

# Executive Memo

March 2004

Public Policy and  
Community Service

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## Associations Advance Colorado through CSAE

by Gregory E. Williams, Co-Chair Public Policy Committee



According to a recent membership survey conducted by the Colorado Society of Association Executives (CSAE), the employment and economic impact of professional and trade associations in the state has been vastly underestimated.

The businesses and individuals who comprise the associations responding to the survey employ over 600,000 people, and the associations they formed have annual budgets totaling over \$177 million dollars.

This means that the members who make up the associations who are a part of CSAE employ roughly one out of every seven of 4.3 million Coloradans. They also employ a significant portion of the 2.48 million individuals making up the civilian labor force in November 2003 (according to the U.S. Department of Census Bureau of Labor Statistics). Using these figures, it is clear that the annual budgets of these associations (which are largely payroll, we suspect) have a huge impact on the state as well, totaling about three percent of the \$6 billion state budget.

### How Can One Organization Represent Such a Significant Chunk of the Economy and the Workforce?

Some of the members of the associations who advance Colorado employ just a few individuals. Others (like the members of the Colorado Restaurant Association and the Colorado Homebuilders Association and the National

Federation of Independent Businesses/Colorado) employ thousands of individuals.

We suspect also, some firms and individuals are members of more than one association and a few may, therefore, have been counted more than once in the tally, and some national associations responded. Remember, Colorado benefits in other ways when a national entity headquarters here, so they represent a minimum impact figure. (See "About the Survey" on page 4 for more information, but keep in mind the totals comprise responses from 23 percent of the membership and have not been adjusted or inflated to approximate the full membership.)

The 250 or so nonprofit associations who comprise CSAE (and their mailing lists, newsletters and web sites) clearly have a collective impact within the state that is easily overlooked. It was when we asked our members to tell us something about their members that we began to get glimpse of the staggering impact of the CSAE membership as a whole.

Why is this important? To policymakers CSAE is a vast underutilized resource that provides a direct conduit to a significant portion of the citizenry—any public official would be well served to read CSAE publications and attend some of the meetings, including our annual conference.

CSAE also makes up a pool of professional and policy expertise and leadership.

## Executive Memo

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## President's Message

### Make a Little Go a Long Way

—by *Raquel Alexander, MA, CAE, CSAE President*  
 (aka *Randi J. Morris*)



**T**he whole is greater than the sum of the parts. The multiplier effect expressed in this axiom comes to life in associations in the areas of public policy and community service.

If a lone constituent speaks out on a matter of public policy, that voice is likely to be heard and appreciated. If the clout of an entire organization is brought to bear on decision makers, that position can help establish an agenda. Speaking with authority, an organization can cause decision makers to react and, in many cases, take the action(s) desired by an organization.

Similarly, if one philanthropist performs acts of community service, that accomplishes

some good and reflects well on the individual. If an entire organization commits to a community service project, members' collective action can accomplish tremendous good and reflect well on the entire organization, even if only some members are directly involved in the project.

Examples of the effectiveness of such collective action abound. The Parade of Homes raises money for seriously ill children and garners goodwill for the Home Builders Association of Metropolitan Denver and all of its members.

The organization I lead, the Colorado Academy of Family Physicians, is very proactive in both public policy and community service. With a kindred organization, we employ a lobbyist. We also provide vaccinations for legislators and one of our members serves as a doctor in residence each day of the legislative session. CAFPD doctors staff clinics for those who have limited access to health care services.

Gregory E. Williams, CSAE's co-chair of the Public Policy Committee, explains the long history and statistical impact of associations in Colorado in the cover article in this issue. He points out that that oldest CSAE member association and its tradition of public service date to 1875, the year before Colorado became a state. Many CSAE members and former members—including Governor Bill Owens—have gone on to hold public office. Association executives are a strong force, and with our collective strength we continue to make Colorado a wonderful state to live in.

Public policy and community service are great ways for associations to multiply resources. A little investment in these areas goes a long way in meeting association goals.

