



TRILLIUM

Request for Proposal – Presenters

2019 Annual Summer Summit Conference

July 10 - 12, 2019
Caesars Windsor, Windsor, ON

The Canadian Society of Association Executives (CSAE) is **the** professional association for association executives in Canada. CSAE Trillium is the largest network of CSAE and has national associations as its members as well as regional, provincial and local associations, charities, service agencies and other not-for-profits. **CSAE Trillium is made up of more than 1,340 members – a mixture of 80% association executives and 20% business members**

CSAE Trillium is inviting proposals from speakers/facilitators/presenters for the 14th Annual Summer Summit 2018, being held on July 10-12, 2019 at Caesars Windsor in Windsor, Ontario.

Attendees are looking for new ideas and a level of conversations to advance their combined efforts to better support their association, their members and volunteers. Attendees include Executive Members – who are individuals who work for associations (professional, trade, special interest, charity) of varying sizes and scopes (provincial, national, large, small) and Business Members who are individuals who supply services to the not for profit sector (for example, IT providers; meeting space providers – hotels, convention centres; consultants – strategic, HR; insurance brokers; lawyers; etc). All proposals should indicate which audience the session is geared to – Executive, Business, or both.

Attendees, both executive and business are looking to be inspired to develop new strategies and take away tools, great tips and sources for continued support.

Attendees range from Chief Staff Officers and Senior Management to future leaders of the association sector, and business members who represent many products and services that are geared to associations. Business members join the association to gain visibility, credibility, exposure and professional recognition, and are influential among their peers and potential clients.

When submitting your session proposal, please take the following topic areas into consideration. Presentations should be tailored to advanced and intermediate audiences; please indicate the level within your proposal. Case studies are very popular with our members. We have provided some recent key trends and other suggested topics for the Summer Summit concurrent sessions for your consideration, however, please feel free to submit other sessions that you feel are appropriate for this audience.

We are also including the 44 CSAE CAE competencies that identify excellent association management. This may help you decide on a topic in your proposal.

Key Trends and Issues

- Better ways to use your smartphone for business. Things you don't know about your smartphone (for example - how to tell what is running in the background and using up battery, how to protect your privacy by using xxx features etc)
- Virtual Meetings - good, bad and your experience, Best Practice Sharing 101, Integration of new generation into executive positions
- The challenges around building true community in a social media age when younger members and potential members are not interested in face to face relationships will be critical to the

continued viability of many associations and requires more attention.

- Organizational design of associations. How are different organizations organizing their staff e.g the communications function.
- Developing and managing non-dues revenue sources is critical to associations' financial well-being. Ideas for alternate revenue sources as well as tactics for evaluating and managing these sources would be of interest to attendees (Executive Members)
- In our ever-increasingly connected world there can be a sense that we are bombarded with too much e-mail and other electronic communications, sessions on managing these communications as well as achieving a work-life balance and ensuring good mental health would be of interest to attendees (Executive and Business Members)
- Finding leaders for the future is a key topic of interest and would include succession planning, mentoring/coaching, evaluating competencies of staff and/or volunteers, etc.
- In trade associations there are often caps on membership dues and a need to maintain "fair" dues which can hinder a trade association's ability to generate dues revenue, sessions focused on managing and overseeing dues for these associations would be of interest. This would include illustrating the ROI of membership. (Executive Members)
- With increasing financial pressures in the sector, association member companies and individuals continue to cut back, sessions focused on "doing more with less" and finding efficiencies would be of interest. (Executive Members, dependent on focus area could also appeal to Business Members)
- Career services are an increasingly in-demand tool by members to advance their careers and by associations as sources of non-dues revenue. Sessions exploring career planning or case studies evaluating career services as a stakeholder benefit would be of interest (Executive Members and Business Members dependent on focus area)
- Disrupters – how to recognize and evaluate potential disrupters in your industry; the impact that technology is having on various sectors; the need for environmental scans to determine changes in a sector; sessions dealing with advances in technology, processes, etc. (Executive and Business Members)
- Cyber Security – including practices to ensure that your association/business is protected; sessions dealing with appropriate technology and practices to put into place, etc. (Executive and Business Members)
- Association Management Systems – why are we still challenged with finding the right one?, how to evaluate potential vendors, what to include in your RFP and planning process, alternative routes, advances in technology, etc. (Executive Members)
- Privacy!!!

