



# HEADQUARTERS HEADLINES



We understand the view  
from where you sit

A Publication of

Association Headquarters

## INSIDE THIS ISSUE

- 1  
**AH's New Vision and Mission Statement**
- 2  
**Urban Promise**
- 3  
**Helping Volunteers Understand Financial Statements**
- 4  
**When Strategic Planning Isn't Enough**
- 7  
**Client Partner News**
- 10  
**AH Develops Website for US Amateur Boxing**
- 11  
**ASHT Has Successful Conference in San Diego**
- 12  
**AH Accomplishments**

## Association Headquarters Announces New Vision and Mission Statement

Association Headquarters advances organizations to greatness. We have always strived to do it; we will continue to strive for it.

Until recently, though, this determination has been an unspoken aspect of our culture. It was just the way we worked with our client-partners. But now, with the unveiling of AH's new vision pledge and mission statement, it is a very public and very important standard to bear — a guiding principle for everyone working at AH.

After almost a year of work, much research, and a little word play, AH introduced a new vision pledge and mission statement to kick off 2013.

AH's new vision is to be *the most innovative and most trusted management partner for associations.*

We firmly believe that delivering new, creative solutions to our client-partners is crucial to their success. We also feel that an open, trusting partnership is the only truly productive kind.

To help us meet the standards set out in our vision pledge we simultaneously adopted a new mission statement:

*Association Headquarters advances organizations to greatness. Our client-partners achieve measurable success in four key areas: multi-dimensional growth, engaged and disciplined leadership, intelligent use of technology, and an unwavering commitment to mission.*

AH, together with our client-partners, will pursue excellence in the four areas outlined in our statement: growth, leadership, technology and mission. What does that

*continued on page 14*



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## AH & SOCIAL RESPONSIBILITY

# AH Staff Help Celebrate Urban Promise 25<sup>th</sup> Anniversary

By Brooke Bilofsky, Associate Meeting Manager

Last year AH had the great opportunity to further our relationship with Urban Promise, a non-profit organization that provides life and leadership skills to children in Camden, N.J., as a sponsor of their 25th Anniversary Banquet. Several AH staff members were also lucky enough to attend the event in Collingswood, N.J.

The banquet was a lovely evening for all of those in attendance. It started with a dinner, where all of the food was prepared and served by Urban Promise kids.

Awards and recognition were handed out during the meal. After dinner the crowd was ushered into the auditorium where they were presented with an inspiring montage video of the kids paired with the popular song "Home" by Philip Phillips. Urban Promise kids, staff and graduates all came together to perform, sing, dance, share stories and poetry. It was inspiring and it is difficult not to catch the passion the people exude in the face of life obstacles most of us never have to encounter.



One person instantly inspired by the Urban Promise children when she met them back in 2007 was Diane Sawyer, former television reporter and current host of ABC World News. Sawyer has maintained her relationship with the organization and she was the special guest at the 25th Anniversary Banquet. Sawyer said she had to accept the invitation to be the special guest when she was asked by

one of the friends she made back in 2007, who also served as emcee at the banquet. Sawyer was gracious in her involvement and is in awe of the kids and the Urban Promise program.

It was an evening none of the AH staff who attended will ever forget. Sawyer's parting words to everyone at the event have stuck with us: "The center of the universe is everywhere."

For more information on our inspiring partners at Urban Promise, visit [urbanpromiseusa.org](http://urbanpromiseusa.org).

## Organizing for the Future

In our ongoing effort to ensure that AH is well positioned to provide the necessary leadership and support to our client-partners, the organization recently completed a reorganization of our ownership and management structure. The rationale for this change is to provide a structure that allows our leadership team to support continued growth and success for our client-partners as well as AH, to provide clear lines of responsibility, to involve our up-and-coming star talent room to grow and participate in the management of the company, and to create a clear succession plan for the company.

Some key elements of the change are that Bill MacMillan, AH founder, will become Chairman of the Board; Bob Waller will assume the title of President and CEO; and Mike Dwyer will assume the title of Senior Vice President and Chief Operating Officer. In addition to the title changes, Bob and Mike, together, have acquired a majority share of stock of the company from Bill. Bill still remains the single largest shareholder, and will remain active in the company.

In addition, several other individuals have taken on new/expanded responsibilities including Don Isaacson as Executive Vice President of Finance and Operations, Susan Nelson as Executive Vice President of Strategic Planning, and the addition of Lori Gordon as Executive Vice President of Sales and Marketing.



The Senior Leadership team has been expanded to include subject matter experts from all areas of the company including marketing, communications, sponsorship sales, web/IT, meetings, executive management services, and HR, as well as a newly created department dedicated to project and process management.

As the company leadership conducts ongoing environmental scan and a strategic plan it is clear that these changes are the only way to properly support our growth and maintain nimble in responding to client partner needs.

## NEW PROGRAMS, NEW OPPORTUNITIES

# AH Staff Accountant Strives to Help Volunteer Leaders Understand Financial Statements

By Erik Caplan



Kristina Orta

Over time, it is not uncommon for association management professionals to develop a kind of tunnel vision regarding their work. After years of immersion in the field, some begin to presume their volunteer leader colleagues have a certain level of familiarity with industry terminology and other aspects of their day-to-day work. This, however, is not always the reality.

