

Executive Memo

May 2004

Keep the Association Running

by *Stephanie Retz, InterNational Electrical Testing Association*

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Replacing, reorganizing, or retraining personnel can be a source of considerable frustration for any association. Remembering every intricate detail for all the policies, processes, and procedures associated with a particular position and finding a qualified person to fill that position has been a source of worry for all employers at one point or another.

Plan and Prepare

What happens if Jane, your membership director, falls ill? Does your staff know how to jump in and take over? Does the responsibility fall on you? Before you lose key personnel, have each employee make up a "How to Do My Job" notebook. Depending on their position, creation of the manual could take a full year. As processes and procedures change, notebooks should be updated.

In most cases, it is not necessary to sit down for a full week, trying to remember and type out every detail of your job. This manual can be created and added to one section at a time as you go through the tasks of a normal working day. Tasks can be typed, step by step, as they are being performed. It is easy to over look little steps, such as "Click OK twice," because you have always done them automatically. But someone filling in for the day may get to the "OK" screen and stop.

Many people are visual learners. That is why many software manuals utilize "screen shots" as part of their instructions. Most of us find it easier to follow written instructions when our screen looks exactly like the picture on the page. Screen shots are easy enough to do and should be encouraged for use with internal how-to manuals. In Word,

simply tap the "Print Screen" button on your keyboard, open a new word document and click on the "Paste" button. Presto! You are now looking at a picture of your computer screen. The nice thing about Word is that you can input instructions directly above or below your picture. You can also utilize the drawing tools available in Word to point out specific things in the picture using arrows and circles. If there is too much extra picture, try using the crop tool located on the picture tool bar. The crop tool allows you to cut away extra areas of the picture without resizing. This can be handy when you are pointing out a specific menu option within a program and do not need to show the blank document below it.

Rest Easy

Many of you right now are thinking "If anyone can use my manual to do my job, what do they need me for? Am I setting myself up for unemployment?" As much as I love my job, I am striving for something better. As I prepare and train for my new role in my association, I must simultaneously train and prepare one of my staff members to take over my duties and responsibilities. What easier way to delegate responsibility than to take a section out of your manual and hand it off to the next person? Now it is their responsibility and part of their manual. If done thoughtfully, members will take no notice of the seamless transition. ♦

Special thanks to Judy "SuperJude" Strnad, International Erosion Control Association, for her real-world wisdom.

Executive Memo

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President's Message

Members Essential to Communications

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



Communication takes place in many forms, on many levels and in many contexts. The most ordinary amounts to a simple exchange of information. For example, a newsletter article tells members the time and place of a meeting. The most profound communication, on the other hand, has the power to change behavior and sometimes even hearts. This could happen when you hear a speaker who inspires you to approach your work differently, causing you to develop a greater appreciation for those around you—and yourself.

Internal communication within CSAE appears to be strong, based on the marketing audit conducted recently. Comments included: “The newsletter is extremely informative, geared to its audience.” “The web site is not complex and you can fairly easily find what’s there.” The main problem, it seems, may be that there’s not enough internal communica-

tion. One respondent suggested “more e-mails and web interactions.”

The current board is working hard, through its branding and marketing programs, to strengthen external communications. We have been most interested in sharpening the perception of CSAE among three audiences—current members, potential members who have not yet joined and the professional community at large, particularly people served by our members.

But it’s certain that, for all sorts of CSAE communications, member participation is an essential element. It is my hope that our internal communications will continue to benefit and strengthen our members, who in turn will be our best ambassadors, conveying our messages to a broader public.

Raquel Alexander, MA, CAE
CSAE President

Why CSAE?

Creating networking opportunities

Serving educational needs

Advancing your profession

Enhancing the community

Your career deserves it

To Fax Or Not to Fax: House Bill 1125

On April 9, 2004, Raquel Alexander, MA, CAE, president of CSAE respectfully requested Governor Owens to exercise his constitutional power to veto House Bill 1125, which subsequently passed and is now a part of Colorado law.

