

The TMG Connection

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TMG Launches Client Newsletter

Over the past several months, we have met with many of the boards of our client associations to explore what TMG can do to help make our partnership more successful. One consistent request has been for TMG to be pro-active in providing guidance from the wide range of TMG professional staff, and to share information about cutting edge association industry practice and what other associations are doing. This newsletter is just one of the initiatives we are undertaking to meet that request.

We hope you find this E-Newsletter informative and useful for you, the board member, and subsequently your association, as you navigate through the interesting association world we live in today. In this and subsequent issues, you will find articles from our in-house TMG professionals and from our industry partners, as well as pre-published pieces from other experts in the field of association management and governance.

Take a look at what we have here and please let us know what you think. If this newsletter prompts a question or a topic for a future newsletter, send them to us at csapp@talley.com and we'll include something in the next issue; or, if this prompts a question for your next Board or planning meeting, let your TMG Executive Director know.

We are here to serve you. 

Building a Better Partnership Between the Board and Staff

Understanding and agreeing to the roles and responsibilities of each party -- staff and board member -- is the basic foundation of a successful association partnership. The strategic vision of the board, coupled with the tactical expertise of the staff, can build a powerful team that will lead to many successes. How those roles are defined and where those definitive lines are drawn can be affected by the size and focus of the organization.

The foundation of defined roles is comprised of three main areas that require the full attention of all parties to insure the partnership is enhanced and maintained.

1. *Open and effective communication*

The ultimate goal is to insure the communication of critical decision-affecting information. The ability of staff to transfer their day-to-day understanding of the association's activities is critical. This requires more than the typical report of what happened last quarter or last year. Consistent on-going sharing of relevant information between the staff and the board president and key committee chairs (by e-mail and telephone calls) enables the board to be more effective and successful in their decision-making.

This is not to say more and more information is the answer. What is critical is

**WELCOME...to the
Inaugural Edition
Of the TMG
Connection!**

Ten Tips for Effective Board Meetings:

1. *Begin on time.*
2. *Stick to the agenda.*
3. *Use Robert's Rules.*
4. *Cut off disrupters.*
5. *Allow for discussion but set a time limit so you don't get bogged down in minutia.*
6. *Take show of hands votes for most issues. Use written votes for controversial issues.*
7. *Don't put names in minutes. Record general discussion and actions only.*
8. *Allow adequate "nature breaks."*
9. *Have focus groups study relevant issues over lunch and report back to the group.*
10. *End on time.*

the right information; the key to knowing what the right information is lies in developing an environment of open, unfettered communication between board and staff. This includes honest discussion and appraisal of even (maybe especially) the activities and decisions that didn't go as well as expected. Only through frank and honest analysis can both board and staff begin to understand what information and data might be required to support future decision-making.

2. Building a cohesive board

Achieving a cohesive team requires a sustained climate of mutual respect nourished by shared experiences and opportunities to learn about each other. Providing the board opportunities to come together and discuss business privately through executive sessions or socially through board dinners are both great tools. Executive sessions can help reinforce the expectation of all board members of their responsibility to be engaged and active in the business of running the association.

Another tool is to be inclusive of all board members in the development of the meeting agenda. Buy-in to the agenda will enhance more active participation from all board members. It is within an environment of transparent communication and mutual respect that a team can progress to the highest levels of effectiveness.

3. Creating the most effective board meeting structure

The most effective volunteer boards are those that can efficiently lead the strategic direction of the association and concentrate on those issues that are most important to the organization. Development of effective and efficient agendas, supported by appropriate advance material from staff in combination with the commitment of each board member to adequately prepare before the meeting, is critical to a successful board. Allowing sufficient time to fully investigate, discuss, and decide on the most important issues requires the elimination of the multitude of minor issues coming to the table. Most board members have witnessed the almost universal phenomenon of a board spending hours on a very minor -- but passionately felt -- issue at the expense of the major issue that was unfortunately placed at the end of the agenda. It takes an astute and strategically committed board to recognize the most important issues, an effective and strong chairperson to facilitate the discussions, and fully prepared board members to avoid this pitfall.

