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- Melissa Jacobsen, Manager, Prof. Dev., American Association of School Libraries

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Welcome to the 2015 CESSE CEO Mid-Winter Meeting!

The CESSE CEO Mid-Winter Meeting is a highpoint of my year; it gives me a chance to network with those facing similar association related issues, provides learning opportunities to grow my organization and my capacity as a leader, and helps develop relationships to expand my network. This year the Mid-Winter Meeting will showcase invaluable content brought to you by the efforts of CEO volunteers.

With the theme of “Maintaining Relevance in a Changing World,” the Program Committee has created an insightful program that will explore the environmental and market shifts which have dramatically affected the traditional association model. A special thank you to the Program Committee: Martin Frank, Ph.D. (Executive Director, American Physiological Society, Program Co-Chair), Sandy Magnus, Ph.D. (Executive Director, American Institute of Aeronautics & Astronautics, Program Co-Chair).

This meeting wouldn’t be possible without our generous and loyal sponsors, who ensure the provisions and materials that support a worthwhile meeting. Our special thanks this year goes to the Mobile Bay Convention & Visitors Bureau, in partnership with the Battle House Renaissance Mobile Hotel & Spa, the team who brought CESSE to the birthplace of America’s original Mardi Gras - thank you! I’d also like to recognize the hardworking staff who support the development of this meeting; Sandy Marshall, Kim Spillane, Liz Swanson, and Renee Lewis. CESSE is grateful to have you.

Last, to all attendees, thank you for joining us in such a great learning experience. With every CESSE meeting I attend, I gain more knowledge, support, and relationships than I could imagine.

Patrick Gouhin, 2014-15 Chair, Council of Engineering and Scientific Society Executives Executive Director & CEO, ISA-International Society of Automation
Welcome to the 2015 CESSE CEO Mid-Winter Meeting!

Our program theme this year is *Maintaining Relevance in a Changing World*. Between demographics and business models, the world is in a highly-charged state of flux. Today, some three dozen cities around the world make the megacities list of more than 10 million people, including Tokyo, Chongqing, Shanghai, Beijing, São Paulo, New York, Mexico City, Mumbai, Osaka, and Delhi. By 2030, it’s projected that more than a dozen more will be added to the list, and New York may be the only city in our country on it. How do we lead our associations in the face of growth that is increasingly urban, and largely happening outside of North America? How will the needs of the world, impact the knowledge creation, curation, credentialing and dissemination that have been at the core of our model for over a century?

This year’s Mid-Winter CEO Meeting opens up the dialogue on relevance in a unique way with futurist Marsha Rhea of Signature i LLC. CESSE CEOs will have the opportunity to see how the trends of our community measure up to the relevant change drivers for associations; specific intelligence that each of us can apply to leading your organization, and planning for its future.

We’re once again including “TED talk”-style presentations that we’re calling “Creative Leadership Moments”, as well as panel discussions to get us thinking and exploring new strategies, and the ever-popular Roundtable sessions.

This meeting offers an annual opportunity to network with each other in a trusted, informal setting, which we feel is one of the key values of CESSE membership, particularly to those in the CEO community. We’re glad that you have elected to take advantage of this program to share your perspective, and to learn about strategies that other leaders are using to balance strategy and urgency. We are eager to explore these themes with you in more depth.

Regards,

The 2015 CESSE CEO Mid-Winter Programming Committee
Sandy Magnus, Ph.D., Executive Director, American Institute of Aeronautics & Astronautics, Co-chair
Martin Frank, Ph.D., Executive Director, American Physiological Society, Co-chair
Patrick Gouhin, Executive Director & CEO, ISA-International Society of Automation, 2014-15 Chair, CESSE
Marsha Rhea, CAE, created Signature i, LLC to help leaders of organizations discover, plan and do their signature work in the world. She specializes in helping associations achieve their vision for the future. This business blends the strategic perspective and creative skills she gained as a futurist with her more than 20 years’ experience in association management.

She scans for critical changes affecting associations and the professions and industries they serve and uses these insights to help associations shape future-focused strategy and drive innovation. For the CESSE Midwinter Meeting, she is scanning CESSE member organizations’ futures research to identify drivers of change that could require changes in strategy, business models and member services.

Marsha has led strategic planning projects and signature initiatives for a diverse range of national associations and federal agencies. She is an innovative facilitator of collaborative learning experiences for small leadership teams or large, high-stakes summits.

Marsha works to understand and serve the association community by actively volunteering, speaking at conferences and blogging on association management. She served as chair of the ASAE Foundation Research Committee in 2013/14. She holds the CAE credential. She completed her Masters of Public Administration degree from George Mason University with a concentration on nonprofit management.

More than a decade ago she switched from working as an association executive for state and national associations to become a futurist and strategy consultant. She worked seven years as a senior futurist with the Institute for Alternative Futures before launching Signature i in 2008.