General Topics:

Personal Development

- Health Issues/Stress Management
- Dealing with personalities in the work place
- Leadership
- Facilitating effective dialogues/conversations
- Emotional Intelligence

Governance

- Strategic Planning
 - Electronic Voting & Elections
 - Is your Association in a Rut of Complacency
 - Balancing strategy & accountability
 - Leading your Board through change
 - Conflict of Interest among Directors
 - Agenda Redesign
 - Board Portals
 - Effective Board Nominations & Evaluations
- CSAE Trillium Summer Summit 2019 Speaker RFP

Operations, Administration, Legal and Financial

- Financial Strategy, Forecasting & Budgeting
- Changing times for sponsorship revenues
- Risk Management Models & Compliance
- Strategic Planning and Management
- Strategies for small associations
- Non-Dues Revenues
- Legislation – Corporate, Labour, AODA, etc.

Human Resources & Member Management

- Employment Contracts
- Member engagement strategies that work
- Succession Planning not the why but the how
- Determining & communicating member value
- Engaging younger workers and members
- Award & Volunteer Recognition Programs
- Conflict resolution & dealing with difficult people
- Business models to meet the challenges

Technology

- Technology priorities for Associations
- Emerging Technologies
- Best Practices for Non-profit Video

- Revamping your web content strategy
- Big Data
- Cloud Computing – risks, benefits
- Evaluating your website
- Mobile Event Apps
- Time management in the Digital Age
- social media to increase business

Event Management

- RFP's – What business members want,
- The needs of business members vs. executive members
- Effective proposal writing in changing times
- New ideas and trends for Events & Conferences
- Strategies to increase conference attendance
- Future trends affecting the event industry

Marketing, Communications & Branding

- Content Creating & Marketing Strategy
- Strategic Communications & Branding Building
- Creating & implementing a communications strategy
- Managing more information and more channels
- Social Marketing Benchmarks (budget & goals)
- Storytelling to market/brand/fundraise
- Effective marketing plans on a shoe string
- Brand & Reputation Management
- Competition is fierce around member benefits
- Dissolving an association – Lessons learned

Business Member Sessions

- Incentives for the attracting association business
- Networking & building relationships
- Best practices of association marketing
- Selling Techniques
- Exhibitor best practices

Speaker Qualifications:

- The association is looking for sessions suitable to the not-for-profit sector. The mix matters and the collective diversity among our speakers is one of the great strengths that CSAE Trillium strives to offer.
- Presentations cannot be sales pitches.
- CSAE Trillium welcomes proposals from association executives, suppliers, consultants and professional speakers. Please note that CSAE Trillium does not pay any speaker fees
- Knowledge of the topic area and speaking skills are expected to be strong
- It is not essential that you have had previous speaking experience but a desire to share your insights and ideas, plus a demonstration of how you will engage the audience and invite interaction will be highly valued.
- Presentations not related to the educational streams described above will be considered if the content, speaker and/or topic are relevant and of interest to our members, both business and executive. **Please note:** *Where ever possible, workshop Sessions should be interactive and allow for delegates to work in small groups.*

Sessions Schedule

There will be 16-20 concurrent sessions and two-three plenary key note speaker sessions over the two days of the Summit. We are seeking speakers for both concurrent sessions and plenary keynote speakers.

Selection Process

We ask that you submit your proposal by end of business day **Friday, February 1, 2019**. Each submission will initially be reviewed by a team of volunteers. You will be notified on the status of your submission by end of business day **Friday, March 1, 2019**

Speaker Recognition

Invited speakers will be recognized through the following:

- Promotion of the 2019 Trillium Network Summer Summit
- Recognition at the summit and post-Summer Summit in the Network's FORUM E-Magazine

Speaker(s) Fee

Two-night stay at the host venue, conference meals, reimbursement for transportation at the rate of 52 cents per kilometer and a complimentary registration for the event. Please note mileage is capped at \$200 maximum per session.

Speaker Expectations

Please note that all accepted speaker(s) are expected to agree to all of the following terms:

- Meet all posted dates and deadlines
- Allow for interaction among the attendees (at a minimum, a Q&A portion must be included)
- Session evaluations are taken seriously. We ask participants to rate the education sessions and content leaders on a 1-7 scale (1-extremely dissatisfied/7-extremely satisfied). The goal is for all content leaders to receive a 4.0 or higher rating
- Please use the list of the 44 Competencies for Association Executives and indicate which competency(ies) your session will deliver on.

Should you have any questions regarding this RFP, please contact Tracy Blyth, CAE, Executive Director at: 647-346-2723 or by email at tracy@csae-trillium.com.