*Raquel Alexander, MA, CAE*

## Why CSAE?

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 opportunities

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 needs

Advancing your  
 profession

Enhancing the  
 community

Your career deserves it

## Goal Setting and Goal Getting

by Jeff Davidson, MBA, CMC

So much has been written and said about goals; it's easy to understand why goal setting is often misunderstood. Here are some common myths about goal setting and the reality:

### Goals Set by Others for You Won't Work

There's a common misperception that a goal you undertake has to be your own: devised by you, set by you and pursued by you. Yet, studies have shown that it's entirely possible for one person to set goals for another and to have the entire process work. The key element here is to have the person for whom the goal is set adopt the goals as his or her own. This is welcomed news for parents, managers, or anyone else who has responsibility for the performance of others.

### Once a Goal is Appropriately Set, It's Best Not to Tamper With It

This is true much of the time, but there are many exceptions. Often, when you set an appropriate goal, factors outside of your control change. These could include:

- ◆ A new regulation levied by government
- ◆ Something a competitor has done
- ◆ A change in the social environment, or
- ◆ The significant reduction or increase in resources allocated to you

Factors can change in your environment, so there are times when it makes sense to revise your goals midstream. Even the most intelligently and appropriately set goals sometimes cannot withstand the vicissitudes of a changing environment.

### A Goal Is an End in Itself

Although a goal can be an end in itself, it rarely is. If your goal is to achieve a reduction in weight or a better quality

relationship, ask yourself, "what's behind the goal?"

- ◆ In the case of reducing weight, the ends might involve having a healthier lifestyle, reducing your risk of heart attack, and increasing your longevity so that you'll be around to enjoy your grandchildren.
- ◆ Even having a better relationship may not be an end in itself. Other goals beyond that may be to create such abundance as a couple that the overflow enriches others, be better role models for your children, or spur each other to even greater growth and personal development.

Recognize the initial goals may end up as stepping stones to other goals which may emerge as you realize one desirable outcome after another.

### It's Necessary to Announce Your Goal

Many goal-setting gurus advocate making your goal public. This could involve sharing your goal with others who act as reinforcers by helping you achieve what you set out to do by publicizing your goal. It's not essential, however, for all of your goals to be publicized.

Announcing your goals can have disastrous effects in some situations. Why? You may be locked into having to achieve your goal at a visible and/or measurable pace so that others feel comfortable about your progress. Never mind them, it's you who's important.

### Even Progress Is Best

Sometimes in pursuit of a goal the pace isn't even, although you take a balanced, incremental approach. Weight particularly does not follow such a pattern.

Research has shown that in the first few weeks, your weight is not likely to change at all. Your body is adjusting to

a new level of exercise, a new level of caloric intake, and a new rate of metabolism. Often, the greatest change comes after you might have expected it to

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*You know yourself best  
and know what works for  
you when it comes to  
reaching your goals.*

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come. This explains why so many people give up on diets too soon. Just when they were about to see progress toward their goal, they concluded that it wasn't working.

### Chip Away at Your Goal a Little at a Time

Incremental progress toward your goal is positive, but sometimes your perceived progress is anything but incremental. This is due to a process called germination. Germination can mean development, growth, or maturation, and none of these concepts suggests an even progression.

When learning to play the piano, for example, you may have the darnedest time practicing a particular song. Suppose you try something else a bit more complicated. After spending days attempting to learn the more complicated piece, you return to the easier piece.

Guess what? All of a sudden you can play it with a flourish. Why? You experienced a germination process while learning to play the piano. As you jumped to the more difficult piece, you were laying the foundation for being

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## Associations Advance Colorado

Continued from page 1

The oldest member association dates to 1875, the year before Colorado's statehood. To put it another way, CSAE members have been performing public service during the territorial days, even before the first gavel convened on the first session of the Colorado General Assembly.

Our association members are a great resource of experience and expertise. Many have also gone on to or retired from public service. For example, Governor Owens is the former executive director of the Colorado Petroleum Association, State Representative Bob Briggs is executive vice president of the Colorado Flouriculture Foundation (and has held other elected offices), and former State Representative Paul Schauer (currently an elected CU Regent) is the executive director of the Colorado Ready Mixed Concrete Association.

While the talent and experience that CSAE brings together should be of little surprise to the seasoned member, the vast collective impact of the CSAE members' members has largely eluded us, both in terms of membership development and public policy influence.