The volunteer leaders association management professionals interact with can be anyone from a small business owner, to a scientist, to some other type of professional who volunteered to be a part of their professional association's leadership. While this type of member brings an acute understanding of their industry or profession, some may have never taken part in a board meeting, or more significantly, examined an association's budget.

*“The goal of the presentation was to give NAPO’s board members enough basic financial information to help turn a mess of numbers into a useful tool.”*

– Kristina Orta  
Staff Accountant

This combination of heightened familiarity with association management practices and terms (the professional) and unfamiliarity with association management practices and terms (the volunteer) can sometimes cause miscommunication, or at the very least, result in fitful conversations that take longer than they should.

To overcome this challenge in a complicated area of association management—accounting—Association Headquarters Staff Accountant Kristina Orta came to a National Association of Professional Organizers (NAPO) board meeting with a focused PowerPoint presentation

to help everyone understand the organization's financial breakdown. NAPO Executive Director Lucy Erdelac encouraged Kristina to do so as she believed NAPO's board members could benefit from a focused “lesson” to ensure everyone was speaking the same language.

“In the opening of my presentation I said something like, ‘NAPO’s financial statements are supposed to be a useful tool to help determine the current financial health of the organization, the financial impact of decisions that have been made and the financial ability of the organization to implement future goals,’” Kristina explains. “However, if you don’t understand the information in the financial reports, they’re just a jumbled mess of numbers.’ The goal of the presentation was to give NAPO’s board members enough basic financial information to help turn a mess of numbers into a useful tool.”

The 22-slide presentation provided simple explanations of commonly heard, but often misinterpreted, terms like assets, liabilities and variance, and it also featured a more involved breakdown of accounting for a non-profit organization, including the Audit Review Process and other key processes.

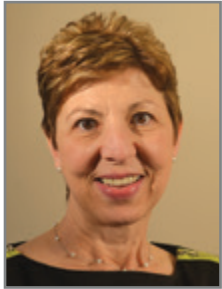
“Although many of NAPO’s members are small business owners, most are not financial experts,” Kristina says. “They may see financial statements related to their business, but significant differences exist between non-profit and for-profit financial statements. In addition, the information found in NAPO’s financial statements is much more in-depth (and therefore complex), and it can be overwhelming when you don’t know what information is most important.”

The presentation proved to be a boon to meeting attendees. The presentation went so well AH’s Accounting department has developed a generic version of it to use with all of AH’s client-partner boards as a financial orientation. The orientation includes topics such as general accounting terminology, details on the two basic accounting methods, investment terminology, the components of financial reports, and suggested questions volunteer leaders should be asking when reviewing their association’s financial statements.

## NEW PROGRAMS, NEW OPPORTUNITIES

### When Strategic Planning Isn't Enough...

By Sue Pine, CAE, Director of Education



Sue Pine

I find myself marveling at the transformations that have taken place since I first started in association management back in the mid-70s. Yes, I'm old. I tell my association friends that I'm "B.C. — Before Computer."

As an association volunteer leader, how are you dealing with the increase in the rate of change? How are you maneuvering through the changes and helping your members create a culture of foresight in your organization?

*"The rate of change is not going to slow down anytime soon. If anything, competition in most industries will probably speed up even more in the next few decades"*

- John P. Kotter  
*Leading Change*

#### Strategic Planning

I bet you are diligent about your organization's strategic planning process.

Strategic planning started back in the 1960s. The purpose was to produce a plan that included a set of objectives or goals that should take place during a subsequent period of time (normally one to three years). The "planning" then went dormant until the cycle repeated. The two key concepts of strategic planning were that it was a periodic activity that resulted in a plan.

Now, take into account the increase in the rate of change. Leaders needed to figure a method that would shift the process from "periodic" to "ongoing."

#### Environmental Scanning

Traditional strategic planning that associations conduct on a two- or three-year cycle often contain a scan of their environment within a SWOT (strengths, weakness, opportunities, threats) analysis. However, this is rarely more than casual observations or thoughts.

Today, association leaders are implementing scanning strategies to assist in the shift to "ongoing." Environmental scanning is an umbrella term that covers three distinct operations:

- **Monitoring** the environment—looking for relevant information that may affect the future viability of the industry/profession and the association.
- **Interpreting** the information to determine why it is relevant: how will this affect us?
- **Formatting** the information in a manner that makes it actionable in the strategic planning process.

Of course, the objective is to incorporate a more continuous scanning process, even with limited volunteer and staff time. Below are a few ideas to consider when getting started.

#### Implementing Environmental Scanning

*Gather a team.*

Who can do the "Monitoring"? CEOs, a staff person assigned the job, people who have a natural inclination to scan the environment (reading multiple news sources, for example). Contributors to the process can be a few board members, carefully selected members who are not officers but probably will be someday, young members, suppliers, customers of your members.

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*Identify critical trends and assess their impact.*

If your industry sector doesn't currently have trends available, start with the ASAE Scan to Plan Interactive Tool. Also do some online searches to look for what other associations have done. Think of all trends in the context of your association.