DEADLINE FOR SUBMISSIONS: End of business day Friday, February 1, 2019.

Please submit your proposal to: csaetrilliumNetworksummits@gmail.com

Potential presenters may be invited to discuss their submission with the committee in late February

Final selection of speakers will be made on or before **Friday, March 1, 2019.**

CSAE TRILLIUM SUMMER SUMMIT 2019
RFP SUBMISSION FOR SPEAKERS (please follow this RFP format)

SPEAKER(S) CONTACT INFORMATION. Please provide contact information for all potential speakers.

First Name:
Last Name
Title:
Organization:
E-Mail:
Phone:
Links to Social Media Profiles (LinkedIn, website, etc):

About the Speaker(s):

A brief bio on the speaker(s), including websites and social media, if applicable, to be no more than 50-75 words, suitable for printing in the conference program to promote the event and your session.

Important: Please provide a link to an online video of the speaker presenting to an audience. If this is not available please tell us why.

SESSION INFORMATION:

Session Title:

Session Overview/Description: No more than 100 words (to be used in conference program)

Please describe how this a hot topic for the sector and why this session is important for our audience (200 words or less).

Key Takeaways:

Please complete this sentence: After attending this session, participants will be able to:

Takeaway 1:
Takeaway 2:
Takeaway 3:

Using the list of 44 key association executive competencies, please identify which competencies your session relates to:

How will you keep the energy level up in the room? (100 words or less)

While you are the speaker(s) for this proposed session, we recognize there is a great deal of knowledge among the attendees. As such how will you engage the participants and allow them to network, connect and learn from one another?

Session Format (100 words or less)

Please describe the session format which you would like to use (panel, workshop, etc.). **Please indicate the amount of time you will require for your session (60, 75, or 90 minutes).**

Audience Participation (100 words or less)