Now we have a snapshot that reminds us of who and what we are. We can use the data to reintroduce ourselves to our local, state, and national elected and appointed officials. We can use the data to convince new members that CSAE truly is the place to be because "your career deserves it." And the data confirms what we've known all along, together we are bigger than the sum of the parts.

Future surveys should help us get an even better idea of the scope, breadth, and diversity of our membership and our members' members. Please respond when you are asked to do so.

## About the Survey

The voluntary survey was conducted in August and September of 2003 with 58 respondents representing 23 percent of the nonprofit members of CSAE. The numbers

quoted are raw numbers and have not been adjusted to approximate the full membership; therefore, they represent very conservative (minimal) employment and economic impact figures.

Here are the actual totals from the survey: Full-time employees of member associations 750. Part-time employees of member associations 120.5. Members who make up the member associations 228,086. Employees of the members of the member associations 621,311. Budgets of the member associations \$177,829,050. ♦

*Greg Williams is the regional director of state government affairs for the American Financial Services Association and manages six state financial service associations in the southwest. He holds an MBA from the University of Colorado and has been in association management and government relations for 20 years.*

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## CSAE's Coming Transformation

Re-branding is not simply a process of sprucing up colors and creating glossy brochures. It involves market research and consideration of an organization's goals, strengths and weaknesses. CSAE is changing its image to convey its power, as well as its members' influence in the community. It is working with Marketing Solutions & Results (MSR), a Colorado-based, full-service marketing firm to complete the project.

Most organizations MSR works with experience what MSR calls the amoeba syndrome, where several areas in an organization produce materials independently, causing a mixed message for customers and resulting in confusion and inefficiency because of its formlessness. While CSAE has a unified focus and purpose, it conveys that purpose in a disjointed fashion.

MSR's approach was to integrate CSAE's communication into a process that makes sense to members and portrays CSAE's authority in the community. They assessed CSAE's culture by surveying a small cross-section of association members. They also had the board outline the short- and long-term goals for CSAE, its strengths and weaknesses and other distinguishing elements.

Member respondents indicated that CSAE brings tremendous value to them through education and networking. The board also indicated those elements as being of greatest importance. This verified to MSR that the core of the organization is solid and should remain intact.

In response, MSR worked with members to develop a positioning statement and value propositions to enhance CSAE's ability to serve its members. In constructing the mission statement, it was important to include each component CSAE stands for, as well as its long-term vision. The value propositions detail specific areas in which CSAE provides significant value to its members. Still to come

are updates on CSAE's logo, color palate and collateral materials.

To develop the marketing materials and program, MSR is promoting CSAE's four-part educational series to raise the organization's visibility. Whether you are an executive or a manager, the series is a well-rounded association program. Four top-notch, nationally recognized speakers will be holding

programs throughout 2004. Promoting this series has solidified sponsorship relationships with the Denver Metro Convention & Visitor's Bureau (DMCVB), Lester Publications, Faegre & Benson, LLP and the Hyatt Regency Denver.

Keep an eye out for more new developments in CSAE's re-branding process. ♦



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## Strategic Planning Pitfalls—Before, During and After

by Bob Harris, CAE

Imagine preparing for months to plan the leadership retreat. You've convinced busy volunteers to chart a course for the organization.

Assume you're at the retreat and during the first hour you see the board chairman glaring at you; you notice a few members doodling; and the executive officers are looking at you with angst.

You interpret their body language correctly as, "Don't you know the value of our time?" As the CEO you wonder if strategic planning (or the facilitator) was a mistake.

To avoid this scenario, break down the planning process into three phases—before, during and after.

### Three Phases of Planning—91 Days

A strategic plan is a roadmap to guide the organization, the leadership and staff. It offers a message that the organization has a worthy mission and goals to fulfill. With no plan, volunteers and staff tend to wander from crisis to crisis.

Break down planning into three phases: *Before*, *During* and *After*. *Before* will require 60 days. *During* may take one or two days. *After* requires about 30 days.

*Before* concerns the determination to create a plan and answers critical questions leading up to the retreat.

