

Executive Edition

Illinois Society of Association Executives Newsletter



Illinois Associations on Capital Hill

It was a rainy day in Washington, the cherry blossoms were in bloom, but the real tip-off indicating Spring had arrived were the dozens of association executives trudging up Capital Hill to meet with their Congressional Delegations. Illinois lead the lot with a delegation of 13 members from ISAE and Association Forum who made 17 congressional visits between them.



The group was inspired to deliver their message after being welcomed by IL Congressman Ray LaHood at the opening session at ASAE's American Associations Day Fly-In. Congressman LaHood encouraged association members to keep in constant contact with their members in Congress who depend upon their input and information. Later

LaHood met with eleven members from Illinois in his office.



Issues discussed with Congressional representatives included the FCC Do-Not-Fax Rules, Association Health Plans, Nonprofit Mail issues and spousal travel.

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Summer Session 2004

You Don't Want to Miss This!

Mark your calendar now!

"Explore & Discover What's New in Alton!"

July 8-10, 2004

The Holiday Inn Alton will be the host hotel for Summer Session 2004. On behalf of the Holiday Inn Alton and the Alton Regional Convention & Visitors Bureau, we invite you to attend one of ISAE's best networking and educational opportunities.

We kick things off with the notorious and legend-making golf outing on Thursday at the Arnold Palmer designed and managed **Spencer T. Olin Golf Course**. Known for its "friendly" competition, foursomes will head out on for a fun-filled day of golf on rolling hills in the beautiful Southern Illinois countryside. Whether you are a "pro" or just a beginner, this is an event you don't want to miss.

After our rousing round of golf we head over to the **Holiday Inn, Alton** for registration and the evening's entertainment. The **Alton, Bloomington/Normal and Quincy Holiday Inns** will present the **Die Laughing Dinner Theatre** "Lucy Loves Ricky". Enjoy a sumptuous dinner and stay right where you are for the show. Afterwards, if you're still not ready to call it quits, head over to Lily's Lounge for kereoke.

Friday starts with a hearty breakfast before we head into the education breakouts. *The Education Committee was finalizing session topics and speakers at press time. Watch for more information about specific topics and speakers to be announced soon.* After a morning of intense educational sessions it's time to discover some of what's new in Alton. **Bluff City Tours** will host an exploration tour of Lewis & Clark's Trail Site #1 and the Camp River Dubois Fortified Encampment, both of which

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What Does Our Mission Statement Say?

by Stan Zielinski, ISAE President

The next time you reach for the ISAE member directory, take a moment to look at its mission statement prominently placed on the front cover.

It exemplifies members' personal and professional purpose in life.

The mission statement of the Illinois Society of Association Executives declares: **Current:** *"ISAE is committed to develop and encourage the practice of high standards of personal and professional conduct among executives serving trade, technical, business and professional associations, thus promoting the interest of the associations they represent, as well as the purpose and effectiveness of said associations by any means with the public interest."*

Whether you are in the association profession, hospitality service or any other organization-related trade, you may discover that your business has its own mission statement. It may be a simple one or two sentence announcement that says who your company is, what it does, for whom and why.

The mission statement for the Illinois Manufacturers' Association is proudly displayed on our website and business envelopes. It tells our members we exist for them. What about your organization's mission statement? Is it displayed somewhere for your members or clients to view? Can it be found on your website?

Interestingly, a mission statement isn't only for businesses; it can be created for an individual. How about you? Do you have a personal mission statement? It can help guide you in

your personal and professional life. Simply stated, your mission statement can be a useful reminder of your purpose in life. And yes, in answer to your question, I developed a mission statement to go along with my business plan years ago.

My mission statement has evolved over time but the core-belief remains intact. It asserts that I will: *"maintain a positive self-image and emotional stability, and nurture self-growth primarily through my faith, personal and family interaction, business activities, continuing education, and community and civic involvement."*

Being the curious person, I perused a variety of Illinois organization websites to view their mission statements. Most of the homepages generously offer their proclamation for us to see. They're clear and concise. Some even included vision statements as well as their guiding principles.