*Ask the member—members are your eyes and ears.*

Develop a procedure to enable members to communicate their concerns. Get your publications involved—write articles or blogs about the process. Convey the organization's "forward-thinking" theme. Make your members feel valued for their contributions.

*Target your information sources carefully.*

Pay closest attention to trade publications and information sources related to your field or specialty. Monitor national, technology, and business mass media sources (*Wall Street Journal*, *Harvard Business Review*, *Wired*, or *Popular Science*). Don't forget social media.

*Become a data-driven organization.*

Doesn't matter if you are using quick mini-surveys on "what's keeping you up at night?" or more comprehensive evaluations of services—you need to verify the hunches. If you are just starting out with environmental scanning you may find it most valuable to start with a member survey to find out what is important to members.

*Evaluate the information received for relevance.*

Information that rises to the level of concern among staff needs to be further interpreted by another entity that includes the rank-and-file member. The goal is to weed out some issues and present new ones that staff may have overlooked or dismissed. Keep in mind:

- Committees are very useful for this task.
- If meetings are a regular part of association business, hosting an open forum to discuss potential issues can be very valuable.



- Create e-mail lists or collaborative communities where ideas are posted and members are asked to assess potential impact on the future of the association.
- Develop a mini-survey to ask members to rank the top four or five emerging issues for relevance and potential impact.

*The Board plays a role.*

Once consensus has been reached regarding a list of potential issues of concern, it is the responsibility of the strategic planning committee or the Board of Directors to assess those issues and determine the proper course of action to either mitigate the impact of an issue or take advantage of a new development.

## Results

Shifting your organization from strictly engaging in an episodic strategic planning event to a more continuous environmental scanning process could be likened to turning on the radar within your organization. Face it: we need to embrace all of the tools available to assist in creating a forward-thinking culture for our associations!

## NEW PROGRAMS, NEW OPPORTUNITIES

# Client Partners with Email Support from the AH Marketing Team Outperform Industry Benchmarks

By Kim Karagosian, Director of Marketing

AH's Marketing and Communications (MarCom) team researches, develops, and executes integrated marketing solutions to help AH client-partners grow. The department's services include programs such as digital strategies; development of collateral, advertising and promotional pieces; market research; branding solutions; and event promotions.

MarCom recently compared the results of e-newsletters and event email blasts distributed by AH client-partners who received marketing support from the MarCom team with other outside associations based on the Informz, Inc. 2012 Association Email Marketing Benchmark Report.<sup>1</sup> Results indicated that AH client-partners supported by the MarCom department have higher open and click-through rates than industry benchmarks.

So what does that mean? People read the e-communications MarCom sends out and they want to learn more.

### Email Marketing Metrics Defined

An **open rate** is the percentage of people who opened an email compared to how many people were sent the email.

Multiple opens by one subscriber only count once, so the email open rate is only unique users.

The **click rate** is the percentage of clicks on links in the email by people who opened it. Email marketing platforms show the total number of clicks on all of the links, but the click rate at the top of the report page is the unique clicks, only counting multiple clicks once.

Results reveal that AH client-partners receiving MarCom support are well above average nonprofit association benchmarks. Differences the MarCom team believes help propel our client partners include better use of layouts, more links in emails, and variations in time sent, messaging and subject lines.

If you'd like to learn more about this research and the MarCom department, please email [marcom@ahint.com](mailto:marcom@ahint.com).

<sup>1</sup>Informz, Inc., a provider of email marketing solutions for the association industry, performed a study on its association client base to provide email marketers from member-based organizations benchmarking information for their email programs. The 2012 Association Email Marketing Benchmark Report included information from more than 600 million emails sent by more than 700 large and mid-sized associations.

### The Comparison: AH Marketing Delivers Results

	Client partners averages with support from MarCom	Averages reported by Informz, Inc.	Difference
<b>E-newsletters</b>			
Open rate	39.5%	27.6%	AH clients with marketing support have an <b>11.9% higher open rate</b> than industry standards.
Click-through rate	26.4%	22.1%	AH clients with marketing support have a <b>4.3% higher click rate</b> than industry standards.
<b>Event marketing emails</b>			
Open rate	44.3%	39.4%	AH clients with marketing support have a <b>4.9% higher open rate</b> than industry standards.
Click-through rate	28.3%	17.3%	AH clients with marketing support have an <b>11% higher click rate</b> than industry standards.



## CLIENT-PARTNER NEWS

# AH's Washington, D.C., Office Home for Two New JPMA Employees



Long-time AH client-partner Juvenile Products Manufacturers Association (JPMA) has taken advantage of AH's office in a Washington, D.C., to establish a greater presence in the Capitol to allow for more frequent collaborations with the federal government.

JPMA is using the office as home for two new staff positions the association created in 2012.

*“Having an active presence in Washington, D.C., is essential to moving the organization and the juvenile products industry forward today,”*

**- Michael Dwyer, CAE**  
*JPMA Executive Director*

Julie Vallese is serving as JPMA's managing director of public and government affairs. A seasoned consumer product safety advocate, Vallese was director of public affairs for the U.S. Consumer Product Safety Commission (CPSC), where she served as the senior spokesperson and media advisor. Prior to working for the CPSC, Julie worked as a correspondent and editor for CNN, where she educated consumers on various topics, one of which was child safety.

