Conventions & Expositions Section Council
Rooms 10 & 11, Renaissance Techworld

8:30 am - 2:45 pm
Allied Societies Council
Renaissance Ballroom West A&B, Renaissance Techworld

8:30 am - 3:00 pm
Education Section Council
Room 2, Renaissance Techworld

9:00 am - 12:00 Noon
University Affairs Commission
Room 1, Renaissance Techworld

9:00 am - 12:00 Noon
Evaluation Committee
Room 6, Renaissance Techworld

9:00 am - 12:00 Noon
Foundation Strategic Planning Committee
Board Room D, 2nd Floor, Renaissance Techworld

9:00 am - 4:00 pm
Finance & Administration Section Council
Rooms 8 & 9, Renaissance Techworld

9:00 am - 4:00 pm
Membership Marketing Section Council
Room 16, Renaissance Techworld

9:00 am - 4:00 pm
Communication Section Council
Room 3, Renaissance Techworld

10:00 - 11:30 am
Management & Meetings FORUM Advisory Committee
Room 5, Renaissance Techworld

10:00 am - 12:00 Noon
Legal Section Council
Room 15, Renaissance Techworld

10:00 am - 2:45 pm
Membership Development Committee
Room 14, Renaissance Techworld

10:00 am - 3:00 pm
International Section Council
Room 4, Renaissance Techworld

12:00 Noon - 1:30 pm
Committee/Council Luncheon
Renaissance Ballroom East, Renaissance Techworld

12:00 Noon - 2:30 pm
Foundation Fundraising Committee
Room 12, Renaissance Techworld

1:00 - 3:00 pm
Government Relations Section Council
Room 15, Renaissance Techworld

1:00 - 3:00 pm
Insurance Education Task Force
Room 17, Renaissance Techworld

2:15 - 4:45 pm
Associate Member Advisory Committee
Grand Ballroom North, Renaissance Techworld

2:45 - 3:45 pm
Allied Society Program Steering Committee Meeting
Renaissance Ballroom West A&B, Renaissance Techworld

3:00 - 4:30 pm
Government Affairs Committee
Room 12, Renaissance Techworld

3:00 - 5:00 pm
Foundation Board Meeting
Room 6, Renaissance Techworld

4:45 - 5:45 pm
Congress of Section Council Leaders
Room 3, Renaissance Techworld

Monday, March 9

7:00 - 8:30 am
Foundation Higher Education Task Force
Room 6, Renaissance Techworld

7:30 - 8:30 am
Marketing Focus Group
Room 7, Renaissance Techworld

7:30 – 8:30 am
CAE Focus Group
Room 4, Renaissance Techworld

1:00 - 2:00 pm
New Fellows Orientation
Grand Ballroom South, Renaissance Techworld

1:00 - 5:00 pm
Technology Committee Meeting
Room 5, Renaissance Techworld

2:15 - 3:45 pm
Fellows Business Meeting
Grand Ballroom South, Renaissance Techworld

2:15 – 5:15 pm
CLC Alternative Dispute Resolution Task Force
Room 1, Renaissance Techworld

2:15 - 5:15 pm
CMP Item Writing Workshop
Room 3, Renaissance Techworld

2:30 - 4:00 pm
Foundation Nominating Committee
Room 6, Renaissance Techworld

3:00 – 5:00 pm
IACVB/ASAE Task Force
Room 15, Renaissance Techworld

5:30 - 6:30 pm
Marketing Focus Group
Room 7, Renaissance Techworld

5:30 - 7:00 pm
Key Professional Associations Committee
Room 16, Renaissance Techworld

Tuesday, March 10

7:30 - 9:00 am
Exhibitor Advisory Committee
Room 2, Renaissance Techworld

9:00 - 10:30 am
Foundation Auction Task Force
Room 7, Renaissance Techworld

9:30 - 11:00 am
Leadership Focus Group
Room 3, Renaissance Techworld

1:00 - 2:30 pm
Awards Committee
Room 7, Renaissance Techworld

1:00 - 5:00 pm
CLC Executive Committee
Wilson Room, 3B, Grand Hyatt

2:30 - 4:00 pm
ASAE Services Corporation Board of Directors Meeting
Room 17, Renaissance Techworld

Wednesday, March 11

7:30 – 8:30 am
CAE Focus Group
Room 6, Renaissance Techworld

7:45 – 8:45 am
Marketing Focus Group
Board Room C, Renaissance Techworld

8:30 - 9:15 am
Government Affairs Fundraising Committee
Renaissance Ballroom West A, Renaissance Techworld

8:30 - 10:00 am
Foundation Club Energy Committee
Room 16, Renaissance Techworld

10:45 - 11:45 am
Foundation Five-Star Weekend Committee
Room 16, Renaissance Techworld

10:45 am – 12:15 pm
Associations Advance America Committee
Room 17, Renaissance Techworld

4:30 - 5:30 pm
Management & Meetings FORUM Advisory Committee
Room 28, Convention Center

For CEOs & Sr–Level Exhibitors



Attention CEOs & Senior–Level Exhibitors... You told us you wanted high-level, thought-provoking programming, exclusively for you. We listened. That's why you have so much to choose from at the FORUM.

First, the CEO FORUM

Renaissance Techworld

Nine sessions during the meeting designed to address your specific needs. Topics you've asked for. On issues you deal with as a CEO. Leadership. Governance. Commitment. High performance. (You'll find complete descriptions in the Daily Schedule.)

Sunday, 3:00 - 4:45 pm

- Organizing the SuperLearner: How to Mind-Map—See page 16.
  Renaissance Ballroom East

Monday, 2:15 - 3:45 pm

- Exercising Leadership in Committee Meetings—See page 20.
  Renaissance Ballroom East
- Making a Difference—Leadership in the '90s—See page 20.
  Renaissance Ballroom West A

Monday, 4:00 - 5:30 pm

- Making a Difference—Leadership in the '90s—See page 23.
  Renaissance Ballroom West A
- The Think Tank: A Powerful Source of Creativity—See page 23.
  Renaissance Ballroom East

Tuesday, 8:30 - 10:00 am

- Brain Power: Tapping the Potential of Your Employees—See page 28.
  Renaissance Ballroom East

Tuesday, 10:15 - 11:30 am

- Manager? Leader? or Both?—See page 31.
  Renaissance Ballroom East
- Turning ASAE's Vision Into Reality—See page 31.
  Renaissance Ballroom West A

Tuesday, 2:30 - 4:00 pm

- How to Heal a Split Board—See page 34.
  Renaissance Ballroom East
- EC '92: An Update—See page 34.
  Renaissance Ballroom West A



Second, the Full Day Seminars

Renaissance Techworld

Symposium for Chief Elected Officers and Chief Staff Executives

Grand Ballroom North

Monday, 9:00 am - 5:30 pm

Tuesday, 8:30 am - 5:00 pm

Spend two days examining your leadership role and the often complex relationship you share with your volunteer leader.

Unlocking the Power of the Strategic Plan: A Guide to Implementation

Grand Ballroom Central

Monday, 9:00 am - 5:30 pm

Tuesday, 8:30 am - 5:00 pm

Identify the key challenges involved in the implementation process, and gain important insights and practical tools to enable you to unlock the power of your strategic plan.

Total Quality Management for Associations

Renaissance Ballroom West B

Tuesday, 8:30 am - 5:00 pm

Learn how to use this comprehensive management philosophy to improve all of the activities of your association.

Third, the General Management Certificate Program

Kalorama Cr/McPherson Sq
Level 5B, Grand Hyatt

You can spend 5 full days getting a certificate in General Management, or take any of these individual courses. The choice is yours.

The Art of Managing in an Association Environment

Managing Self: Capitalizing on Your Strengths

Initiating and Managing Change

Managing Groups: Creating High Performance Teams

Managing Individuals: Boss, Staff and Volunteers

Plus, other learning opportunities including...

- **Plenary Sessions:**
  Wednesday, 9:00 - 10:30 am (repeated at 10:45 am – 12:15 pm)
  See page 38 for more information.
  —Why Do Good Execs Get Fired?
  —Marketing in a Rapidly Changing World
  —Convention Liaison Council Open Forum
  —Managing Quality in a Service Organization
- **Over 70 Concurrent Sessions on a wide range of association topics.**
- **Social Events** designed to get you together with your colleagues in the industry.
- **General Sessions:**

Celebrate the Power of Partnerships

Changing Demographics and the Meetings Industry: The Impact on Your Bottom Line

The Power of Partnerships Between Government, Associations and Industry

See pages 18, 33, 40 for more information



Showcases *Scheduled during*

Why reinvent the wheel? At these showcases, you can find dozens of ready-made ideas that have worked for others. A great way to save your already-limited time—do some scouting for your next convention while you're on site—experience the latest in computer technology. Hear speakers, creative production approaches, and see innovative marketing campaigns that are proven. Ideas that you can use in your own organization.

Convention Production Showcase

Room 31, DC Convention Center

You can get expert help in producing your association's conventions from any number of production companies. ASAE will showcase three. They will demonstrate how these highly creative and skilled professionals can help you in staging and producing general sessions, theme parties and other special events.

Each showcase will illustrate what can be accomplished in production on a shoestring, under $10,000; up to $50,000; and over $50,000 to the sky's the limit.

See how association and meeting concepts can be brought to life. See how entertainment can be used to bridge program components in general sessions as well as for social events. And, very importantly, see how each production company works with the meeting planner to orchestrate flawless performances.

Each showcase is scheduled for maximum time for your questions.

Proven experts from the following three companies will be on hand to assure that you are much more production wise.

The schedule and lead company representatives are:

Monday, March 9	**Tuesday, March 10**	**Tuesday, March 10**
2:15 - 3:45 pm	10:00 - 11:30 am	2:30 - 4:00 pm
Ray Bloch Productions Frank Dickson, CMP, President	L&M Productions Ben E. Ball President and CEO	Maguire/Reeder, Ltd. Dennis Reeder President

Technology Showcase

Room 33, DC Convention Center

Roll up your sleeves and try out software from many companies designed especially for association management and the meetings industry.

Take a hands-on tour of integrated, flexible software packages that include the following capabilities: understanding consumer markets, financial management, convention registration, badges, continuing education, membership, testing and certification, word processing and more! You'll also see a variety of hardware from PCs to PC Networks, to mainframes.

Participating companies to include ESI/Aztech, The Lasers Edge, Management Engineers, Inc., Morant Data Co., PC/Nametag, Phoenix Solutions, Questa, Smith Abbott & Company, and *American Demographics* Magazine.

Monday : 2:15 - 5:30 pm

Tuesday : 8:30 - 11:30 am, 2:30 - 4:00 pm

Education Program Hours on Monday & Tuesday

Promotion Campaign Showcase

Room 37, DC Convention Center

A room full of posters will highlight entire campaigns to promote education programs, conventions and expositions. See the step-by-step process, from teaser copy to complete program, including design, graphics, and marketing language. An expert marketing consultant, **John Thompson, President, Direct Design,** will be on hand to answer your burning questions and help you adopt these ideas to your own promotion campaigns.

Monday : 2:15 - 5:30 pm

Tuesday : 8:30 - 11:30 am, 2:30 - 4:00 pm

Convention Speakers Showcase

Room 30, DC Convention Center

Looking for new talent for keynotes or concurrent sessions at meetings? Brought to you by the National Speakers Association, this showcase will feature some of the best and brightest talent on the speaking circuit. Hear a different speaker every half hour during education hours.

Monday, March 9

2:30 pm

Sustaining Superior Performance
Dr. Thomas Connellan, Ph.D.
President
The Management Group, Inc.

3:00 pm

Cultural Diversity
Sondra Thiederman, Ph.D
President
Cross-Cultural Communications

3:30 pm

Keeping Good People
Roger E. Herman, CSP, CMC
Chief Executive Officer
Herman Associates, Inc.

4:00 pm

Growth Strategies for Today's Business Community
Richard Flint, CSP
President
Richard Flint Seminars

4:30 pm

Business Writing for the 90's
M. Kay duPont, CSP
Vice President
The Communication Connection

5:00 pm

The Art of Superior Member Service
David Yoho
President
The Professional Educators Group

Tuesday, March 10

8:30 am

Red, Yellow, Black and White
Thelma L. Wells
Professional Speaker
Thelma L. Wells & Associates

9:00 am

Negotiating
Jim Hennig, Ph.D, CSP
President
J.F. Hennig Associates, Inc.

9:30 am

Teamwork
James A. DeSena, MBA
President
Performance Achievement Systems, Inc.

10:00 am

Power Writing
Sue Hershkowitz
Professional Speaker
Incredible Presentations

10:30 am

Customer Service—Creating Moments of Magic
Shep Hyken
President
Shepard Presentations

11:00 am

High Impact Leadership: How to Be More Than A Manager
Mark Sanborn
Professional Speaker
Sanborn & Associates

Tuesday, March 10

2:30 pm

Care for Your Members—And They Will Care For You!
John Jay Daly, APR
President
Daly Associates

3:00 pm

Creativity and Quality Empowerment
Willie Nelson
President
UR-Somebody

3:30 pm

For Leaders, "The Future's so Bright, You Gotta Wear Shades!"
Ray Pelletier, CSP
America's Attitude Coach
Ray Pelletier's January First

New Kind of Exposition

Exhibit Hall Hours, Hall B

Monday, March 9	10:30 am - 2:00 pm with Lunch in Hall
Tuesday, March 10	4:00 - 6:30 pm with Reception in Hall
Wednesday, March 11	12:30 - 2:30 pm with Lunch in Hall

Don't miss ASAE's interactive exhibit hall! Everywhere you look—from the exhibits to the Idea Pavilions to the new conversation corners—you'll find ideas designed to help your association thrive. Join exhibitors and colleagues for lunch!

Idea Pavilions
5 Ideas In 15 Minutes in the Hall

East Pavilion

Monday, March 9

11:30 am

5 Ways to Encourage and Nurture Creativity in Your Organization
Lee VanBremen, Ph.D., CAE, Exec. VP
College of American Pathologists

12:30 pm

5 Ways to Work Productively with Your Volunteers
Elizabeth A. Kovacs, CAE, Exec. VP
Public Relations Society of America, Inc.