The ISAE Board of Directors is currently reviewing the association's mission statement in an effort to make it more precise. Here is the latest version. Your input is welcome.

"ISAE is committed to encouraging high standards of personal and professional conduct among association members while promoting the interest of the organizations they represent."

As a final point, the importance of a mission statement can be summarized by Lewis Carroll through the words of the Cheshire Cat from the storybook, *Alice in Wonderland*, "If you don't know where you're going, it doesn't matter which way you go." Really!

ISAE Resource Directory Delivered

In late April a small group of ISAE volunteers personally delivered the ISAE Resource Directory to all offices of the IL Legislators. Copies are also being distributed to state agencies and the media. The Directory has become a valuable resource tool for staffers, legislators and reporters. Copies will also be sent to the ISAE members participating and the Illinois Congressional Delegation in Washington.





Profiting from Criticism

by Mary Byers

Criticism. Just hearing the word makes us cringe—and hearing criticism itself is difficult. But negative feedback may be the most important information you'll ever receive about your association, simply because it gives you the opportunity to be responsive to members. How you respond to it ultimately determines your success.

Association executives who benefit from criticism do not avoid or ignore critical comments. Instead, they see them as opportunities to learn more about member perceptions and experiences. In short, they see criticism as inexpensive market research.

Not all criticism is equally valuable, however. It's important to weigh each suggestion or comment to determine whether it has value and whether or not to act on it. There are several criteria to consider when evaluating the validity of criticism:

The Source

If you have a member that complains loudly—and often—about petty things, you may decide to disregard his or her criticism. However, when a respected member, or former member, offers criticism, listen carefully. Studies have shown that only one in ten unhappy consumers will complain. Consequently, it's possible that more than just this one member is frustrated by your policies, even if he or she is the only one that speaks up.

The Consistency

Are you hearing the same complaints over and over? If so, you should take heed. If you receive repeated criticism about registration policies for your annual meeting or how dues are collected, the complaints likely have merit and should be addressed.

The Circumstances

If you've just reprimanded a staff member who responds by criticizing your skills as a boss, consider the emotional climate. Criticism offered from a defensive position may or may not be valid. It helps to assess the circumstances in order to determine the soundness of criticism.

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Holiday Inn City Centre

Legislative Update

ASAE Comments to FTC on CAN-SPAM Act

ASAE filed comments with the Federal Trade Commission (FTC) April 9th on the CAN-SPAM Act, passed in 2003 to curtail the number of unsolicited commercial e-mail messages. The FTC must issue regulations "defining the relevant criteria to facilitate the determination of the primary purpose of an electronic mail message." In its comments, ASAE asks the Commission to distinguish in its regulations between the activities of tax-exempt nonprofit organizations and for-profit, commercial entities, and clarify that the definition of "commercial electronic mail message" should not include tax-exempt organizations' e-mail communications that are consistent with their nonprofit purpose. To view ASAE's comments in full, please visit ASAE's Web site at: http://info.asaenet.org/pdf/ASAE_SPAM_ACT_COMMENTS.pdf.

The deadline for filing comments with the FTC on this issue was originally set at April 12, but was extended to April 20 after several trade associations requested more time to consult their memberships. In related news, the FTC has adopted a final rule this week, in accordance with the CAN-SPAM Act, requiring spam containing sexually oriented material to include the warning "SEXUALLY EXPLICIT:" in the subject line or face fines for violations of federal law. This new rule is effective May 19, 2004.

Revised Overtime Rules Released

The Labor Department released new regulations on overtime pay April 20, guaranteeing eligibility for workers making less than \$23,660, as well as police officers, firefighters and emergency medical workers, while taking away overtime protections from an estimated 107,000 workers making more than \$100,000.