Mark Fellin joined JPMA as the director of regulatory and legislative affairs. A Pennsylvania native, Mark has served as a legislative correspondent for Senator Richard Burr (R-NC). Fellin's most recent experience was with the Consumer Product Safety Commission, where he worked as the public affairs and legislative specialist under Commissioner Anne Northup. Fellin has extensive public and government relations experience.

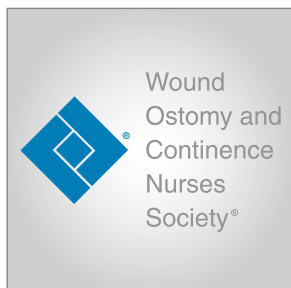
As the managing director of public and government affairs, Vallese will coordinate JPMA's overall public affairs strategy, working closely with the organization's executive staff to develop, coordinate and implement JPMA's regulatory, legislative and public affairs activities.

In his JPMA position, Fellin will work the JPMA executive staff, general counsel and key industry committee and volunteer leaders to develop, execute and advance the industry's annual regulatory agenda. He will actively identify and monitor federal and state regulations that relate to the agenda and provide strategic advice to the JPMA staff, board and industry leaders based on these regulations.

“Having an active presence in Washington, D.C., is essential to moving the organization and the juvenile products industry forward today,” said JPMA Executive Director Michael Dwyer. “We have built a highly qualified team with specialized skills and background in governmental issues and the legislative process to progressively advance the association and key industry initiatives.”

## CLIENT-PARTNER NEWS

### WOCN® Society Presented with MASAE's Positive Impact Award



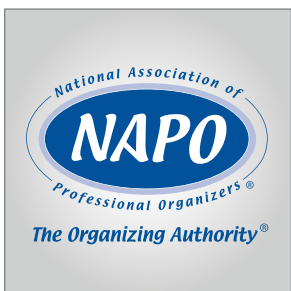
The Wound, Ostomy and Continence Nurses Society™ (WOCN®) Cycling for Scholarships fundraising initiative was awarded the Mid-Atlantic Society of Association Executives (MASAE) Positive Impact Award in November 2012 at the MASAE Annual Conference in Atlantic City, N.J.

The Positive Impact Award was given for WOCN Foundation's cross-country fundraising bike ride conducted by Dr. Karen Jeter in 2011. Dr. Jeter, a founding member of the WOCN Society, rode her bike 3,100 miles across the United States to raise funds for the WOCN Foundation's scholarship fund.

From March 4-April 29, 2011, Dr. Jeter blogged and cycled across the southern part of the country to raise awareness about wound, ostomy and continence (WOC) issues faced by so many people, and the certified WOC nurses who help make those patients' lives a little bit better. Dr. Jeter and the WOCN Society team used a branded website and blog, as well as Facebook, Flickr and YouTube, to gather donations and encourage people to interact with Dr. Jeter along her momentous bike ride.

After nearly two months on the road, Dr. Jeter, together with the WOCN Foundation, raised \$214,252, surpassing the original goal of \$200,000. The money raised increased the scholarship amount by 400 percent. In addition, the percentage of applications received increased by 100 percent.

### AH MarCom Team Helps NAPO Win Gold for Social Media Efforts



The AH Marketing department's social media support of client-partner National Association of Professional Organizers (NAPO) was honored with a Gold award in Association TRENDS' 2012 All Media Contest. The award was given in the Social Media Presence category.

Social media efforts were executed by AH's Sr. Marketing Manager Kari Oriolo and Marketing Coordinator Christine Gessner, in partnership with NAPO volunteers and staff. The group was recognized for social media

tactics conducted around NAPO's GO Month, National Preparedness Month and Annual Conference—specifically the new NAPO2013 #GuessWho campaign that debuted NAPO's 2013 conference keynote speakers through various social media outlets. In addition to creativity, the team was recognized for the 48 percent growth that NAPO has seen on Facebook and 45 percent growth on Twitter.

The Association TRENDS All Media Contest is an annual competition held exclusively for associations, recognizing the most creative and effective communication vehicles developed in the industry during the prior year. The 2012 competition included more than 420 entries in 22 categories of association communications.





# Creating a Certification Program: *One Association's Story*

By Erik Caplan

The American Association of Heart Failure Nurses (AAHFN) offers a certification program for its members, and the association recently published a dedicated study guide to help participants prepare for the certification exam. AAHFN Executive Director Pete Pomilio took some time to discuss AAHFN's program and the guide with *Headquarters Headlines*.

## What is the value of having a certification program in an association?

Our certification, the Certified Heart Failure Nursing Exam (CHFNE), offers nurses the chance to demonstrate basic knowledge in caring for patients with heart failure. They accomplish this by successfully passing the heart failure certification examination. Once certified, the certification they receive—CHFNE—is a symbol of their heart failure knowledge.

Certifications in any organization help members demonstrate that they are knowledgeable in their field and well qualified to perhaps provide specialized care or a certain service.