1:30 pm

5 Key Considerations For Implementing a Quality Management Program
Paul Borawski, Exec. Dir.
American Society for Quality Control

Tuesday, March 10

5:00 pm

5 Ways to Profit from Tough Times
James F. Marquart, CAE, President
New York State Hospitality & Tourism Assn

6:00 pm

5 Tips For Selling Your Ideas Internally and Externally
Sylvia Rowe, PR Vice Pres.
Sugar Association, Inc.

Wednesday, March 11

1:30 pm

5 Ways to Increase Staff Morale & Motivate Staff in a Tight Economy
John F. Schlegel, Ph.D., CAE, President
Schlegel & Associates

North Pavilion

Monday, March 9

11:00 am

It's There - It's Good - It's Your Bureau!
(5 Ways Your Bureau Can Help You)
Rick Myers, VP, Trade Shows/Conv. Svcs.
Atlanta Convention and Visitors Bureau

12:00 Noon

Help Us Make You Look Better!
(5 Tips for Great Convention Service)
Harrell Clarke, Dir., Convention Svcs.
Hilton Hotels Corporation

1:00 pm

The Power of Convention Decoration
(5 Dynamic Decorating Strategies)
Carla Hargrove McGill & Liz Warwick Hargrove, Inc.

Tuesday, March 10

4:30 pm

Getting Them There Is Doubly Good for You!
(5 Benefits of an Official Airline)
Bill Downes, Mgr., Delta Mtg. Network
Delta Airlines

5:30 pm

Your Contractor Can Do A Better Job If...!
(5 Steps Toward a Successful Exposition)
Jim Reese, VP, Natl. Mkt. Group
Andrews-Bartlett, Inc.

Wednesday, March 11

1:00 pm

Valuable Vibes & Visions
(5 Win–Win Catering Ideas)
Sam Bonfe, Director of Catering Standards
Marriott Hotels, Resorts & Suites

Grand Prize Drawings

Exhibitor-sponsored Grand Prizes will be awarded each day of the show. Winners must be present and will have 5 minutes to claim their prize. If a prize is not claimed, the drawing will be repeated until a winner is selected. Winners should report to the show manager's office to claim their prizes.

To participate in the drawing for Grand Prizes, have your Grand Prize Passport "stamped" at each validation station in the exhibit hall. (see floor plan for exact locations). Deposit validated Passports at the Grand Prize bin located near the main entrance. In order to be eligible, winners must be association executives registered for the full convention or for the day on which the prize is awarded. Exhibitors are not eligible for these drawings.

American Airlines
Roundtrip Business Class tickets for two to any American Airlines worldwide destination in Europe, South America, or the Pacific or coach class to any other destination on American Airlines or American Eagle.

Continental Airlines/Hyatt Resorts Hawaii/Aloha Airlines
Two roundtrip tickets to Honolulu, Hawaii from any U.S. destination courtesy of Continental Airlines. Includes four nights at the Hyatt Regency Waikoloa, "The Most Spectacular Hotel on earth." Aloha Airlines will provide roundtrip air transportation between Honolulu and the Big Island of Hawaii.

Thomas Cook
Two roundtrip coach tickets on Continental Airlines within the Continental U.S. and the Carribean. Courtesy of Thomas Cook.

USAir/Ritz-Carlton
Two roundtrip tickets to Los Angeles from anywhere in the continental United States. Includes two nights at the wonderful 5-Star Ritz-Carlton Laguna Niguel Resort.

Individual Exhibitor Prizes
Many exhibitors will be giving away great prizes directly from their booths. These are not published prizes, nor will the winners be announced on the exhibit floor. There will be chalk boards located near the main entrance to the exhibit hall where exhibitors will post winners' names.

Daily Schedule

All events are at the Washington DC Convention Center unless otherwise noted.

Sunday, March 8

8:00 - 9:15 am

Interdenominational Service

Continental Breakfast will be served.

Burnham, 3B, Grand Hyatt

A meaningful time to come together as a community to spiritually share in our hope for world peace and make a renewed commitment to our country and our lives.

Readings from several religious leaders, music, and thought provoking discussion will start your day.

Jerry Heppes (Moderator)
Assistant to the Executive Vice President
Door & Hardware Institute

Reverend William C. Metzdorf
Our Lady of Mercy
Potomac, MD

Phil Bena
Director of Christian Services
Washington Bible College

9:00 am – 5:00 pm

Certificate Programs

- Communications: Essentials of Publishing
  Farragut Sq/Lafayette Pk, 5B, Grand Hyatt
- Convention Management: Site Selection/Managing Logistics
  Room 32
- Education: Educational Program Planning
  Room 21
- Finance & Administration: Accounting & Reporting for Non–Profit Associations
  Conference Theatre, 1B, Grand Hyatt
- General Management: Art of Managing in an Association Environment
  Kalorama Cr/McPherson Sq, 5B, Grand Hyatt
- Membership Marketing: Communicating Contemporary Membership Marketing Issues
  Constitution C/D/E, 3B, Grand Hyatt

Convention Center Training Program

(Pre-registration required)

Room 3

9:30 am - 2:45 pm

Washington Highlights Tour

Buses depart from DC Convention Center

Visit some of the Washington area's most famous sights, tour charming Old Town Alexandria, visit the largest single Smithsonian exhibit in history, and tour the recently completed Washington National Cathedral, acclaimed as one of the world's most beautiful buildings.

Tour the widely acclaimed special Quincentennial Exhibition of the Smithsonian Institution. Critics have raved about this spectacular show—filled with priceless treasures—which

will be on view only in Washington during the Quincentennial.

Leaving the Smithsonian you proceed to George Washington's hometown, the charming seaport of Old Town Alexandria.

Have lunch at a scenic restaurant overlooking the Alexandria Yacht Harbour and Potomac River. After lunch you'll enjoy a riding tour and make a brief stop at Christ Church, built in 1773.

Crossing the river you will proceed up stately Embassy Row— past the great mansions which house the world's largest diplomatic community. Tour the Cathedral and conclude by taking the elevator to the top of the Cathedral Observation Tower to view Washington from the highest point in the nation's Capitol.

Tickets are $48.00 per person (includes lunch)

Interested sightseers may purchase tickets on a space available basis at the Registration Desk.

1:00 – 2:45 pm

All About the FORUM

Rooms 4 & 5

Meet new friends and learn about the Forum at this informal get together. Committee members will be on hand to provide an overview of all meeting activities so you won't miss a thing over the next few days.

3:00 - 4:45 pm

Spotlight on Personal Development

Choose from one of the following five sessions that focus on your personal and professional development.

Managing Transitions: The Leadership Challenge in Personal and Professional Change

Rooms 1 & 2

This program, which is built around the integration of career and life planning issues with leadership theory, is based upon solid research in adult and leadership development. Use the principles of balance for creating a sustainable work/life structure that allows for long–term empowerment. Gain the skills and knowledge necessary to chart a life and leadership path and anticipate change for yourself and others.

John P. Schuster
Schuster, Knuth & Kane

♦ Self Worth = Productivity

(repeated Monday, 2:15 – 3:45 pm)

Rooms 23 & 24

People with low self-esteem tend to have low work performance, are not self-motivated and may affect the entire team. In this session, you'll learn three quick ways to eliminate negative feelings, how to stand up for yourself even if you don't feel confident, and four critical blocks that will prevent you from changing.

Hattie Hill-Storks
Training Consultant

♦ An Ethical Approach to Time Management

(repeated Monday, 4:00 – 5:30 pm)

Room 22

The powers of partnerships is enhanced when partners demonstrate respect for each other, and each other's times, as a natural part of their approaches in working together. Results of a pre–session survey for a random sample of ASAE's Convention and Expositions Section members will be used to customize Dr. Baker's presentation.

Larry Baker, Ph.D.
President
Time Management Center, Inc.–St. Louis

The Balancing Act: Is There Life During A Career in the Meetings Industry?

(repeated Monday, 2:15 – 3:45 pm)

Room 20

Do travel schedules and the endless stream of deadlines leave no time for a balanced life? Join these panelists in a lively give and take about managing it all.

Paul O. Radde, Ph.D. (Moderator)
President
Thriving Presentations

Debra Tucker, CMP
Vice President of Meetings & Expositions
National Association of Convenience Stores

Randy Schools, CAE
General Manager
Recreation & Welfare Association, Inc.

Sally Levy
Director of National Accounts
San Francisco Convention & Visitors Bureau

James P. Evans
Senior Vice President of Sales
Hyatt Hotels Corporation

CEO FORUM: Organizing the SuperLearner: How to Mind-Map

Renaissance Ballroom East, Renaissance Techworld

Today, more than ever, we are forced to organize and manage tremendous amounts of information. In this lively session, Bornstein will show you how to manage the in-flow of vital information using the Mind-Mapping method.

Scott J. Bornstein
President
Bornstein's Memory Improvement Programs

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Sunday, March 8

5:00 – 6:00 pm

Exhibitor Orientation: Don't Miss It!

Rooms 10, 11, 12

Exhibitors—get a "tailored to you" overview of FORUM events so that you will be sure to maximize your next few days. An essential session.

Raymond J. Hall, Sr
Chief Executive Officer
Electronics Representatives Association, Inc.
Chairman – Forum Advisory Committee

Liz Jackson
Vice President of Sales
Associated Luxury Hotels, Inc.

Michael Dimond
Senior Vice President, Marketing
Opryland USA Lodging Group

6:00 – 6:30 pm

Press Briefing

Room 6, Renaissance Techworld

6:00 - 7:15 pm

Networking Receptions: Wine, Cheese and Conversation

Renaissance Techworld

(Exhibitors invited to attend reception of their choice)

- **CEOs divided by staff size** (volunteer leaders welcome)—
  - **Staff size 1-30**
    Room 16
  - **Staff size 31-50+**
    Room 2
- **Meeting Planners by Meeting Size**
  - **Meeting size up to 500**
    Rooms 10 & 11
  - **Meeting size up to 501-2000**
    Rooms 8 & 9
  - **Meeting size up to 2001-10,000**
    Room 4
  - **Meeting size 10,000+**
    Room 5
- **Certificate Program Attendees**
  Rooms 12 & 13
- **Number Two executives**
  Room 14
- **General Management**
  Room 7

7:30 - 10:00 pm

Opening Party: Air & Space Museum

Open exclusively for ASAE attendees

For Free Parking & Busing Information, See Page 3

More than 8 million people visit the National Air and Space Museum each year, making it the most popular in the world. It would be difficult to find a more spectacular setting to celebrate the opening event of this sensational new Forum. Join your colleagues for this exclusive opportunity to browse through the world's most impressive and historically important collection of flying machines. Indulge in the delicious pleasure of the savory "out of this world" buffets...experience the spectacular IMAX films on the museum's five–by–seven story screen. Showings will be at 8:15 pm and 9:15 pm. It's an evening to remember...it's an evening not to miss.



Monday, March 9

7:30 - 8:30 am

Power Breakfasts: Learn From the Leaders

Burnham & Latrobe, 3B, Grand Hyatt

Start your day with a complimentary breakfast and stimulating conversation. Recognized experts from industry and management will share experiences in roundtable settings for 8. Here's your chance to learn first hand how to apply their techniques to the fulfillment of your goals. Space is limited—first come first served. Free tickets available at the registration desk.

- **Trade Shows—Hot Issues for the '90s**

Michael Muldoon
President
Convention Management Group, Inc.

- **Direct Marketing Techniques**

Francesco Leboffe
Senior Vice President Conference Council & International
Direct Marketing Association Inc.

- **Effective Exhibitor Service Kits**

Jennifer Kosko
Manager, Meetings & Expositions
National Assn. of Convenience Stores

- **General Assn. Mgmt./Working with Volunteers**

Harrison Coerver
President
Harrison Coerver & Associates

- **Meetings Management Issues**

Joan L. Eisenstodt
President
Joan L. Eisenstodt Associates

- **Non-Dues Income**

Edward H. Able, CAE
Executive Director
American Association of Museums

- **Motivating Employees**

Toni Knorr
General Manager
Grand Hyatt Washington

- **Balancing Your Lifestyle/ Negotiating Techniques**

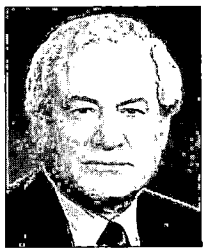
James P. Evans
Senior Vice President of Sales
Hyatt Hotels Corporation

8:45 - 10:30 am

Opening General Session
Celebrate the Power of Partnerships

Hall C

Session Leaders:



Gene N. Fondren, CAE
President
Texas Automobile Dealers Association
Chairman, ASAE



R. William Taylor, CAE
President, ASAE



Raymond J. Hall, Sr.
Chief Executive Officer
Electronics Representatives Association, Inc.
Chairman – FORUM Advisory Committee

This session will explore the professional relationships that bind us together. What is our sense of community? Who are the key players in our professional life? What do we owe them? Explore the relationships between CEO, Volunteer Leader, Supplier, Meeting Planner, Staff, the Media, and others.

Charles Ogletree, Harvard law professor, PBS Series host, and master facilitator, will bring his talents of the courtroom, classroom, and public forum to this custom-designed dialogue. Ogletree will develop hypothetical cases and unique scenarios that will challenge you to think differently and creatively about partnerships within our profession.

Creative production will bring the "Partnership" theme to life before your eyes.

Share in the celebration as ASAE honors the recipients of the Distinguished Contributions Award, the first-ever Honorary Key Award, and the 1992 Class of Fellows. Building on the power of partnerships, ASAE will also recognize its first class of Associate Member Fellows.

Exhibitors, please don't leave during the general session to get situated in your booth. This session is for you too—we will allow time prior to opening the exhibit for you to get set.



Charles J. Ogletree
Professor
Harvard Law School



Anne L. Bryant, Ed.D, CAE
Executive Director
American Association of University Women



Linda F. Crismond, CAE
Executive Director
American Library Association



Sandra T. Gray, CAE
Vice President,
Leadership &
Management
Independent Sector



George D. Kirkland, CAE
President
Los Angeles Convention &
Visitors Bureau



Frank E. McCarthy, CAE
Executive Vice President
National Automobile
Dealers Association



Marshall E. Murdaugh
President & CEO
New York Convention &
Visitors Bureau, Inc.



David N. Parker
President
Aluminum
Association, Inc.