The new regulations were applauded by many Republicans, and soundly criticized by Democrats even after the Administration scaled back changes from its initial proposal significantly. Sen. Tom Harkin (D-IA) said he still plans to offer an amendment to retroactively roll back any portion of the final overtime restriction that restricts eligibility. "The final rule...takes some steps toward fixing the Administration's worst PR problems, but it is clear that workers who currently receive overtime pay now will lose it under this regulation," Harkin said.

Labor Secretary Elaine Chao said earlier this week that the new rules expand the number of workers eligible for overtime by nearly tripling the salary threshold. Under the old regulations, which were 50 years old, only workers earning less than \$8,060 annually were guaranteed overtime. The new rules take effect in 120 days. A copy of the rules will be published in the Federal Register and a text version is available online at www.dol.gov/fairpay.

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Charitable Giving is Focus of Upcoming Senate Finance Hearing

The Senate Finance Committee is gearing up for at least one hearing in the next few weeks on issues related to charitable giving, according to the Bureau of National Affairs (BNA).

BNA quoted a committee aide as saying that the committee is continuing its examination of abuses in charity and foundation governance, and wants to study more closely the potential overvaluation of automobiles donated to charities. The Senate Finance Committee, chaired by Sen. Charles Grassley (R-IA), has been investigating the activities, executive compensation practices, and governance of several nonprofits, including the Nature Conservancy last year and, most recently, the Statue of Liberty-Ellis Island Foundation.

Grassley and ranking Democrat Max Baucus (D-MT) have also asked the Treasury Department and IRS to disclose details of charities involved in abusive tax shelters.

Postal Reform Bill Not a 'Must-Do,' Staffers Say

Key congressional staffers from both parties addressing a meeting of the Direct Marketing Association recently said postal reform legislation could be introduced as soon but is not a "must-do, major, national political issue" for this year, reported National Journal's CongressDaily.

Brian Gaston, chief of staff for House Majority Whip Roy Blunt (R-MO), and Minority Whip Steny Hoyer (D-MD), said the bill expected to be introduced by Government Reform Chairman Tom Davis (R-VA) is coming too late to pass in this Congress. Rep. John McHugh (R-NY), Chairman of the House Government Reform Committee's Special Panel on Postal Reform and Oversight, said at the same meeting, however, that he and Davis remain committed to passing postal overhaul this session. DMNews, the online publication of the DMA, quoted McHugh as saying, "If we don't act now, the consequences of deferring our actions until the crisis is full blown would be disastrous."

The Alliance of Nonprofit Mailers (ANM), meanwhile, is predicting the next postal rate case will be filed near the end of 2004, and that action on Capitol Hill will determine the size and timing of the next case. Postal reform will certainly affect the rate-setting process as well. ANM is telling its members to brace for January 2006 increases, anywhere from 8-15 percent.

Maryland Passes Anti-Spam Bill

Maryland lawmakers passed a tough anti-spam bill April 12. Though the federal CAN-SPAM Act passed January 1, 2004, preempting state spam laws, there was a specific carve-out for state laws addressing fraudulent or deceptive practices.

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Hotel Orrington

The Maryland law calls for stiff fines, forfeiture of property and jail time for spammers accused of sending unwanted e-mails to computer users in the state, even if the sender is outside of the state. The bill targets practices such as e-mail harvesting, hijacking computers to send spam, and falsifying information when registering for an e-mail address or Internet domain name.

The Maryland House of Delegates and Senate both passed the bill, and lawmakers are optimistic that Governor Ehrlich will sign it in the next month. To view the complete bill, visit: <http://capwiz.com/asae/issues/bills/?bill=5657911>.

FEC Hears From All Sides on Proposed 'Political Committee' Limits

The first of two planned Federal Election Commission (FEC) hearings on proposed new restrictions on political organizations took April 14, with a broad range of witnesses restating their confusion with the FEC's rulemaking regarding which organizations should be subject to rules for "political committees."

