

# Executive Memo

June 2005

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## Leaders Hire Coaches— They Need the Help!

by Jeanette L. Seibly and John W. Howard

**D**o you think of yourself as a leader?  
Does someone pay you to be a leader?  
Do you want to be a leader?

If your answer to any of these questions is an emphatic “Yes!”, ask yourself some more questions:

- ✦ Do you promote a vision, mission, and purpose for your company—yet no one follows you?
- ✦ Do you empower others—yet these same people criticize you?
- ✦ Do you allow ongoing conflicts among managers?
- ✦ Do you avoid admitting a mistake?

If you answered “yes” to any of these questions, you are among the vast majority of us who could benefit from coaching! A good coach can be critical to any leader’s success. Listening to, even learning, theories and concepts will not necessarily result in leadership. Coaching provides real-time feedback, while projects and people issues are also handled. It can develop and strengthen solid leadership skills. Coaching accelerates growth and contributes to success.

### A good coach can help you...

- ✦ **Set and achieve goals.** if you don’t know where you’re going, how will you know when you get there? To achieve results, you must set goals and develop a structure to track and ensure progress. Put together action plans and review them frequently.
- ✦ **Be consistent.** Maintain your commitment to fulfill your goals, even when “you’ve hit the

wall” and it looks like failure may be imminent. This sends a very clear message to your employees. It says they can trust you in good times and bad. It helps them make better decisions, and keeps them in action.

- ✦ **Work with and through others.** This will help ensure that your results will be on time and within budget. Poor communication skills are a major factor in leadership failure. People are too often promoted for their successes, without assessment of their communication skills. Simply put, the higher up the corporate ladder you climb, the more people rely on your communication skills. A leader with poor communication skills must improve or negotiate another position without people responsibilities. The good news: Good communicators are coached, not born.
- ✦ **Listen to those with different ideas.** Most people consider themselves good listeners, but they do not always hear the critical factors that keep customers and co-workers happy and satisfied. Knowing how to get a point across while listening to others, particularly when what you hear is unpleasant, can make or break your career!
- ✦ **Handle conflict promptly.** The sooner you’re able to resolve conflict, the less likely it will negatively impact your people, projects and customers. Work will always include disagreements, differing points of view and concerns that people bring from outside. The key is to resolve issues promptly, effectively and efficiently, while empowering the people involved to work them through.

2170 S. Parker Road  
Suite 265  
Denver, Colorado 80231  
303-368-9090  
Fax 303-368-4222  
joant@csaenet.org  
covertont@csaenet.org

[www.csaenet.org](http://www.csaenet.org)



## Executive Memo

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### Editorial Committee

#### Lance Brink

Financial Planning  
Association  
303-759-4900  
lance.brink@fpanet.org

#### Mo Goldman

ConferenceDirect  
720-334-1905  
mo\_goldman@conference  
direct.com

#### Mary Jordan, EdD

International Electrical  
Testing Association  
303-697-8441  
mjordan@netaworld.org

#### Marilee Yorchak, CAE

Business Marketing  
Association-Colorado  
303-986-7611  
marilee@bmacolorado.org

#### Editor: Jill Ladouceur

303-804-9778  
ladjill@qwest.net

**Publisher:** Colorado Society of  
Association Executives

#### Executive Director:

**Joan Tezak, CAE, CMP**  
Colorado Society of  
Association Executives  
303-368-9090  
joant@csaenet.org

## President's Message

### Reflect Back, Look Forward

—by Sam Albrecht, CAE, CSAE President

**W**ell, my year as president is almost up and it's time to ask myself those important questions. What have I got done? What have we accomplished as an organization? Are we better off than we were before? Are we headed in the right direction?

I like to look at accomplishments from global and teamwork perspective. I believe that applies well to the functioning of CSAE this year, as we have made some good progress.

We started the year out with a strategic planning session that helped the board focus on the vision, mission, goals and objectives of CSAE. To keep that work ongoing, we decided to spend a good portion of each board meeting on strategic thinking. I asked for volunteers from the board to lead us in these sessions. This not only strengthened our own ability in facilitation, but let the board gain the experience and perspectives of each other.

This ties in with much of what I've heard at Executive Circle meetings. For those of you who are not familiar with our Executive Circle, let me take a minute to put in a mini-advertisement. This is a group of CSAE Executive Members who get together every other month in the evening to talk about current topics in association management, hot new business books, future trends, and "the crisis of the day." We pay a little extra money to be in this group, and I think we can all say that it's worth it!

One of the recurring themes of this group is that we can be of greater benefit to our associations if we work on shifting our board meetings away from operational issues and onto strategy. Some association experts and business books suggest a ratio where 80 percent of a board meeting should be dedicated to strategy and 20 percent to operations. Looking at the old CSAE board agendas, I can say that it seemed to me that we had these ratios reversed. While we may not be there yet, I hope we have changed the ratio to about 50/50, and I chal-

lenge my successors to keep the board focused on strategy.

Perhaps one of our biggest accomplishments this year is our foray into the legislative arena. Our recent victory in introducing legislation relating to faxing our customers and members has certainly been a big step for CSAE. While this initial step was approached with caution, we were victorious and I think that we will no longer sit idle while legislation activities have a negative impact upon us. My thanks go out to our Legislative/Public Policy committee, the members who contributed financially to get this done, and our many other supporters in this effort.

Another significant accomplishment is our investment back into CSAE. You may recall the recent branding exercises that CSAE undertook, and the board has stepped up with approval for funding to continue this work. Look for more success in this area in the coming year.