Several techniques used by many successful boards include linking agenda items to the organization's strategic plan; placing "vision" items at the top of the agenda; no discussion of written committee reports unless action is required; and the use of consent agenda items (voting en bloc).

The everyday life of a civil democratic society depends on effective volunteer organizations. A successfully constructed partnership between boards and their staff will fortify the valuable contribution of the non-profit sector in our country. ■

The Three W's

Instead of the ABC's of being a board member, one wag has said there are the three W's: wisdom, work and wealth.

Wisdom: every board member brings to the table their personal experience within a profession or industry, as well as life and philosophical perspectives.

Work: effective board members have the capacity to take on special projects to further the association's goals, the willingness to devote the hours necessary to do the job well, and the responsibility to stay current on board and association reading.

Wealth: this does not necessarily mean financial giving to the association; it can

Factors used to determine sponsorship pricing:

1. Number of attendees – 25%
2. Flat fee based on value of the opportunity – 58%
3. Flat fee based on covering a fixed percentage of expenses – 28%
4. Exclusivity of the offer – 30%
5. Other – 4%

Top Ten Sponsorships Offered:

1. Registration bags
2. Lanyards
3. Receptions
4. Hanging banners in the exhibit hall
5. Internet cafes
6. Breaks
7. Online banners
8. Educational sessions
9. Shuttle service
10. Registration badges

mean the ability to tap into connections and cultivate relationships to gain sponsorship or grant support to benefit the association.

At the core of all board service, whether elected or appointed, is the American tradition of volunteerism and advocacy. Service on the board of a volunteer-driven association requires enthusiastic commitment to organizational mission and to the association's long-term goals.

The best board members:

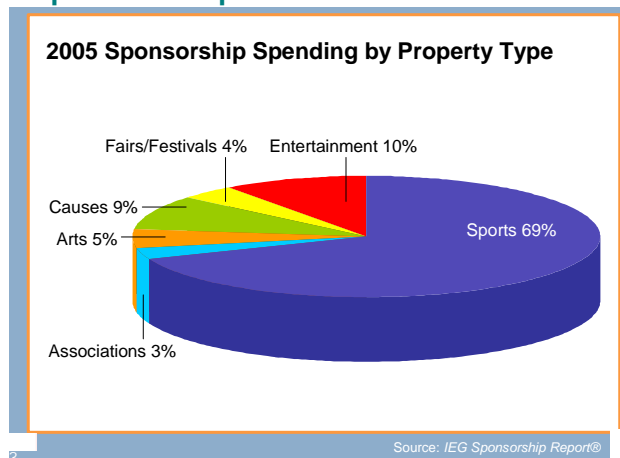
- work as a team with the staff and other board members,
- set specific association goals that are realistic and attainable and evaluate results,
- have a sense of purpose,
- make the most out of meetings,
- are issue rather than personality-focused,
- enjoy being on the board,
- recognize the responsibility to both lead and reflect the membership,
- set realistic budgets, review regular reporting and take their fiduciary responsibility seriously,
- are willing to participate in board self-evaluation, and
- have a sense of humor.

To quote Aristotle, "Happiness is the utilization of one's talents along lines of excellence." Being a board member in an association provides the opportunity to do good for your industry and to do it well.



Current Trends in Sponsorship Within Non-Profits

Several major industry professional societies, on whose boards TMG employees serve, have recently reviewed and refined their sponsorship programs with the assistance of IEG, the Chicago-based specialty consulting firm. The trends and themes resulting from these efforts can and are being applied to TMG clients, and have increased sponsorship revenue and returned value and commitment from sponsors.



Event and organizational sponsorship is the fastest growing marketing segment in the industry right now. Sponsorship accounts for only 3% of the total of all association/corporate event marketing, but totaled \$340 million in 2005. IEG estimates that this figure will double in the next 3-5 years.