More than 200,000 public comments have been submitted on this proposed new rule, which, at its core, is intended to curb how Section 527 political organizations can use unlimited "soft money" contributions to influence campaigns. The debate has heated up over whether the new rules would be imposed before this year's elections or delayed until after the current campaign season. More than 120 House Democrats signed an April 7 letter to the FEC

arguing against new restrictions on Section 527 groups, particularly if those changes were to be made "in a charged partisan environment" such as the current presidential and congressional campaigns, reported the Bureau of National Affairs (BNA).

But 501(c) organizations, including ASAE, the U.S. Chamber of Commerce, and others, have also jumped into the fray because of concerns that broadening the definition of "political committee" and the types of activities and communications to be counted toward a \$1,000 expenditure threshold might hamper the ability of associations and other groups to engage in normal issue advocacy. To view ASAE's comments to the FEC, visit http://info.asaenet.org/pdf/ASAE_Ltr_To_FCC_Re_NPRM_On_PACS.pdf.

Public reports are mixed as to the sentiment of the Commission. BNA quoted Democratic FEC Commissioner Scott Thomas as saying regulating the political activities of 501(c) organizations is "not on the table," while the Washington Post quotes FEC Chairman Bradley A. Smith as saying 501(c) groups should be subject to the new rules. A second day of hearings was scheduled for today, and the FEC will consider a final rule by May 13.

New Poll Shows Overwhelming Support for AHPs

GOP leaders on the House Education & the Workforce Committee recently cited a new poll conducted for the Federation of American Hospitals by America Viewpoint, a public opinion research firm, as indicative of overwhelming public support for Association Health Plans (AHPs) as a way of providing access to affordable health care for American workers currently uninsured.

The poll, conducted March 1-3, 2004, surveyed 1,000 registered voters on a variety of health care issues and congressional proposals to address the critical issues of access and affordability. AHPs were supported by 93 percent of the respondents, ranking the highest on a list of eight different congressional proposals to aid the uninsured. The House passed an AHP bill last year, and the bill is currently awaiting action in the Senate. House Education & the Workforce Committee Chairman John Boehner (R-OH) said the poll "proves that Americans recognize a common sense solution when they see one."

Travel Industry Concerned About Expansion of US-VISIT Program

The travel industry reacted with concern this week that the Department of Homeland Security's US-VISIT program, which debuted earlier this year, will be extended to travelers from 27 Visa Waiver Program (VWP) countries beginning no later than Sept. 30, 2004.

As reported in Inroads, the US-VISIT program debuted Jan. 5 at 115 airports and 14 seaports, and involves fingerprinting and photographing visitors in a "dragnet" effort to trap suspected

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Legislative Update (continued from page 6)

terrorists and other criminals as well as identify foreigners who overstay visas. Initially, the 27 VWP countries, which include Australia, Japan and many European countries, such as United Kingdom, Spain, France, Germany and Italy, were exempted from the requirements.

The Travel Industry Association of America (TIA) said the extension of US-VISIT requirements to VWP travelers is part of an agreement between Congress and the Administration that includes extending the Oct. 26, 2004 deadline for machine-readable passports supported by the travel industry. TIA and the Travel Business Roundtable both expressed concern that the new US-VISIT requirement will create further disincentives to travelers to visit the U.S.

Senate May Consider Internet Tax Moratorium Legislation

Senate Majority Leader Bill Frist (R-TN) said earlier in April he hopes to bring Sen. George Allen's (R-VA) legislation to permanently extend a recently expired moratorium on Internet taxes to the floor after the April recess, according to National Journal's CongressDaily. The House approved similar legislation last year.

Talks in the Senate on this bill (S. 150) broke down late last year over whether the ban should be permanent or for a fixed number of years, and also over the definition of access. States have been free to tax Internet access since the previous Internet tax moratorium expired Nov. 1, 2003. When Congress first created the moratorium, it exempted from the ban states that already had such taxes in place. Allen's bill would give those states three years to eliminate Internet access taxes.