The educational programming continues to be top-notch and my thanks to everyone involved. I think we do an excellent job of providing valuable education blended with great networking and great food.

I am confident that the upcoming year will be just as successful. The leadership and staff are committed to that goal and with the groundwork already laid, we are nearly there already!

My thanks again to all the staff, board, and volunteers of CSAE. It's been a great year and all the members of CSAE should be proud of this organization. I hope to see you in Fort Collins for our Annual Conference or another CSAE event soon!

*Sam Albrecht, CAE*  
*CSAE President*

# Leverage Your Investment In Live Member Education to Online Delivery

by Fred E. Graham, Ph.D., CAE

**H**ow many hours and dollars did you spend producing your last education program on a “need-to-know” subject for members and then hear “Sorry, can’t make it that date,” or “Will you be offering it again at a location closer to me?” Thanks to Web-based technology, there are now ways to cost effectively reach more people at their offices or homes with valuable information whenever it is convenient for them. And depending on how you price your new service, you can increase the return on your investment in original programming and/or generate new non-dues revenue.

Like many of you, the staff and board of the International Electrical Testing Association (NETA) are constantly looking for ways to increase the value of association membership. NETA has begun to make use of the Web for delivering programs that previously seemed too logistically complex and costly to seriously consider. NETA contracted with Association MediaWORKS (AMW) to carry out their Web-based educational programming.

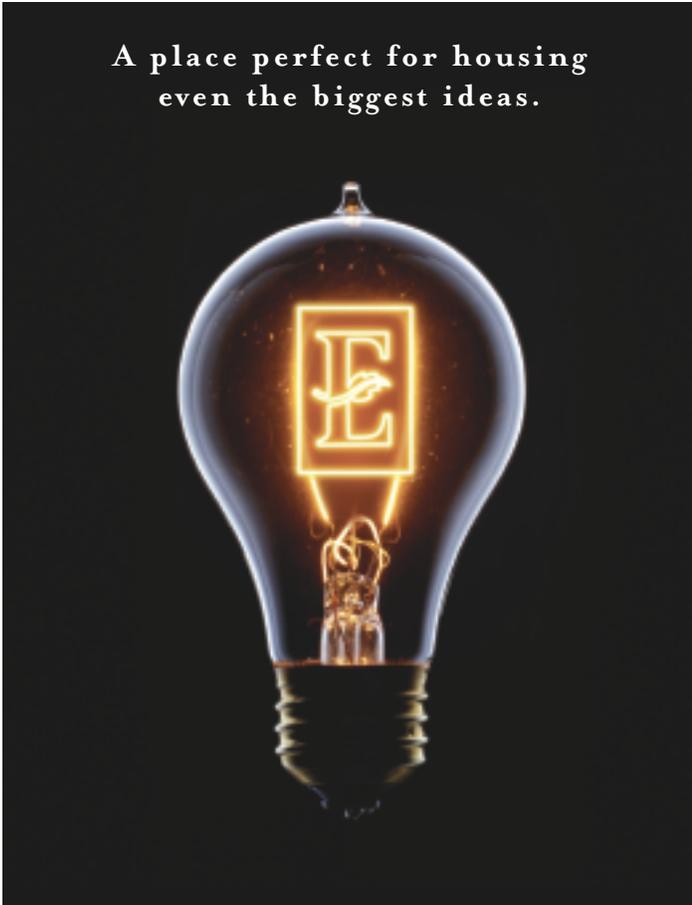
NETA staff was uncertain about member reaction to this new way of providing informa-

tion, so they tried a pilot on a new program that in its initial live presentation received positive comments. The program on “Arc-Flash Hazard Analysis” interests not only the management of member companies but also their employees for whom obtaining affordable training is always a concern. Arc-flash accidents often result in serious personal injury (and even death) and lost work time costing the industry millions of dollars annually. It was an ideal topic for testing online delivery.

The process for producing the online version of the NETA pro-

gram started with AMW going on site with high quality equipment to capture a live audio recording of the speakers. In addition, a number of still photographs were taken to be used along with the speaker’s graphics in the final production. NETA staff decided to use still shots of the presenters because video is more expensive to capture and edit. They realized a “talking head” would not add much to the program. Perhaps even more importantly, they assumed not all online program attendees would have access to high-speed internet connections

*Continued on page 14*



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303-776-2337 ext 17  
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303-696-6655 ext 10  
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### Directors

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jeff@assn-services.com

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970-244-1480  
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303-893-1500  
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*National Environmental Health Association*  
303-756-9090 ext 301  
nelsonf@neha.org

### Mary R. Jordan, Ed.D.

*Inter-National Electrical Testing Association*  
303-697-8441  
mjordan@netaworld.org

### Stan Orr, CAE

*Non-Profit Resources*  
970-945-1478  
stan@nprweb.org

### Linda Schafer

*GL Specialties*  
303-456-9035  
glspecaad@glspecialties.com

### Douglas Slothower

*Douglas Slothower, Inc.*  
303-757-2003  
bonslothower@msn.com

### Executive Director

**Joan Tezak, CAE, CMP**  
*Colorado Society of Association Executives*  
303-368-9090  
Fax: 303-368-4222  
JoanTY@csaenet.org

# 457(f) Plans Need Review, or Participants May Pay High Price

*by Brenda Berg and edited by Adrienne O. McNamara*

Recently passed legislation requires amendments to many 457(f) plans by December 31, 2005. Meanwhile, the plans must be operated in good faith compliance with the new rules or participants will owe income taxes on their 457(f) plan benefits, plus 20 percent penalties, plus interest. After participants pay the income taxes, penalties, and interest that apply if the plan doesn't comply with the new law, there may not be much left for the participants. Thus it is crucial that 457(f) plans are designed to avoid the new law's potentially high price. Many tax-exempt and governmental employers, including many associations, sponsor 457(f) plans, and need to consider the impact of this new legislation.