After review of House Bill 1125, the CSAE Public Policy Committee felt the language of House Bill 1125 would create a situation that would make Colorado a potential haven for litigation against those with good intent in using facsimile transmissions to customers and members.

port of the bill all had that understanding.

However, what the bill does not do is incorporate the exceptions to the prohibition as adopted by regulation by the Federal Communications Commission. Specifically, the federal law and regulation currently recognize an exception to the prohibition on commercial faxing when there is an “established business relationship.” This exception is only found in the regulations interpreting the federal law.

House Bill 1125 does not incorporate the “established business relationship” excep-

Our concern is not with enforcement by the Attorney General’s office which has indicated it would recognize the “established business relationship” exception. However, the Colorado law allows for a private right of action with significant penalties including attorneys’ fees. Without the “established business relationship” exception, Colorado’s businesses and associations will have to obtain “express invitation or permission” to send a fax which, in any way, advertises goods or services. This means that every business which uses faxes to communicate with its customers will have to obtain express written permission from each of its customers—even if they have been faxing to each other for several years.

We support the concept of stopping unsolicited faxes. However, House Bill 1125 as drafted will impact those with established business relationships which federal law does not reach. Therefore, we respectfully requested Governor Owens to veto House Bill 1125 with direction to the General Assembly that it incorporate the exceptions recognized under federal law or regulation. ♦

CSAE thanks the Public Policy Committee Members listed at right for reviewing House Bill 1125. We also thank Bill Walters, Walters and Joyce, PC, for his perspective on this bill and for helping draft the language for the letter to Governor Owens.

We support the concept of stopping unsolicited faxes. However, House Bill 1125 as drafted will impact those with established business relationships which federal law does not reach.

Alexander made this request to Governor Owens to veto House Bill 1125 on behalf of the CSAE membership.

House Bill 1125 was designed to make a violation of the federal Telephone Consumer Protection Act of 1991 a violation of the Colorado Consumer Protection Act, C.R.S. Sec. 6-1-101, et. seq. Apparently the drafter and those testifying in sup-

port. Instead it creates three separate and distinct violations under Colorado law—sending of an unsolicited fax advertisement, failing to include information in the header of the fax OR violation of the federal law or “any rule promulgated thereunder.” In other words, the federal rules (including the exceptions) do not apply to the other two Colorado violations.

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Lean-and-Mean vs. All or Nothing

by *Adrienne Zoble*

While it's commendable these days to run one's organization in a lean-and-mean manner, it isn't productive to use efficiency as an excuse for little or no marketing activity.

Do any of these comments sound familiar?

- ◆ "We don't have time to market."
- ◆ "Sales follow-up? Who's going to do it?"
- ◆ "Network? Take a member to lunch? With our cash flow? I don't think so!"

What's really going on here? People don't always lack time or money. It's more likely they lack priority. If we don't know the benefits, or WIIFM ("What's in it for me?"), we don't make the time or find the money.

There's more to this than priority, however. There's also the AON ("all or nothing") mindset. You know you're in AON, when you begin sentences with "unless" or "until."

- ◆ "Unless some of the guests who've attended meetings recently decide to join, there's no way we'll have the money for marketing. Therefore, we'll do nothing."
- ◆ "Until we have a person to dedicate to marketing, I don't have time to market. I'm already putting in crazy hours. Therefore, we'll do nothing."

Unfortunately, AON rears its ugly head all the time. What a shame, when all we have to do is change our mindset from AON to SIBTN ("Something is better than nothing.")

Here are three marketing strategies that require little time and less money. They do, however, need vision, common sense and resourcefulness (as in "Necessity is the Mother of Invention").

1. Sales Follow-Up

How often do you follow-up with guests after a first or second meeting? Or with new mem-

bers or sponsors? Taking a few minutes to generate feedback and show you care goes a long way.

2. Networking

When do you schmooze with members? Do you know everything you can about them? They might be sources for recruitment, retention, sponsors, deals on office supplies and equipment. You never know.

3. Member Check-Ins

All too often organization staffs send out renewal notices, but they don't check in periodically to learn how much their members are benefitting from the association. Then they wonder why the renewals don't come in.