House Judiciary Chairman F. James Sensenbrenner (R-WI) renewed his call for the Senate to take up the legislation in a statement this week. "The temporary moratorium expired last November, but this vital legislation is still sitting on the Senate's 'to do' list, being held hostage by a few Senators hell-bent on allowing states and thousands of local jurisdictions to tax use of the Internet. That is simply unacceptable."

Inroads

A publication of the Public Policy Division of the American Society of Association Executives

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The Forum Completes Dues Restructuring Analysis, Makes Necessary Changes

By Sherri L. Jacobs, CAE and Jay Younger

Every few years someone in the Forum's leadership would ask the question: "Should we change our dues structure?" Of course, this is the type of question that creates more questions than it answers. What about the current dues structure worked well? What was outdated? Were there other audiences that would benefit from Forum membership? Would our existing benefits meet the needs of these new audiences? How would this type of expansion change our current networking dynamic? In 2003, the Forum decided to face these issues head-on with a comprehensive dues restructuring analysis.

Background

For more than 85 years, the Association Forum of Chicagoland has been the association for association professionals and businesses headquartered in the Chicagoland area. As the nation's oldest and second largest society serving association professionals, the Forum provides education, information, and career services to its members. In 2003 when the analysis was begun, five categories existed for membership: CEO, management executive, supplier partner, affiliate, and student.

Objective

In order to fully understand the organization's value proposition and opportunities for expansion, a six-step dues restructuring process was established with one goal in mind: to create a dues structure that would make it easier for individuals from our target audiences to join. Membership growth is a key strategic goal for the Forum, and we wanted to ensure that our dues structure was not creating barriers to this growth. To ensure that we were not looking at the process through a particular lens, the Forum retained an independent consultant experienced in dues restructuring to advise us throughout the project.

Process

At the outset of this project, we anticipated being able to "prove" certain things that we had long held to be true. These assumptions were commonly perceived issues related to how members learned of, and ultimately joined, the Forum. For example, we believed that price was a barrier to joining for entry-level professionals. By the end of the process, however, we learned that your results don't always confirm your assumptions. In other words, to successfully apply our findings from the project, we had to let our new knowledge guide our decision-making.

Here's a snapshot of the process we used to arrive at our findings:

1. Document your reasoning. This helps answer the question of "why" you're conducting the analysis. At the Forum, we drafted a number of statements that we believed to be true about membership in the organization. The statements included perceptions we held regarding the names of each category, the target audiences, dues pricing, and the benefits available to each group.
2. Understand your organization's value proposition. Interview your members to identify the reasons they join and renew their membership. Through various research techniques, you should gain a greater understanding of your competitive advantage. You may also uncover perceptions regarding your organization's dues. The Forum utilized both personal interviews and online surveys to gather this type of information.
3. Understand the marketplace. Before expanding or changing your existing membership categories, make sure you have a clear understanding of the marketplace, particularly of your main competitors. Don't make decisions based on assumptions. Identify and examine your competitors' offerings and look for opportunities to bring value to underserved audiences. For example, do you know the size of your prospect universe? Do you know if there are organizations that already serve the needs of this prospect group? Have you conducted a competitive analysis of these organizations? Before continuing with your overall analysis, it's important not to overlook this step.
4. Conduct an asset audit. To create an asset audit, list every program or service offered by your organization. Under each topic, identify the membership categories that benefit from each item. This exercise will give you a better understanding of your existing strengths and weaknesses. For example, when the Forum completed this activity, it was discovered that the majority of the organization's products, programs and services were geared toward mid-level and senior-level association

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PEORIA...



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The Required Investment

Making the changes that criticism demands takes work. And sometimes the work may be more than it is worth. Before jumping in to make changes, be sure to do a cost analysis, assessing what would have to be done to respond to the criticism and how much it would cost (both financially and emotionally). Making long-term changes aren't always a good idea. In some cases, it may be wiser to simply accommodate the complainer without overhauling your office policies and procedures.