Who should participate? A planning session with too many people bogs down the process; too few people and you miss the diverse input. An ideal number at the table is about 20 individuals—a manageable group, allowing input from everyone. If your board is small, consider inviting other stakeholders such as chapter representatives, key committee chairs, younger members and senior staff members. One of the traps of planning is to exclude the staff that

can offer valuable information and can benefit from the discussions.

Where to do the planning? Interruptions such as phones are planning distractions. Find a relaxed setting away from familiar offices. Just the act of driving an hour away and being in a new environment is a catalyst for good planning.

How long should it take? Most plans are conducted in a day or two. It is ideal to begin one day, take a relaxing break that night and return to finish it the next morning. Three-day retreats ask a lot of busy leaders. More often, organizations are asking if planning can be done in a few hours. Discuss with the leadership how much time they have to contribute and if they prefer one, two or three days. The shorter the allotted planning time, the less attention to action steps and accountability.

Do we conduct surveys? Be sure to ask the members for their input. If you neglect this step you'll be asked, "Why didn't you ask the members for input?" Consider surveys of members and leadership to determine their priorities. An adaptation of the S.W.O.T. format (strengths, weaknesses, opportunities, and threats) creates an effective survey.

What about a strategic planning committee? Many of the decisions and survey development can be managed by committee. They can also conduct focus groups for additional stakeholder feedback. Beware of the planning committee composed entirely of board chairs! The planning committee should represent a diverse section of the membership and leadership.

Should we use a facilitator? It is unfair for an executive director to serve as facilitator. This person's input is too valuable to be leading process, and some biases may arise as to why goals were selected or eliminated by staff. An outside facilitator gives staff an opportunity to participate. Fees charged by facil-

itators might range from free (colleagues helping colleagues) to \$20,000 or more. There may be no proven correlation between the price of the plan and the quality of the plan!

How much brainstorming and game playing? Planning is often characterized by the activity of brainstorming. Before spending hours on brainstorming, make sure everyone understands the capacity of the organization. For instance, there is little value to brainstorming about hiring a team of in-house membership sales people when the organization has no money and the office has no space for new staff. The facilitator should help the board understand the capacity of the organization (reserves, workforce, accountability, etc.) before encouraging creative ideas.

Many volunteers are uncomfortable with group hugs, game playing and listening to academic planning theories. They are eager to focus on planning in their limited time. The scenario of a facilitator warming up the board by "playing games" can be avoided or redirected if the fact is known up front.

*During* refers to activities and process at the actual retreat. The day of planning has arrived.

What about room set up? Essentials include flip charts, masking tape and wide markers. Room set up is most effective as a hollow square, open U-shape or crescent rounds. Everyone should be comfortable, able to see the flipchart and feel equal in stature. Add extra seating for participants who want to stand up, stretch or move about the room. Bowls of chocolates ensure everyone has sugar and caffeine to last through the afternoon!

Planning terminology is unique. Most volunteers have been involved in strategic planning in their firm or with

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## Strategic Planning Pitfalls

*Continued from page 6*

another organization. The processes vary. Thus, an understanding of terminology is essential. For example, it's difficult to affirm a mission statement if participants don't know the difference in mission, vision and value statements. Explaining that goals are synonymous with objectives, and might be called priorities or aims, is important so that two hours into planning someone does not say, "I'm confused, are we discussing goals or objectives?"

How many goals are realistic? Sometimes the longer the planning retreat, the more work can be thrown into the plan. The average number of goals for an organization's plan is five to seven. Fewer goals allow for better focus and allocation of resources.

How long should the plan cover? A discussion with the board chair and participants will determine plan duration. In a changing economy and environment it is difficult to plan beyond three to five years. Less than three years is an action or business plan. Review the plan annually to assess progress.

How do we achieve the goals? The goals must fit within the mission statement. Within each goal will be strategies to advance the goals. Be sure the strategies aren't assigned to first-year priorities—the plan spans several years and work should be spread accordingly. Little is more disheartening to staff than to see a plan that dumps everything into the first year. If some good goals are suggested but just don't fit inside the duration of the plan, consider "Parking" them so that the next planning retreat can review recommended goals that were not included in the current plan.