Jonathan Tisch
President and CEO
Loews Hotels

9:00 am - 5:30 pm

Full-Day Seminars

- Symposium for Chief Elected Officers and Chief Staff Executives
  Grand Ballroom North, Renaissance Techworld
- Unlocking the Power of the Strategic Plan: A Guide to Implementation
  Grand Ballroom Central, Renaissance Techworld

9:00 am - 5:30 pm

Certificate Programs

- Communication: Public/Media Relations
  Farragut Sq/Lafayette Pk, 5B, Grand Hyatt
- Convention Management: Audio/visual/Food & Beverage
  Room 32
- Education: Program Development & Management
  Room 21
- Finance & Administration: Effective Financial Management Techniques
  Independence B/C/D/E, 5B, Grand Hyatt
- General Management: Managing Self
  Kalorama Cr/McPherson Sq, 5B, Grand Hyatt
- Membership Marketing: Methods & Techniques for Membership Development
  Constitution C/D/E, 3B, Grand Hyatt

10:30 am - 2:00 pm

Lunch/Idea Pavilions in Exhibit Hall

Hall B

Don't miss the grand opening of ASAE's interactive exhibit hall! Everywhere you look—from the exhibits to the Idea Pavilions to the new conversation corners—you'll find ideas designed to help your association thrive. Join exhibitors and colleagues for lunch!

5 Ideas in 15 Minutes

(See page 14)

11:00 am – North Pavilion

It's There—It's Good—It's Your Bureau! (5 Ways Your Bureau Can Help You)

Rick Myers
Atlanta Convention & Visitors Bureau

11:30 am – East Pavilion

5 Ways to Encourage & Nurture Creativity in Your Organization
Lee VanBremen, Ph.D., CAE
Executive Vice President
College of American Pathologists

12:00 Noon – North Pavilion

Help Us Make You Look Better! (5 Tips for Great Convention Service)
Harrell Clarke
Hilton Hotels Corporation

12:30 pm – East Pavilion

5 Ways to Work Productively with Your Volunteers
Elizabeth A. Kovacs, CAE
Executive Vice President
Public Relations Society of America, Inc.

1:00 pm – North Pavilion

The Power of Convention Decoration (5 Dynamic Decorating Strategies)
Carla Hargrove McGill
Liz Warwick
Hargrove, Inc.

1:30 pm – East Pavilion

5 Key Considerations for Implementing a Quality Management Program
Paul Borawski
Executive Director
American Society for Quality Control

Monday, March 9

Concurrent Education Sessions

2:15 - 3:45 pm

Planes, Trains and Automobiles: Taking the Laptop with You on the Road

Room 22

As a busy executive you probably spend a lot of time on the road. However, your members/customers and staff require you to keep in touch and have information at your fingertips. This fast-paced session will show you how you can take it with you when you go.

Bryan Silbermann, CAE
Executive Vice President
Produce Marketing Assn.

♦ Self Worth = Productivity

(repeated from Sunday, 3:00 - 4:45 pm)

Rooms 23 & 24

People with low self- esteem tend to have low work performance, are not self-motivated and may affect the entire team. Learn three quick ways to eliminate negative feelings, how to stand up for yourself even if you don't feel confident, and four critical blocks that will prevent you from changing

Hattie Hill-Storks
Training Consultant

Effective Design for Promotional Brochures

Rooms 10 & 11

Get your readers' attention in 10 seconds or less by designing promotional pieces that work. Better understand the principles of design and how they affect page layout. Discuss appropriate typography and graphics to get results.

Ronnie Lipton
Editor & Publisher
In-House Graphics Newsletter

Polly Pattison
Publication Designer/Consultant

CEO FORUM: Exercising Leadership in Board, Committee, and Staff Meetings

Renaissance Ballroom East, Renaissance Techworld

A sophisticated approach developing highly skilled leadership within the structure of meetings. Dr. Brown will discuss effective behavior when an individual is a designated leader and/or participant in the meeting.

- Discuss how to achieve desired outcomes
- Determine methods for keeping a focused agenda
- Identify strategies for exercising powerful leadership in a variety of meeting situations

Judy Sorum Brown, Ph.D.
Vice President of Cooperative Programs
The Aspen Institute

CEO FORUM: Making a Difference - Leadership in the '90s

(repeated 4:00 – 5:30 pm)

Renaissance Ballroom West A, Renaissance Techworld

Examine ideas and techniques that you'll be able to immediately use to enhance your role as a leader. Learn how to:

- Motivate your staff to do their best
- Create an environment that builds strong teams and cooperation
- Increase productivity by helping others change and grow
- Build trust, loyalty and commitment

Sheila Murray Bethel
Author of, *Making a Difference, Twelve Qualities that Make You a Leader*
Co-Founder/Chair
Bethel Leadership Institute

The Balancing Act: Is There Life During a Career in the Meetings Industry?

(repeated from Sunday, 3:00 - 4:45 pm)

Room 20

Do travel schedules and the endless stream of deadlines leave no time for a balanced life? Join these panelists in a lively give and take about managing it all.

Paul O. Radde, Ph.D. (Moderator)
President
Thriving Productions

Debra Tucker, CMP
Vice President of Meetings & Expositions
Natl Assn of Convenience Stores

Randy Schools
General Manager
Recreation & Welfare Association, Inc.

Sally Levy
Director of National Accounts
San Francisco Conv. & Visitors Bureau

James P. Evans
Senior Vice President of Sales
Hyatt Hotels Corporation

Exposition Promotion: Partnership is the Key to Success

Room 34

Untapped revenue sources are critical in these tough times. A well-run and well-marketed exposition can be a powerful revenue source. You think your exposition is doing well now? You won't believe how much better you could be doing by enlisting your exhibitors as your marketing partners.

This session will address creative ways of teaming up with your exhibitors to co-promote your exposition—including incentives to make their participation even more attractive.

Richard Dobson (Moderator)
Senior Vice President,
Conventions/Expositions
National Association of Broadcasters

Hardy C. Katz
Vice President & Chief Financial Officer
Communications & Show Mgmt, Inc.

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

2:15 – 3:45 pm cont'd

Mary Olsen
Director, Convention Promotions
Food Marketing Institute

Tom Corcoran
President
Corcoran & Associates

Managing the Skeletons: I've Got a New Job, a New Staff, and Old Contracts

Rooms 1 & 2

Welcome to your new job — now you must work with staff you didn't hire and contracts you didn't negotiate. In small group discussion, explore issues facing experienced meetings managers in new jobs.

Maribeth T. Kraus
Director, Convention Programs
Modern Language Association of America

Elizabeth "Lisa" Block
Director of Meetings & Conferences
Society for Human Resource Management

♦ Key Trends in the Hospitality Industry

Rooms 4 & 5

What is the outlook for hotel room rates in five years? How many airline carriers will be running? These questions will be explored by a panel of industry experts.

Howard Feiertag, CMP, CHA, CHSE (Moderator)
Director, Center for Hospitality Research & Service
Virginia Polytechnic Institute

Bjorn Hanson
Hotel & Hospitality Consultant
Coopers & Lybrand

David Swierenga
Assistant Vice President, Industry Data
Air Transport Association of America

♦ Point/Counterpoint: Hear Both Sides on Hotel Contracts

Rooms 13 & 14

Join in the controversy as an association attorney and a hotel attorney defend their viewpoints on hot issues related to hotel contracts. Who has the authority to sign contracts? How do you establish a process for determining future food and beverage rates? Learn what standards and special negotiated items should be included in the agreement.

Peter Connolly
Senior Vice President and General Counsel
Hyatt Hotel Corporation

Jed R. Mandel, Esq.
Partner
Neal Gerber & Eisenberg

SuperLearning for the Executive: Mastering the Memory's Potential

Room 27

In an energetic atmosphere, you will learn the SuperLearning secrets for developing instant recall methods for facts, figures, names, faces and more.

Scott J. Bornstein
President
Bornstein's Memory Potential

How to Set Up and Conduct a Successful Audio Conference

Rooms 25 & 26

Audio conferencing as a training tool — learn how to research the idea, what questions to ask, how to convince your board to accept this form of training, and finally, how to develop, implement, and evaluate your success.

Experience the benefits of an audio conference and what the future holds.

Position yourself for success.



Glenn H. Tecker
President & CEO
Glenn H. Tecker Consultants

Why Do Good Execs Get Fired?

Learn from hundreds of cases of association executive close calls and "separations."

See page 38

Amy Chang
Director, Education and Training
American Society for Microbiology

Valerie A. Thomas–Veise
Vice President, National Accounts
A Conference-Call USA, Inc.

Everything You Always Wanted to Know About Earning the CAE

Room 28

Find out the benefits of the CAE designation, review the eligibility requirements and steps in earning your designation. Hear inside tips from a recent CAE candidate, plus nuts and bolts advice from a CAE Commissioner, and ASAE's CAE Program Manager.

Kenneth F. Hine, CAE
Executive Vice President
American Hotel and Motel Association

Sylvia Straub, CAE
Executive Director
Registry of Interpreters for the Deaf

Shirley A. Nycum
Manager, Certification and Programs
ASAE

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Monday, March 9

2:15 – 3:45 pm cont'd

Creating Quality Leadership — The Core Disciplines of Organizational Survival

Room 29

Learn how to become a more effective member of a work group or network. Focuses on key commitments to job performance; member service—internal and external; dealing with people; presentation of self; commitment to the organization.

J.D. Wallace
Principal
Wallace Consulting Group

What's "News": Meetings & Convention Programming for a New World

Room 15

Addressing the challenges of a changing world within the confines of a single meeting demands increasing skill and innovation from both planners and speakers. Selected ASAE members have not only contributed their creative approaches but will demonstrate them in this dynamic, interactive session. Come with your experiences and leave with a host of new ideas that are guaranteed to add to the value and effectiveness of your next program.

Gail Larsen
President
Speakers Resource Group/Speakers Hawaii

Jeri Burgdorf
President
Media Images, Inc.

Henry L. Ernstthal, CAE
Executive Director
Department of Public Administration, SGBA
George Washington University

♦ Managing Your Career in Unmanageable Times: Taking Control When You're Running Out of Time

(repeated 4:00 – 5:30 pm)



(This session is co–sponsored by the Bill Myles Education Foundation)

Room 36

Recession, staff reductions, lack of career advancement opportunities and personal life changes are a few of the realities that can make even the most successful professional feel out of control. This session will explore stresses like these which can impact career and life plans unexpectedly, and look at what to do when they occur.

Mark Gorkin, ACSW
Adjunct Assistant Professor
Catholic University
School of Social Services

Robert A. MacDicken, CAE
Vice President
Human Resources & Executive Employment, ASAE

SHOWCASES

2:15 – 3:45 pm

Convention Production Showcase *(See p. 12)*

Room 31

J. Franklyn Dickson, CMP
President
Ray Bloch Productions

2:15 – 5:30 pm

Promotion Campaign Showcase *(See p. 13)*

Room 37

Technology Showcase

Room 33 *(See p. 12)*

2:30 – 5:30 pm

Convention Speakers Showcase *(See p. 13)*

Room 30

2:30 pm

- **Sustaining Superior Performance**
  Dr. Thomas Connellan, Ph.D.
  President
  The Management Group, Inc.

3:00 pm

- **Cultural Diversity**
  Sondra Thiederman, PH.D.
  President
  Cross–Cultural Communications

3:30 pm

- **Keeping Good People**
  Roger E. Herman, CSP, CMC
  Chief Executive Officer
  Herman Associates, Inc.

4:00 pm

- **Growth Strategies for Today's Business Community**
  Richard Flint, CSP
  President
  Richard Flint Seminars

4:30 pm

- **Business Writing for the 90's**
  M. Kay duPont, CSP
  Vice President
  The Communication Connection

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

5:00 pm
- **The Art of Superior Member Service**
  David Yoho
  President
  The Professional Educators Group

4:00 - 5:30 pm

Showcases Continue

(See pages 12–13)

CEO FORUM: Making a Difference - Leadership in the '90s

(repeated from 2:15 – 3:45 pm)

Renaissance Ballroom West A, Renaissance Techworld

Examine ideas and techniques that you'll be able to use immediately to enhance your role as a leader. Learn how to:

- Motivate your staff to do their best
- Create environments that build strong teams and cooperation
- Increase productivity by helping others change and grow
- Build trust, loyalty and commitment

Sheila Murray Bethel
Author of *Making a Difference, Twelve Qualities that Make You a Leader*
Co-Founder/Chair
Bethel Leadership Institute

CEO FORUM: The Think Tank — A Powerful Source of Creativity

Renaissance Ballroom East, Renaissance Techword

Gain the fresh perspective of a variety of top thinkers—from both inside and outside your organization—and apply them to your problems through the Think Tank process. The results? Creative solutions, unfettered thinking, and a whole host of new ideas. Learn from this ASAE Foundation program, based on its 1991 Think Tank, how to use a facilitator and graphic recorder to elicit and capture the best thinking from your best and brightest. A synopsis of the Foundation's 1991 Think Tank outcomes will be provided.

Kathleen M. Griffin, Ph.D., CAE (Moderator)
Griffin Management, Inc.

Julie Batz
Graphic Recorder

Denise Cavanaugh
Vice President
Cavanaugh, Hagan & Pierson

Joseph Coates
President
J.F. Coates, Inc.

Gerald Starr
Apple Computer

♦ An Ethical Approach to Time Management

(repeated from Sunday, 3:00 - 4:45 pm)

Rooms 23 & 24

The powers of partnerships is enhanced when partners demonstrate respect for each other, and each other's times, as a natural part of their approaches in working together. Results of a pre–session survey for a random sample of ASAE's Convention and Expositions Section members will be used to customize Dr. Baker's presentation.

Larry Baker, Ph.D.
President
Time Management Center, Inc.–St. Louis

Hotel Yield Management: What Is It, and Can It Save You Money?

Rooms 10 & 11

A hotel guest room has a "shelf-life" of a single evening, and if it goes empty, it represents lost revenue. If the hotel sells out, it must turn a guest over to its competition and run the risk of that guest never returning. Yield management combines basic pricing principles with the business practice of inventory management. Hear the inside story behind hotel over booking and discount allocations.