More information is available about Signature i and Marsha Rhea’s experience and approach at www.signaturei.net.
Presents the  
A.F. Spilhaus Leadership Award  
to  
Patrick J. Natale P.E., FASCE, FASAE, CAE  
Executive Director (Retired)  
American Society of Civil Engineers  
For outstanding leadership of CESSE,  
exemplary management of ASCE and NSPE,  
and contributions to the success of  
association executives
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**Meeting at a Glance**

**Saturday, February 7**

**Board of Director Arrivals**
6:30 p.m. - 7:30 p.m.
CESSE Board of Directors Reception/Parade Viewing - Royal Street Tavern
*Sponsored by Detroit Marriott at the Renaissance Center*

7:30 p.m. - 9:00 p.m.
CESSE Board of Directors Dinner - Leinkauf
*Sponsored by Detroit Marriott at the Renaissance Center*

**Sunday, February 8**

**Attendee Arrivals**
8:00 a.m. - 8:30 a.m.
CESSE Board of Directors Breakfast - Leinkauf
*Sponsored by JDG Associates*

8:15 a.m. - 4:00 p.m.
CESSE Board of Directors Meeting - Leinkauf

12:15 p.m. - 1:00 p.m.
CESSE Luncheon - Oakleigh Garden
*Sponsored by Visit Seattle*

12:00 p.m. - 6:00 p.m.
Registration - Moonlight Ballroom Foyer
*Sponsored by Experient*

4:30 p.m.
Meet in hotel lobby at the Royal Street Entrance

**Monday, February 9**

7:15 a.m. - 8:00 a.m.
Breakfast - Moonlight Ballroom A
*Sponsored by Greater Houston Convention & Visitors Bureau*

8:00 a.m. - 8:15 a.m.
Welcome and Program Introduction - Moonlight Ballroom B

8:15 a.m. - 10:30 a.m.
Educational Programming - Moonlight Ballroom B
*Sponsored by The Beaches of Fort Myers & Sanibel*

10:30 a.m. - 11:00 a.m.
Mid-Morning Break - Moonlight Ballroom Foyer
*Sponsored by Business Events Canada*

11:00 a.m. - 12:30 a.m.
Educational Programming - Moonlight Ballroom D
*Sponsored by The Beaches of Fort Myers & Sanibel*

12:30 p.m. - 1:30 p.m.
Lunch - Moonlight Ballroom A
*Sponsored by Tourism Vancouver*

1:30 p.m. - 3:00 p.m.
Educational Programming - Moonlight Ballroom B
*Sponsored by Omaha Convention & Visitors Bureau*

3:00 p.m. - 3:30 p.m.
Mid-Afternoon Break - Bienville Square
*Sponsored by Travel Portland*

3:30 p.m. - 4:30 p.m.
Educational Programming - Moonlight Ballroom B
*Sponsored by Omaha Convention & Visitors Bureau*

6:00 p.m. - 7:00 p.m.
Reception - Moonlight Ballroom Foyer
*Sponsored by Marriott Convention & Resort Network*

7:00 p.m. - 9:00 p.m.
Dinner - Moonlight Ballroom A
*Sponsored by Marriott Convention & Resort Network*

9:30 p.m. - 11:30 p.m.
Afterglow - Après Soirée ... à la Montréal! - Presidential Suite, 8th Floor
*Sponsored by Tourisme Montreal*
NOTES: The times listed below are actual event times. For any events occurring off-site, please check the detailed Meeting Program for the transportation meeting time and location. Companions may attend all meals and activities unless otherwise noted.

Tuesday, February 10
7:45 a.m. - 8:20 a.m.
Breakfast - Moonlight Ballroom A
Sponsored by Visit Pittsburgh

8:30 a.m. - 8:35 a.m.
Introductions - Moonlight Ballroom B

8:35 a.m. - 10:00 a.m.
Educational Programming - Moonlight Ballroom B
Sponsored by Greater Madison Convention & Visitors Bureau

10:00 a.m. - 10:30 a.m.
Mid-Morning Break - Moonlight Ballroom Foyer
Sponsored by HelmsBriscoe

10:30 a.m. - 11:45 p.m.
Educational Programming - Moonlight Ballroom B
Sponsored by Greater Madison Convention & Visitors Bureau

11:45 a.m. - 12:30 p.m. - CESSE Business Meeting (CESSE CEOs Only) - Moonlight Ballroom D

12:30 p.m. - 1:30 p.m.
Lunch - Moonlight Ballroom A
Sponsored by Visit Spokane

1:30 p.m. - 2:30 p.m.
Sponsors Circle - Moonlight Ballroom A

1:30 p.m. - 3:00 p.m.
Educational Programming - Moonlight Ballroom B
Sponsored by Yes Marketing, LLC