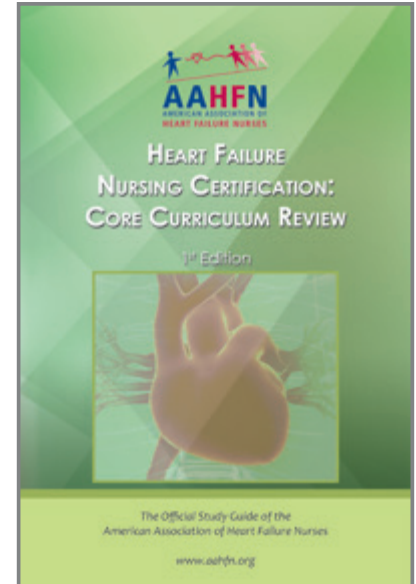
For nurses, the valuable knowledge a certification signifies can help positively impact patient care, perhaps instill a little more respect and faith in the patients they care for, or even lead to job opportunities or additional personal career satisfaction.

## How did you begin the process of creating a certification program for AAHFN?

Four years ago, the AAHFN Board of Directors had a vision for providing a standard of education and training for heart failure patients through certification. The first exam was offered during the 2011 AAHFN Annual Meeting in Seattle, and 240 people took the exam. An additional 266 sat during our 2012 meeting in Chicago. Today there are 436 CHFNEs. AAHFN now offers the exam in a computer-based format through national testing centers.

## How does the study guide tie into the program?

*The Heart Failure Nursing Certification: Core Curriculum Review* was developed to assist those who wanted to take the certification exam. The book contains study questions for self-review and resources for further reading at the end of each chapter. Volunteer experts worked alongside AAHFN staff to complete the book.



## How have the members responded to the guide?

Since we started offering it in February 2012, the book has sold more than 600 copies. This has translated into an additional \$55,000 in gross income for AAHFN. In a recent survey of the CHFNEs, they said using the Core Curriculum was their most preferred way to prepare for the exam.

## AH Client Partners Affiliated with Certification Programs

- AAHFN
- ASHI
- ASHT
- CCMC
- DNA
- IECA
- JPMA
- MDCB
- NADCA
- NAPO
- NAPPS
- WOCN

## CLIENT PARTNER NEWS

# USABF and AH Partner to “Knock Out” New Website

By Ashley Scherer, Associate Marketing Manager

The U.S. Amateur Boxing Foundation (USABF) has partnered with AH to build and market a website that serves three main purposes for the organization:

- Raise financial support to fund amateur boxing programs
- Highlight USABF initiatives, events and athletes
- Build awareness of the sport of amateur boxing

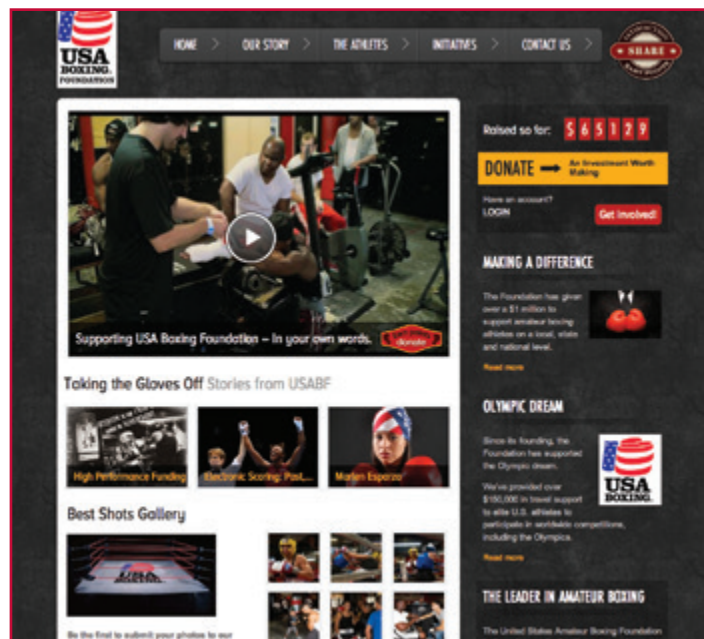
AH's Web and Marketing departments have worked together to develop the site from the ground up. The effort will deliver a site that presents a whole new professional image for the USABF and provides a platform for fresh content that highlights the organization's initiatives.

Launched in February 2013, the new website has some great features, including:

- A prominent “Donate” button that starts a three-click process to complete a donation online.
- An “Initiatives” tab where visitors can read about the programs their donations will be funding.
- Social sharing capabilities to help increase traffic to the website and share news about USABF.
- A special “points reward system” for those who donate and spread the word about USABF.
- Compelling videos with interviews from actual boxers explaining what the sport means to them and how they got involved.

The new website supports USABF's mission to advance the sport of amateur boxing and its participants by providing funds, resources and expertise to USA Boxing and those it serves. USABF is the only organization that exists solely to raise funds to support and advance the sport. All initiatives described on the site are maintained by USA Boxing. Monies raised through the Foundation fund USA Boxing programs such as women's/junior boxing, scholarships and membership campaigns.

The site will foster an online community of boxing enthusiasts by including a Flickr photo stream called “Give Us Your Best Shot” and social links to Facebook, Twitter and YouTube. Supporters, athletes and coaches can upload photos from events around the globe in real time to share with USABF's audience, as well as on their personal



social sites. In the “Our Athletes” section boxers have the opportunity to be featured on the site with their photo, bio and career highlights. “Stories from USABF” is displayed on the right sidebar of all pages and will contain the narrative aspects of the Foundation's impact on local communities. The new website is unique in that most of the content will be designed for the user and generated by the user.