It's time now to get out of AON and into SIBTN. SIBTN means that only one or two calls per week are better than none at all. Moreover, if you get a positive response, you'll probably motivate yourself to make additional calls!

If you work with a minimal staff, consider hiring a part-timer. Learn to delegate the pesky details, to free you up to do the important marketing.

You'll be amazed at the difference. ◆

Adrienne Zoble, a marketing speaker and consultant in Fort Collins, CO, helps business owners and executives sell more in less time. She will be kicking off a monthly teleseminar for CSAE on June 17th from noon – 1:30 p.m. Watch for further details. In the meantime, you may contact Adrienne at azoble@azobleassoc.org or 970-282-1150.

Google Alerts Can Keep You Current

by Susan Ellis, Energize

The popular search engine Google is in the news right now because of its upcoming stock offering. Whether or not you want to invest money in Google, everyone can make use of one of its great free services.

The service is called "Google Alert," touted on its opening page (www.googlealert.com) as "Web Intelligence — Catch Everything." Very simply, you can sign up to have Google send you a daily e-mail digest of every place online that a word or phrase of your choice appears that day. You can select as many words or phrases as you wish, though you'll have to sign up for each separately. Totally free, and international! You can even select your preferred language for both the word searches and the e-mails to you.

In the old days, this would have been called a "clipping service" and it would have taken several days of manual labor, costing the user dearly. Today, the process is totally automated, instantaneous, and free. And it scans all web sites, no matter the geographic base. Wow.

So what can you do with this service? Some ideas:

- ◆ Enter your organization's name and see how often (if ever) and in what ways it is mentioned online. This could be especially useful for anyone in a local affiliate office of a national organization, since the way other affiliates are promoted can reflect back on you.
- ◆ Enter the type of services you provide and get a flavor of what others are doing. It can spark new ideas for you. You may have to experiment with the right phrases, since something too generic may bombard you with unrelated messages.
- ◆ Enter your cause (literacy, AIDS, pollution) and see what's making the news in your arena.

- ◆ Enter your name and see if you or your "doubles" are in the news anywhere! Actually, since you can subscribe and unsubscribe as often as you want, you can use this to see if publicity you are trying to generate has worked. Most newspapers, TV and radio stations today maintain an online site as well. So, for example, if you give a Volunteer of the Year

award and send out press releases announcing the winner, did any news outlet pick it up? ◆

Susan Ellis is president of Energize, Inc., an international training, consulting and publishing firm specializing in volunteerism. Visit energizeinc.com or call 215-438-8342 for more information.



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Unveiling A New Tomorrow: CSAE's 2004 Annual Conference Schedule

Focus . . . Strategize . . . Energize

May 20-22, 2004

Park Hyatt Beaver Creek Resort & Spa

Thursday, May 20, 2004

7:00 a.m. – 3:00 p.m.

Special Pre Conference Time

This is your time. Indulge yourself with a trip to the Spa. Play golf. Bike or hike the many trails in Beaver Creek. Soak in the breathtaking scenery. This is your time to relax and prepare for two days of fun, learning, and sharing with peers.

7:00 a.m.

Spinning class

To make reservations call 970-748-7500

Cost: \$15

8:00 a.m.

Yoga class

To make reservations call 970-748-7500

Cost: \$15

9:30 a.m.

Pilates class

To make reservations call 970-748-7500

Cost: \$15

Allegria Spa: Advance reservations requested by calling 970-748-7500. Make an appointment for a Spa Treatment and order off the Spa Menu for lunch in the Tea Lounge! Special CSAE Package includes: 50 minute Massage (choice of Swedish, Sports, Shiatsu or Prenatal), Refresher Facial (30 minutes) and Mini-Manicure (30 minutes) for \$159 (18% tax and gratuity not included). All other treatments are 25 percent off during the program. All attendees will receive a certificate valid for one complimentary Fitness Class during their stay (\$15 value).

Golf: Book your tee time with the Beaver Creek Golf Course at 970-845-5775.