Paul Gerbino, CMP, CHSE
Advertising Sales Representative
Corporate Travel, A Gralla Publication

Setting Up a Recycling Program

Room 12

Whether you're with an association or a facility, it's easier than you think to recycle. By doing so, you gain financial benefits as well as being socially responsible. Learn how your recycling efforts can lead to a new source of revenue and identify resources to set up recycling programs in different cities.

C. John Allegretti
Commercial Recycling Consultant

Jim Morgan
Director of Membership
Inst. of the Scrap Recycling Industries

How to Motivate and Retain Quality Personnel in the Meetings Industry

Room 27

Does the "revolving door" in your office make you frustrated? Turnover in the meetings industry interrupts the workflow and causes a string of problems. Learn how to motivate and retain quality people from people who are actually doing it! Hear how focus groups, attitude surveys and involving employees in problem solving can help you motivate and retain the quality people you need.

Marta L. Hayden, CMP
Sales Director
Monterey Conference Center

Nan Palmer
Vice President,
Director of Human Resources
North America, Division East
ITT Sheraton Corporation

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Monday, March 9

4:00 – 5:30 pm cont'd

Conventions & Expositions: 30 Ideas in 90 Minutes

The following sessions are presented by panels of seasoned meeting planners and executives from the hospitality industry. Session content is tailored to size of the meeting. No matter what the size of your meeting, you will discover proven techniques that will help make your next convention a winner!

(For those who plan meetings up to 500 attendees)
Room 22

Panel:

Gary Hernbroth (Moderator)
Sales Director
Parc Fifty Five

Pamela V. Fisher, CMP
Director Meetings and Conventions
Electronic Industries Association

Lawrence J. Lynch, CAE
Executive Director
Florida Veterinary Medical Association

Sandy Pearson
President
The Pearson Group

(For those who plan meetings of 500 to 2,000)
Rooms 13 & 14

Panel:

Liz Jackson (moderator)
Vice President of Sales
Associated Luxury Hotels Inc.

Hugh K. Lee
President
Center for Organization Development, Inc.

Judy Peck
Director of Meetings & Conventions
Assn of Wall & Ceiling Industries

Joan Cassedy
Chairman
International Management Group

H. Cris Collie III
Executive Vice President
Employee Relocation Council

Allison Parker
Account Executive
Association Management Group

(For those who plan meetings of 2,000 to 10,000)
Rooms 25 & 26

Panel:

Warren Breaux (Moderator)
Assistant Vice President of Sales
Hyatt Hotels & Resorts

Michael Glenn
Director of Sales
National Religious Broadcasters Assn

Francesco Leboffe
Senior Vice President
Conferences & Councils
Direct Marketing Association

Daniel Peck
Vice President Conventions and Allied Relations
Natl Assn of Truck Stop Operators

Libby Taylor
Meeting Manager
National Telephone Cooperatives Association

Debra Tucker, CMP
Vice President of Meetings & Expositions
Natl Assn of Convenience Stores

(For those who plan meetings of over 10,000 attendees)
Room 20

Panel:

Duane Eaton, CAE, CEM (Moderator)
Vice President, Industry Programs
Produce Marketing Association

Deborah A. Woodcock
Meetings Director
American Assn of Clinical Chemistry

Stephen R. Pitt
Executive Director, Member Service
National Automobile Dealers Assn

Michael Muldoon
President
Convention Management Group, Inc.

John Fetters
Convention Supervisor
Smith, Bucklin & Associates

♦ Positive Influence and Negotiation Skills

Rooms 1 & 2

You spend a large part of your day trying to influence others to make the right decisions and implement action to support those decisions. Attend this session to discover the dynamics of the influence process and learn specific communication skills that can enhance positive influence.

Peter K. Krembs
President
Management Development Strategies

Educational Programming and Marketing: 30 Ideas in 90 Minutes

Rooms 4 & 5

Innovative programming ideas, marketing techniques, and more! Be ready to share ideas and ask questions to make these tips work for you. Gain a better understanding of how others come up with stimulating programs and topics.

Trish Siegel, CAE (Moderator)
Senior Director of Training and Education Services
National Association of Home Builders

Charles Day, CAE
Managing Director, Educational Activities
American Society of Civil Engineers

Carol James
Director, Human Resources and Education
Ohio Contractors Association

Kristy L. Koberna
Director of Education
California Society of Certified Public Accountants

Marshall D. Lipson
Director of Continuing Education
American Society of CLU & ChFC

David A. Shore, Ph.D.
Director, Professional Development
Healthcare Financial Management Association

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

The Art of Negotiation

Room 29

Learn negotiation skills from a unique perspective...a meeting planner and hotel sales executive will share their opinions on what is...and what is not negotiable.

William J. Myers, CAE, CMP
Vice President
American Academy of Family Physicians

Richard B. Green
Director of National Accounts
Marriott Hotels & Resorts

The Americans With Disabilities Act: Its Impact on Certification Programs

Room 34

What must you do to bring your certification program into compliance with the ADA? Title III of the ADA requires that courses and examinations be given with appropriate accommodation to preclude discrimination on the basis of disability. Learn to comply as associations are asked to: provide written materials in alternate media, facilitate the use of adaptive aids and equipment in testing settings, and assure the use of architecturally accessible facilities.

Jane E. Jarrow, Ph.D., CAE
Executive Director
Association on Handicapped Student Service Programs in Postsecondary Education

Ann W. Tourigny, Ph.D., CAE
Executive Director
National Rehabilitation Association

♦ Managing Your Career in Unmanageable Times: Taking Control When You're Running Out of Time

(repeated from 2:15 – 3:45 pm)

(This session is co–sponsored by the Bill Myles Education Foundation)

Room 36

Recession, staff reductions, lack of career advancement opportunities and personal life changes are a few of the realities that can make even the most successful professional feel out of control. This session will explore stresses like these which can impact career and life plans unexpectedly, and look at what to do when they occur.

Mark Gorkin, ACSW
Adjunct Assistant Professor
Catholic University
School of Social Services

Robert A. MacDicken, CAE
Vice President
Human Resources & Executive Employment, ASAE

5:30 - 6:30 pm

Bull and Beer Idea Exchanges

2nd Floor Atrium

Another chance to build partnerships over beer, pretzels, and good conversation. Mix and mingle. Discuss your pressing issues at table topic roundtables or just shoot the breeze in informal discussions.

A sampling of topics include: membership retention, marketing, motivating volunteers, non–dues sources of revenue, site selection, needs assessment techniques, managing meetings of less than 500 attendees, managing meetings of 500–2,000, managing meetings of 2,000–10,000.

Critical Survival Skills



Roger J. Dow
Vice President, Sales & Marketing Services
Marriott Hotels & Resorts

Marketing In A Rapidly Changing World

Learn how you can exceed expectations time and time again.

See Page 38

5:30 – 6:30 pm

Future Leaders Alumni Reception

Roosevelt & Wilson, 3B, Grand Hyatt

5:30 - 6:30 pm

ASAE Orientation

Renaissance Ballroom West B, Renaissance Techworld

New to ASAE? Invest one hour today and reap the rewards for years to come! You'll meet new friends and learn how to get the most from your ASAE membership at this informative session.

7:00 pm - Continuing

Free Evening For Exhibitor Entertaining

OR...

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Monday, March 9

If you're not committed this evening, choose from one of these optional activities.

If you are interested in purchasing tickets for either of these events, please check at the ASAE Registration Desk.

7:30 - 10:30 pm

Monuments by Moonlight

(Optional Event)

An experienced WashingtonInc guide will be on your chartered coach to narrate a leisurely tour of historical Washington monuments and government buildings, beautifully lit for nighttime viewing.

You will pass the White House, the Washington Monument, galleries, museums and the famous Watergate complex.

Special stops will be made at the Lincoln, Iwo Jima, Viet Nam and Jefferson Memorials—all more impressive and inspiring under illumination and away from the daytime crowds. The tour will conclude with an after-hours "Behind the Scenes" tour of the Capitol.

Upon arriving at the Capitol, the most symbolic and representative building of our government, enjoy a special VIP tour, seeing the "nooks and crannies" of the Capitol not seen on the public tour. Following the tour, guests will enjoy a dessert reception in one of the attractive Congressional hearing rooms.

$48 per person

OR

7:30 - 10:30 pm

Publick Table at Gadsby's Tavern

(Optional Event)

Spend an evening back in George Washington's time at the famous and enjoyable Publick Table at Gadsby's Tavern, an historic inn in Old Town Alexandria visited by the first five Presidents. (You will see the ballroom where George Washington danced and the general rooms of the Inn.)

Kathleen Baker, a lady of the theatre, leads the toasting, merriment, and songs in her popular one woman show interpreting tavern life two hundred years ago.

The Publick Table features a variety of traditional tavern fare from the 1800's served by colonial costumed waiters and waitresses. Eat hearty and enjoy the entertainment and camaraderie. Transportation included.

$48 per person

Buses for both events will leave at 7:30 pm from the Renaissance Techworld K St. entrance and the Grand Hyatt 10th St. entrance. Attendees staying at Holiday Inn Crowne Plaza will cross 10th Street to catch the bus at the Grand Hyatt.

If you are interested in purchasing tickets for either of these events, please check at the Registration Desk on site.

7:15 - 8:15 am

Power Breakfasts: Learn From the Leaders

Burnham & Latrobe, 3B, Grand Hyatt

Start your day with a complimentary breakfast and stimulating conversation. Recognized experts from industry and management will share experiences in a roundtable setting for 8. Here's your chance to learn first hand how to apply their techniques to the fulfillment of your goals. Space is limited—first come first served. Free tickets are available at the registration desk.

- **General Meetings Mgmt.**

Leonard H. Hoyle, Jr., CAE, CMP
Executive Vice President
Hotel Sales & Marketing Assn Intl

- **Meetings Mgmt./Negotiating**

Bruce Harris , CMP
President
CONFERON, Inc.

- **Working with Bureaus**

George Kirkland, CAE
President
Los Angeles Convention & Visitors Bureau

- **Hotel Mgmt. & Team Building**

Charlotte St. Martin
Executive Vice President
Loews Hotels

- **Crisis Management**

Cynthia Davis
Director Conferences & Expositions
Water Environment Federation

- **General Association Mgmt. Issues**

R. William Taylor, CAE
President
ASAE

- **General Association Mgmt. Issues**

Gene N. Fondren, CAE
Chairman
ASAE
President
Texas Automobile Dealers Association

- **Creative Special Events**

J. Franklyn Dickson, CMP
President
Ray Bloch Productions, Inc.

8:30 am - 5:00 pm

Certificate Programs

- Communication: Effective Publication Design
  Farragut Sq/Lafayette Pk, 5B, Grand Hyatt
- Convention Management: Convention Program Design/Exposition
  Room 32
- Education: Winning Strategies for Marketing
  Room 21
- Finance & Administration: Hiring & Retaining Competent Staff
  Independence B/C/D/E, 5B, Grand Hyatt
- General Management: Initiating & Managing Change
  Kalorama Cr/McPherson Sq, 5B, Grand Hyatt
- Membership Marketing: Membership Retention
  Constitution C/D/E, 3B, Grand Hyatt

8:30 am - 5:00 pm

Full-Day Seminars

- Symposium for Chief Elected Officers and Chief Staff Executives
  Grand Ballroom North, Renaissance Techworld
- Unlocking the Power of the Strategic Plan: A Guide to Implementation
  Grand Ballroom Central, Renaissance Techworld
- Total Quality Management for Associations
  Renaissance Ballroom West B, Renaissance Techworld

Concurrent Education Sessions

8:30 - 10:00 am

ASAE Government Relations Issues/Meeting Industry Roundtable

Room 16

Get the latest update on government affairs issues that affect the meetings industry.

Timothy Haake, Esq.
Wunder, Diefenderfer, Thelen & Ryan

Charlotte St. Martin
Executive Vice President
Loews Hotels

Robert S. Boege
Vice President, Government Affairs
ASAE

ROUNDTABLE DISCUSSION: Working Effectively with Volunteers to Plan a Major Meeting

Room 13

This roundtable discussion is an opportunity for you to exchange ideas on how to capitalize on your volunteer resources to produce a memorable meeting. As a supplier learn how the volunteer process works and how it affects the buying process. Attendance is limited to 30.

Ray Kopcinski
Director of Meeting Services
Million Dollar Round Table

A Marketing Approach to Convention Promotion

Rooms 10 & 11

Increase your attendance and make your convention a success by using proven marketing strategies.

William J. Myers, CAE, CMP
Vice President
American Academy of Family Physicians

Tuesday, March 10

8:30 - 10:00 am cont'd

♦ Trends in the Expositions Industry

Rooms 4 & 5

Discuss the facts affecting trade shows today and identify likely scenarios for the future. Discuss the impact of technology on trade shows and discuss what buyers are looking for and how you can better provide that marketplace.

Steven G. Hacker, CAE
Executive Director
National Association of Exposition Managers

CEO FORUM: Brain Power: Tapping the Potential of Your Employees

Renaissance Ballroom East, Renaissance Techworld

Harnessing your organization's intellectual capital is not easy . . . but when an environment is created that fosters teamwork, innovation and risk taking, you can take your organization to new heights. This panel of seasoned executives will share the techniques they use to stimulate new ideas and productivity in their organizations.

- Identify strategies that will encourage you and your organization to take greater risks
- Discuss ways to create an environment that encourages creative thinking

Ray Roper, CAE (Moderator)
President and CEO
Printing Industries of America

Charlotte St. Martin
Executive Vice President
Loews Hotels

Garis F. Distelhorst , CAE
Executive Director
National Association of College Stores

Donald S. Freeman
Chairman and CEO
Freeman Decorating Company

John A. Marks
President
San Francisco Convention & Visitors Bureau

Carole Badger, CAE
Executive Vice President
Greater Madison Board of Realtors

How to Run Better Staff Meetings: Avoid the Seven Deadly Sins of Conducting Meetings

(repeated 10:15 - 11:30 am)

Room 14

Meetings are management's best and most-used communications tool. Yet, many staff view meetings sourly and call them a waste of time. Why? Because many meetings are poorly run. This session shares techniques of planning and staging a well-run meeting.