## Application of 409A to 457(f) Plans

On October 22, 2004, President Bush signed the American Jobs Creation Act, which added a new Section 409A to the Internal Revenue Code. Section 409A significantly changes the operation and taxation of nonqualified deferred compensation arrangements (including 457(f) plans) for amounts deferred on or after January 1, 2005.

The new law may apply to all types of deferred compensation arrangements, even those arrangements that might not traditionally have been considered deferred compensation arrangements. However, qualified retirement plans (such as 401(k) profit sharing, defined benefit, and money purchase pension plans), 403(b) plans, and 457(b) plans are not subject to the new law.

Although certain benefits under deferred compensation plans in existence by October 3, 2004 may be "grandfathered" and avoid the new law (unless the plan is materially modified), most 457(f) plan benefits will not qualify for grandfather treatment. The plans will not qualify because an amount doesn't meet the new law's grandfather requirements if the amount is subject to a substantial risk of forfeiture. Most undistributed amounts in 457(f) plans are by their design subject to a substantial risk of forfeiture (otherwise they would be taxed to the participant,

and probably distributed). Therefore the new law probably applies to nearly all 457(f) plans, and 457(f) plans generally must comply with both the requirements of the new law and the requirements of 457(f).

There are many open questions as to how the new rules apply to 457(f) plans. For example, amounts are generally exempt from the new law if the amounts are paid out within two months after the year in which the amounts are no longer subject to a substantial risk of forfeiture (as defined for this purpose). However, IRS guidance under 409A indicates that salary deferral amounts are never considered to be subject to a substantial risk of forfeiture for this purpose, so 457(f) plans for elective deferrals (as opposed to non-elective, employer-provided deferred compensation) will not be excepted from 409A by the short-term deferral exception. Until the IRS issues additional guidance on the application of the new law to 457(f) plans, it is unclear whether the short-term deferral exception can apply to other 457(f) plan amounts.

Plans with amounts subject to the new law must be amended to be in compliance no later than December 31, 2005 (or terminated before that date), and must be operated in good faith compliance in the meantime. Many 457(f) plans may already be in compliance with the new law's requirements, but it is critical that plan sponsors review their plans to ensure that is the case.

If an arrangement subject to the new law fails to satisfy any of the new rules, the amounts will be taxed back to the date that the amounts were no longer subject to a substantial risk of forfeiture, plus a 20 percent penalty, and interest calculated from that date. Because the definition of "substantial risk of forfeiture" for taxation under the new law is possibly more restrictive than the definition of "substantial risk of forfeiture" for taxation under 457(f), a violation of the new law could

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## 457(f) Plans

*Continued from page 4*

require taxation years earlier than would have been required under 457(f).

## 409A Election Requirements

Strict deadlines apply for participant elections subject to the new law. In general, if a 457(f) plan allows participant elections, the participant must make his or her election before the beginning of the year (or the applicable service period) for which the compensation is being deferred. The election must specify not only the deferral amount, but also the time and form of distribution (if not already specified in the plan). For example, if an existing participant wants to make 457(f) deferrals for year 2006 regular compensation, the participant must make his or her deferral election no later than December 31, 2005. Note that more lenient election timing requirements apply if the election is made by a new participant or is a deferral of performance-based compensation.

## 409A Distribution Requirements

Plans that are subject to the new law must be amended if necessary so that distributions are allowed only upon the following events, as each is defined in 409A guidance: (1) the participant's separation from service; (2) the date the participant becomes disabled; (3) a specified time (or pursuant to a fixed schedule) designated under the plan at the date of the compensation deferral; (4) change in ownership or effective control of the corporation, or in the ownership of a substantial portion of the assets of the corporation; or (5) the occurrence of an unforeseeable emergency.