(\$68.47 includes green fee, cart rental and range balls.) Tee times start at 11 a.m. Single and foursome reservations accepted. Sandwiches, snacks and drinks can be purchased from the roving beverage cart.

Concierge: 970-827-6610. Biking, hiking, fly fishing, Jeep tours, horseback riding

6:00 p.m.

Welcome reception/Facilitated Networking and dinner /Silent Auction Opens

Sponsored by Pinnacle Assurance
Hosted by Beaver Creek Restaurant Associates, Fort Collins Convention & Visitors Bureau, Grand Junction Visitor & Convention Bureau and Park Hyatt Beaver Creek

Julia Hubbel, President, The Hubbel Group Facilitated Networking Leader
Don't miss the fun! It's time to relax and enjoy a laugh or two. Back by popular demand, Julia will once again show us how to maximize our networking ability.

Beaver Creek will share some of its finest cuisine in a specially prepared "Taste of Beaver Creek" celebration.

9:00 p.m.

Fire pit with Smores

Enjoy the crisp, cool night air as we test our campfire skills preparing warm, gooey chocolate and marshmallow smores for all to enjoy.

9:00 p.m.

Karaoke

Hosted by Destination Services Inc.

Think about your favorite song. Then join us for a lively round of Karaoke in Whiskey Elk. We want to hear your voice loud and clear.

Friday, May 21, 2004

Visit the Fitness Center or take a bike

Run, walk or waddle—you can dust off the cobwebs and begin your day with a brisk hike in the beautiful Colorado Rockies or you can visit the beautiful fitness center where you can work out on some of the finest in exercise equipment.

7:00 a.m.

Spinning class

To make reservations call 970-748-7500

Cost: \$15

8:00 a.m.

Yoga class

To make reservations call 970-748-7500

Cost: \$15

8:00 a.m. – 9:45 a.m.

Breakfast, Skit, and Keynote

Take It To the Next Level – Unlimited Potential. Ultimate Performance.

Sponsored by Trendex, Inc.

Dick Brusco, Kay Baker and Mystery Guest- Skit, Renee Norcross, CEO, Win-Quest Keynote Presentation

Enjoy a beautiful sit-down breakfast and a laugh or two as we kick off the conference with a zany, light-hearted skit.

Following, our keynote speaker will share what it takes to transform your performance and exceed your own expectations. We'll learn the six most common barriers to success, understand why the comfort zone is not necessarily the most effective zone, and learn the one characteristic that all successful professionals possess.

Continued on page 7

2004 Conference Schedule

Continued from page 6

9:45 a.m. – 11:00 a.m.

Breakout Sessions

Topic 1: Marketing/Branding—How Do You Define the Vision
Sheila Stewart, President & CEO
Marketing Solutions & Results

Vision is more than seeing 20/20. Learn what a high performance-marketing wheel can do for your organization. Gain valuable tips for effective implementation.

Topic 2: Engaging Great Volunteers
Adrienne A. Bien, CAE, Vice President, Learning and Networking Center, Medical Group Management Association, Stan Orr, CAE, President, NonProfit Resources Inc.

Now that you have great volunteers, what do you do with them? Do you just put them to work? Do they need to be trained? What kind of training should you provide? How do you help your volunteers grow and develop and stay engaged in your organization?

This panel discussion is for you if you would like to hear how other successful associations are answering these questions.

Topic 3: Promoting Your Association's Brand: 10 Steps to Successful PowerPoint Presentations! Dawn Bjork Buzbee, The SoftwarePro, Certified Microsoft Office & PowerPoint Expert

Effective and consistent communication is the key to the successful adoption of the branding and image of an association. Presentations delivered by association executives, board, and staffs are a vital piece of the promotion puzzle. Discover how to engage your members and your audiences with more interesting dynamic, and professional PowerPoint presentations that also positively promote your brand.

11:15 a.m.

Bus departs for Saddle Ridge

11:30 a.m. – 1:30 p.m.

Luncheon, Saddle Ridge

Sponsored by Naylor Publications
Hosted by Beaver Creek Group Sales

1:15 p.m.