Virginia Johnson
Manager
3M Meeting Management Institute

The Board of Directors Meeting: Your Most Important Production

Room 15

Discuss from a psychological standpoint the formation of the board agenda, the publication and distribution of collateral material in anticipation of the meeting and subtleties associated with the environment in which the meeting is held.

George D. Kirkland, CAE
President
Los Angeles Convention & Visitors Bureau

Sexual Harassment in the Workplace

Room 12

The Clarence Thomas hearings gave heightened awareness to the importance of this issue. As an employer, you have a legal obligation to provide a work environment free from sexually hostile, abusive or offensive behavior. Learn how to structure a program that will help you meet the challenge posed by this potentially explosive workplace problem.

Francis T. Coleman, Esq.
Partner
Keck, Mahin & Cate

Earn the Certified Meeting Professional (CMP) Designation

Room 36

Learn about the two-part certification process that leads to earning the Certified Meeting Professional designation. These speakers have led several CMP study groups in the Washington, DC area. Discuss the CMP Application and what is needed to qualify to sit for the exam . (The CMP program is a program of the Convention Liaison Council, Washington, DC.)

Cynthia G. Butler, CMP
President
CG Butler & Company

Sara R. Torrence, CMP
Chief of Special Activities
National Institute of Standards and Technology

Budgeting for Success in a Tight Economy

(repeated 10:15 - 11:30 am)

Room 22

The tumultuous events of 1991 had a devastating effect on many associations' attendance at annual meetings and trade shows. This session will answer your specific questions about how to plan for net revenue despite the tough economy and changing world events. In this session evaluate the effectiveness of different budgeting techniques as management tools and

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

8:30 – 10:00 am cont'd

discuss pricing strategies and the effect on attendance and competition.

W. Kent Feddeman, CPA (moderator)
Principal
Feddeman & Tate

Ronald M. Smith
Chief Operating Officer & Executive Vice President
American Society of Travel Agents

Molly Finney
Director of Conventions & Expositions
National Spa & Pool Institute

Bill H. Edwards, Jr.
General Manager
The Washington Hilton & Towers

ROUNDTABLE DISCUSSION: Post-Convention Meetings with Hotels: Making Them Count

Rooms 23 & 24

The event is over, but one critical meeting remains: the post- convention evaluation meeting with your contractors and facilities. In this roundtable discussion, you'll learn how to design objectives for this meeting to improve your future operations, and verify the financial impact of your group on the facility. Attendance is limited to 30.

Cynthia Buffington
Director of Conventions & Education
Mechanical Contractors Association of America

♦ Barrier-Free Meetings: Your Legal and Ethical Responsibilities

Room 34

A truly barrier-free meeting includes more than physical accessibility — your program content must be accessible as well. As of 1992 it's your legal responsibility — and it's easier than you think — to accommodate ALL your members' needs. Learn how you should modify your promotion efforts and what alternatives to printed promotions are required. Review a list of physical barriers to watch for during site inspections in hotels and convention centers and identify resources available to provide braille, sign language, etc., in various cities.

Ann W. Tourigny, Ph.D, CAE
Executive Director
National Rehabilitation Association

Robert Brabham, Ph.D
Executive Director
National Association of Rehabilitation Facilities

John D. Kemp
Chief Executive Officer
United Cerebral Palsy Association, Inc.

CLC OPEN FORUM

- **Hotel Cost Cuts**
- **Increased Litigation**
- **Hotel Occupancy Tax**
- **Music Licensing**

Tackle these and other industry issues important to you in a true open forum.

See page 38

A Hotel's Perspective on Contract Negotiation: Getting the Best Possible Deal

Room 20

Now more than ever, you want and need the best price/value available. In an open and honest forum, get answers to questions you've always wanted to ask. Find out what kind of negotiating power you really have.

Mark N. Gruzin
Director of Marketing
Renaissance at Techworld

Denise Lodrige
Director of Sales
Renaissance at Techworld

An Overseas Logistics Checklist: What Meeting Professionals Need to Know to Plan Successful Overseas Meetings

Rooms 25 & 26

Planning an overseas meeting involves different strategies than planning for a meeting here in the states. Learning to understand the differences before you make your site inspection will improve the success of your meeting. Learn how to prepare a comprehensive checklist for site inspections and hear tips and tactics to improve your site inspection as well as your overall meeting from an expert in overseas meeting logistics.

Chris Vranas
Director Meetings/Education
American Society of Travel Agents

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Tuesday, March 10

8:30 – 10:00 am cont'd

Professional Certification Programs: How Do They Affect Your Bottom Line?

Room 27

How does your certification program impact the association's total revenue? How do you develop an accurate program budget? Explore what is involved in establishing certification program fees and discuss relevant financial issues — when the program is administered by a parent association vs. a separate certification agency or board.

Jacqueline Callahan
Director of Certification
Treasury Management Association

Dr. Thomas W. Clawson
Chief Executive Officer
National Board for Certified Counselors

ROUNDTABLE DISCUSSION: Hiring Quality Speakers: How to Ensure Top Notch Performance

Room 28

In an informal roundtable setting, share ideas on better ways to select speakers, improve communications with speakers, and help speakers customize their program to your audience. Attendance is limited to 30.

Otto Kolar, Ed.D., CAE
Kolar & Associates

8:30 – 11:30 am

Needs Assessment Techniques: How to Find Out What Your Members/ Customers Want from Your Organization (Part 1)

Rooms 1 & 2

Imagine the competitive advantage you would have if you knew how to read the signals from your members/customers. If you understood what they think and what they want. That's the focus of this three tiered session. The first part will cover needs assessment techniques, specifically surveys and focus groups. The second part (1:00 - 2:00 pm) will actually involve a focus group with volunteer facilitators. The third segment (2:30 - 4:00 pm) will be an evaluation and critique of the process.

Hugh Lee
President
Center for Organization Development



SHOWCASES

8:30 – 11:30 am

Promotion Campaign Showcase *(See p. 13)*

Room 37

Technology Showcase

Room 33 *(See p. 12)*

Convention Speakers Showcase *(See p. 13)*

Room 30

8:30 am

- **Red, Yellow, Black and White**
  Thelma L. Wells
  Professional Speaker
  Thelma L. Wells & Associates

9:00 am

- **Negotiating**
  Jim Hennig, Ph.D., CSP
  President
  J.F. Hennig Associates, Inc.

9:30 am

- **Teamwork**
  James A. DeSena, MBA
  President
  Performance Achievement Systems, Inc.

10:00 am

- **Power Writing**
  Sue Hershkowitz
  Professional Speaker
  Incredible Presentations

10:30 am

- **Customer Service: Creating Moments of Magic**
  Shep Hyken
  President
  Shepard Presentations

11:00 am

- **High Impact Leadership: How to Be More Than A Manager**
  Mark Sanborn
  Professional Speaker
  Sanborn & Associates

10:00 – 11:30 am

Convention Production Showcase *(See p. 12)*

Room 31

Ben E. Ball
President & CEO
L&M Productions

10:15 - 11:30 am

Concurrent Education Sessions

Budgeting for Success in a Tight Economy

(repeated from 8:30 - 10:00 am)

Room 22

The tumultuous events of 1991 had a devastating effect on many associations' attendance at annual meetings and trade shows. This session will answer your specific questions about how to plan for net revenue despite the tough economy and changing world events. Evaluate the effectiveness of different budgeting techniques as management tools and discuss pricing strategies and the effect on attendance and competition.

W. Kent Feddeman, CPA (Moderator)
Principal
Feddeman & Tate

Ronald M. Smith
Chief Operating Officer & Executive Vice President
American Society of Travel Agents

Molly Finney
Director of Conventions & Expositions
National Spa & Pool Institute

Bill H. Edwards, Jr.
General Manager
The Washington Hilton & Towers

CEO FORUM: Manager? Leader? or Both?

Renaissance Ballroom East, Renaissance Techworld

Attend this provocative session — a synopsis of many scholarly works on management and leadership - and how they specifically apply to association management.

- Explore the five elements of leadership
- Discuss the necessity of executives stepping into the traditionally defined leadership roles modeled by corporate, religious and political leaders

Almon "Bud" R. Smith, Ph.D., CAE
Executive Vice President
National Association of Realtors

CEO FORUM: Turning Vision into Reality

Renaissance Ballroom West A, Renaissance Techworld

Find out how your association can benefit from visioning. Learn from ASAE's year-long visioning project and take home the information you need to conduct such a project.

- Determine how the vision can contribute to future goal setting for your organization
- View ASAE's slide presentation that highlights the key points outlined in the vision
- Share your reactions to ASAE's vision

Quincalee Brown, Ph.D., CAE
Chairman-Elect, ASAE
Executive Director
The Water Environment Federation

How to Run Better Staff Meetings: Avoid the Seven Deadly Sins of Conducting Meetings

(repeated from 8:30 - 10:00 am)

Room 14

Meetings are management's best and most-used communications tool. Yet many staff view meetings sourly and as a waste of time. Why? Because many meetings are poorly run. This session shares techniques of planning and staging a well-run meeting.

Virginia Johnson
Manager
3M Meeting Management Institute

♦ Building Member/ Customer Loyalty through Quality Service

Room 15

The goal of every business is to acquire and maintain customers. In manufacturing, the emphasis is on zero defects (products). In a service organization, the emphasis is on zero defections (member/customer loyalty), the key to your success. Learn how to increase member/customer loyalty through "retention marketing", work with support staff for total involvement, and recognize the three critical factors of service success.

Bill Bethel
Co-founder/CEO
Bethel Leadership Institute

Dealing with Difficult Employees

Room 12

What do you do when confronted by a difficult employee? Do you react in a knee-jerk fashion? Do you react non-assertively? Do you make yourself scarce or keep your feelings hidden? In this session, you'll: learn problem-solving techniques to help you deal in a direct yet tactful manner with all employees; take the "10 Commandments of Change" test to help you develop that skill and receive a copy of the speaker's newest book, *What to Say to Get What You Want.*

Sam Deep
Seminars by Sam Deep
former professor at the University of Pittsburgh

Hands-on Negotiating Workshop

Room 20

A startling look at the process of negotiations. You'll play out a case study where you'll negotiate a true to life scenario. (The results of your negotiating efforts will be kept confidential.) Examine the key questions that will give you the upper hand and analyze the results of the process.

Bruce Harris, CMP
President
CONFERON, Inc.

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Tuesday, March 10

10:15 – 11:30 am cont'd

♦ ASAE/ACOM Partners Forum

Rooms 10 & 11

In a lively session, the Association for Convention Operations Management (ACOM) joins ASAE in pulling the lid off issues challenging meeting planners and convention services managers. A spirited discussion between the panelists and the audience will be encouraged to foster an open exchange of ideas.

William H. Just, CMP (moderator)
Executive Vice President
Association for Convention Operations Management (ACOM)

Warren Breaux
Assistant Vice President, Sales
Hyatt Hotels Corporation

Martin Cymbal
General Manager
The Freeman Companies

Ann Havens
Director of Convention Services
Grand Hyatt Washington

Rick Myers
Vice President, Trade Shows/Convention Services
Atlanta Convention & Visitors Bureau

Steve Schwartz
Manager, Event Services
Washington Convention Center

ROUNDTABLE DISCUSSION: The Role of the Host Committee

Room 13

In this roundtable discussion be prepared to share ideas and techniques for working with host committees. Learn how to successfully work with the local bureau and make the most of the host city with interesting facilities, social events, hospitality and sponsorships. Attendance is limited to 30.

Meg McCarthy, CMP
Director of Meetings & Continuing Education
American Association of Museums

Beth Cushing, CMP
Director of Convention Services
Baltimore Area Convention & Visitors Association

Good Staff Teamwork = A Successful Convention

Room 27

See how this team works together to produce a memorable and successful convention. Learn how they maximize each other's expertise; explore communication techniques used to sell ideas; hear how various styles/approaches can work together to produce results.

William D. Coughlan, CAE
Executive Vice President/CEO

Bonnie Polvinale, CMP
Vice President for Meetings and Components

Dobby Wall
Director of Meeting Services
American Physical Therapy Association

ROUNDTABLE DISCUSSION: Negotiating Tips for Seminars, Workshops, and Small Meetings (For those who plan meetings with less than 150 attendees)

Rooms 23 & 24

Come prepared to share your ideas and learn new ones on how to provide quality programs and meetings for less than 150 attendees. In an informal roundtable setting, you will learn new tips for negotiating sleeping rooms, food and beverage, audio-visual, and speakers. Attendance is limited to 30.

Sheilah J. Harrison (Facilitator)
Director, Programs and Conferences
American Financial Services Association

The Latest in Effective Learning Techniques

Rooms 25 & 26

Do your educational sessions make an impact on those who attend? Examine a systematic program planning and development process. Learn about some of the latest research on adult learning and how to apply it to your sessions.

Louis Phillips, Ed.D.
President
Louis Phillips and Associates

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

10:15 – 11:30 am cont'd

Career Development — How to Move Up or Make the Most of Your Current Position

Rooms 4 & 5

What should you know to advance in the meetings industry? To prepare for a career as a chief staff officer/ Number Two, or in hotel sales and marketing? Find out the critical competencies necessary for success and skills/personal characteristics sought by employers.

Robert A. Strade (Moderator)
Manager, Executive Employment Services
ASAE

Leonard H. Hoyle, Jr., CMP, CAE
Executive Vice President
Hotel Sales and Marketing Association International

Ellen Lerner, CPC
President
Lerner Associates

Pairing Wine and Food

(repeated 2:30 – 4:00 pm)

Room 29

Do you always serve white wine with fish and red wine with beef? Wine and food authorities will explain considerations when making menu decisions. Participants will taste specially prepared foods and selected wines. Comprehensive booklet for future reference has been developed for each participant. Attendance limited on a first come basis.

Anthony Schopp (Moderator)
Area Director, Sales
Westin Hotels & Resorts

Scott Edwards
National Accounts Manager
Wine World Estates

Kurt Fischer
Vice President, Quality
Westin Hotels & Resorts

11:45 am - 12:45 pm

Second General Session

Changing Demographics and the Meetings Industry: The Impact on Your Bottom Line

Hall C

Presiding:



Quincalee Brown, Ph.D., CAE
Executive Director
Water Environment Federation
Chairman–Elect, ASAE



Raymond J. Hall, Sr.
Chief Executive Officer
Electronics Representatives Association, Inc.
Chairman – Forum Advisory Committee

Maximize the impact on your bottom line with better information. Thirty percent of a typical association's net income comes from meetings. Whether you are an association executive or supplier to associations, you need the latest information on this changing marketplace. Meeting attendees are changing—getting older, more diverse and more selective. Discussion focuses on how meetings will change as a result of consumer trends and how to gather and apply demographic and psychographic information to better position your organization. Hear strategies that will help you improve marketing effectiveness and improve your bottom line.