Visitors can contribute content to the site by easily creating an account. Once a user account is created, they will be directed to the “My Corner” space, which will act as a quick link to the user's dashboard. Through the dashboard users can track their activity on the site as well as get quick information on how best to make use of the site's features.

Website interactions by registered users are rewarded through a points system. Points are awarded for specific dollar amount donations and as an added bonus, if you share the website with your friends on social media, you receive additional points. The points can be redeemed for prizes from stickers and t-shirts to autographs and rare merchandise.

# ASHT Makes Waves in San Diego

By Jessica Ercolino, Director of Operations, ASHT



The American Society of Hand Therapists (ASHT) sought to “make waves in hand therapy” during its 35th Annual Meeting in San Diego last year, and volunteers say it was a success from stem to stern. ASHT attempted to expand networking opportunities and

introduce new faces and expertise at the meeting last year. Based on responses and attendance the initiatives seemed to be successes.

ASHT President Dorit Aaron, MA, OTR, CHT, FAOTA, said she heard from many attendees who “loved the atmosphere of inclusion and can-do feeling” of the meeting. “The Annual Meeting is the one opportunity to hear new research in our specialty, gain exposure to the latest treatment techniques and learn about new products,” said Aaron. “It is also a time to meet and greet therapists from all around the world.”

*“Our goal this year was to reach out to new faces and expertise”*

*– Mirka Normand, OTR, MA, CHT, COMT  
Annual Meeting Committee Chair*

The meeting kicked off with the Point Loma High School marching band bursting through the doors of the opening session. The energy remained high throughout the weekend, as more than 800 attendees gained insight into the latest in hand therapy and exchanged ideas with colleagues and friends.

Annual Meeting Committee Chair Mirka Normand, OTR, MA, CHT, COMT, echoed Aaron’s sentiment. “It is a unique opportunity for visibility of the profession, promotion of education and networking,” Normand said. “It also allows the society to share the important work that is done behind the scenes by volunteers for all members and for the betterment of the profession.”

The meeting hosted a bevy of engaging speakers, including American Association for Hand Surgery-sponsored lecturer Don Lalonde, MD, FRCSC, who spoke on how the wide-awake approach is changing hand surgery and therapy. Keynote speaker Phillip Sizer, PT, PhD, OCS, FAAOMPT, reflected on balancing the art and science of clinical practice, and international speaker Yafi Levanon, OT, traveled from Israel to share the advantages and disadvantages of technology in hand rehabilitation.

“Our goal this year was to reach out to new faces and expertise,” said Normand. “While searching to deepen our expertise in hand therapy, we seek to remain connected to other professionals from which we draw to expand our horizons and build new evidence.”

Attendees often say one of the most valuable benefits of attending the Annual Meeting is networking, so this year, ASHT took networking to another level using social media. Working with the Association Headquarters MarCom team, ASHT created web badges for exhibitors and attendees to share on Facebook, Twitter and their websites prior to the meeting. Exhibitors were encouraged to submit photos and descriptions to be displayed on ASHT’s new “virtual pinboard” on Pinterest, allowing attendees to browse products, services and innovations in advance of visiting the sold-out Exhibit Hall. ASHT also created the #ASHT2012 Twitter hashtag to help attendees connect while on site, and schedule updates, photos and discussion questions were posted live.



*ASHT President Dorit Aaron with invited presidential lecturer Steve Viegas, MD.*



*2012 Annual Meeting Chair Mirka Normand addresses the general session.*



*ASHT Education Division Director Gary Solomon demonstrates orthotic fabrication during the popular Hands On Orthotics workshop.*

## AH ACCOMPLISHMENTS

### AH Staff Takes Part in ASAE Association Management Program



A group of Association Headquarters' staff has completed The American Society of Association Executives' (ASAE) Certificate Program in Association Management. This program helps association professionals build the competencies they need to manage their organizations more

effectively. The program includes five one-day courses, which can be taken individually or as a group. The program is designed for professionals with fewer than five years of association management experience who want to apply a more systematic approach to their work and improve the success of their organizations.

All courses include an assessment of learning, and, upon satisfactory completion of the five courses, participants receive the Certificate in Association Management, awarded by ASAE University. Almost 40 AH staff members have earned certificates — more than any other AMC in the world.

AH has an exclusive license to offer the certificate program in several states in the Mid-Atlantic area. Several AH

employees are trained instructors in the program and Sue Pine, CAE, AH's director of educational services, spearheads AH's involvement in the program. According to Sue, the value in having AH staff participate in the program is gaining a greater understanding of the history and role of associations in society.

“The reality is the majority of individuals who work in association management joined their respective organization without any formal training in the management of nonprofit organizations,” Sue said. “The same holds true for the staff at Association Headquarters. Here at AH, staff members are typically hired for their specific skill set as well as general aptitude. However, many have no prior association management experience. Attending the ‘Essentials in Association Management’ course gives them the history, value, governance structure and types of associations.”