3:00 p.m. - 3:30 p.m.
Mid-Afternoon Break - Moonlight Ballroom Foyer
Sponsored by McKinley Advisors

3:30 p.m. - 5:00 p.m.
Roundtable Discussions:
Small Societies - Moonlight Ballroom C
Medium Societies - Moonlight Ballroom E
Large Societies - Moonlight Ballroom D
Sponsored by Yes Marketing LLC

6:30 p.m. - 7:00 p.m.
Final Reception - Crystal Ballroom Foyer
Sponsored by Starwood Hotels & Resorts

7:00 p.m. - 9:00 p.m.
Final Banquet - Crystal Ballroom
Sponsored by Starwood Hotels & Resorts

9:30 p.m. - 11:30 pm
Afterglow - Presidential Suite, 8th Floor
Sponsored by Visit Milwaukee

Wednesday, February 11
7:45 a.m. - 8:20 a.m.
Breakfast - Moonlight Ballroom A
Sponsored by Quebec City Convention Centre

8:30 a.m. - 10:00 a.m.
Educational Programming - Moonlight Ballroom B
Sponsored by Towneley Capital Management

10:00 a.m. - 10:30 a.m.
Mid-Morning Break - Moonlight Ballroom Foyer
Sponsored by Tourism Toronto

10:30 a.m. - 11:30 a.m.
Educational Programming - Moonlight Ballroom B
Sponsored by Towneley Capital Management

11:30 a.m. - 12:30 p.m.
Lunch - Crystal Ballroom
Sponsored by Virginia Beach Convention & Visitors Bureau
We were drowning in data from all over the place—past events, membership lists, purchased lists—and needed to find a way out! Experient showed us the light with their EDGE data management and marketing software.

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To find your EDGE, visit [https://info.experientedge.com/](https://info.experientedge.com/) and email Jeff Fugate at [jeff.fugate@experient-inc.com](mailto:jeff.fugate@experient-inc.com).
Sunday Morning, 2/8/15

8:00 a.m. - 8:30 a.m. **CESSE Board of Directors Continental Breakfast** - Leinkauf  
*Breakfast and Mid-morning Break Sponsored by JDG Associates*

8:15 a.m. - 4:00 p.m. **CESSE Board of Directors Meeting** - Leinkauf

12:15 p.m. - 1:00 p.m. **CESSE Board Luncheon** - Oakleigh Garden  
*Lunch & Afternoon Break Sponsored by Visit Seattle*

12:00 p.m. - 6:00 p.m. **Registration** - Moonlight Ballroom Foyer  
*Sponsored by Experient, Inc.*

12:00 p.m. - 5:00 p.m. **Internet Café & Meeting Audio Visual** (complimentary internet and charging stations) - Midtown  
*Sponsored by Projection Presentation Technology*

Sunday Evening, 2/8/15

4:30 p.m. **Meet in hotel lobby at the Royal Street Entrance**

4:45 p.m. **Depart for Mobile Convention Center**

5:00 p.m. - 5:45 p.m. **Cocktail Hour** - Mobile Convention Center  
*Hosted by Mobile Bay Convention & Visitors Bureau*

Be led by the Mobile Mardi Gras Excelsior Band to the Mobile Convention Center. Upon arrival at the center, you will be greeted by the local hospitality community “Mardi Gras style”. The Reception will feature light Hors d’oeuvres, drinks, music and greetings by some of the city’s key leaders. Be led back to the Battle House Hotel by the Excelsior Band for the CESSE welcome reception and dinner.

5:45 p.m. **Depart for The Battle House Renaissance Mobile Hotel & Spa**

6:00 p.m. - 7:00 p.m. **Welcome Reception** - Moonlight Ballroom Foyer  
*Sponsored by Detroit Metro Convention and Visitors Bureau*

7:00 p.m. - 9:00 p.m. **Welcome Dinner** - Moonlight Ballroom A  
*Sponsored by Detroit Metro Convention and Visitors Bureau*
Monday Morning, 2/9/15

*Educational Programming Sponsored by The Beaches of Fort Myers and Sanibel*

7:30 a.m. - 5:30 p.m. **Internet Café & Meeting Audio Visual** (complimentary internet and charging stations) - Midtown  
*Sponsored by Projection Presentation Technology*

7:15 a.m. - 8:00 a.m. **Breakfast** - Moonlight Ballroom A  
*Sponsored by Greater Houston Convention & Visitors Bureau*

8:00 a.m. - 8:15 a.m. **Welcome and Program Introduction** - Moonlight Ballroom B  
*Patrick Gouhin, CESSE Chair 2014-2015, ISA - International Society of Automation*  
*Martin Frank, Ph.D., CESSE 2015 Mid-Winter CEO Meeting Program Co-Chair, American Physiological Society*  
*Sandra H. Magnus, Ph.D., CESSE 2015 Mid-Winter CEO Meeting Program Co-Chair, American Institute of Aeronautics & Astronautics*