Bus departs Saddle Ridge for Park Hyatt
Beaver Creek Resort and Spa

1:45 p.m. – 3:00 p.m.

Breakout Sessions

Topic #1: You Have The Vision-How Do You Sell It?
Tom Letourneau, Customer Development Group

"Branding" is the buzzword of the new millennium for most organizations. In this fast-paced session we will look at how to build a marketing plan to roll out your new organizational identity and what resources are needed for a successful campaign. We will look at how your new "brand" can be sold to the membership and other constituencies. If you have designed a new brand or are thinking about one, this is a "must attend" session.

Topic #2: The Myth of Sink or Swim—How to Strategically Manage Employees for Optimal Results
Peggy Sundstrom, Ph.D., Founder & Principal, Sundstrom & Associates

Employees are an association's most valuable resource! This workshop will help you leverage the talents and capabilities of your employees to produce better outcomes. Workshop participants will leave with a model for strategically managing performance and a checklist of questions to evaluate their association's current performance management practices.

Topic #3: Are we all reading from the same script?
Michael L. VanAbel, The Ankarlo Training Group Inc.

Defining communications, gaining an understanding of personality types and corresponding communication styles, and recognizing common communication filters will be the focus of this workshop. Participants will be able to adopt tools

such as building rapport, paraphrasing, encouraging and evaluating subtext messages in order to communicate effectively.

3:00 p.m. – 3:15 p.m.

Break, sponsored by Lester Publications LLP

3:15 p.m. – 4:30 p.m.

General Session with Keynote
Silent Auction Closes

Top Bananas Don't Get Mashed: Learning to Play More to Keep from Turning to Crispy Burnt Toast
Barbara Brannen, Top Banana
The Top Banana Institute

Learn to live in a new way. Top Bananas, are what we all are when we are on top of the game of life. We don't get mashed if we master how to start our day, and learn how to deal with commuting, meetings, problem solving, the attitude bug, low energy, negative people and appreciation.

4:30 p.m. – 6:00 p.m.

Tour the Village/Enjoy the Spa

6:30 p.m.

Dinner, Allie's Cabin

Hosted by Vail Valley Chamber and Tourism Bureau in conjunction with Beaver Creek Group Sales

Saturday, May 22, 2004

Visit the Fitness Center or Take a Hike

Rise and Shine. Begin your day refreshed and ready for learning, networking and fun.

7:00 a.m.

Spinning class

To make reservations call 970-748-7500
Cost: \$15

8:00 a.m.

Yoga class

To make reservations call 970-748-7500
Cost: \$15

Continued on page 8

2004 Conference Schedule

Continued from page 7

8:30 a.m. – 9:30 a.m.

Breakfast & Panel Discussion

Sponsored by Faegre & Benson LLP

Have you ever wondered how your peers are addressing today's issues? This is your opportunity to ask questions and get answers.

9:45 a.m. – 11:00 a.m.

Breakout sessions

Topic #1: *Marketing/Branding – Implementing the Vision and staying on track—secrets of champions!*

Barbara Bowman, Director of Sales Grand Junction Visitor & Convention Bureau, Tom Peterson, Executive Director, Colorado Asphalt Pavement Association, Sondra McCoy, Director of Events & Finance, Denver Metro BOMA, Lois Rice, CAE, Colorado Gaming Association.

Join a panel of peers who will share their processes for implementing their vision through branding and marketing campaigns. Learn how to implement your vision, manage and monitor it on a regular basis and how to identify what works and when to “pull the plug” or enhance the concept.

Topic #2: *Legal Issues You Must Know Representatives from Faegre & Benson, LLP*

What you don't know could hurt you! Learn what's on the horizon and what changes you should make now to comply with recent changes in the law. Discussion will include but is not limited to faxing and e-mailing restrictions.

11:15 a.m. – 1:00 p.m.