Peter Francese, founder of AMERICAN DEMOGRAPHICS Magazine—the premier magazine of consumer trends, is one of the country's leading experts on the strategic use of demographics in organizations.

As well as being publisher of the magazine, he is also president of American Demographics Inc., part of Dow Jones & Company.



Peter Francese
President & Publisher
American Demographics

Tuesday, March 10

1:00 - 2:15 pm

Salads & Solutions: Building Partnerships Over Lunch

Hall A

Toss around some good ideas with your colleagues over a special networking lunch. A numbered sign on each table will indicate a suggested topic for discussion. Find out "who has tried what" and if it worked. Open tables are also available. Table numbers follow topic titles.

Table Topics for Salads and Solutions

- Maximizing Your Time on the Road, 1–3
- Certification Issues, 4–6
- Clauses to Insert Into Hotel Contracts, 7–10
- Contract Clauses to Address ADA, 11–12
- Becoming an Independent Planner, 13
- Effects of Bed Taxes, 14–15
- Music Licensing Issues, 16–18
- Making Your Conv. "Greener", 19–20
- Negotiating With Airlines, 21–23
- Convention Bureau Services, 24–25
- Mandatory In-House Suppliers: Is It a Trend? 26
- Successful Themed Events, 27–29
- Ground Trans. Considerations, 30–31
- A Site Inspection Checklist, 32–34
- New Programming Delivery Systems, 35–37
- Facility Unions, 38
- Mtg. Plng. Cost Cutting Tips, 39–41
- Should Volunteers Run Your Mtgs, 42–44
- Special Event Ideas, 45–47
- Working With Celebrities, 48–49
- Choosing Your Priorities During Negotiations, 50–54
- Stress Management Techniques, 55–59
- Mbrshp Dev. & Retention, 60–62
- Employees vs. Indep. Contractors, 63–64
- Gen. Mgmt. Cost Saving Ideas, 65–69
- Customer Service Programs, 70–72
- Work Cooperatively w/Chapters, 73–75
- Joint Ventures, 76–77
- Time Management Techniques, 78–82
- Total Quality Mgmt. (TQM), 83–85
- Managing Employee Benefit Plans, 86–87
- Maximizing Investment $$, 88–89
- Increasing Advertising Revenue, 90–91
- Balancing Pers.& Prof.Goals, 92–96
- Open Tables, 97–117

Concurrent Education Sessions

2:30 - 4:00 pm

Meeting Planning Breakthroughs and Bombshells: The ASAE Fellows Share Their Successes and Failures

Rooms 10,11,12

You can often learn more from mistakes than successes. This session features ASAE Fellows sharing the honest details of their greatest sucesses and failures regarding board meetings, staff meetings, committee meetings and annual meetings.

Kenneth A. Doyle, CAE (Moderator)
Executive Vice President
Society of Independent Gasoline Marketers of America

Janet Crane, CAE
Executive Director
International Association of Financial Planning

Betsy Kovacs, CAE
Executive Vice President
Public Relations Society of America, Inc.

Patrick Hall, CAE
Executive Director
Oklahoma Public Employees Association

Wayne Gross, CAE, CMP
Director, International Operations
Technical Association of the Pulp & Paper Industry

ROUNDTABLE DISCUSSION: How to Develop a Convention Crisis Plan

Rooms 28

This roundtable discussion will examine crisis/emergency preparedness. What precautions should you take? Find out what you should do in an emergency situation. Attendance is limited to 30.

Cynthia Davis
Director of Conferences & Expositions
The Water Environment Federation

CEO FORUM: How to Heal a Split Board

Renaissance Ballroom East, Renaissance Techworld

Is your board a healthy one or does it suffer from the afflictions that create splits among your members? What can be done to make your board a cohesive body that will advance your association and make your job easier?

- Take the "Split Board Test" and see how well the groups that your colleagues work for fare on the same test
- Isolate the most challenging performance problems on your board
- Determine which of 15 recommended healing strategies are most appropriate for getting the results you need

Sam Deep
Seminars by Sam Deep
former professor at the Univ. of Pittsburgh

CEO FORUM: EC '92: An Update

Renaissance Ballroom West A, Renaissance Techworld

Attend this session and get the latest information on EC'92 and how your association can respond. Information will be based on the speaker's recent trip to Brussels.

David N. Parker
President
Aluminum Association, Inc.

2:30 – 4:00 pm cont'd

How to Assess Your Organization's Technology Needs

Room 34

How do you determine the needs of your organization in relation to all the new technologies available? Should you use a fax board, a fax modem or a fax machine? Or, do you even need a fax? What will E-mail do for you? What are the advantages/disadvantages to voice mail? Computer power at 286, 386, or 486? In this session you'll receive guidelines for analyzing the requirements of your organization and, based on your requirements, choose the appropriate solution.

Linda Farrell
Manager of Management Information Systems
ASAE

Jon P. Grove, CAE
Executive Vice President
ASAE

Pairing Wine and Food

(repeated from 10:15 am)

Room 29

Do you always serve white wine with fish and red wine with beef? Wine and food authorities will explain considerations when making menu decisions. Participants will taste specially prepared foods and selected wines. Comprehensive booklet for future reference has been developed for each participant. Attendance limited on a first come basis.

Anthony Schopp (Moderator)
Area Director, Sales
Westin Hotels & Resorts

Scott Edwards
National Accounts Manager
Wine World Estates

Kurt Fischer
Vice President, Quality
Westin Hotels & Resorts

Needs Assessment: Evaluating the Results (Part 3)

Rooms 1 & 2

The third segment of this session will be an evaluation and critique of the focus group process in Part 2 (1:00 - 2:00 pm).

Hugh Lee
President
Center for Organization Development

Get Ready . . . The Boomers are Coming!

Room 36

Examine how the sophisticated demands of the 76 million Baby Boomers will affect the planning, content, and marketing of your meetings and conventions in the '90s. Better understand what it will take to keep this demanding audience.

Richard F. McAdoo, CAE
President
Capital Association Consultants
Senior Partner
Glenn H. Tecker Consultants

ROUNDTABLE DISCUSSION: Keeping Those Balls in the Air: Meeting Planning from an Association Management Company Perspective

Room 13

In this roundtable discussion, share your ideas and solutions on the challenges of running meetings for several clients. Share ideas for meeting negotiation and maximizing buying power and discuss tips for employee motivation, time management, and client management. Attendance is limited to 30.

Joan Cassedy
Chairman
International Management Group

Quality Management— What Does It Take?



Robert P. Reid
Founder & President
Robert Reid Associates

Managing Quality in a Service Organization

Focus on successful quality management techniques

See page 38

Successfully Marketing Your Hotel in a Down Economy

Rooms 14 & 15

Learn how two independent properties surpassed their sales objectives despite the gloomy outlook for hotel profitability. Discuss constraints on the hotel industry and identify strategies to overcome each problem and explore the bottom line value of a good partnership between the general manager and director of marketing.

Michael Dimond (Moderator)
Senior Vice President, Marketing
Opryland USA Lodging Group

Jerry Wayne
Director of Marketing
Opryland Hotel

Peter Bonell
Director of Marketing
The Broadmoor

Jack Vaughn, CHA
President
Opryland USA Lodging Group

Steve Bartolin, Jr.
President
The Broadmoor

Tuesday, March 10

2:30 – 4:00 pm cont'd

♦ Industry Ethics: Actions Speak Louder than Words

Room 22

This session will break into case study groups where you'll analyze real-life situations to determine when the fine line is crossed between accepting hospitality and unethical behavior. Examine policies to safeguard the reputations of staff, members and the association and discuss the value of role models and a code of ethics.

Facilitators:
Members of the ASAE Conventions & Expositions Section Ethics Committee

Flexible Work Schedules: Can They Work in the Office Environment?

Rooms 4 & 5

What are the benefits of implementing flexible work schedules? Explore the relationship between business and employee objectives and the degree to which this can affect the flexibility of work schedules. Hear discussion about ways Marriott Corporation is responding to employee needs for flexibility.

Carl Jacobs (Moderator)
Principal
Resource Focus

Pat Berkenbaugh
Director of Personnel
Electronic Industries Association

Donna Klein
Director, Work and Family Life
Marriott Corporation

Peggy S. Williams, Ph.D.
Deputy Executive Director
American Speech-Language-Hearing Association

Gearing Up for the Workplace of the '90s

Rooms 25 & 26

Find out how to become better prepared to manage the inevitable diversity of our future work place. Avoid lost work because of not knowing how to effectively communicate with a diverse (which includes race, gender, age, and disabled) work force.

LeNorman Strong
Executive Director, Office for Campus Life
The George Washington University

♦ Team Building — The New Management Style of the '90s

Room 20

Avoid the traps of inept team building with the use of an appropriate model. Learn how to use this approach to develop staff (or boards and committees) into an effective group. Discover tips and traps for creating a collaborative environment and understand the characteristics of effective teams.

Ellen B. Kimmel, Ph.D.
Professor and Lecturer
University of South Florida

Food, Glorious Food

Room 27

Discuss the creation, purchasing, management and on-site supervision of convention food and beverage. Learn how you can create a gastronomic feast at a reasonable cost at your next meeting. Take home extensive handout material containing creative food and beverage ideas you can implement at upcoming meetings.

Cornelius R. Love
President
Wedgewood Productions, Inc.

SHOWCASES

2:30 – 4:00 pm

Convention Production Showcase *(See p. 12)*

Room 31

Dennis Reeder
President
Maguire/Reeder, Ltd.

Promotion Campaign Showcase *(See p. 13)*

Room 37

Technology Showcase

Room 33 *(See p. 12)*

Convention Speakers Showcase *(See p. 13)*

Room 30

2:30 pm

- **Care for Your Members—And They Will Care For You!**
  John Jay Daly, APR
  President
  Daly Associates

3:00 pm

- **Creativity and Quality Empowerment**
  Willie Nelson
  President
  UR-Somebody

3:30 pm

- **For Leaders, The Future's So Bright, You Gotta Wear Shades!**
  Ray Pelletier, CSP
  America's Attitude Coach
  Ray Pelletier's January First

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

4:00 - 6:30 pm

Exhibit Hall/Idea Pavilions/Cocktails

Hall B

Join association executives and exhibitors for an exhilarating exchange of ideas!

5 Ideas in 15 Minutes

4:30 pm – North Pavilion

Getting Them There is Doubly Good For You (5 Benefits of an Official Airline)
Bill Downes
Delta Airlines

5:00 pm – East Pavilion

5 Ways to Profit from Tough Times
James F. Marquart, CAE
President
New York State Hospitality & Tourism Association

5:30 pm – North Pavilion

Your Contractor Can Do A Better Job If... (5 Steps Toward a Successful Exposition)
Jim Reese
Andrews–Bartlett, Inc.

6:00 pm – East Pavilion

5 Tips for Selling Your Ideas Internally and Externally
Sylvia Rowe
Public Relations Vice President
Sugar Association, Inc.

There is no extra charge for registered attendees.

Tickets for non-registered spouses/guests for the dinner/concert package are available at ASAE registration desk for $45. There is no fee for the concert.

Pre–registered attendees will find a voucher in their kits to exchange for a ticket to this function. **Voucher exchange must be completed by Monday, March 9 at 3:00 pm.**

6:45– 10:00 pm

Partnerships on Parade: An Evening of Exhibitor Appreciation & Entertainment Starring Tanya Tucker

6:45 – 8:30 pm — Dinner – Grand & Renaissance Ballrooms, Renaissance Techworld
9:00 – 10:00 pm — Concert – Independence Ballroom, Grand Hyatt (a one-block walk from the Renaissance)

Opryland USA Lodging Group proudly presents Country Music Association's 1991 Female Vocalist of the Year



Tanya Tucker

If Tanya were compiling her personal "Greatest Hits" offering, she says it would be a fair mixture of past and present and would likely embrace such memorables as "Delta Dawn," "What's Your Mama's Name," "Would You Lay With Me (In A Field Of Stone)," "Spring," "Strong Enough To Bend," "Love Me Like You Used To," "Won't Take Less Than Your Love," "If It Don't' Come Easy," and "One Love At A Time." For someone who can look back on more than 25 Top 10s, such choices, she concedes, are tough to make.

Ask Tanya Tucker what she wants to talk about and she'll say with no hesitation "The present." It is an understandable response from someone who's had to carry around so much of the past.

A recording star at 13, Tucker found herself going head–to–head for chart position with such grande dames of country music as Loretta Lynn and Tammy Wynette, and winning. Unlike come–and–go novelty acts, she kept winning so the present suits Tucker exquisitely.

Performing is more exciting to Tucker now, she insists, than it's ever been, "There is more challenge, more competition and there's a lot of pressure. The bigger you get the more pressure you have. You have to keep on keeping on!"

Presented by:

Michael J. Dimond
Senior Vice President, Marketing
Opryland USA Lodging Group

Jerry Wayne
Director of Marketing
Opryland Hotel

Peter Bonell
Director of Marketing
The Broadmoor

Wednesday, March 11

7:30 - 8:30 am

Government Relations Education Fund Congressional Breakfast

Renaissance Ballroom West A, Renaissance Techworld

Join your fellow GREF and A–PAC contributors in a special Washington insiders' complimentary breakfast program with a key political insider.

Learn about Congress' 1992 legislative election and hear first hand what is happening with the Presidential race from a noted Washington political analyst and columnist for Roll Call newspaper.