8:15 a.m. - 10:30 a.m. **Opening Session: Change Drivers** - Moonlight Ballroom B  
*Marsha L. Rhea, CAE, President, Signature i, LLC*

10:30 a.m. -11:00 a.m. **Mid-Morning Break** - Moonlight Ballroom Foyer  
*Sponsored by Business Events Canada*

11:00 a.m. -12:30 p.m. **Exploring Priority Concerns** - Moonlight Ballroom D  
*Group discussion facilitated by Marsha Rhea using a guided set of questions to explore what the opening session change drivers mean, and to identify strategies and tactics for response.*
Monday Afternoon, 2/9/15

Educational Programming Sponsored by Omaha Convention & Visitors Bureau

12:30 p.m. - 1:30 p.m.  Lunch - Moonlight Ballroom A
Sponsored by Tourism Vancouver

1:30 p.m. - 3:00 p.m.  Nimble Governance Design - TEDTalks - Moonlight Ballroom B

Over the course of many years, associations have the habit of adding new committees and new board members to meet the perceived needs of their constituencies. After a while, those expansions can impede progress as an association seeks to respond to challenges and opportunities. Learn what you can do to become nimble again by restructuring your committees and board.

Moderator:  Sandy Magnus, Ph.D., Executive Director, American Institute of Aeronautics & Astronautics, Co-chair

Tom Loughlin, CAE, Executive Director & CEO, American Society of Mechanical Engineers

Topic: “Well that’s no ordinary rabbit!”

This is a brief story about how a thoughtful and well-considered progression of ideas came to an ugly dead end (at least for now). From the story, lessons can be learned of what not to do and what to watch for in considering changes to governance.

Christine McEntee, Executive Director, American Geophysical Union

Topic: What You Can Learn About Effective Governance from Gears, Oil, Tools and Air

In 2010, AGU totally revised its governance structure, processes, protocols and systems using a gear analogy and an underlying philosophy of “It is less important who makes the decision than the right people and expertise are involved in the decision” Come hear about the lessons learned, techniques and tips for instituting nimble and flexible governance that has resulted in growth, expansion and innovation.
SAMPE’s governance restructuring started in a Parisian hotel bar in 2006. The board of directors approved the plan in 2013. This is story is of how SAMPE convinced key stakeholders they needed, for the first time in 71 years, to change - and why it took so long.

Kenneth Reid, Executive Vice President, American Water Resources Association  
**Topic:** It was the Worst of Times; It was the Best of Times

Transformational change in any organization is always a challenge. It becomes particularly interesting when a current board of directors is making decisions to down size itself, revise both its technical and administrative committee structure and change the name of the society’s peer reviewed journal, its flagship publication. Association governance change is not for the faint of heart but when it is done thoughtfully, carefully, methodically and with the proper intent it lays the groundwork for renewal of purpose and a new beginning.

3:00 p.m. - 3:30 p.m.  
**Mid-Afternoon Break** - Bienville Square
*Sponsored by Travel Portland*

3:30 p.m. - 4:30 p.m.  
**Governance - A Working Relationship** - Moonlight Ballroom B

**Moderator:** Martin Frank, Ph.D., Executive Director, American Physiological Society, Co-chair

In this session, Fred Dylla of The American Institute of Physics (AIP) and his chief elected officer, Kevin Marvel, Ph.D., who is both a CESSE CEO and a CESSE Director, share their partnership in making necessary changes to ready AIP for the changing business environment of publications.

Fred Dylla, Executive Director, American Institute of Physics

Kevin Marvel, Executive Director, AAS and AIP Governing Board Member
Monday Evening, 2/9/15

6:00 p.m. - 9:00 p.m.  **Reception and Gala Dinner** - Oakleigh Garden/Crystal Ballroom  
*Sponsored by Marriott Convention & Resort Network & the Renaissance Mobile Hotel and Spa*

A Special Evening with the Renaissance Mobile Hotel & Spa

The Battle House Renaissance Mobile Hotel & Spa’s restoration has astonishingly brought back all of its original grandeur, even earning it a distinguished spot as a member of Historic Hotels of America. The Battle House has long been the site for Mardi Gras revelers to celebrate the Season. The first Mardi Gras Ball to be held at the Battle House was the Strikers Ball in 1852.

The reception will begin in the Oakleigh Garden Room, where you will enjoy cocktails prior to the Reception while experiencing a Mardi Gras Parade - Order of Venus from a private Balcony.

The reception will continue in the Crystal Ballroom, where many of Mobile’s daughters have made their debut, been married or had their reception, and even their Senior Proms. The room was restored to vintage colors as it may have been in 1908. The ornate work around the crown molding was a common architectural feature in hotels and buildings that catered to those making a living in agriculture.