What about action steps and accountability? Longer retreats allow more discussion of action steps. These are the identification of quantifiable measurements and the delegation of the

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## Strategic Planning Terminology

Awareness of planning terminology is key at the onset, so that participants agree upon the common words and phrases.

**Strategic Planning**—A process to identify, discuss and set outcomes for the organization. Participants should be visionary in understanding and setting a realistic course to best position the organization. The timeframe may cover a year to 10 years, though a three-year plan duration is common.

**Mission Statement**—The mission statement is the foundation of the organization's existence and operations. It identifies the organization, the members or audiences, and the services, in one to three precisely worded sentences; also serves a public relations need. Mission statements are frequently found in or adapted from the bylaws or articles of incorporation.

**Vision Statement**—A lofty statement that answers: "What and where do we want to be in the distant future?" In writing a vision statement, consider that you have unlimited resources and thus you can take the industry or profession in the best direction to meet their needs. For example, "XYZ organization will be the premier organization in the state to serve the needs of all professionals."

**Values**—Core values are consistent with the mission. They inform audiences of the organization's principles. It is better to adopt a value statement than to amend the mission, vision or bylaws.

**Goals**—Goals are the major thrusts for the organization. The planning process should result in three to seven goals. They should be SMART: Specific, Measurable, Attainable,

Realistic, and Timed. Synonymous with "objectives."

**Strategies**—Strategies fall under goals. While the goals indicate direction for the organization, the strategies more specifically identify directives for achieving the goals. From a PR perspective, the strategies will be judged as to what actions the organization will be undertaking to benefit the members.

**Action Steps**—Action steps are very specific to achieve the strategies. Action steps take into account deadlines, quantifiable specifics, persons committed to doing the work, outsourcing, resources, etc. Plans often fail that do not include action steps set by the planners or the staff.

**Integration/Alignment**—The organization's budget and committees may need to be re-aligned with the goals of the strategic plan. Many organizations appoint only committees that support the goals, i.e. seven goals, seven committees.

**Public Relations**—The final process of strategic planning will include telling constituents, allies and others the results of the strategic plan—an important aspect of the strategic plan often neglected.

**Plan Champion**—A person appointed to be responsible to report on and keep the plan in the forefront of meeting agendas and budgets.

**Note:** Goals and strategies must be realistic, achievable and measurable. "Capacity Analysis" refers to an organization's ability to achieve mission and goals with existing staff, committees and resources.

## Strategic Planning Pitfalls

Continued from page 7

work. Some boards like to tackle action steps while others feel it borders on micromanagement and can be best handled by staff. If the plan does not include action steps, deadlines, and committee assignments, then staff should draft an action or business plan

for the year—based on the strategic plan.

What's the final report look like? Planning can result in a 40 to 100-page document. Consider that the staff and leadership have to read and use the plan, so shorter may be better. There is minimal value in long reports that include every discussion, survey results, sample questionnaires, brainstorming

dialogs, etc.—they distract from the actual plan. To create the report you want, envision how leaders and staff will use it. The mission, vision, values, goals, strategies and action steps can be formatted in 7 to 20 pages, making it easy to read and use. When hiring a facilitator, ask to see samples and discuss the final plan format that suits your needs.

After the retreat, the next 30 days is critical for success of the plan.

Do we officially adopt the plan? When the retreat is over, transcribe the notes and flipchart pages into a dynamic document. It has public relations value so keep it upbeat and celebrate the results and participants. Within 30 days, circulate it to participants and key stakeholders for review. Officially adopt the plan at the next meeting of the board.

Does the plan get publicized? At this point, 98 percent of the process is done. One last step is to market the new plan. Create a newsletter article, information for the web site, a press release or brochure that describes the new goals. One way to make sure the plan gets accomplished is to tell others about the goals, programs and services they can anticipate from the organization.

How do we keep the plan alive? Many organizations put the plan in a notebook and slide it on the shelf to collect dust. Appoint a plan champion who will monitor and report on progress or setbacks. To be sure the plan is discussed at board meetings include an agenda item, "Strategic Plan Update."