The AH staff who received a Certificate in Association Management gained knowledge in five key areas: Essentials in Association Management, Effectively Managing Volunteer Committees and Task Forces, Membership Development, Communication and Public Relations, and Developing Your Leadership Potential.

### AH Staff Take Leadership Positions in Industry Associations

*Several AHers are serving in leadership positions for their respective professional associations in 2013.*



Dan Lemyre

AH Account Executive **Dan Lemyre, CAE**, entered 2013 as the President of the Mid-Atlantic Society of Association Executives (MASAE). Dan served as vice president of MASAE in 2012. Society for Information Management (SIM) Chief Staff Executive Amy Williams, CAE, joined Dan on the MASAE board of directors as secretary this year.



Linda Woody

**Linda Woody**, AH communications director, is serving as president of the Philadelphia chapter of the Public Relations Society of America (PRSA) in 2013. As president of the chapter serving as the host city for PRSA's 2013 International Conference, Linda will help develop the program and work with the national organization to put on a successful conference. The event offers practical insight and networking for public relations professionals of all career levels, sectors, work environments and industries.



Bob Waller

Association Headquarters President and CEO **Bob Waller, CAE**, was recently appointed to the American Society of Association Executives Key Association Management Company (AMC) Committee. The Key AMC Committee helps executives of AMCs exchange information with ASAE and provides a sounding board on strategic issues regarding association management companies. The Key AMC Committee is the newest of three Key Committees also including global associations, industry associations and philanthropic organizations.

## AH and International Partner AIM Group Exhibit at IMEX America

Association Headquarters and our European partner, AIM Group International, exhibited at the 2012 IMEX America show at the Sands Expo Center in Las Vegas. IMEX is a worldwide exhibition for incentive travel, meetings and events. The four-day event featured education and networking opportunities.

Association Headquarters Senior Vice President and Partner Mike Dwyer, CAE, served as the moderator for a Deep Dive session, “Managing through Change,” one of the educational sessions offered during IMEX America 2012. The three-hour in-depth and interactive session featured a panel of industry experts who spoke on the direction of association and meetings management, specifically as these

areas relate to changing trends in technology, the changing meaning of community, and leadership. With a look at the past and an eye toward the future, the deep dive examined the changing landscape in which association executives are operating. Attendees were challenged to explore questions such as, “Do we embody ‘community’ in our associations?” and “Are today’s leaders truly demonstrating leadership?”



## AH Meeting Manager Creates Winning Theme for PCMA’s 2013 Imaginarium



**Kristin Brammell**

Association Headquarters’ own Kristin Brammell, CMP, was recently chosen to be the guiding mind for the Professional Convention Management Association’s (PCMA) Imaginarium at its 2013 meeting in Orlando, Fla. She was selected by a design committee from a large group of entries.

“I was inspired to submit a theme for the Toronto Imaginarium contest because the Imaginarium is always an attraction at the PCMA annual convention,” she explained. “I thought it would be a really interesting opportunity to help create a memorable space for my colleagues and peers to enjoy.”

First launched at the PCMA Convening Leaders Conference in 2007, the Imaginarium has become a major attraction for Meeting Planners when visiting the conference. This year, for the first time, Tourism Toronto has partnered with PCMA to invite Meeting Planners to submit theme ideas for the Imaginarium space at the upcoming PCMA Convening Leaders Conference.

“I was honestly shocked when I got the phone call that I had won,” Kristin said. “I was proud of my submission and thought it had a lot of potential, but I was worried that since I submitted on the last day of the contest, they might have already decided on a winner. Luckily, they were just as excited about my idea as I was.”

The design committee was unanimous in its choice of Kristin’s submission, a way to help people think “outside the box.”

There were upside down chairs hanging from the ceiling that tricked the eye and furniture arrangements that were different from what you’d normally see.

There were spaces to be creative, including her favorite feature—an abstract canvas of the Toronto skyline that all of the meeting attendees got a chance to paint together. “Instead of just doing an individual craft, all contributed to this group art project, which really made everyone think outside of themselves,” said Brammell.

## Association Headquarters' PR Team Receives Awards at Industry Event

It was an evening to remember for the AH public relations team when they recently participated in the PRSA Philadelphia Chapter's annual communication achievement awards ceremony. The AH PR team submitted three award nominations on behalf of AH clients, and after months of anticipation, they were invited to attend the Speakeasy-themed event to honor their winning campaigns.

On behalf of the Juvenile Products Manufacturers Association (JPMA), AH received two first place awards in both the Marketing Communications and Public Service Announcement (PSA) categories for its baby monitor safety campaign and 30-second video PSA: Monitor Your Nursery Inside and Out: COORDinate a Safe and Sound Zone. JPMA was recognized for the year-long information and education campaign that has increased awareness of baby monitor usage guidelines with more than 44 million impressions and 12 new partners for the association! The success of the campaign has helped contribute to no new injuries being reported due to cord strangulation.

AH helped the National Association of Professional Organizers (NAPO) capture a second place award for the organization's philanthropic Soles4Souls™ program. NAPO announced a challenge to rally members, encouraging them to donate 100,000 pairs of shoes from homes they were organizing. The challenge exceeded the goal by 60 percent, collecting more than 160,000 pairs for residents of Haiti in one year! The program increased awareness of the organizing industry, rallied members and gave members' clients a new use for their old shoes. The "Tightening the Laces and Creating Organized Spaces" Public Service award was the ninth award the AH PR team has secured in three years.