Formal Attire is not required, come as you are!

9:30 p.m. - 11:30 p.m.  **Afterglow** - Après Soirée ... à la Montréal! - Presidential Suite, 8th Floor  
*Sponsored by Tourisme Montreal*
Tuesday Morning, 2/10/15

Educational Programming Sponsored by Greater Madison Convention & Visitors Bureau

7:30 a.m. - 5:30 p.m.  Internet Café & Meeting Audio Visual (complimentary internet and charging stations) - Midtown
Sponsored by Projection Presentation Technology

7:45 a.m. - 8:20 a.m.  Breakfast - Moonlight Ballroom A
Sponsored by Visit Pittsburgh

7:45 a.m. - 8:20 a.m.  Breakfast - Moonlight Ballroom A
Sponsored by Visit Pittsburgh

8:30 a.m. - 8:35 a.m.  Introductions - Moonlight Ballroom B
Sandra H. Magnus, Ph.D., Executive Director, American Institute of Aeronautics & Astronautics

8:35 a.m. - 10:00 a.m.  Business Matters - TEDTalks - Moonlight Ballroom B

Moderator: Sandy Magnus, Ph.D., Executive Director, American Institute of Aeronautics & Astronautics, Co-chair

The competitive landscape for professional societies is becoming more and more challenging as for profit companies engage in activities that have been traditionally the purview of non-profits. The difficulty of competing with for profit companies in addition to the tight fiscal environment that exists has forced non-profits to take a close look at their business models and identify key services and skill sets that enhance the organizational mission. What are those key skill sets required “in-house” vs those that can be contracted? What are the “value added” capabilities that the organization must focus on to maximize resources and be competitive? Learn how several different societies have tackled this problem.

Mary Williams, Executive Director, Association for Molecular Pathology

Topic: Designing a Landing Worth the Gold

When an association launches themselves from being a managed organization to independently managing themselves, it has to “stick” a landing that is well executed and, preferably, gold medal worthy. Essential functions performed by the managing company’s staff must be accomplished either by employees or contractors, systems replaced, a winning staff culture created, and as much as possible - particularly any struggles - invisible to the members. Lessons learned during the AMP...
move to independent management can be applied to any association seeking to reinvent itself.

**Pat Gouhin**, Executive Director & CEO, International Society of Automation

**Topic:** “Infrastructure Upgrades: Lessons Learned in trying to see around the corner in a complex, multi-system technology upgrade when you know you don’t have the requisite knowledge on staff”

This talk will layout the objectives and results associated with a 3 year organizational infrastructure redesign that included a new web site, association management system (AMS), content management system (CMS), learning management system (LMS), and more. The talk will start with a short review of the need for change to enhance business modeling and move into the methodology that went into the new design, selection of vendors, integration of activities, vendor/staff communications, cost, schedule, and specification constraints, and finish with lessons learned. So as to protect the innocent and to broaden applicability for all CESSE organizations, neither specifics on systems nor vendors will be discussed. Anticipated and unanticipated challenges will be disclosed in an effort to provide the audience with valuable take-aways to be used on future technology changes within their own organizations.

**Matt Loeb**, Chief Executive Officer, ISACA/ITGI

**Topic:** “Operating at the Speed of Change Cyber”

Cyber threats and security breaches are increasing at an alarming pace. Once perceived as just a nuisance, “hacking” has now evolved into complex, well-resourced criminal activity that threatens IT systems, e-commerce, the identities and financial well-being of individuals, and the national security of countries worldwide. The cost of this activity is staggering, reaching into the trillions of dollars annually. In response to these growing concerns, ISACA is making a significant strategic investment to establish itself as the premier community of and provider for cyber security professionals through education, credentialing, advocacy, and thought leadership. With 44 other organizational “players” identified in this rapidly growing market space, ISACA must determine what it is capable of doing on its own and for what it must creatively partner or acquire to achieve its goals. This talk will tell the story of the journey to date and look-ahead at the challenges yet to come while stimulating the audience’s thinking on how their organizations might approach large-scale strategic initiatives in the face of increasing competition and limited financial and human resources.
10:00 a.m. – 10:30 a.m. **Mid-Morning Break** - Moonlight Ballroom Foyer
Sponsored by HelmsBriscoe

10:30 a.m. – 11:45 a.m. **All the News That’s Fit to Print - The Changing Face of Association Publishing - TEDTalks** - Moonlight Ballroom B

*Moderator: Martin Frank*, Ph.D., Executive Director, American Physiological Society, Co-chair

*Crispin Taylor*, Executive Director, ASPB

**Topic:** Everyone Is Doing It; Should We?

An increasingly prevalent model for new Open Access journals emphasizes fast turnarounds and high submission volumes. Join ASPB on its journey toward determining whether or not such a journal has a place in the society’s revamped business model.