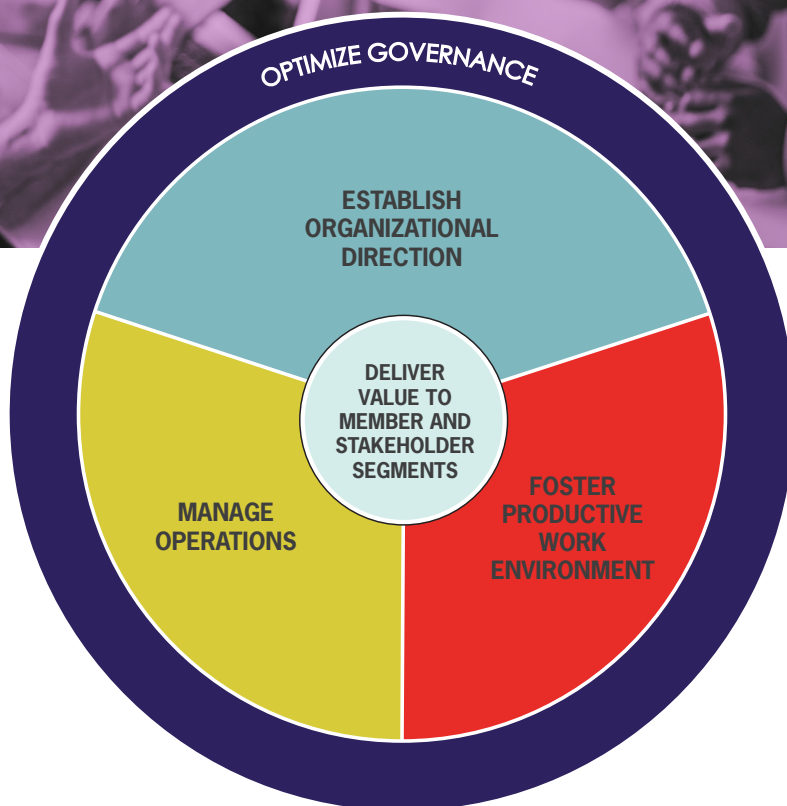
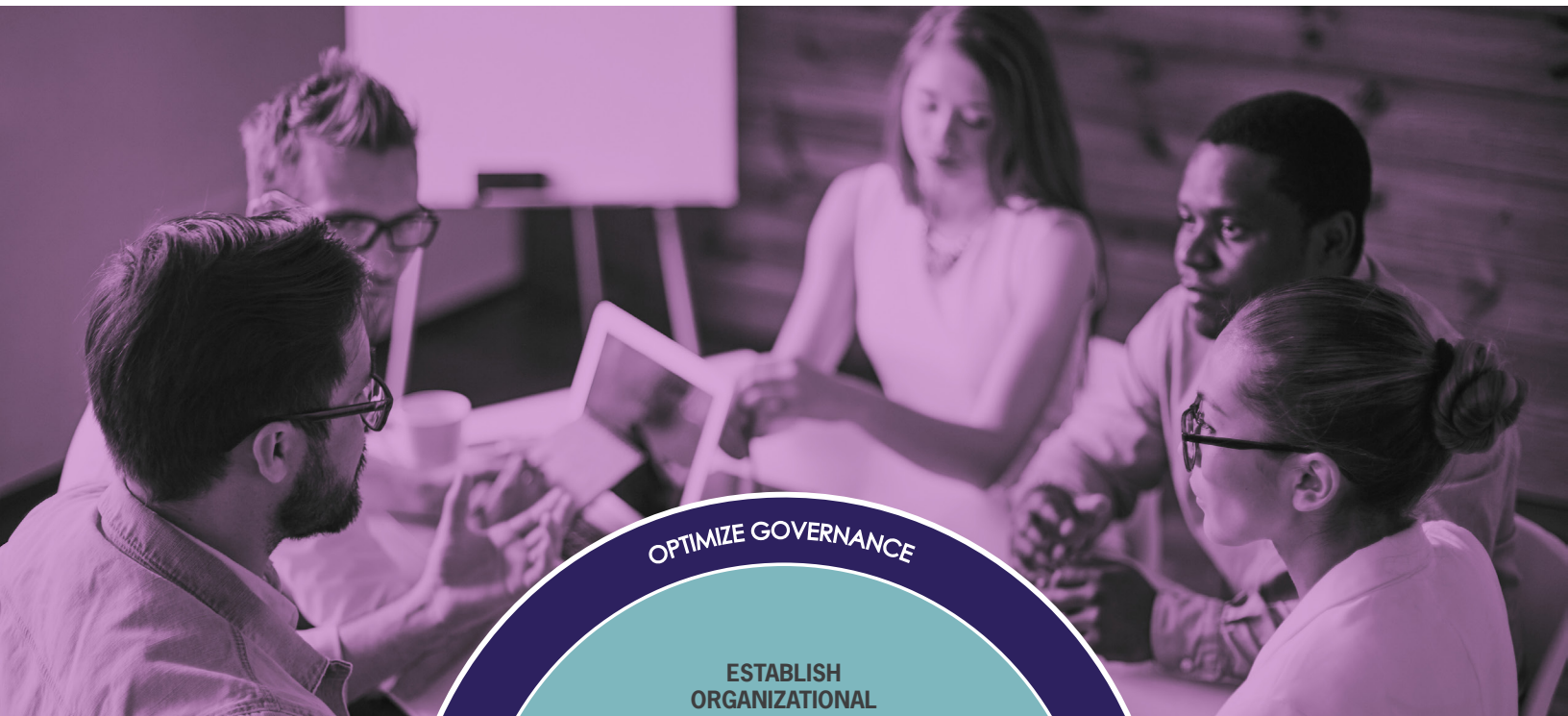
To help set attendee expectations, please articulate just how much audience participation will be required during your session. Think about how much time will be spent in a small group dialogue at their tables, in activities around the room or event just Q&A where the session will rely on audience interaction and participation

Target Audience (100 words or less):

Who is this session designed for? Association Executive, Business Members or both. Large associations, small associations or both. Explain how this session will meet the needs of the audience(s) you've specific.

Please submit your proposal to: csaetrilliumNetworksummits@gmail.com

COMPETENCIES FOR ASSOCIATION EXECUTIVES



CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION

ACKNOWLEDGMENTS

This document was informed by the work of many individuals. We could not have created this edition of Competencies for Association Executives without the many materials that already existed in the Certified Association Executive® (CAE) program. Thanks to Jim Pealow, CAE and Sandi Humphries, CAE in particular for the extensive body of knowledge they have contributed to the program and to the Canadian association sector.

The 2016 CAE Task Force contributed many hours to this document. They are:

Cathy Cummings, CAE

Cheryl Farrow, CAE

Patricia Glithero, CAE

Danielle Lamothe, CAE

Leon Mills, CAE

Jane MacDonald

Jill Mayer

Christine Nielson, CAE

Michael Anderson, CAE

We also owe thanks to the almost 200 association executives who participated in a validation survey and provided their thoughts and feedback on this document. There are too many of you to name but your comments, time and careful consideration have greatly improved this document.