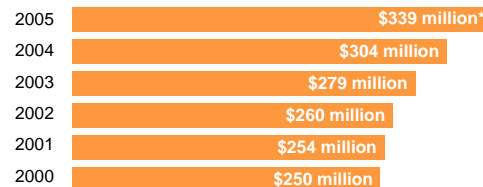
IEG's process with these industry organizations is based on their research into the wants and needs of sponsors who provide the funding to non-profits as well as looking at the longer term interests of non-profits. It begins with an asset and event review and valuation process to ensure that organizations are maximizing their sponsorship assets and that they are valued competitively with industry benchmarks. It is further driven by the belief that the organizations are better served by a deeper relationship with fewer key sponsors than a more shallow transactional relationship with many.

**A NEW SERVICE
AVAILABLE THROUGH
TMG**

Research supports the position that funders generally are looking for:

- a deeper year-round relationship rather than one-time sponsorship,
- meaningful recognition,
- proprietary affiliation with specific programs and events,
- access to networking with members and thought-leaders, and
- use of trademarks and logos.

Growth in Association/Professional Membership Sponsorship Spending



*=projected spending

The outcome of this research is a move to more strategic relationships based on levels of sponsorship that are built around a specific bundle of benefits and recognition. Sponsorship is predicated upon a clear understanding of and communication with an organization's key and potential funders. The specific items within each package, even at the same level, might be different based on the needs and wants of the individual funder and what they value most.

TMG has teamed with client volunteer leaders for years to build industry relationships and mutually beneficial sponsorship programs. From the beginning, we always emphasized a bilateral approach: using both a menu list of items for smaller potential sponsors as well as the level approach for more committed sponsors. We are now refining our methods to conform to the data coming out of the IEG process.

TMG has also centralized marketing and sales related to sponsorships within a newly focused team that includes exhibit sales and marketing and general association/client marketing. For one of our newest clients, TMG recently reformulated their sponsorship program and has already exceeded anticipated revenue.

Based on our involvement and leadership in the association management community, we are excited by how we can work with all our clients to further increase and deepen their sponsorship programs. ■

Maximize Your Media Exposure!



Many associations look for ways to generate media coverage of their conferences or events. If you provide reporters with what they really need, when they need it, it can mean the difference between getting coverage or not getting coverage. If it takes three weeks to send out press releases from your conference – it's old news. By that time, the reporter has moved on to fresher stories. In today's media marketplace, what's "hot" is a matter of minutes or hours, not days.

Pre-conference releases, instant information updates, video streaming of key announcements and instant high-resolution photography can be the keys to your success in gaining the kind of media exposure you want. TMG has helped clients upgrade their on-site press rooms and has created online press rooms to give journalists instant access to show announcements, background information, breaking news announcements, news releases, and schedules for press conferences with leaders in the industry.

If you are planning to supplement your on-site press room or begin an online press room, contact TMG to see if we can help you achieve your goals. ■

Tribute to TMG's Founding CEO and President, Bob Talley

On August 29th our immediate family and the extended TMG family lost our founder and inspiring leader, my father and business partner, Bob. His dedication, courage and humility were hallmarks throughout his career and through his journey to the end of his life.



It is difficult to capture Bob's energy and essence in this space, but anyone who came in contact with Bob felt it and knew it. He delighted in the clients he helped build and lead to success, the myriad events he planned and managed, the team he created and mentored and most of all, the relationships he made and nurtured. Bob had fun doing anything he did and this extended to everyone with whom he came into contact.

Happiest on site – in the thick of an event – Bob would lead the team, presiding at dinners that included all the staff for riotous recounts of the day's adventures and opportunities for improvement. His crack of dawn staff meetings were legendary.

He connected with everyone and put everyone at ease. Bob would talk to anyone about anything and was never at a loss to make rank and file members, employees or young supplier partners feel special and valued. He loved teaching and sharing his knowledge to help others who wanted to learn. We have received innumerable testaments to Bob's special touch from so many client association leaders, members and vendors who came into contact with him over his career.

Association and convention management was Bob's second career after 20 years with Mobil Oil Corporation in industrial sales and marketing, and he took to it immediately. In 1975 he joined Slack, Inc., then one of the largest medically-focused association and convention management firms in the country. He managed some of the largest medical associations and conventions including helping to design and found Digestive Disease Week (DDW), and several organizations including the American Federation for Clinical Research (AFCR), the American Society of Hematology, the American Society for Parenteral and Enteral Nutrition and the Society for Cardiovascular Magnetic Resonance, among others.