*Kevin Marvel*, Executive Director, AAS and AIP Governing Board Member

**Topic:** All the Cool Kids are Doing it...

The American Astronomical Society currently has no Open Access journal or any (significant) pressure to move toward establishing one or convert to OA...but we’re dabbling in a variety of new areas of interest. I’ll describe where we’re at now, what we’re exploring that is new and venture a guess as to where we will be in 5 years and the challenges of moving a conservative board in new directions.

*David Gammel*, CAE, Executive Director, Entomological Society of America

**Topic:** Using 125 Years of Tradition and a Bit of Luck to Make a Major Move into OA

David will share the story of the Entomological Society of America’s journey from self-publishing to a publishing partnership and two unanticipated events along the way that led ESA’s leadership to rapidly commit to a major move into OA publishing.

*Martin Frank*, Ph.D., Executive Director, The American Physiological Society

**Topic:** Never Say Never! The Society’s Path to OA

After battling Congress and NIH for more than a decade over mandated public access, the American Physiological Society found itself giving into calls for an open access journal. Explore the reasoning behind the decision and learn how Physiological Reports is doing as a publication platform.
Tuesday Afternoon, 2/10/15

Educational Programming Sponsored by Yes Marketing LLC

11:45 a.m. - 12:30 p.m.  CESSE Business Meeting (CESSE CEOs Only) – Moonlight Ballroom D

12:30 p.m. - 1:30 p.m.  Lunch - Moonlight Ballroom A
Sponsored by Visit Spokane

1:30 p.m. - 2:30 p.m.  Sponsors Circle - Moonlight Ballroom A
An opportunity for CESSE Sponsors to dialogue and offer program perspectives with CESSE leaders and staff.  Sponsors are asked to remain in the room at the conclusion of lunch.

1:30 p.m. - 3:00 p.m.  Why Governance Means Business - TEDTalks - Moonlight Ballroom B

Moderator:  Sandy Magnus, Ph.D., Executive Director, American Institute of Aeronautics & Astronautics, Co-chair

In order to remain relevant in today’s environment, with technology pushing change at an ever increasing rate, non-profit societies must be flexible, nimble, and proactive.  Transforming the staff culture and organizational structure is imperative to creating a flexible organization.  However it is not enough.  In professional societies the members, through the governance structures, are deeply involved in the strategic direction and operational aspects of the organization.  Today’s societies are working under governance structures that were defined 50 years ago, and in an environment of fast paced communication and change, are not equipped to be flexible and nimble.  Many societies are in the process of re-examining and updating their governance structures with an eye towards maintaining competitive positions and relevancy for their organizations.  Hear some of their stories.

June Wispelwey, Executive Director, American Institute of Chemical Engineers

Topic: How to Govern New Business Development

Growth can be a challenge for a 100+ year old organization with a governance model that was structured for business as usual.  However, growth was a strategic imperative at AIChE.  Its controlled, structured governance model was odds with the innovative and creative culture it needed for expansion.  Learn about how the Institute applied an
industrial process for developing new businesses to the non-profit world.

**Stefano Bertuzzi**, Executive Director, American Society for Cell Biology  
**Topic:** Getting your Board Out of the Weeds and Onto the Leading Edge

What got us here, won’t get us there. The landscape for non-profits has changed and, driven by technology and economics, the pace of change is accelerating. For our organization, doing things better is incremental but staying at the leading edge requires us to do things differently. That requires real innovation. To do this, we have developed a growth strategy that puts the Executive Director into a new role, engaging and leading the Board to think differently about scientific societies through new partnerships and outreach.

**Mark Langley**, CEO, Project Management Institute  
**Topic:** The Power of Governance: In Search of the Elusive Bright Line

Through the story of three organizations, you will hear how each made the difficult choices in governance to advance strategic goals, increase relevance to the profession and drive competitive advantage through differentiation. Surviving growth, managing growth and driving growth at different intersections.

**David Schutt**, Ph.D., CEO, SAE International  
**Topic:** How to Train Your Hydra

Leading a not-for-profit organization at market speed in a competitive environment is not for the faint-hearted. Success requires both Herculean and Hiccup-like skill and determination. Discover how deftly managing complexity through simplicity and reluctance through boldness unlocks your organization’s full potential.