*It wasn't all business at the awards event! The AH PR team snuck into the photo booth to celebrate their win.*

## Association Headquarters Announces New Vision and Mission Statement

*continued from page 1*

mean? It means focusing effort and resources on these areas because we believe them to be indispensable.

### Multi-Dimensional Growth

With our client-partners, we will pursue growth in membership, meeting attendance, non-dues revenue, industry presence or in any other facet that arises. Growth leads to meaningful outcomes, a strong presence in the professional community, and more value for members.

### Engaged and Disciplined Leadership

Passionate volunteer leaders who engage in disciplined and deliberate leadership focus on the strategic success of their organization. They consider the membership at large, always intend to deliver value, and take actions that aim for greatness.

### Intelligent Use of Technology

Technology is the great accelerator. On its own it may not create enough of the value members demand. But when deployed intelligently, in accordance with an organization's strategic direction, it can deliver value faster. Appreciating

technology, investing in technology, understanding how technology can support the mission, vision, and strategic plan is a cornerstone for successful organizations.

### Commitment to Mission

Unwavering commitment to mission is the foundation for all action that comes after. Your mission is for the benefit of your members and your industry. Delivering on the mission means satisfied members and an improved industry or professional community. Satisfied members and a thriving industry mean a successful organization. It all begins with mission. We must use it to guide and influence critical decisions, eliminate distractions and remain focused on the clear and primary objective.

In the coming months you will hear and see more about how we are living our vision and our mission. We believe we have focused our attention on what our client-partners need for success.

At AH, every client partner has a place at the table and a chance for greatness.



# SOCIAL MEDIA BUZZ



*AH staff and client partners JPMA and NAPO were honored at the PRSA Philadelphia Chapter's Communications Achievement Awards ceremony in December.*



*The Executive Committee met in Atlantic City, NJ for our annual strategic planning retreat in December to forecast the direction of AH in the coming years.*



*Some volunteers for AH's Social Responsibility Committee pose with former Eagles linebacker Jeremiah Trotter at Urban Promise's "Behind Closed Doors" Q&A event with Trotter and Sal "Sal Pal" Paolantonio.*



*Digital Media Specialist Ally Clark and Sr. Marketing Manager Kari Oriolo debuted our new video equipment at the JPMA Annual Summit in Washington, D.C.*



*The AH marketing team, in collaboration with the National Association of Professional Organizers (NAPO), won gold for social media efforts in the Association TRENDS All Media Contest. AH staff and NAPO members were present at the awards luncheon in February to accept the well-deserved honor.*



*AH Sr. Vice President and Partner Mike Dwyer took time out during IMEX Frankfurt to chat with some of our friends from AH's global partner, the AIM Group International.*



*AH Meeting Manager Kristin Howard presented in the Tech Zone at PCMA's Convening Leaders event held in Orlando, Fla., in January 2013.*





## HEADQUARTERS HEADLINES

# Our Client Partners

### *Full Service Medical/Health-Care Related Association Client Partners*

- American Association of Heart Failure Nurses (AAHFN)
- American Society for Histocompatibility and Immunogenetics (ASHI)
- American Society of Hand Therapists (ASHT)
- American Society of Transplantation (AST)
- Commission for Case Manager Certification (CCMC)
- Dermatology Nurses' Association (DNA)
- Dermatology Nurses' Certification Board (DNCB)
- International Liver Transplantation Society (ILTS)
- International Pediatric Transplant Association (IPTA)
- Medical Dosimetrist Certification Board (MDCB)
- OsteoArthritis Research Society International (OARSI)
- Society for Biomaterials (SFB)
- The Midwest Nursing Research Society (MNRS)
- Wound, Ostomy and Continence Nurses Society (WOCN)
- World Council of Enterostomal Therapists (WCET)

### *Full Service Trade/Business Associations Client Partners*

- American Association for Aerosol Research (AAAR)
- Association for Accounting Marketing (AAM)
- American Mosquito Control Association (AMCA)
- Association of Medical Media (AMM)
- Church Benefits Association (CBA)
- Halloween Industry Association (HIA)
- International Energy Credit Association (IECA)
- Juvenile Products Manufacturers Association (JPMA)
- National Air Duct Cleaners Association (NADCA)
- National Association of Professional Organizers (NAPO)
- National Association of Professional Pet Sitters (NAPPS)

*Association Headquarters, Inc. (AH), is a leader in the field of voluntary organization management. For 35 years, the company has provided executive management, strategic planning, trade show management, meeting and convention planning, public relations, marketing, government relations, continuing education management, creative services, membership development, publication management, Web services and administrative support for professional societies and trade associations. AH holds a dual charter accreditation with the AMC Institute to ANSI standard and the American Society of Association Executives.*

*For more information, please call 856-439-0500, visit us online [www.associationheadquarters.com](http://www.associationheadquarters.com), connect with us at [Facebook.com/AssociationHeadquarters](https://www.facebook.com/AssociationHeadquarters), on [Twitter.com/AssociationHQ](https://twitter.com/AssociationHQ) and on LinkedIn.*

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