## 409A Restrictions on Changing the Time and Form of Distribution

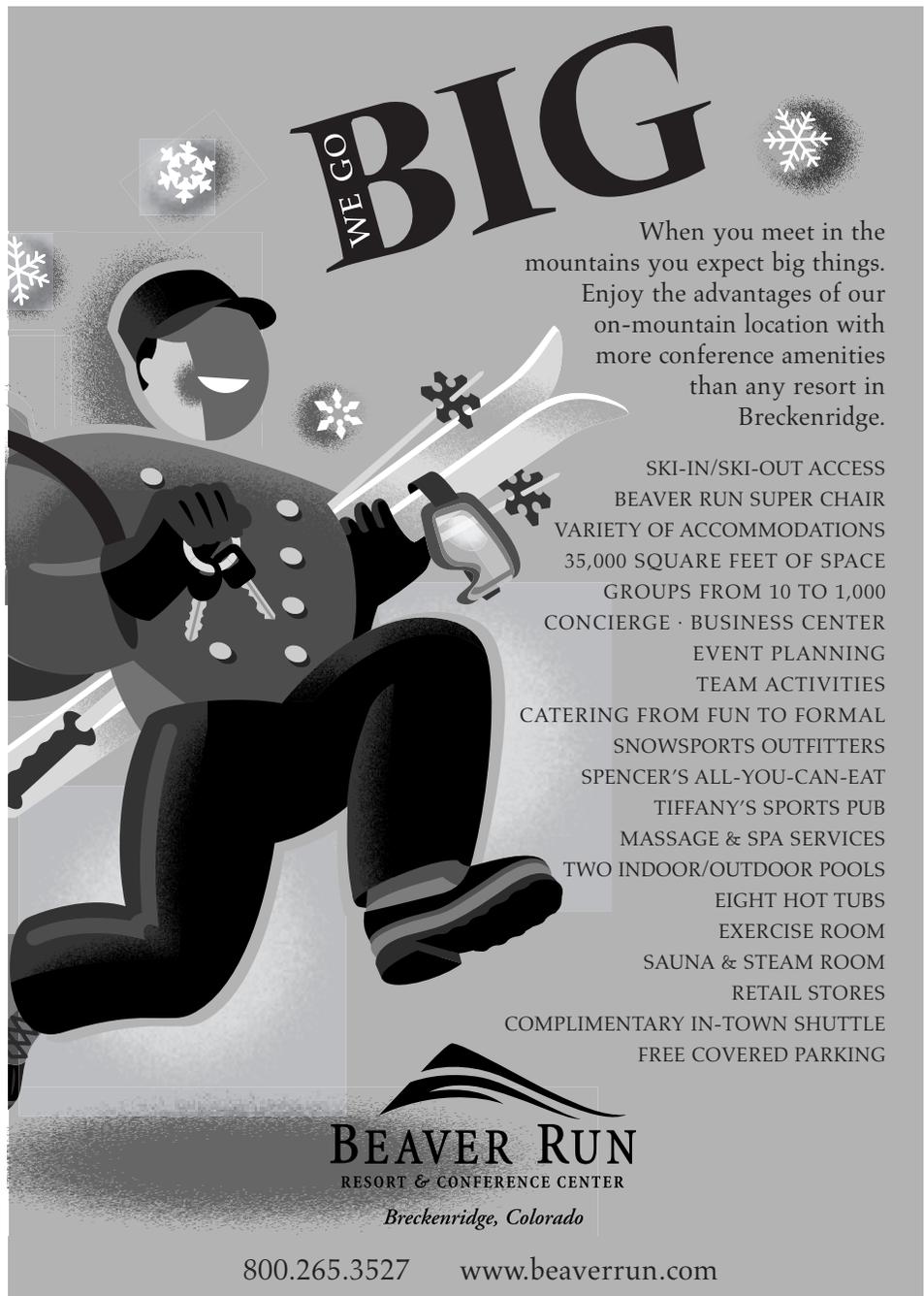
Under the new law, distributions cannot be accelerated except in very limited circumstances. One permitted acceleration is a distribution to pay taxes under a 457(f)

plan, up to the amount of income tax withholding that would have applied had the vested amount been paid as wages. Therefore, a plan could provide that a distribution may occur to pay taxes if an amount becomes taxable under 457(f), where the entire account is not yet distributable under the participant's election or under the plan's terms (e.g., where the plan defers distribution

in order to defer taxation on the earnings on the vested amount).

In addition, in order to delay a distribution, the election to delay must take effect at least 12 months after the date on which the election is made and, for most payments, the deferral of the first payment must be for a

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- ✦ You have a business degree and are frying burgers at a McDonald's in Vail.
- ✦ You have a fat tire in your refrigerator and your garage.
- ✦ You own a big dog named Aspen, Buck, Cheyenne or Dakota that wears a bandanna.
- ✦ You cast out your fishing line while white-water rafting.
- ✦ You've never seen the tourist attractions in your own city.
- ✦ You think a pass does not involve a football or a woman.
- ✦ You are 82 years old and take up snowboarding.
- ✦ Your real Y2K fear was running out of Celestial Seasonings tea and trail mix.
- ✦ The entire top of your head is bald, but you still have a pony tail.
- ✦ You personally wouldn't pay \$10 per head to drive up Pikes Peak unless it was the only mountain on earth, but you tell all your house guests to do it.
- ✦ You get depressed after one day of foggy weather.
- ✦ You think that formal wear is ironed denim.
- ✦ North means "mountains to the left," south is "mountains to the right."

## Fax Fix: Victory for CSAE Members

by *Greg Williams, Chair  
CSAE's Public Policy Committee*



**G**overnor Bill Owens recently signed into law a very important piece of legislation initiated by CSAE that creates a significant and overdue exemption from the no-fax provisions in the Colorado Consumer Protection Act for an "established business relationship" between fax sender and fax recipient.

This victory is important to CSAE members for several reasons.

1. Several CSAE members were sued this year for as much as \$1,500 in damages per occurrence for sending faxes to their members or vendors and this was fixed when the new law became effective on May 4, 2005. Future lawsuits are precluded.
2. By taking the lead in this legislative effort CSAE has established itself as a credible force at the state capitol—with a recently proven track record of legislative success on behalf of non-profit

association members.

3. It doesn't stop there, however, because the coalition of interests assembled by CSAE included no fewer than 60 member and non-member entities, truly a remarkable gathering of interests on one side of one issue.
4. Finally, by firmly embedding the "established business relationship" in Colorado's no-fax law, CSAE has aided ASAE in its efforts to accomplish a similar objective in federal law.

The passage of this measure did not come about easily. Here's how it happened and this serves as an example of why we need to keep an alert eye out in the Capitol in the future.