Bob's dedication to his clients and their success was unqualified. An early adopter of strategic planning, Bob was constantly pushing both his clients and staff to understand what the next points of impact might be, the next opportunities and the best path for long-term strategic growth.

We will miss Bob's passion and energy; his legacy will continue through all of us at TMG.

Gregg Talley, CAE, President and CEO

New Clients Being Served in 2006



- **American Cancer Society (ACS)** – A nationwide community-based volunteer health organization dedicated to eliminating cancer as a major health problem by prevention, saving lives, and diminishing suffering from cancer through research, education, advocacy, and service. ACS has state divisions and over 3,400 local offices. TMG works with ACS to produce meetings, conferences, and special events.



- **Association for Governmental Leasing & Finance (AGL&F)** - A non-profit association whose membership is comprised of companies actively engaged in municipal leasing activities. AGL&F was founded to provide an educational forum and industry oversight among issuers, leasing companies, investment banking firms, banks, and third-party lease brokers who participate in the lease-purchase financing of real and personal property to state and local governments. Membership includes law firms, municipal bond insurers and rating agencies. TMG provides full-service headquarters functions for AGL&F.



- **Federation of State Boards of Physical Therapy (FSBPT)** – The Federation of State Boards of Physical Therapy (FSBPT) develops and administers the National Physical Therapy Examination (NPTE) for both physical therapists and physical therapist assistants in 53 jurisdictions – all 50 states, the District of Columbia, Puerto Rico and the Virgin Islands. FSBPT protects the public by providing service and leadership that promotes safe and competent physical therapy practice. TMG provides meeting management to FSBPT.



- **National Conferences on Tobacco or Health (Danya)** – TMG is a strategic partner with Danya International, Inc. to administer and produce the 2007 National Conferences on Tobacco or Health. TMG is providing meeting and exhibit services for this important national event of over 5,000 attendees.



- **National Society for Experiential Education (NSEE)** – A professional society of 800 company and individual members. NSEE's mission is to foster the effective use of experience as an integral part of education, in order to empower learners and promote the common good. TMG provides full-service headquarters functions for NSEE.



- **Out and Equal Workplace Advocates** - the pre-eminent national organization devoted to the lesbian, gay, bisexual and transgender (LGBT) community in the workplace. The mission is to educate and empower organizations, human resource professionals, Employee Resource Groups (ERGs) and individual employees through programs and services that result in equitable policies, opportunities, practices and benefits in the workplace regardless of sexual orientation, gender identity, expressions or characteristics. TMG supplies meetings, conferences, exhibits, and sponsorship services to Out and Equal.



- **Western Growers' Association** - Western Growers members are the family farmers you trust to feed your family. They are the dedicated farmers who care about the health of your family and the families of our nation and the world. They also grow, pack and ship nearly one half of the nation's fresh vegetables, fruits and nuts. TMG compiled, distributed and analyzed member surveys regarding membership and annual conference issues for this project-based client.



- **Women's Jewelry Association** – A professional society of over 1100 individual members. WJA's vision is to empower women to achieve their highest goals in the international jewelry, watch and related businesses. TMG provides full-service headquarters functions for WJA.



Clients In the Spotlight

American Cancer Society (ACS)

TMG coordinated the logistics for two back-to-back 4000+ attendee International Conferences with over 30 affiliated events in Washington, DC over the summer. TMG just finished producing the American Cancer Society's Celebration on the Hill, a 10,000 person day on the US Capitol Mall with full food service, entertainment, registration, housing and all other logistics.