3:00 p.m. – 3:30 p.m.  
**Mid-Afternoon Break** - Moonlight Ballroom Foyer

*Sponsored by McKinley Advisors*
3:30 p.m. - 5:00 p.m.  **Roundtable Discussions (by organizational size)**

Members break into roundtable conversations with their peers from similar-sized organizations, followed by a recap session in the plenary session room (Moonlight Ballroom B), facilitated by Martin Frank, Ph.D., Executive Director, American Physiological Society, Co-chair

**Small Societies** - Moonlight Ballroom C
**Discussion Moderator:** Cathy Leslie, Executive Director, Engineers without Borders

**Medium Societies** - Moonlight Ballroom E
**Discussion Moderator:** Beth Cunningham, Executive Officer, American Association of Physics Teachers

**Large Societies** - Moonlight Ballroom D
**Discussion Moderator:** Mark Golden, Executive Director, National Society of Professional Engineers

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**Tuesday Evening, 2/10/14**

6:00 p.m. - 7:00 pm  **Reception** - Crystal Ballroom Foyer
*Sponsored by Starwood Hotels & Resorts*

7:00 p.m. - 9:00 p.m.  **Final Gala Banquet** - Crystal Ballroom
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Presentation of the A.F. Spilhaus Leadership Award to Patrick J. Natale, P.E., F.ASCE, FASAE, CAE

9:30 p.m. - 11:30 p.m.  **Afterglow** - Presidential Suite, 8th Floor
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Wednesday Morning, 2/11/15

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7:30 a.m. - 12:30 p.m.  Internet Café & Meeting Audio Visual (complimentary internet and charging stations) - Midtown
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7:45 a.m. - 8:20 a.m.  Breakfast - Moonlight Ballroom A
*Sponsored by Quebec City Convention Centre*

8:30 a.m. - 10:00 a.m.  Leadership Development & Training Models - Moonlight Ballroom B

Moderator: Martin Frank, Ph.D., Executive Director, American Physiological Society, Co-chair

According to Vince Lombardi, “Leaders are made, they are not born.” How can associations make sure there are candidates capable of rising to leadership roles? Through leadership academies and institutes, a number of associations are seeking ways to make sure their future leaders are prepared for the challenge. Learn what you can do to prepare your future leaders!

Todd Osman, Ph.D., Executive Director, Materials Research Society
Topic: Customized staff development: meeting needs within a budget

Are you not interested in cookie-cutter professional development programs? Do you only have a limited budget for staff development? This presentation provides examples of how a medium-size society started from ground zero to introduce a customized, budget-sensitive staff development program. Our program may not be applicable to your staff, but we will walk through our experiences, starting with needs assessments and ending with a program that includes individual coaching, interactive workshops, functional training sessions, and life skills training for staff.

Tom Smith, M.ASCE, CAE, Executive Director & CEO, American Society of Civil Engineers
Topic: Developing the Next Generation of ASCE Leaders

With a vision of civil engineers as Global Leaders building a better quality of life, ASCE’s leader development program includes leader
training at the Professional, Society, and Staff levels. Overseen by a Managing Director of Leader Development, and volunteer and staff leadership development committees, ASCE has developed a series of conferences, workshops, training and mentoring programs for Students, Younger Members, Faculty and Practitioner Advisors, Educators, Society and Organizational Entity Leaders, and Staff. This session will include a summary of ASCE’s Leader Development program and ongoing efforts to develop the next generation of civil engineers leading the Profession, Society, and Staff.

Mark Rubin, CEO and Executive Vice President, the Society of Petroleum Engineers
Topic: SPE’s Leadership Academy

The petroleum industry is going through a “big crew change” as the baby boomer generation reaches retirement age. The industry’s gap in talent was exacerbated by a history of very low recruitment of new engineers extending from the mid-1980s though around 2000. Reducing the “time to autonomy” for young engineers can mitigate the risk associated with competency gaps. One of SPE’s strategic initiatives to address this challenge has been the creation of a leadership development program for young engineers tailored to the needs of the industry. The objective is to produce future leaders for the industry and volunteer leaders for SPE by accelerating young professionals’ development with crucial leadership and management skills.

Martha Lester, Director, Professional Advancement, American Chemical Society
Topic: Fifty Years of Leadership Development at the ACS

ACS has long recognized the value of providing leadership development training for the volunteer leaders of its grassroots units. Since 1965, when the first Local Section Officers conference was held and continuing today, ACS has invested countless resources to build and maintain a leadership pipeline of highly skilled volunteers ready to assume key leadership roles in the Society. More recently, in 2009, with the launch of the ACS Leadership Program (which includes the ACS Leadership Institute and the ACS Leadership Development System®), ACS has developed a comprehensive, competency-based approach to support the leadership needs of its volunteers in today’s rapidly evolving global economy.
10:00 a.m. - 10:30 a.m.  **Mid-Morning Break** - Moonlight Ballroom Foyer  
* Sponsored by Tourism Toronto *

10:30 a.m. - 11:30 a.m.  **Closing Session: Coming Full Circle** - Moonlight Ballroom B  
D esign & facilitation of a closing session synthesizing what CEOS understand to be the opportunities with frank guidance & discussion of leading change and bringing volunteer leaders on board in the work ahead.  