CSAE is the organization that originally identified the potential liability issues for mem-

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### List of participating organizations:

Affordable Housing Association	Colorado Bankers Association
American College of Veterinary Internal Medicine	Colorado Chiropractic Association
American Council of Engineering Companies of Colorado	Colorado Dental Association
Apartment Association of Metro Denver	Colorado Gaming Association
Associated Landscape Contractors of Colorado	Colorado Manufactured Housing Association
Associated General Contractors	Colorado Safety Association
Association Services Management	Colorado Trial Lawyers
Association, Conferences and Exhibition Management	Colorado Veterinary Medical Association
Barbara Bowman	Denver Metro BOMA
David Bernard, CHFC, CFP, CLU, MSM, Certified Financial Planner	KARE Association Management Service
Business Marketing Association - Colorado	The Kyle Group
Colorado Academy of Family Physicians	National Environmental Health Association
Colorado Asphalt Pavement Association	Non Profit Resource Group
Colorado Association of REALTORS	Professional Meetings
	Resource Center for Associations
	Douglas W. Slothower Inc
	Western-English Trade Association

**Fax Fix**

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bers in the no-fax bill that passed in 2004. Despite our cautions which were expressed in a letter to the governor the measure was enacted. The new law resulted in lawsuits, as expected, and this caused the Public Policy committee to request some legal advice from Bill Walters of Walters Law Firm considering various judicial or legislative options. When we agreed to run a “fax fix” bill, we recommended that CSAE form a special account and solicit funds for a lobbyist to spearhead the effort.

This wasn’t an easy decision, but the members of the committee who had previously run legislation in their own associations agreed on the strategy. The CSAE board approved the recommendation of the Public Policy Committee to spearhead a bill and hire a lobbyist for the effort.

We seriously considered the various options and we rejected asking for the lobbying time of one of a member’s lobbyists. This led to a lobbyist selection process that started with a request for proposals, dozens of proposals being received, and subsequent interviews. The Public Policy Committee created a subcommittee for this task.

After working through many impressive proposals the subcommittee interviewed a half dozen lobbyists and made a recommendation to the committee that was forwarded to the board and accepted. At this point the policy program involved in the “fax-fix” bill was a “go.”

John Sadwith of the Colorado Trial Lawyers Association (a committee member) was asked to take on the task of shepherding the legislative effort and did so with characteristically great conviction. The measure was not easily passed, however. Amendments, expected and unexpected, appeared throughout the process and the bill was derailed or almost dead several times. The committee was asked, at several junctions, whether or not CSAE should continue to pursue the effort and the decision was always to move

forward. Ultimately the measure passed and was signed by the governor, thanks largely to the skill of our lobbying team, Jennifer and Julie, at Brandeberry McKenna.

With the passage of HB-1059 the immediate threat is over, but there is always the possibility of future issues that may arise. This effort has taught us to keep an eye out for future storms and the Public Policy

Committee is considering recommending a formal legislative monitoring process to the CSAE board. ✦

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*Gregory E. Williams is regional director of American Financial Services Association and can be reached at 720-941-6817 or FAX 720-941-6818 or [gwilliams@afsamail.org](mailto:gwilliams@afsamail.org).*

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## CSAE's Annual Conference Scheduled for June 16–18, 2005 at the Fort Collins Marriott

**G**reat ideas don't just happen! You'll have lots of new ideas and concepts presented at this conference that will generate member loyalty and improved sources of revenue. Through specialized education, networking, and

participation in social activities, you'll walk away from this conference energized and filled with new skills, fresh ideas, and new opportunities you have created for yourself, your staff, your association and your membership.

We encourage you to make it happen. Everyone has good ideas, but not everyone knows how to "make it happen." As a leader within your association, many times it's simply up to you. You know you can make it happen. Let us show you how!

### Annual Conference Schedule

#### Thursday, June 16, 2005

- 7:00 a.m.–3:00 p.m. **Special Preconference Time**
- 6:00 p.m. **Welcome Reception, Dinner & Silent Auction**
- 9:00 p.m. **Hospitality Suite**  
Hosted by Grand Junction Visitor & Convention Bureau

#### Friday, June 17, 2005

- 8:00–10:00 a.m. **Breakfast and Keynote**  
**Lessons from the Masters: Operating at Your Own Masterpiece Level**  
*Nancy Noonan, Artful Solutions*

Every day, every project, every challenge—and every conference—starts out as a blank canvas. Learn the same strategies that take the master artists from blank-canvas-to-masterpiece and see how they can lead you to peak performance, fulfillment and success—and to your own masterpiece level!

#### 10:15–11:30 a.m. **Breakout Sessions**

- ✦ **Magnificent Meetings Aren't Mirages!**  
*Carla M. Pacheco, CMP, SMACNA Colorado*

Meeting budgets may be limited, but your imagination doesn't have to be! Join us for ideas on how to enhance, refresh and refine your events to revive attendance and generate revenue. Find out what's new in food, décor, themes, entertainment, venues, and much more! Thoughts will be presented for every type of event and size of budget.

- ✦ **Making Your Association an Oasis for Your Members**  
*Christine Bumgardner, President & CEO, Center for Financial Training and Judith Robinson, PhD, CAE, Leadership Professionals*

Recruiting and retaining membership is key regardless of your organization's size, budget or market share. Have changes in your members caused changes in your organization's services? This session will discuss strategic ideas to maximize your membership's approach.