Finally, thank you to Benchmark Performance consultants Louise Grummitt, CTDP and Steve Blane, CTDP for their contributions and guidance throughout this process.

INTRODUCTION

Competencies for Association Executives is intended to provide executives with a guide to performance in senior leadership positions within the not-for-profit sector. While the size, objectives and budget of associations vary, the fundamentals of the role do not. These competencies are the foundation of the Certified Association Executive® (CAE) program.

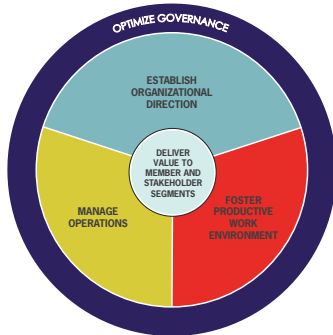
This document covers the critical tasks and key outcomes of the chief staff officer in the not-for-profit sector. In addition to the competencies outlined in this document, the most effective association executives:

- Develop domain/sector expertise
- Commit to lifelong learning
- Are open to change
- Acquire the following skills:
 - Strategic and critical thinking
 - Interpersonal communication
 - Relationship management
 - Coaching and feedback
 - Self-management

This document has several intended uses:

- An assessment tool to determine key strengths and areas of development
- A guide to professional development
- A succession planning tool
- A guide to developing internal capacity

COMPETENCIES OVERVIEW



OPTIMIZE GOVERNANCE

- Ensure an effective and efficient governance structure
- Contribute to the effectiveness of the board and committees
- Lead development of a strategic plan
- Advise the board on issues requiring their input

Key Outcomes

ESTABLISH ORGANIZATIONAL DIRECTION

- Develop a long-term financial strategy
- Develop and manage an annual operational plan
- Develop and manage an annual budget
- Develop and maintain brand and reputation
- Develop partnerships to achieve organization objectives
- Develop and implement a risk management model

Key Outcomes

FOSTER A PRODUCTIVE WORK ENVIRONMENT

- Manage human resource requirements
- Recruit and onboard staff and volunteers
- Build a positive staff and volunteer culture
- Manage individual performance
- Foster collaboration and innovation
- Manage change

Key Outcomes

MANAGE OPERATIONS

- Manage an annual financial audit or review
- Manage facilities and equipment
- Manage information and communications technology
- Develop operational processes, policies and procedures
- Manage documentation

Key Outcomes

DELIVER VALUE TO MEMBER AND STAKEHOLDER SEGMENTS

- Think beyond membership
- Identify needs of member and stakeholder segments
- Ensure appropriate mix of products and services
- Establish and support growth targets

Key Outcomes

OPTIMIZE GOVERNANCE

ENSURE AN EFFECTIVE AND EFFICIENT GOVERNANCE STRUCTURE

- Advise on organization bylaws and policies that define the governance structure
- Clarify the scope of authority for staff and directors in conjunction with the board
- Maintain accurate governance records, including minutes, bylaws and policies
- Ensure reporting obligations to board and members are met
- Establish risk principles with the board
- Establish an effective policy framework

CONTRIBUTE TO THE EFFECTIVENESS OF THE BOARD AND COMMITTEES

- Advise on role descriptions for directors, including competencies, and authority
- Support the election process for new board members
- Advise on a board succession plan to ensure a balance of new and experienced directors
- Advise on ongoing board recruitment to ensure skills, experience and diversity
- Advise on orientation, mentoring and ongoing training of board members
- Facilitate process for the ongoing evaluation of the board, committees and individual board (committee) members

LEAD DEVELOPMENT OF A STRATEGIC PLAN

- Advise on creating a mission and vision for the organization
- Conduct an ongoing environmental scan
- Provide input on stakeholder segments
- Provide input on formulation of strategy
- Plan for evaluation of performance against the strategic plan

ADVISE THE BOARD ON ISSUES REQUIRING THEIR INPUT

- Plan and prepare for board and committee meetings in partnership with the board/ committee chair
- Prepare effective reports and presentations to the board
- Ensure compliance with requirements related to incorporation and non-profit and/or charitable status
- Advise on liability insurance and indemnification
- Advise on compliance issues and evolving legislative requirements

KEY OUTCOMES

- Board position descriptions
- Strong nominations and elections process
- Strategic plan including mission and vision
- Board policies and procedures
- Membership policies and procedures
- Board policies and procedures
- Annual report or other reports to board and members
- Annual board evaluation
- Governance records including AGM and members' meeting minutes