*Marsha L. Rhea, CAE, President, Signature i, LLC*

11:30 a.m. - 12:30 p.m.  **Lunch** - Crystal Ballroom  
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Destination Highlights

America’s Original Mardi Gras

Did you know that Mobile, Alabama is the birthplace of America’s original Mardi Gras? That’s right, Mardi Gras originated in 1703 right here in our port city. It was revived after the Civil War when Citizen Joe Cain, fed up with post-war misery, led an impromptu parade down city streets. We’ve been doing it ever since and we mark the annual occasion with majestic parades, colorful floats and flying Moon Pies. Mardi Gras celebrations about three weeks before Fat Tuesday and the Port City comes to life when nearly a million revelers hit the streets during the season. Elaborately themed floats manned by masked mystic societies, mounted police and marching bands wind through downtown Mobile and surrounding areas. Our Carnival is a family-friendly time of parties, balls, parades and socializing. Get ready to catch Moon Pies, beads and trinkets as part of a generations-old celebration.

For a detailed schedule of events visit www.themobilemask.com.

Photos courtesy of Mobile Convention & Visitors Bureau
Restaurants

Our restaurant, nightlife and entertainment options - many just a short stroll from your hotel - provide visitors a unique glimpse into the heart and soul of this lively southern city. Fine-dining, farm-to-table, casual seafood, hearty po-boys - our locally owned restaurants celebrate the best in southern cuisine. A blocks-long entertainment district on Dauphin Street allows folks to walk from bar to bar - drinks in hand - to enjoy a choice of venues ranging from upscale to traditional to downright funky. Listen to jazz in a downtown courtyard, sample a cold libation while enjoying a live local band, sip wine in a chicly restored fire house or enjoy a specialty drink in a spot that celebrates the art of the cocktail.

Restaurants within walking distance from the Battle House Renaissance Mobile Hotel & Spa listed below:

The Harbor Room - At this Hotel
Phone: 251-438-4000
American
Open for breakfast, lunch and dinner
Located in a unique marine themed setting serving local seafood, seasonal local produce and daily specials sure to please all taste buds.

Fathoms Lounge - At this Hotel
Phone: 251-438-4000
American
Open for dinner
This delightful Mobile restaurant and lobby lounge boasts delectable small plates and signature hand crafted cocktails, offers live music daily and covered outside seating with fire pits and plasma TVs.
Panini Pete’s - 0.1 miles  
Phone: 251-405-0031  Address: 102 Dauphin Street  
Sandwiches  
Open for breakfast and lunch  
Local cafe known for European panini sandwiches, fresh cut frites & chips and hand pattied burgers. Was featured on Food Network’s Diners, Drive-Ins, and Dives.

Moe’s Original BBQ - 0.8 miles  
Phone: 251-410-7427  Address: 701 Spring Hill Avenue  
Bar-B-Q  
Open for lunch and dinner  
Moe’s Original BBQ is a Southern soul food revival. They serve great food in an atmosphere that is relaxed, spontaneous, yet civilized….well, sometimes.

NoJa - 0.3 miles  
Phone: 251-433-0377  Address: 6 North Jackson Street  
Mediterranean, Asian-Fusion  
Open for dinner  
The menu at NoJa is an innovative blend of Mediterranean and Asian cooking methods, savory flavors and ingredients that we have termed Mediterrasian.
Things to Do

You’ll find museums and attractions showcasing everything from art to Mardi Gras, history to science, the military to mums. How about dancing in the street with thousands of new friends at the region’s largest outdoor music festival, catching Moon Pies thrown from fire-breathing dragon floats during Mardi Gras or taking in millions of glittering holiday lights on a 65 acre garden estate?

If water is more you’re thing, you’ll discover water-based adventures that bring you eye-to-eye with giant gators or have you shaking ‘fins’ with gentle sting rays. Maybe you’ll find yourself paddling toward an ancient Indian mound accessible only by water or sipping wine on a sunset cruise on the Bay - being on the water is a simply a part of life around here.

So, come, enjoy, engage, have fun! Mobilians certainly do!

For things to do visit http://www.mobile.org/things-to-do/.
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– SAM KENNEDY
EXECUTIVE DIRECTOR, TECHWEEK

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Location was integral to Techweek 2014, a leading technology convention that showcases, celebrates and enables startup and stalwart innovation ecosystems. Detroit’s pioneering culture and technology-driven growth spurt made The D a natural fit as host and Techweek has scheduled a conference encore in 2015. ASAE attendees will get to experience Detroit themselves next August, including the newly renovated Cobo Center, plenty of downtown hotel options and Detroit’s unique international riverfront, all just a short walk away. Learn more about America’s great comeback city at asae2015Detroit.com/sam or download the Visit Detroit app.
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