- ✦ **Open Sesame: The Association Marketplace**  
*Harry Damm, Regional Director of Sales, National Account Development*  
*Beaver Run/Manor Vail/Deer Valley*  
**PREMIER RESORTS**  
*Julia Hubbel, The Hubbel Group*

Don't stand on the "shore" wondering how to "make the sale." Learn successful sales techniques that will open doors for you. Hear perspectives from both buyer and seller. Learn what works and how to refine techniques to fit your personal style. Find out how to build solid business relationships that create positive and beneficial experiences for all involved.

#### 11:30 a.m. – 1:30 p.m. **Lunch and Keynote**

#### 1:30–2:45 p.m. **Breakout Sessions**

- ✦ **Quenching Your Members' Thirst with Your Website**  
*Lance Brink, Financial Planning Association*

Is your website working to its full potential? Find out how others are utilizing their website to up sell and cross sell products, services and programs.

- ✦ **Public Policy: Surviving the Sand Storm**  
*Tim W. Jackson, CAE, CMP, Colorado Auto Dealers Association*

Let public policy add to your bottom line! Work in this arena adds to your association's visibility and provides the security your members crave. Learn how you can capture their focus and endorse your efforts with time and money. Recruitment and retention can be a snap when members see the value.

- ✦ **The Sultant of the Sales**  
*Don Cooper*

Now that you have your foot in the door, what's next? Learn techniques and tools for closing the deal. Learn how to ask for what you want. No doesn't mean never. Keeping positive and closing the deal are often the hardest part of the process whether you're looking for clients, members or sponsorships.

## Annual Conference

Continued from page 8

2:45–3:00 p.m. Break

3:00–4:15 p.m. **Putting it Together**

Working together can be a challenge or a reward. Join us as we utilize the skills learned throughout the day in a fun, fast-paced interactive exercise.

5:00 p.m. Visit to New Belgium Brewery & Dinner

## Saturday, June 18, 2005

8:30–10:00 a.m. Breakfast and Keynote

### Every Association's Wish: More Revenue, Revitalizing Association Sponsorship

Brooke Greedy, *Creative Strategies Group*

Need a fresh approach to identifying and attracting sponsors? This informative program will look at just what sponsorship is, why companies want to sponsor association events and what are some myths and mistakes regarding the selling of sponsorships.

10:00–10:15 a.m. Break

10:15 a.m.–12:30 p.m. **Finding Your Way Through the Desert**

Jeannette L. Seibly, *SeibCo, LLC*

Great ideas don't just happen by accident. With planning and focus you can achieve success by implementing what you've learned. This session will help you begin the process of implementing ideas while still managing challenges and obstacles without losing site of your goals and vision.

12:30–2 p.m.

### Lunch & Panel Discussion **Treasures from the Masters: Letting the Genie Out of the Bottle**

Robert Golden, *CAE, Colorado Association of Realtors*  
C. Diane Matt, *CAE, Women & Engineering Programs & Advocates Network*

Meghan Pfanstiel, *Colorado Manufactured Housing Association*

Jeannette Seibly, *SeibCo, LLC, Moderator*

Most likely, others share many of the challenges and issues you face on a regular basis in our industry. A panel of leaders such as your self will share experiences, insights, advice and stories. This session is your opportunity to hear recommendations for solutions and plan for potential pitfalls. Everyone has something to learn from this dynamic discussion—don't miss it.

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## Member Profile: Jill Anne Ladouceur, Deadline Publishing

by Mo Goldman, ConferenceDirect

Jill Anne Ladouceur, does this name sound familiar? Well it should! Jill is editor of the CSAE's *Executive Memo*, our bi-monthly newsletter and our monthly *CSAE e-news*. She works in tandem with the CSAE Communications Committee and, in addition to serving as editor, she handles design, layout and production of our publications. Jill specializes in publishing association magazines, newsletters and e-newsletters and has been affiliated with CSAE for ten years.

Born in Pittsfield, Mass. and raised in New Jersey, her family relocated to Colorado in the 1970s. A graduate of Cherry Creek High School, Jill went on to Regis College where she obtained her Bachelor of Science degree in Business Administration with an

emphasis in Marketing. She began her professional career at the Institute of Financial Planners (ICFP)—now the Financial Planning Association (FPA)—working in nearly every department, until becoming editor and publications director. While at ICFP, their national professional publications won three national awards! Ten years ago, she started her own company, named Deadline Publishing. Jill also is a certified web master and in addition to CSAE and FPA, a number of her clients are also CSAE member associations.

Jill is very proud of her two daughters, ages 7 and 12. Rounding out her family is a dog, cat and a freshwater fish tank. She enjoys anything and everything artistic and currently

spends her leisure time playing with her kids and/or working out.

When asked what she would like to be doing in ten years, Jill responds “enjoying good health and great relationships with my clients.” Need help with your association’s publications? Contact Jill Ladouceur at [lad-jill@qwest.net](mailto:lad-jill@qwest.net) or 303-804-9778. ✦

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*Mo Goldman is national account manager for ConferenceDirect, specializing in site selection for meetings. She has been on the CSAE Communications Committee, writing the member profile column and other articles for CSAE Executive Memo for the past four years.*



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## Getting to Know the CSAE Board

*by Lance Brink, Director of Marketing, Financial Planning Association*

A series of questions were asked of the board to find out more about their careers paths, accomplishments and goals during their board term. Below is a compilation of three board member responses. Learn about more of your CSAE board of directors in future issues!