Regardless of the source, consistency, circumstances or the investment required in addressing criticism, it is important to acknowledge it and to respond to the person that is criticizing. Even if you disagree with the comments made, it is important to talk directly with the complainer in order to let them know you've considered his or her concerns and appreciate his or her position. It's also important to make sure you come to an agreement on how to address the situation. In some cases, it is enough for the complainer to know that he or she has been heard. In other cases, a specific response may need to be made, such as a change in policy.

Professional Criticism

There may come a time when you learn that a colleague or member has criticized you directly to other members or to your board members. Obviously, this is a sticky situation. If it happens once, it is best to let it go. But if it happens repeatedly, you should contact the complainer personally and express your concern. If an offense of some sort has occurred that's spurred the criticism, you may need to make amends. If not, letting the colleague or member know you're aware of his or her behavior is often enough to put an end to it.

Ignoring criticism won't make it go away. Listen to it and you'll find it's some of the best market research available (and at the lowest cost!). Respond to it and you'll find it can help your association be more member friendly.

Mary M. Byers, CAE, specializes in working with volunteer association leaders to help define their roles and clarify their vision through leadership conference programming and facilitating strategic planning retreats. To learn more about her association programs, go to www.marybyers.com or e-mail her at mbyers@marybyers.com.

Eagle Ridge Resort & Spa

professionals. Therefore, if the Forum wanted to expand its reach to entry-level executives, it would need to reconsider its current member benefits.

5. Create a comparative matrix of relevant organizations. Identify associations that are similar in size or scope to your association and create a comparison chart using a spreadsheet program such as Excel. List each association, the various dues categories, and the benefits included with each membership category. The actual dues amount per category is not what is important, but rather the total value delivered by each organization. By creating a matrix, you should be able to learn about alternative ways to categorize membership such as bundling benefits versus offering them a la carte.
6. Formulate assumptions and create financial models. Once the research has been completed, you can estimate your organization's attainable market share in key membership categories. You will also be able to determine the economic impact of any changes.



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Outcomes

Upon completion of the dues restructuring analysis the Forum Board of Directors approved the following changes:

- The membership category Management Executive has been changed to Association Professional. This change better reflects the entire audience it represents. However, all benefits and the current dues amount did not change.
- A subscription service for Association Professionals who live or work 250 miles outside Chicago. The subscription will include access to the Forum's subscription only areas of the Web site and 11 issues of FORUM magazine. The subscription is not available to vendors. Association professionals who subscribe to the Forum will not be considered members.

Lessons Learned

The Forum learned that membership expansion is not as simple as adding a new category and expecting new members to join—or if you build it, they will come. We gained a greater understanding from our members about the benefits they valued most. We also learned that our existing benefits matched a specific audience. Expanding membership to include a new membership category was not the answer to growing the organization.

There are ancillary benefits to be derived from the process. In other words, there are other benefits to the dues restructuring process...it can help you identify new marketing strategies, avoid potential missteps and hone in on your best customers.

Now, when the next board member asks the question about our dues model, we have the data and knowledge to respond with informed answers...not assumptions.

Sheri L. Jacobs, CAE is director of membership and career services at the Association Forum of Chicagoland. She may be reached at (312) 236-2288 or jacobs@associationforum.org. The article was co-authored by Jay Younger, vice president, McKinley Marketing, Inc. He may be reached at jyounger@mckinleymarketing.com. Copyright © 2004 Association Forum. All Rights Reserved. Reprinted with permission.

celebrate the Lewis & Clark Bicentennial. The day's not over yet! There's still more to discover as we "walk across the Mississippi River" for a reception hosted by the **Alton Regional Convention & Visitors Bureau** at the National Great Rivers Museum. Afterwards we will enjoy dinner down by the river and for the night owls, Alton's riverfront area has plenty of nightlife to keep you going until.....?