All three events were huge successes but no one tells it better than the client:

"From the time we first met to discuss TMG's involvement, I had the confidence you were the right partner for us....Your team and the long hours they had to endure to make sure everything was ready to go by July 8 are to be commended and rewarded. Most importantly, their attitudes were always positive and their commitment to making the conference a success never diminished. In fact, the closer we got to the conference, the more they dug in their heels to ensure successful execution. The team on-site in DC was the best. I greatly appreciate the personal commitment you made (Gregg) to be there not only to be a part of the working team but to provide motivation and support to your staff. I know now why TALLEY MANAGEMENT GROUP, INC. is so successful. We all enjoyed the experience of partnering with you and look forward to more opportunities in the future."



Susan Herrington, CMP, National Vice President, Corporate Affairs, ACS

"More than three years ago, the American Cancer Society began the process of planning the UICC World Cancer Congress 2006 and the 13th World Conference on Tobacco OR Health... Your valued counsel during the planning process helped guide our team through the development of policies and business processes which in turn helped us make challenging decisions along the way. And, of course, your precise execution of the many logistical details was of the highest quality. Your partnership with our (ACS) conference management team is largely responsible for the success of the conferences and you can take great pride, as we do, in your work. We look forward to other future opportunities to work with you and your team at TMG."

John R. Seffrin, PhD, Chief Executive Office, ACS

Harmon Eyre, MD, Chief Medical Officer, ACS



*John C. Finnegan
Purdue University
2006 SIGGRAPH
Conference Chair*



20,000 attend SIGGRAPH 2006 in Boston

SIGGRAPH 2006 is the largest meeting the TALLEY MANAGEMENT GROUP, INC. oversees annually. ACM SIGGRAPH is showcase for digital innovators, creative researchers, award-winning producers, provocative artists, energetic executives, and adventurous engineers. The worldwide SIGGRAPH community gathered in Boston in August to explore the products, systems, techniques, ideas, and inspiration that are creating the next three generations of computer graphics and interactive techniques.

TMG is the conference administrator for this annual event supporting conference chairs for three consecutive years and their subcommittees. Many of these subcommittees have a call for participation and jury process which culminates each year with one of the largest digital Art Galleries, the latest in Emerging Technologies, a Computer Animation Festival (which the Best in Show qualifies for Academy Award Nomination status), the latest papers research and provocative panels and special sessions.

The 2007 ACM SIGGRAPH will take place in San Diego, August 5 – 9.

A Refresher on TMG Meetings Services

The professional meeting managers and exhibit managers at TMG produce large and small meetings, conferences, and events on behalf of all our clients. These time-intensive events are the premier benefit for association members. With a knowledgeable and credentialed staff encompassing over 125 years of corporate meeting planning and exhibits and sponsorship experience, combined with the use of innovative technology - it's a win-win for our full-service headquarters clients as well as our meetings/exhibits clients. Just to refresh your memory, here's what we do or can do for you:

- Program Design and Development
- Program Communications/Promotion
- Audience Aquisition/Recruitment
- Registration Services
- Budget Development and Management
- Air/Ground Transportation
- Site Selection
- On-site Management
- Activities/Entertainment Coordination
- Vendor Management and Coordination
- Housing Registration
- Financial Services
- Reconciliation and Reporting

25 Most Influential People in the Meetings Industry

This year's list of the 25 Most Influential People in the Meetings Industry, selected for the 12th consecutive year by the editors of *MeetingNews*, includes 12 people who have never before appeared on it, 12 who have been recognized one or more times, and one cosmic force. One of the 24 mortals profiled by *Meetings News* for his vision, achievements, and dedication to the industry is :

Gregg Talley, Chief Executive Officer of Talley Management Group

"A 25-year meetings industry veteran, Gregg Talley possesses a depth and breadth of experience and insight into the industry equaled by few others. Through the association and convention management company he co-founded, Talley has managed national and international events both small and large, including the 50,000-attendee-plus convention of Alcoholics Anonymous.

A writer and speaker, Talley has given back to the industry in a myriad of ways. As board chairman of the Professional Convention Management Association until last January, Talley led the organization from the turmoil of revolving chief executives to what now appears smooth sailing, with the hiring of Deborah Sexton last year. He continues to serve on the PCMA board as immediate past chairman as well as on ASAE's section council for association management companies.

For all his contributions to the industry, Talley rates in the top rank of meeting professionals."