**Sam Albrecht, CAE**—Sam is President of CSAE and has been in association management for the past 8 years and 12 years total in nonprofits. Most recently Sam has been with the Society for Range Management (four years) and the same length of tenure with National Bison Association. Some career highlights for Sam include becoming president of CSAE, gaining his CAE certification and last but not least being able to get his board of directors to think strategically versus operationally. Sam’s goal as president is to keep CSAE on track to be the best organization it can and views CSAE as a community of leaders in the association world of Colorado.

**Raquel Alexander, MA, CAE**—Raquel is the past president of CSAE and has been in association management for 17 years—all of those with the Colorado Academy of Family Physicians. She feels that her largest accomplishment with the association has been the continued growth that they have realized over the years. CSAE is a place where Raquel has found and seeks professional development, peer support and safe harbor. In her role as president of CSAE, her goals were streamlining the committees, programs and establishing a marketing plan for the organization.

**Stan Orr, CAE**—Stan serves as a director on the board and has been in the profession for 21 years. Stan is president of Non-Profit Resources, Inc an association management firm located in Glenwood Springs

for the last five years. Stan has been recognized in this profession in many ways such as being named into the ASAE Fellows and Oklahoma’s Association Executive of the Year. Stan feels that his career accomplishments were “stepping stones to being a better association executive.” CSAE is a place where Stan continues to find opportunities that include teamwork, peer-to-peer learning, sharing of ideas, and has become a part of a family of professionals. Stan’s goals

for his term with the board include sharing his knowledge with other professionals for the betterment of the profession and using this volunteer opportunity to learn from others. ✦

*Lance Brink is director of marketing at the Financial Planning Association. He is also CSAE’s communications committee chair. Lance can be reached at lance.brink@fpanet.org.*



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## Hire a Coach

Continued from page 1

- ✦ Be accountable for all the results, including your own growth, is a true mark of a leader. Being accountable entails managing details, and acknowledging results—both positive and negative. Let others take credit for a job well done.

As a leader, hiring a coach can accelerate your growth and success. You will see your weaknesses faster and more clearly, and develop your strengths sooner and more fully. The fact that you are open to coaching will inspire confidence in your co-workers and customers. If your goal is to be a good leader, start by hiring a good coach! ✦

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*Jeannette Seibly, Principal of SeibCo, LLC, takes your company to the next level. Whether it is generating your next million, making a strategic difference or resolving people issues, SeibCo, LLC is your partner in causing unprecedented results and impacting your bottomline. Contact SeibCo, LLC @ 877.784.6111 (toll-free) or JLSeibly@aol.com Jeannette is also the author of Hiring Amazing Employees. Visit the site and purchase the book @ Hiring-Tips.com*

*John W. Howard, Ph.D., owner of Performance Resources, Inc. helps businesses of all sizes increase their profits by reducing their people costs. His clients hire better, fire less, manage better, and keep their top performers. He may be reached at 435.654-5342, OR jwb@prol.ws*

## 457(f) Plans

Continued from page 4

period of at least 5 years from the date the payment otherwise would have been made. Also, for payments that were to start on a specified date, the election has to be made at least 12 months before the date of the first scheduled payment.

## Action Required

Future IRS guidance may address the interaction between Internal Revenue Code Sections 457(f) and 409A, but it is unclear when any guidance will be issued. Employers should immediately consider the implications of the new law on their 457(f) plans (and all other deferred compensation plans subject to the new law), watch for further guidance,

and amend or terminate their plans by December 31, 2005 if necessary. ✦

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*Brenda Berg practices in employee benefits law and Adrienne O. McNamara represents associations and other nonprofit organizations, at the law office of Faegre & Benson in Denver. They can be reached at 303-607-3500 or by e-mail at bberg@faegre.com or amcnamara@faegre.com.*

*The information in this article is informational only and is not intended as legal advice.*

## Tech Tip: Simple Internet Safety Tips

by Tim Blum, Rocky Mountain Electrical League

Here are some safety tips to make your e-mail and internet experience less frustrating and more productive:

- ✦ Choose a SPAM blocker that works automatically, allows you to easily see your filtered mail, and can be customized to readily meet you changing e-mail needs.
- ✦ Avoid e-mail programs that automatically execute JavaScript, Word macros, or other executable code in a message or attachment. Disable any features that automatically execute these items.
- ✦ Understand the feature of your Pop-up Blocker. A popup ad blocker can help prevent annoying popups but it can also hide useful web page functionality.
- ✦ Know how to enable and disable your blocker temporarily when needed.
- ✦ Make a backup copy. It's the best way to protect against possible data loss.
- ✦ Understand your firewall software or hardware. Firewalls screen incoming and outgoing connections. This can protect you, but if you don't understand how your firewall works it can also hinder connections you might be trying to make.
- ✦ Watch your e-mail for viruses and phishing scams. Watch out for attachments from unknown senders and e-mails requesting personal data via a web site link.
- ✦ Passwords should be difficult to guess. Don't reverse your login, use names,

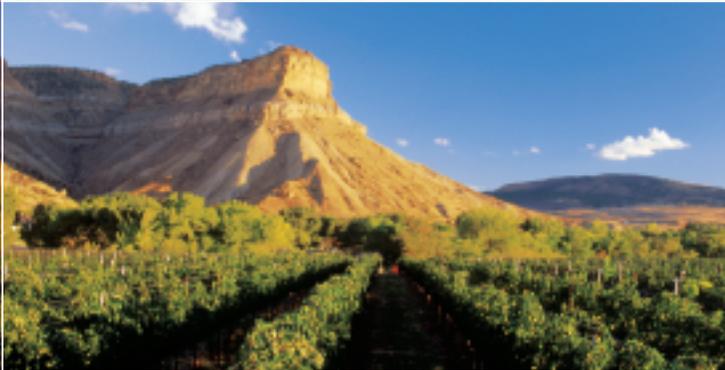
information easily obtained about you or repetitive digits or letters. Use a password with mixed-case letters and digits that you can remember to avoid writing it down.