Saturday we wrap things up with another hearty breakfast courtesy of the **Holiday Inn, Alton** as we announce the Golf Outing winners and hand out prizes. Summer Session is a great opportunity to network, attend education sessions and visit a premier meeting site all at one time! Be sure to mark your calendar now – registration forms will be mailed soon.

Thanks to the members who made the trip and delivered the message. Hopefully more will join us next year!

Jeffrey D. Adkisson, CAE - Grain and Feed Assn of IL
Melissa Bealon, CMP - IL Society of Assn Executives
Linda L. Brookhart - Taxpayers Federation of Illinois
Gary W. Davis, CAE - IL Community College Trustees Assn
Kristin Hellquist - Ntl Council of State Boards of Nursing Inc
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People & Places

After 16 years at the Decatur Area Convention & Visitors' Bureau, **Joann Holmes**, Director of Sales, is stepping down at the end of April. ISAE hasn't yet lost this valuable member as she tells us that she is looking seriously at retirement, but may want to keep her hand in the industry. Joann is a past member of the ISAE Board of Directors and has served on every committee ever existing in the association. She was the key to the recent success of ISAE's Annual Convention and Tradeshow, held for the first time at a location outside of Springfield – Decatur of course – and ISAE members will be forever in her debt for the years of service to our members and our associations! Joann – say it ain't so!

ISAE recently lost a member of its family with the passing of **Robert Jasmon**, former executive director of Midwest Truckers. Bob served as ISAE President in 1979. Memorial contributions can be sent to: Elliott Avenue Baptist Church, 501 W. Elliott, Springfield, IL 62704. ISAE is making a contribution.

Congratulations to **Donna and Jon Grove** on 55 years of wedded bliss!

Classified Advertisements

Office Furniture For Sale – Prairie style, oak office furniture for sale. Includes desk/table, hutch, credenza and two legal size, two-drawer file cabinets. \$1500 inclusive. Call the ISAE office at 793-5420.

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2004 Calendar of Events

- May 24** **Monthly Luncheon**
Northfield Inn Suites & Conference Center
- June 28** **Monthly Luncheon**
Crowne Plaza Hotel Springfield
- July 8-10** **ISAE Summer Session**
The Holiday Inn Alton Alton
- August 14-17** **ASAE Annual Meeting**
Minneapolis, MN
- 30** **Monthly Luncheon**
Sangamo Club
- September 27** **Monthly Luncheon**
Inn @ 835
- October 25** **Monthly Luncheon & ½ Day Seminar**
Renaissance Springfield
11:30 a.m. - Networking & Registration
12:00 p.m. - Lunch
1:30 p.m. - Afternoon Seminar
- November 22** **Monthly Luncheon**
Hilton Springfield

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Pamela Tolson, CAE Executive Director
Tamiko Kinkade Editor

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ISAE staff is always eager to answer your questions. While any staff person can answer your questions, we have listed the areas of responsibility below.

Pamela Tolson, CAE
ISAE Executive Director

- Association management issues
- Board of Directors
- Financial and Investment Issues
- Career Counseling
- CAE
- ASAE
- Legislative Issues
- Government Relations Committee
- Visionary Committee

Melissa Bealon, CMP
ISAE Associate Director

- Educational Programming
- Annual Convention & Trade Show
- Advertising and Sponsorship
- Meeting and Event logistics
- Membership Directory
- Accounts Payable
- Accounts Receivable
- Editorial Issues
- Legislative Directory
- Website Maintenance
- Staff Committee Liaison
 - Government Relations
 - Awards
 - Annual Convention & Trade Show
 - Summer Session
 - Education & Professional Development
 - Visionary

Eric Klinner
Member Services Director

- Member Service Issues
- Membership Development
- New Member Application/information
- Membership Record information
- Membership Renewals
- Mailing Labels
- Database Management
- Event Registrations
- Library Coordinator
- Staff Committee Liaison
 - Membership Development
 - Annual Convention & Trade Show
 - Education & Professional Development



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