Closing Session, Lunch and Keynote Coming Down From the Mountain—Putting it All Together Back at the Office

Peggy Sundstrom, Ph.D., Sundstrom and Associates

Sponsored by Fort Collins Convention & Visitors Bureau

Now that you've learned about branding and market position, what

comes next? How do you implement the great ideas from the general and breakout sessions in your own association? The closing session will focus on tying the concepts together and providing tips to strengthen market position and internal management practices.

Hotel Information

The Park Hyatt Beaver Creek Resort & Spa is the headquarters for the 2004 CSAE Annual Conference. Make your reservations as soon as possible by May 5, 2004 to receive a special CSAE rate of \$120 Single/Double Occupancy (includes parking). Room rates are quoted exclusive of applicable state and local taxes (which are currently 10.99%) or applicable service, or hotel specific fees in effect at the Hotel at the time of the meeting. There are a limited number of rooms at these rates, so call The Park Hyatt Beaver Creek Resort & Spa Reservations at 800-233-1234 or 970-949-1234.

Registration

Full payment must accompany your registration to be processed. Make checks payable to CSAE. Charge payments may be made by American Express, MasterCard or Visa.

As a CSAE member, you save \$50 on a full conference registration! If you are not a member, but would like to take advantage of the member discount on registration, just enclose your membership fee with your conference registration. Professional membership is \$215 and associate membership is \$275.

Your full conference registration includes (6) meal functions, (12) educational sessions, and 12 hours or points of CSAE continuing education. This year's program allows you more time to network with your peers and other attendees with similar questions and interests.

Special Needs

If you need to cancel, please consider sending a member replacement at no additional charge. Non-member replacements will be invoiced for the difference between the member and non-member rate.

Cancellations made prior to April 30, 2004 will receive a full refund. All cancellations made after April 30, 2004 will be subject to a \$50 processing fee. No refunds will be issued for cancellations made after May 14, 2004.

Hotel Address & Travel Time

Park Hyatt Beaver Creek Resort & Spa
136 E. Thomas Place, Avon, Colorado,
USA 81620-1595

The Park Hyatt Beaver Creek Resort & Spa is roughly two hours from the west side of Denver. Take I70 West approximately 110 miles; take the Avon Exit (Number 167). Turn left, (back under Interstate) thru the town of Avon. The fifth roundabout is the entrance to the resort. At the entrance is a security booth—stop and advise the guard you are going to the hotel, he has maps and directions.

Attire

All CSAE programs are resort casual. Remember to pack a light jacket for evening, as well as sunscreen and sunglasses.

Continuing Education

You can earn up to 12 hours toward qualifying for the CAE exam. This conference also qualifies for 12 CAE recertification points.

Principled Networking™ Tip: Hold Off On Giving Out Your Business Card

by *Julia Hubbel*

Whether you're at a CSAE meeting for the first time or the fiftieth time, don't hand out your business cards.....first! There's a good reason for holding off, and it has to do with how we meet and what it means to give someone your card, or to take one from someone else.

First of all, handing out your card immediately places pressure on that person to do something with your card before they know anything about you. Second, it forces them to make an instant judgment about you and what you're all about, for better or for worse, before you've had a chance to form an impression or create a relationship.

Your business card is only a tiny expression of who you are and what you're all about. What if you're in a job you don't like or one that doesn't

express your highest talents? Wouldn't you want the other person to have a better idea of you before they made a snap judgment? And besides, you are much more than what you do for a living, even if it is your passion.

By getting to know someone first, you create the opportunity to know that person above and beyond what their card says. By asking good questions and listening carefully to the answers, you get a better impression, and one that allows you to determine whether or not you want to move this potential relationship forward on a personal note. Once you've determined that you would like to move forward, then you can find out what they do, and it might be an added bonus. Even if not, you have a new friend at this point, one that you might not have pursued had you judged them by their card first.



Give a new relationship a chance and hold off on exchanging business cards next time you come to a meeting. By letting the relationship evolve on its own terms, you're allowing the friendship to happen first, and business naturally follows suit. ♦

Julia Hubbel is a speaker, prize-winning journalist and author of The Art of Principled Networking: When You Schmooze, You Lose! She specializes in helping associations improve their retention strategies through building lasting, collaborative relationships. Contact her at jhubbel@frontier.net or 303-903-4815.