Charlie Cook, Jr.
Editor
Cook Political Report

9:00 am - 5:00 pm

Certificate Programs

- Communication: Writing & Editing
  Farragut Sq /Lafayette Pk, 5B, Grand Hyatt
- Convention Management: Strategies for Marketing & Budgeting
  Room 32
- Education: Financial Planning
  Room 21
- Finance & Administrations: Automated Information Systems
  Conference Theatre, 1B, Grand Hyatt
- General Management: Managing Groups
  Kalorama Cr/McPherson Sq, 5B, Grand Hyatt
- Membership Marketing: Computers & Market Research
  Independence F/G/H/I, 5B, Grand Hyatt

9:00 - 10:30 am

Plenary Sessions

(repeated 10:45 am - 12:15 pm)

Why Do Good Execs Get Fired?

Rooms 13, 14 & 15

(Based on research for the ASAE Foundation's newest book)

Glenn Tecker is studying hundreds of cases of association executive dismissals, close calls and "separations." A shocking but preventable pattern is emerging.

- Learn from the critical insights of those who have been there
- Identify strategies that can position you for success

Glenn H. Tecker
President and CEO
Glenn H. Tecker Consultants

Marketing in a Rapidly Changing World

Room 31

Hear an upbeat, lively presentation that will provide you with a "real world" perspective on marketing to your members/customers in today's rapidly changing world. Session covers:

- Marketing as a critical skill for survival in the '90s
- Understanding the long term worth of a member/customer and the ongoing relationship you have
- Empowering staff to satisfy members/customers
- Necessity of having flexible marketing plans
- Exceeding expectations: under promise/over perform

Roger J. Dow
Vice President
Sales and Marketing Services
Marriott Hotels and Resorts

♦CLC Open Forum

Room 30

A Convention Liaison Council (CLC) Program on industry issues presented in a true open forum. You, as a part of the audience, guide the direction of the session.

CLC is comprised of delegates from 24 organizations representing all major meeting planner and supplier groups in the convention and exposition industry including travel and tourism. CLC provides a focal point for the industry to work collectively.

Discussion topics include:

- "Hotel Cost Cuts—Where Are They Being Made?" What does this mean for the planner? Can the industry recommend alternative cost saving measures for hotels?
- "An Alternative to Increased Litigation—Preserving Partnerships" The potential for litigation in the meetings industry has increased substantially in the last few years. The areas of Music Licensing, Hotel and Convention Center Cancellations, Abuses in the Use of Exclusive Contractors and Personal Liability for the Welfare of Attendees at meetings all add to the risk of doing business. Recent activity in these areas will be examined.

  CLC's Alternative Dispute Resolution Program will be introduced as a way to avoid costly litigation and to preserve partnerships.
- "Hotel Occupancy Tax" How can the industry have a voice in the use of the taxes it pays?

Charles C. Hancock (Moderator)
Executive Officer
American Society for Biochemistry & Molecular Biology
CLC Chairman

Roy B. Evans, Jr., CAE
Executive Vice President/CEO
Professional Convention Management Association

Kenneth F. Hine, CAE
Executive Vice President/CEO
American Hotel & Motel Association

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Jeffrey W. King, Esq.
Bickel & Brewer
(CLC Legal Counsel)
In the Open Forum, YOU can open new issues, suggesting collective methods for making changes or for protecting those employed in the industry.

Managing Quality in a Service Organization

Rooms 10, 11, 12

What is it that the American gurus - Deming, Juran and Crosby - have been telling U.S. organizations throughout the 1980's? To survive,world-class organizations must:

- be committed to continuous quality improvement
- use the tools and techniques of process improvement
- successfully promote teamwork

This session, based on the speaker's experience over the last 10 years in working with hundreds of organizations internationally, will focus on successful quality management techniques.

Robert P. Reid
Founder and President
Robert Reid Associates

10:45 am - 12:15 pm

Plenary Sessions

(repeated from 9:00 am)

Why Do Good Execs Get Fired?

Rooms 13, 14 & 15

Marketing in a Rapidly Changing World

Room 31

♦ CLC Open Forum

Room 30

Managing Quality in a Service Organization

Rooms 10, 11, 12

11:30 am – 12:30 pm

Government Relations Education Fund Congressional Speaker Series

Room 33



The Hon. Dan Rostenkowski (D–IL)
Chairman, House Ways & Means Committee

Don't miss the opportunity to get the latest information on what is happening with this year's tax bill — 9 days before the President's State of the Union deadline. Questions and answers will follow.

12:30 - 2:30 pm

Lunch/Idea Pavilions in Exhibit Hall

Hall B

5 Ideas in 15 Minutes

1:00 pm – North Pavilion

Valuable Vibes & Visions (5 Win–Win Catering Ideas)

Sam Bonfe
Director of Catering Standards
Marriott Hotels, Resorts & Suites

1:30 pm – East Pavilion

5 Ways to Increase Staff Morale & Motivate Staff in a Tight Economy
John F. Schlegel, Ph.D., CAE
President
Schlegel & Associates

♦ Symbol denotes sessions that count toward earning an Associate Member Certificate

Wednesday, March 11

2:45 - 4:00 pm

Closing General Session: Partnerships Between Government, Associations and Industry

Hall C

Presiding Officers:

Gene N. Fondren, CAE
President
Texas Automobile Dealers Association
Chairman, ASAE

R. William Taylor, CAE
President, ASAE

President George Bush (invited)

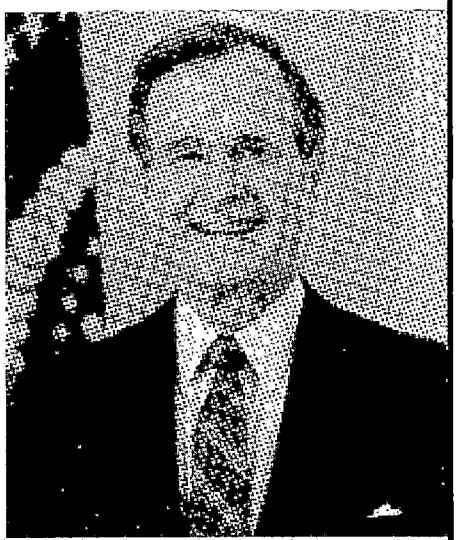
What better ending for our power of partnerships focus than a session on partnerships between government and industry? America's first couple has been invited, but as you know, it is difficult for the president to confirm under normal circumstances, and especially so in this election year. President Bush is looking favorably on the invitation, so stay tuned.

Celebrate the spirit of volunteerism with the winners of the Associations Advance America Awards Program. Last year, President Bush challenged associations to become more involved in community service and associations have responded enthusiastically. The Associations Advance America Awards recognize outstanding achievements of associations in the area of community service, education, setting product and safety standards and codes of ethics, and international activities. Five associations will be honored with the Summit Award — the highest level of achievement in the awards program.



Summit Award

President Bush has been invited to participate in the awards ceremony.



President George Bush
(Invited)

4:00 pm

Forum Concludes

(Certificate Programs continue through Thursday, March 12, 1:00 pm)

ASSOCIATIONS ★ ADVANCE AMERICA

Outstanding Achievers

Associations Advance America Awards Presentation

Five associations will receive the Summit Award — the top award presented in the second annual Associations Advance America Awards Program — on Wednesday, March 11 during the closing General Session. The awards recognize the outstanding contributions of associations to American society. In addition, 43 associations will be recognized with an Award of Excellence.

The five Summit Awards will be presented to the:

California Podiatric Medical Assn
Sacramento, CA

Cosmetic, Toiletry, and Fragrance Assn Foundation
Washington, DC

Georgia Society of Assn Executives
Tucker, GA

Society of Automotive Engineers
Warrendale, PA

Imperial Council A.A.O.N.M.S.
Shrine of North America
Tampa, FL

ASAE Community Service Idea Fair

Find out what other associations are doing in the area of community service, and gain ideas for starting a program in your association. Stop by the Community Service Idea Fair near the registration area and see a display of posters describing programs sponsored by associations. Associations have responded overwhelmingly to President Bush's challenge to become involved in community service, and this display shows some of that involvement.

Awards Presentations

The ASAE Management & Meetings FORUM is an occasion to recognize outstanding accomplishments in the field of association management.

The **Honorary Key Award** was established to recognize individuals whose extraordinary contributions to association management merit special acclaim. This year's recipient will be honored on Monday, March 9 during the Opening General Session.

Honorary Key Award Recipient



Richard L. Lesher
President
U.S. Chamber of Commerce
Washington, DC

Designation as an **ASAE Fellow** is one of the most prestigious honors that the Society can bestow upon members. The program annually recognizes special accomplishments within the association management field and seeks to identify future leaders of the profession. In accepting this designation, Fellows accept an on going responsibility to the profession, and may be called upon for leadership responsibilities or assistance with special projects. The 1992 Class of Fellows will be honored on Monday, March 9, during the Opening General Session.

1992 Fellows



Richard J. Bettis, CAE
Exec.Vice President/CEO
Texas Hospital Association
Austin, TX



Elaine Kotell Binder, CAE
Executive Director
B'nai B'rith Women
Washington, DC



Derrick A. Crandall, CAE
President
American Recreation Coalition
Washington, DC



Alan F. Sauer, CAE
Chief Executive Officer
Oakland Association of Realtors
Oakland, CA



Bryan Silbermann, CAE
Executive Vice President
Produce Marketing Association
Newark, DE



Robert G. Stein, CAE
Senior Vice President
The Healthcare Forum
San Francisco, CA

ASAE Extras

Distinguished Contributions Award

The Distinguished Contributions Award is presented annually to Associate Members who have demonstrated exemplary support for ASAE and the association community as a whole. This year, ASAE is pleased to confer this honor on **Dr. Allen Konopacki, President, Incomm International.** Dr. Konopacki will be honored during the Opening General Session on Monday, March 9.



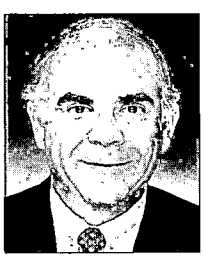
The **Associate Member Fellows** program was established to recognize suppliers for their leadership and outstanding contributions in advancing the association management profession, along with their commitment to continued active, ongoing service to the association community.

Designation as an Associate Member Fellow is one of the highest honors that association members can receive. The inaugural class of Associate Member Fellows will be recognized during the Opening General Session.

1992 Associate Member Fellows



Warren Breaux
Assistant Vice President of Sales
Hyatt Hotels Washington Sales Office
Washington, DC



J. Franklyn Dickson, CMP
President
Ray Bloch Productions, Inc.
New York, NY



P. Allen Haney, CPCU, CLU
President
Jack Zima Associates, Inc.
Alexandria, VA



Liz Jackson
Vice President, Sales
Associated Luxury Hotels
Washington, DC



Hugh K. Lee
President
Center for Organizational Development, Inc.
Rochester, NY



Anthony Schopp
Area Director of Sales
Westin Hotels & Resorts
Washington, DC



Brian D. Stevens
Vice President of Sales
Hilton Hotels Corporation
Beverly Hills, CA



Sherman C. Wade
Senior Vice President
Shepard Convention Services, Inc.
Atlanta, GA

ASAE Press Room

The ASAE Press Room is located in Room 16 at the Convention Center. It will be open 8:30 am to 5:00 pm, March 8-11. Press room contacts are Tom Gorski and Lorri Lee McGough.

ASAE News Briefing

Trade and local press representatives will have the opportunity to meet with ASAE President Bill Taylor and Chairman of the Board, Gene Fondren at a news briefing on Sunday, March 8 from 6:00 - 6:30 pm in Room 6, meeting room level, Renaissance Techworld.

ASAE Orientation

Monday, March 9, 5:30 - 6:30 pm

Meet new friends and learn how to get the most from your ASAE membership from this informative session.

Association Management Magazine

ASSOCIATION MANAGEMENT's editors are here (at the ASAE Publications Display) to find out about your exciting work, innovative problem solving, and seasoned insights.

We invite you to share your expertise and experience and to inform us about what's **hot** in association management. Together we can explore how best to develop your unique experiences into a top–notch magazine article.

Make an appointment by viting us in the ASAE Display area.

CAE Focus

Acquaint yourself with ASAE's CAE designation program at a special session, March 9, 2:15 – 3:15 pm. This is a personal growth program that doesn't have to stay on the back burner. You may already have the points to get started. Find out how you can become a CAE in 1993!

ASAE Displays – Your Source for Valuable Information!

Education Display

Stop by the Education Display and pick up the Education Schedule, a comprehensive listing of all seminars and conferences offered during the coming year. Don't miss getting a brochure on the CAE (Certified Association Executive) program.

The ASAE/Member Services Bookstore

Stop by the ASAE Bookstore in the 9th Street lobby. Sip a steaming cup of coffee, and browse through our complete collection of books. If you place your order during the meeting, you will save 10%. Don't forget to check out the new book table; we've added several titles you won't want to miss. You can also get special savings on subscriptions to ASSOCIATION MANAGEMENT Magazine and extra low prices on LEADERSHIP 1992 at the bookstore.

Miss a session? Pick Up the Tape!

Don't worry, ASAE and Chesapeake Communications will help you bring the meeting home! Most sessions will be audio taped, and can be purchased (at special savings) the hour following the session. Just go talk to Todd at the Chesapeake booth, he'll help you out!

Information Central

From contract negotiations to volunteer management to convention marketing, the information you need is at Information Central's fingertips. Come to the FORUM and talk with Information Central specialists.

With the help of the Information Central's database, ASAE ASSIST — Associations' Source of Special Information, Services & Tips — you can get a FREE customized bibliography of resources available to meet your needs. Each bibliography you receive will be developed to answer your specific request.

Information Central specialists know association management and are expert searchers of ASAE ASSIST. So bring your list of questions and research projects and get the answers you need.

Vacations! Board Meetings! Speakers! Consultants!

These packages and more could be yours at the **ASAE Foundation Silent Auction.**

The Silent Auction at the Meetings & Management FORUM promises to be bigger and better than ever, featuring packages of special interest to meeting planners and CEOs.

During the FORUM be sure to stop by the auction booth, browse through the available packages, and place your bid.

Government Affairs Display

Your Voice in Washington

Visiting ASAE's Government Affairs Division display booth will bring you closer to what's happening in Congress, the Administration, and State Houses throughout the nation. Receive updates and fact sheets on the latest issues impacting you and your association, find out how you can participate directly in the political process, and contribute to your political action committee — A-PAC.