Does the plan affect the budget? The plan is not independent of other operations. It will have an impact on the budget, committees and marketing. Integrate the new goals and strategies into existing programs and operations. ♦



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## Principled Networking™ Tip: Discover Something Wonderful!

by Julia Hubbel

No matter who you're talking to, there's something interesting, perhaps even riveting about that person. Make it a point to try to find out what that is. Put aside your first impressions, especially if they gave you a card first. When you can do this, the person's real value comes through. Ask lots of probing questions. If you try hard enough you will discover a truly interesting story: people are full of surprises! When you focus on what other people have to offer, many opportunities open up to you both.

Ask good open-ended journalistic questions like:

- ◆ Tell me about your work. What made you choose it?
- ◆ Tell me more about your clients.

- ◆ Who do you prefer to work with?
- ◆ Why did you choose to live here?
- ◆ What's your favorite customer story?

Or ask more personal questions like:

- ◆ What was the biggest challenge you've overcome?
- ◆ What is the biggest problem you're trying to solve right now?
- ◆ What's the funniest thing that has happened to you in your work?
- ◆ What are you passionate about?
- ◆ What's something I might not guess about you?

The most important thing is to assume you're going to discover something wonderful about your conversational partners. When you know it's there, you'll find it. People tend to live



up to expectations like this. When you invite something wonderful out of them and you both get to celebrate it, your networking partner will really appreciate the gift of discovery and so will you. ◆

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## Tech Tip: E-mail Attachments Need Proper Program to be Opened

Quick tips to improve your day-to-day work and increase the efficiency of your organization. E-mail your tips to Tim Blum at [timblum@rmel.org](mailto:timblum@rmel.org).

Have you tried opening an e-mail attachment only to get pages of letters that are gibberish? Or perhaps you get an error message saying there is no "application" assigned to open your file? The key to opening e-mail attachments is to have the program used to create the file, installed on your computer.

In many cases you may already have that program. For example, if someone sends you a file created with Microsoft Word, you will most likely already have Word or another word

processing program that can open or convert the file. The same thing for photos. If someone sends you a JPEG, you'll most likely have a program that can read the image file such as Microsoft Internet Explorer.

But in some cases you may not have a program that can open the file. If someone sends you a file created in Microsoft Excel, and you don't have Excel on your computer, you probably won't be able to open the attachment.

How do you tell if you have the program necessary to open the file?

The last three letters of the filename, typically called the file extension, is the best guide. If you've got a file called *CSAE.doc* the file extension is DOC and you'll need Word or another word processing program to open the file.

Files with extensions ZIP, SIT are compressed files that need to be expanded before you can open the actual file. JPG, TIF, GIF are image files. AVI, MPG or MOV are video files. PDF is an Adobe Acrobat file and you'll need Acrobat Reader to open the file. ◆

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

An association has decided to mount a campaign to inform the general public about its mission. Which of the following approaches will most likely help the association to achieve this goal?

- A. Developing a budget and then a course of action
- B. Establishing a speakers' bureau using volunteer leaders
- C. Ensuring that the mission is clear and relevant to the general public
- D. Contracting with a video production company to produce public service announcements

### Answer at bottom.

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

Correct answer is C.

## Member Profile: Tammy Page, The Broadmoor Hotel

by Mo Goldman, *ConferenceDirect*

If you didn't know Tammy Page at this time last year, you most certainly know her now! She was last year's hotel host at the CSAE Annual Conference at the beautiful Broadmoor Hotel in Colorado Springs and has been a CSAE member for the past two years. As director of national sales for the Rocky Mountain Region, her territory covers six states, but she gets 99 percent of her business from Colorado.

Tammy was born and raised in Macon, Missouri and grew up in Kansas City. She attended Central Missouri State in Warrensburg and studied public relations. She then moved back to Colorado Springs and worked for almost 10 years in ICU/CCU monitoring heart functions as a Telemetry technician at Memorial Hospital. After that, she moved to Knoxville, Tennessee, serving as a recruiter for the American Red Cross.

In 1996, it was back to Colorado Springs, where she began her career in hospitality at the Glen Eyrie Conference Center as director of sales, and then it was on to the Antler's Adams Mark, the Wyndham and for the past two years, the Broadmoor. In other words, she's called Colorado Springs home for the past 17 years—just not all consecutively!