- ✦ Contact an IT/network security specialist to help you identify additional safety precautions and audit your system. ✦

*Tim Blum is communication director at Rocky Mountain Electrical League. He can be reached at timblum@rmel.org.*

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## Tips on Introducing New Media to Your Association

**Start with where you are.** Rather than start with a blank piece of paper, take advantage of the programming you are already doing. We assume that your current process for identifying live education program objectives, content, and speakers is producing valued results. The “problem” is not the program, but access to it. Compare the costs of leveraging your current investment versus starting anew.

**Keep it simple.** As a result of being bombarded today with all kinds of “new media” programs, we may find ourselves a bit bewildered by the technological options available for conveying our message. Most people who have joined an association already believe they will receive some economic, psychological and/or social benefits. Pick the technologies that convey your content in a cost effective manner versus those that cost a great deal to produce an unnecessary “gee whiz” factor.

**Think small.** Rather than start with a major production, begin with a “pilot” initiative. You may even want to name it that to convey the fact that, “Hey, we are going to try something new here...there are some risks involved...and, we’ve got lots to learn.” A pilot initiative also has the advantage of making an idea more concrete. Rather than talking about the concept of “distance learning” with members, producing a real program for people to experience will provide much more valid feedback on what your next step(s) should be.

**Clarify expectations.** Because “new media” means change, it will be threatening to some of your association’s staff and/or membership. Anticipate those threats specific to the environment of your association and act accordingly. Be public in your announcements and private in your counseling concerning expectations for all the key players.

**Maintain continuity.** Through attention to key elements, you can facilitate introduction of the new by maintaining contact with the past. For example, use graphics in your online initiative that are consistent with your print publications.

**Try again.** Like any new initiative, the factors that may account for initial success or failure are numerous. It will be your willingness to learn from each iteration that will lead to continuous success.

## Online Delivery

*Continued from page 1*

computers. Since the program would be delivered via streaming media technology, these limitations on the user’s end could be frustrating since the program would not be seen smoothly on their monitors.

That is not to say, however, that NETA did not use any video. The use of several video clips, shown by the speakers in their live presentations was inserted into the online version to graphically illustrate key points. In addition, the speakers were quite skilled in the use of humor to provide relief as well as help keep the audience engaged. So these video clips along with other photos, spreadsheets and visual graphics were incorporated into the online production—all to replicate the program as it had been delivered live.

After the capture of the live presentation, the audio had to be integrated with the still photos, the video clips and the text graphics (Power Point in this case). Editing the audio is particularly crucial because it is the spoken part of the presentation that drives all the other program elements. We all know the frustration of listening to a live audio tape when the speaker pauses, loses track, repeats, and responds to an audience comment we can’t hear, etc.

Another advantage of this editing step is the opportunity it gives key participants to review and approve the final production before it is widely distributed. In addition to making the program available through your Web site, you have the option of making a CD of your program for distribution as well.

Talk about adding real value from a member’s perspective — the program display provides the user with complete control. The viewer can pause the program, replay to whatever extent wanted, move back and forth between program segments, and fast forward. Other features include, for example, pausing where

nor  
fast

a speaker references a particular Web resource and then clicking on that URL for more detailed study at the user’s own pace. Try doing any of the above in a live seminar!

How to price this new capability for serving members will vary according to circumstances and objectives. In NETA’s pilot effort, they decided to make it available on a complimentary basis only to member companies. Introducing and sharing the pilot this way provided a positive, tangible member benefit. More importantly, when it comes to receiving education in a new way, it gives them something to concretely react to with their likes and dislikes versus asking them to respond to “an idea.”

“It’s our current plan to make these online sessions available 45 days after the conference itself and have members pay approximately the same amount as if they had attended the live sessions,” says NETA Executive Director Mary Jordan. “Our rationale is that we are saving them a great deal on lodging and travel expenses. One thing they will miss with the online program will be the hallway conversations. However, as we continuously stress the value of networking through NETA, we are confident of members’ ability of get in touch with the presenters and their colleagues should they want to further pursue the subject.”

“We feel the timing for the application of this new multi-media production and distribution technologies and processes is right for our association. The risk is manageable because costs are now affordable. Our goal is adding value to association membership.” ♦

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*Fred E. Graham, Ph.D., CAE, is principle at Association MediaWORKS, 8142 E. 8th Place, Denver, CO 80230, (303) 726-2154, [www.amworks.net](http://www.amworks.net). To contact NETA directly, call Mary R. Jordan, Ed.D., Executive Director, InterNational Electrical Testing Association, P. O. Box 687, Morrison, CO (303) 697-8431, [www.neta.world.org](http://www.neta.world.org).*

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June 9, 2005:      **Organizational Culture—Is it a Mystery?**                     
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August 5, 2005:      **Legal Issues Impacting Your Association**                     
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September 1, 2005:      **Best and Worst Experiences in Membership Marketing**                     
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