ASAE Executive Employment Services

- **Referral Service** - to help you in filling staff vacancies
- **Executive Search** - customized assistance in a search process for senior level association professionals
- **Consulting Services** - to conduct staff training or development, create a salary administration program or assist in several other areas of human resource management
- **Peer Evaluation** - to assess your organization's operations

Stop by the Executive Employment Display in the Registration area to talk with Bob MacDicken or Bob Strade.

Win Prizes and Save Money

- Win a TV when you tell us about a colleague who should join ASAE (details on-site)
- Save on membership dues when you join at the Forum or when you enroll a non-attending colleague
- Walk away with a FREE bookbag when you order more than $30 worth of ASAE publications

New! Associate Member Certificate Program

ASAE is proud to announce the Associate Member Certificate Program designed to improve the effectiveness of your trade show experience and other sales efforts. How can you earn your certificate?

By attendig 30 hours of designated programming over the course of ASAE's three major meetings and stand–alone seminars.

Twelve sessions at this FORUM that count toward the certificate are denoted by ♦ in the daily program schedule.

Spouse/Guest Program

The ASAE Spouse/Guest Program offers three exciting tours, plus all other activities including:

- *All social events*
- *All general and plenary sessions featuring special speakers*
- *Admission to the Exhibit Hall*
- *All concurrent sessions*

Spouse/Guest tour information and tickets are available at the Spouse/Guest Hospitality Center beginning 12:00 Noon, Sunday, March 8. ***Tickets must be obtained by 4:00 pm Sunday. All tours depart from the Grand Hyatt, 10th Street entrance.***

Hospitality Center

Renwick & Bullfinch Rooms
Level 3B
Grand Hyatt

Hours

Sunday, March 8	**12:00 Noon - 4:00 pm**
Monday, March 9	**8:30 - 9:15 am**
Tuesday, March 10	**7:30 - 8:15 am**
Wednesday, March 11	**8:30 - 9:15 am**

Monday, March 9

9:30 am - 12:30 pm

Historic Georgetown

Journey to Georgetown, one of the most charming residential sections of Washington. Your Washington guide will give you a narrated tour through these quaint horse and buggy streets—relating historical and humorous anecdotes and pointing out homes where the rich and famous live and lived.

You will be privileged to visit three of these lovely private homes which represent the special qualities of this historic area. You'll get a glimpse into the lives of Georgetown residents when the owners of the homes greet you and chat about their homes and lifestyles.

Then, shoppers will enjoy a stop at Georgetown Park, Washington's most exclusive shopping mall. You'll be able to browse through its unique collection of more than 100 of the world's finest stores and restaurants.

Non-shoppers may wish to visit Dumbarton Oaks Gardens, 10 acres of landscaped gardens considered among the finest in the country. Designed by famed Landscape architect Beatrix Ferrand, the gardens are a wonderland of manicured walkways, reflecting pools, broad terraces, and thematic cul-de-sacs.

Tuesday, March 10

8:30 am - 12:00 noon

Hillwood

Visit Hillwood, Marjorie Merriweather Post's elaborate twenty-five acre estate and gardens. The house contains one of the most significant collections of Russian decorative arts outside the Soviet Union, as well as eighteenth century French furniture, tapestries and objets d'art. Among the most exciting features of the collection are the Faberge eggs which were commissioned by Czar Alexander III and Czar Nicholas II. At Hillwood you will tour the home in groups of 8, accompanied by an expert on the collection.

The magnificent grounds include a Japanese garden complete with foot bridge and stream; a French garden paved with stone and a tiny canal; a pet cemetery guarded by stone poodles; a Russian "dacha" or cottage; a lodge housing a beautiful display of Mrs. Post's vast collection of American Indian artifacts; the C.W. Post Wing, filled with turn of the century American art and furniture, and, of course, a beautiful rose garden.

Registered Spouse/Guests are invited to attend all Forum programs and activities in addition to these tours.

Wednesday, March 11

9:30 am - 1:30 pm

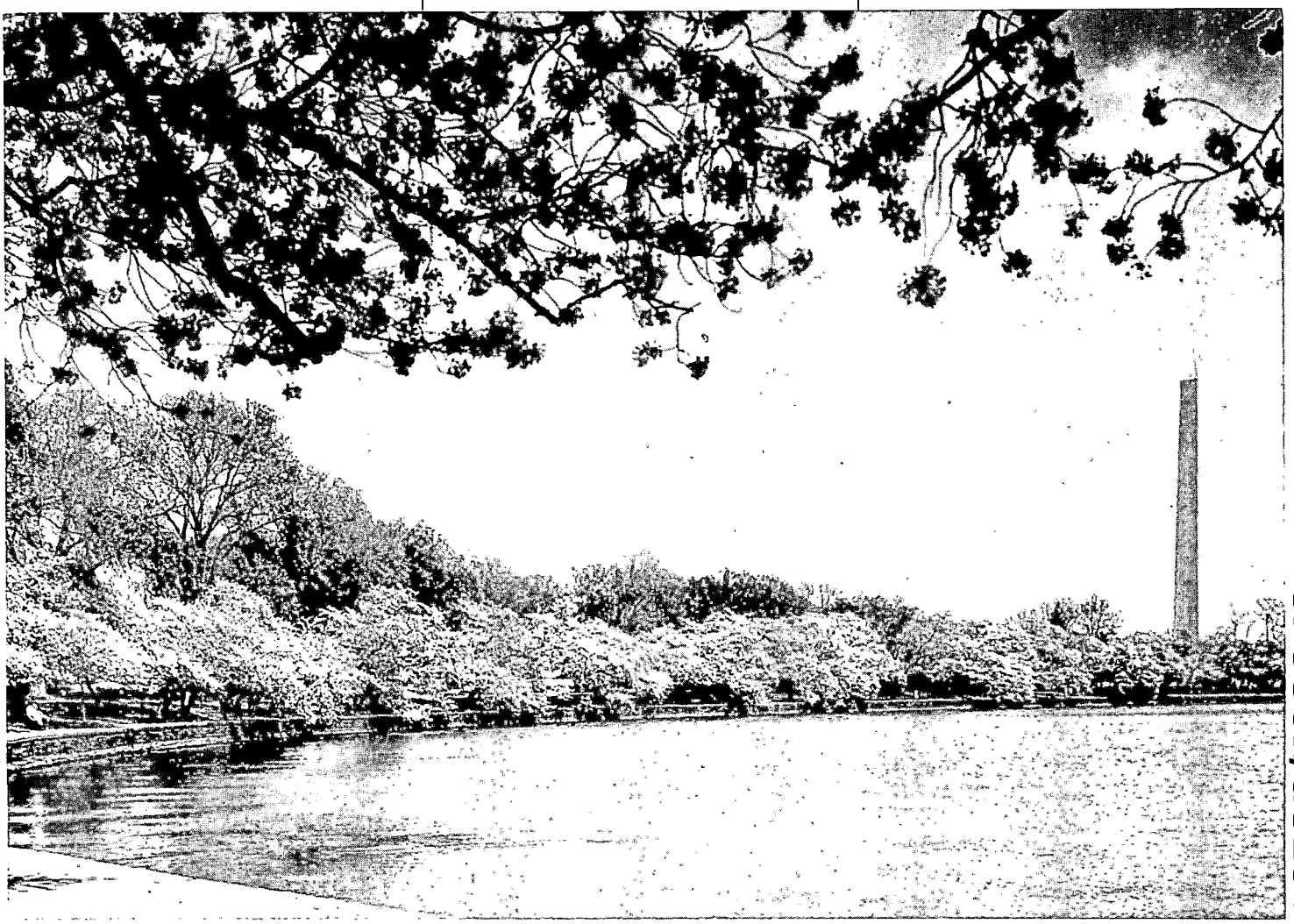
Historic Homes of Old Virginia

Visit two of our nation's most historic homes: Woodlawn Plantation, an elegant estate built by Martha Washington's granddaughter, and spectacular Arlington House, built by Martha's grandson.

Depart your hotel for a ride down the Potomac, past George Washington's Mount Vernon to the beautiful home of George and Martha's adopted daughter, Nellie. Architecturally and historically, Woodlawn Plantation is one of the most interesting homes of the early nineteenth century. Many of the exquisite pieces of furniture came directly from Mount Vernon, others are of the period. The National Trust for Historic Preservation operates a delightful gift shop at the home which is always popular with visitors.

A delicious box lunch will be provided.

Washington in springtime.



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- ☐ Education Section
- ☐ Finance & Administration Section
- ☐ Government Relations Section
- ☐ International Section
- ☐ Legal Section
- ☐ Membership Marketing Section
- ☐ Associate/Supplier

B) Please check class of membership:
- ☐ First Member from an association—1 category above* ..... ~~$175~~ $125
  - ☐ Additional categories of membership for you .. ~~$90~~ $ 75 each
- ☐ Additional Member from an association—1 category above* .. ~~$145~~ $ 95
  - ☐ Additional categories of membership for you .. ~~$90~~ $ 75 each
- ☐ Associate Member—** 1 category above ..... ~~$275~~ $225
  - ☐ Additional categories of membership for you .. ~~$90~~ $ 75 each

*This category can be Regular or a Section.
**This category can be Associate or a Section.

ASSOCIATION MANAGEMENT subscription price of one year ($24) is included in membership dues, and members may not deduct subscription price from dues.

ASAE dues are not deductible as a charitable contribution for federal tax purposes, but may be deductible as a business expense.

Return to: American Society of Association Executives • Membership Development Department
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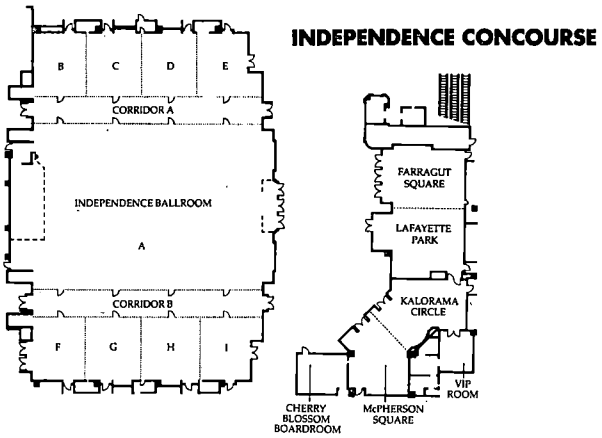
THESE UPCOMING ASAE EVENTS

- **72nd ANNUAL MEETING & EXPOSITION**
  Inforum
  Atlanta, GA
  August 29-September 2, 1992

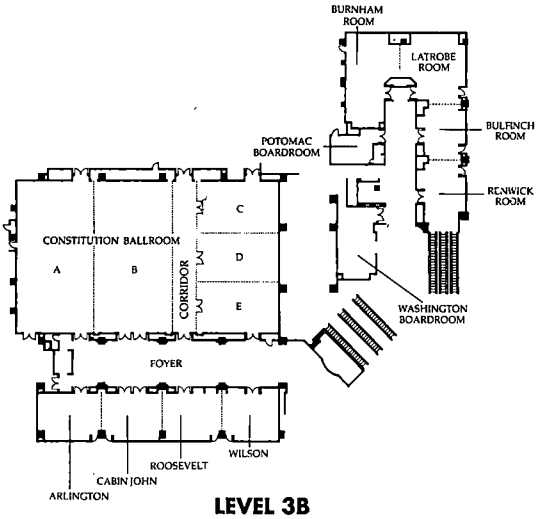
- **10th MANAGEMENT CONFERENCE**
  Washington Hilton & Towers
  Washington, DC
  December 13-16, 1992

- **MANAGEMENT & MEETINGS FORUM '93**
  Orange County Convention/Civic Center
  Orlando, FL
  March 27–31, 1993

GRAND HYATT WASHINGTON FLOOR PLAN

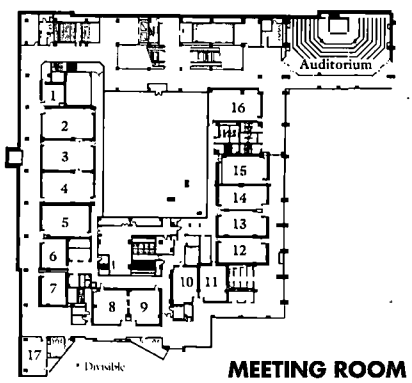


LEVEL 5B

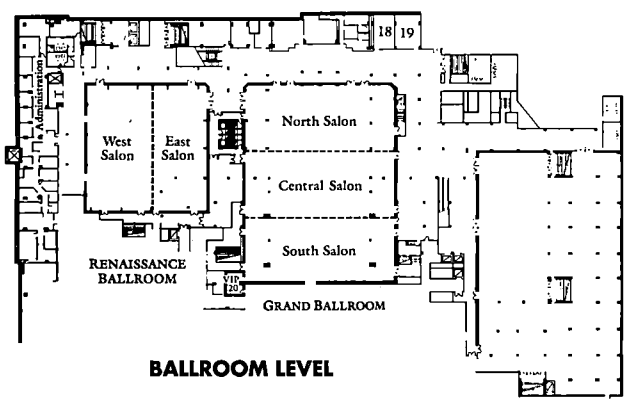


LEVEL 3B

RAMADA RENAISSANCE FLOOR PLAN

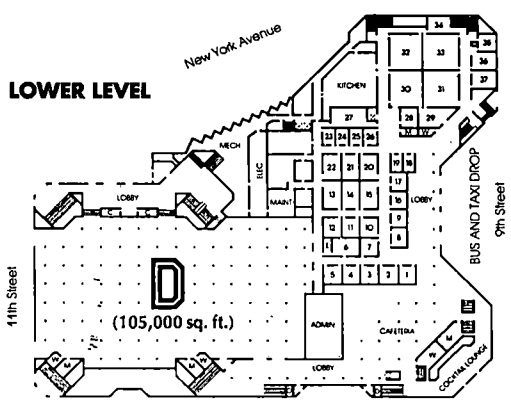


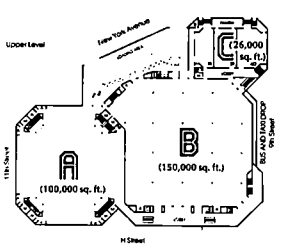
MEETING ROOM LEVEL



BALLROOM LEVEL

WASHINGTON CONVENTION CENTER FLOOR PLAN





UPPER LEVEL