Tammy has a real understanding of the association world—her husband, Bob, is executive director of the College Swim Coaches Association. Her oldest daughter Rachel is a senior at Stephens College in Columbia, Missouri and will be married this spring. Tammy's youngest daughter, Alison, is a freshman at Western State in Gunnison. No kids at home, just Cassie, their 13-year-old dog. Tammy's hobbies include fly-fishing, golf and her passion, baking!

The Broadmoor was built in 1918 and has the longest running 5-star, 5-diamond hotel rating in Colorado. Owned by Oklahoma Publishing, they are in the process of building an additional 60,000 square feet of exhibition space to be named Broadmoor Hall. This hall will hold 350 (8 x 10 foot) booths. Completion is scheduled for fall 2005.



What would Tammy like to be doing in 10 years? "If I'm no longer in the hospitality industry, I see myself in the nonprofit sector—working for a cause!" Want additional information on the Broadmoor? You can reach Tammy at 719-471-6144 or [tpage@broadmoor.com](mailto:tpage@broadmoor.com). ♦

## New Members

### Professional Members

#### Del Chavez

Santa Fe Convention & Visitor's Bureau

201 West Mercy Street

Santa Fe, NM 87501

Phone: 303-955-6208

Fax: 303-955-6222

E-mail: [mpgutierrez@ci.santa-fe.nm.us](mailto:mpgutierrez@ci.santa-fe.nm.us)

#### Cassie Sheets

Brede Exposition Services

5140 Colorado Blvd

Denver, CO 80216

Phone: 303-399-8600

Fax: 303-321-2694

E-mail: [csheets@brede.com](mailto:csheets@brede.com)

## Goal Setting/Goal Getting

*Continued from page 3*

able to effectively play the easier piece even though you weren't practicing it. This seemingly uneven type of progression happens all the time.

## The All-time Myth About Goal Setting

In virtually all books written about goal setting, the authors make reference to the celebrated study at Yale University in 1953 that dramatically "illustrates" the importance of goal setting.

As the story goes, each member of the 1953 graduating class at Yale was surveyed as to whether or not he (only males attended Yale in 1953) had clearly written down goals that he wanted to achieve. Some 97 percent of the class

responded that they did not have written down goals, while three percent of the class responded that they did.

In 1973 Yale's Class of '53 allegedly was polled again. It was reported that the researchers discovered that the three percent of the class who had written down their goals when surveyed in 1953 had now generated more personal financial wealth than the other 97 percent of the class, combined.

Everything about the study is a myth. It never happened. In 1997, as written up in an issue of the magazine *Fast Company*, there's overwhelming evidence that the study did not take place. The magazine staff turned over every stone in the attempt to validate the study, but could not gain even the slightest shred of validation.

You know yourself best and know what works for you when it comes to reaching your goals. If you read or hear that your way of setting or achieving goals can't work for you, take a moment to consider if it's just another myth, and then continue on your way toward meeting your goals. ♦

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*Jeff Davidson, MBA, CMC, is a professional speaker and author of The 60 Second Procrastinator, Family Guide to Organizing, Complete Guide to Public Speaking, The Complete Idiot's Guide to Managing Your Time, Breathing Space and The Joy of Simple Living. He can be reached at 919-932-1996 or visit his web site at [BreathingSpace.com](http://BreathingSpace.com).*



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## CSAE 2004 Luncheon Calendar

### January 8, 2004 Luncheon Economic Outlook: Navigating the Economy

1. Address trends in the U.S. economy and give insight into what a few months and years ahead does the economy affect. Association members, your economic forecasting is integral to decisions for your organization. This program will show you how to use this information to your best advantage.

### February 6, 2004 Luncheon Communication and Communications: Always the Answer

When a crisis arises, do you use e-mails vs. telephone? Do you communicate with our members? Is there a crisis that can be coordinated and resolved vs. against each other? Solutions, suggestions and recommendations from the experts who have learned "the hard way."

### March 4, 2004 Luncheon Staying on the Cutting Edge of Technology

Stay on cutting edge technology in marketing and communications. Things to consider when contracting for technology, how technology can be used to save time and effort; and innovative uses in use by associations. Electronic elections, interactive communications, and group collaboration.