Member Profile: Lolly Brooks-Brewer, CMP, Renaissance Hotel—Denver

by *Mo Goldman, ConferenceDirect*

A CSAE member for 13 years (albeit, not consecutively) Lolly Brooks-Brewer has been senior account executive with the Renaissance Hotel—Denver for the past 11 years. She has progressed through the sales ranks starting as sales manager, senior sales manager, associate director of sales up through her current position with Renaissance where her markets include associations and airlines.

Born in Luverne, Minnesota and raised in Hardwick, Minnesota (both near Sioux Falls, South Dakota) she grew up on a farm and as a youngster learned to work hard. She moved to Chicago in the mid-60's and in 1967 moved to Denver. In 1971 Lolly moved to Aurora, where she continues to reside. She was a stay at home mom for 15 years, which Lolly considers "the best years of my life."

In 1981, when she went back to work, her first job was at the Stapleton Rodeway Inn which later became the Days Hotel. She started as a part-time secretary in the sales office and moved into the director of sales spot in 1986. In 1993 she went to work at Stouffers, which became the Renaissance Hotel later that year. Lolly laughingly admits that she has been known as "the queen of Quebec Street! And all I wanted to be was a wife and a mother!"

Lolly's husband is retired and she has two grown children, a daughter and son-in-law, both working for United Airlines and another son who works as a Maintenance Supervisor for an apartment complex. In her spare time she likes to work out, crochet, read and see movies.

The Renaissance on Quebec is part of the Marriott family of hotels,

boasting 400 guest rooms, over 25,000 square feet of meeting space, health club, restaurant, bar, high speed internet and free parking. By exceeding her booking goals, in 1999 and 2000 Lolly was admitted to the Marriott Chairman's Circle, and in both 2002 and 2003 she joined the elite Marriott President's Circle. She is also a member of HSMIAI, MPI and PCMA.

What would Lolly like to be doing in 10 years? "I look forward to retirement and enjoying life with my husband."

If you would like to book your next meeting at the Renaissance, contact Lolly at 303-336-5214 or lolly.brewer@renaissance.com. ♦

CSAE 2004 Luncheon Calendar

January 8, 2004 Luncheon
Eye on the Economy

Thank you
Magnolia Hotel

February 6, 2004 Luncheon
***Coordinated Communications:
is technology always the
answer?***

Thank you
Hilton DTC

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

Thank you
Hyatt Regency

Denver
April 2, 2004 Luncheon
Board Governance

Thank you
Denver Marriott
West Hotel

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

Thank you
Executive Tower Inn

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
***Facilitative Leadership: How to
Enhance Results and Maximize
Others' Contributions***
Jeff Cufau, Idea Architects

Thank you
Hyatt Regency
Denver

April 22, 2004 Seminar
Accounting for Non-Accountants
Ed McMillan, CPA

Thank you
Hyatt Regency
Denver

September 21, 2004 Seminar
***High-Impact Governing in a
Nutshell: 17 Questions That
Board Members and CEOs Fre-
quently 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 gov-

erning 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 how to network (February, May, November) Yes No

Alternative Luncheon Plate Fruit Plate Vegetable Plate

Luncheon Fees:

June 4, 2004: \$30/member \$35/nonmember

September 2, 2004: \$30/member \$35/nonmember

October 1, 2004: \$30/member \$35/nonmember

November 4, 2004: \$30/member \$35/nonmember

December 3, 2004: \$30/member \$35/nonmember

January 2005: \$30/member \$35/nonmember

February 2005: \$30/member \$35/nonmember

March 2005: \$30/member \$35/nonmember

April 2005: \$30/member \$35/nonmember

May 2005 : \$30/member \$35/nonmember

Education Fees:

September 21, 2004: \$149/member \$225/nonmember

November 17, 2004: \$149/member \$225/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,
or mail to: 2170 S. Parker Road, Suite 265, Denver, Colorado 80231