### April 2, 2004 Luncheon Board Governance

### May 6, 2004 Luncheon Customer Service—The Good, The Bad & the Ugly.

What do we do that turns our members/customers off? What turns them on? What do we have to do to keep them forever? Let's find out the truth about what they want.

### June 4, 2004 Luncheon Effective Human Resources Management

Make sure you're attracting, hiring and retaining the most qualified and motivated staff possible. Learn how to avoid management pitfalls and legal issues associated with human resource management. Position your organization as a great place to work.

### September 2, 2004 luncheon Positioning Your Association for Financial Success

A panel of association executives will discuss financial issues dealing with their reserve assets—from how their associations are currently positioned financially, to changes they are considering, to ideas for increasing reserves. The panel will try to offer ideas on what has worked, what has not and where to get help.

### October 1, 2004 Luncheon Legislative Issues: Preparing for the November Elections

Government at all levels is a more expensive enterprise every year. Associations often fulfill needs that government cannot. The November elections will be your opportunity to review the upcoming election and the critical issues that may have an impact on the association industry and your future.

### November 4, 2004 Luncheon Enhance Your Professional Career

Position yourself for career success. You learn how a CAE or CMP can enhance your professional career, the benefits of a career coach, career counseling resources, and how to get involved in your career.

### December 3, 2004 Holiday Luncheon

Celebrate the Holiday season with your CSAE colleagues. Bring gifts for the Samaritan House.

## CSAE 2004 Education Calendar

### February 19, 2004 Seminar Facilitating Leadership: How to Achieve Results and Maximum Contributions

Great ideas are the result of individual and group practices that anyone, or all, can cultivate. A great idea is good in concept; it must be implemented. Like great ideas are the result of intention that balances art and creativity with structural and functional underpinnings.

### April 22, 2004 Seminar Accounting for Non-Accountants

Ed McMillan, CPA  
Sarbanes Oxley—What does it mean to associations; Fraud and Embezzlement; IRS Audits—How to avoid them and how to handle them when selected; setting up a fringe benefits program for your employees; current IRS issues; developing a budgeting method that works—is easy and insures fiscal accountability—You've got questions—We've got answers. Ed McMillan, CPA is recognized as one of the foremost presenters and authors in the field of financial management today. He is right on task, and will provide cutting-edge information on your financial management issues.

### September 21, 2004 Seminar High-Impact Governing in a Nutshell: 17 Questions That Board Members and CEOs Frequently Ask

Doug Eadie, Doug Eadie & Company  
What is the work of governing? For many CEOs and board members, the response seldom strays from the familiar mantra that governing means "making policies that the CEO and staff carry out." Stop! Take time with your board to develop a formal Governing Mission. Avoid the catchy two or three sentence promotional blurb. Hammer out a detailed listing of the impacts/outcomes that board's governing work is intended

to produce over the long run. The work of governing will never be the same!

### November 17, 2004 Seminar Policies/Procedures and Legal Issues

Bob Harris, Harris Management Group  
Fine tune your organization. Bob Harris will team with legal counsel to provide you with what you need to know so you can implement best practices in your organization and avoid any legal difficulties.

# CSAE Registration Form

Name(s) \_\_\_\_\_

Association/Company \_\_\_\_\_

Address \_\_\_\_\_

City, State, ZIP \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

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

Attending new member orientation (January, March, April, June, September, October, December)  Yes  No

Attending networking (February, May, November)  Yes  No

Alternative Luncheon Plate  Fruit Plate  Vegetable Plate

### Luncheon Fees:

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

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

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

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

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

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

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

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

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

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

### Education Fees:

February Education:  \$109/member  \$159/nonmember

April Education:  \$109/member  \$159/nonmember

September Education:  \$109/member  \$59/nonmember

November Education:  \$109/member  \$159/nonmember

Total amount due \$ \_\_\_\_\_

### Payment:

Check  AMEX  Visa  MasterCard

Name \_\_\_\_\_ Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Register today by fax 303-368-4222, online at [www.csaenet.org](http://www.csaenet.org),  
or mail to: 2170 S. Parker Road, Suite 265, Denver, Colorado 80231