ESTABLISH ORGANIZATIONAL DIRECTION

DEVELOP A LONG-TERM FINANCIAL STRATEGY

- Assess potential impact of future economic conditions
- Project future capital expenditures and sources of income
- Determine impact of economic forecast on strategic and operational plans
- Plan for organization sustainability and growth

DEVELOP AND MANAGE AN ANNUAL OPERATIONAL PLAN

- Translate strategic plan into specific priorities, actions and deliverables with timelines
- Allocate human and financial resources
- Establish key performance indicators

DEVELOP AND MANAGE AN ANNUAL BUDGET

- Prepare cost and revenue estimates using recent actuals and vendor quotes
- Anticipate upcoming changes plus priority initiatives and forecast expenditures
- Ensure plans align with expenditure and revenue targets
- Manage cash flow and investments
- Track accurate monthly data against planned expenditures and revenue
- Adjust expenses and activities as required

DEVELOP AND MAINTAIN BRAND AND REPUTATION

- Identify and profile audiences (such as members, partners, government, public)
- Determine appropriate strategies to achieve organization goals (such as marketing, government relations, public relations strategies)
- Oversee the development of positioning statements and messaging standards
- Communicate on behalf of the organization
- Establish a crisis management protocol
- Establish and track evaluation measures

DEVELOP PARTNERSHIPS TO ACHIEVE ORGANIZATION OBJECTIVES

- Clarify the intent and objectives of the partnership
- Develop collaboration agreements
- Communicate effectively with partners
- Manage change throughout the project and/or partnership term
- Assess partnership performance against the stated objectives

DEVELOP AND IMPLEMENT A RISK MANAGEMENT MODEL

- Assess potential problems and opportunities inherent in strategic and operational plans
- Establish risk principles and guidelines for staff
- Plan actions for reducing operational threats and increasing probability of opportunities
- Plan actions for mitigating problems or seizing opportunities that occur
- Leverage risk to create opportunity and value

Continued...

ESTABLISH ORGANIZATIONAL DIRECTION

KEY OUTCOMES

- Annual operational plan
- Annual budget and financial statements
- Marketing and communications plans
- Risk management plan
- Monitoring reports/dashboard
- Key messages on behalf of the organization
- Collaboration agreements with partners

FOSTER A PRODUCTIVE WORK ENVIRONMENT

MANAGE HUMAN RESOURCE REQUIREMENTS

- Determine competencies/skills/knowledge required to achieve organization goals
- Assess when to develop staff and when to acquire external capabilities
- Determine competitive compensation packages for internal positions
- Ensure compliance with payroll, employment, workplace safety and liability legislation
- Plan for developing individuals through formal and informal learning
- Match people to tasks, ensuring the right mix of skills
- Plan succession for key roles within the organization

RECRUIT AND ONBOARD STAFF AND VOLUNTEERS

- Build job descriptions/profiles for staff and key volunteer positions
- Develop recruitment plans for staff and volunteer positions
- Develop and implement interview and selection processes
- Develop job offers, including remuneration and benefits
- Develop and implement onboarding processes for staff and volunteers

BUILD A POSITIVE STAFF AND VOLUNTEER CULTURE

- Establish staff and volunteer codes of conduct
- Establish clarity of roles between staff and volunteers
- Recognize and reward staff and volunteer effort, contributions and successes

MANAGE INDIVIDUAL PERFORMANCE

- Establish and cascade goals/objectives, ensuring clear accountabilities
- Monitor/measure performance on an ongoing basis
- Provide effective feedback and coaching
- Manage low performance, taking corrective action, as required

FOSTER COLLABORATION AND INNOVATION

- Clarify expectations regarding collaboration
- Manage tension between collaboration and individual accountability
- Build an environment that encourages and supports risk-taking and learning from mistakes
- Develop incentives, recognition and rewards that support innovation and collaboration
- Involve others in decisions to access information, generate ideas and build commitment

MANAGE CHANGE

- Assess the impact of change on people and processes
- Translate change initiatives into operating plans
- Build momentum for change through a shared vision of the future
- Manage resistance by coaching individuals through change
- Sustain and reinforce changes after the initial implementation
- Measure success of implementation and adjust as required

KEY OUTCOMES

- Right people hired, retained, promoted or terminated
- People have skills and knowledge to do the work assigned
- Employee and volunteer productivity
- Employee and volunteer satisfaction/engagement

MANAGE OPERATIONS

MANAGE AN ANNUAL FINANCIAL AUDIT OR REVIEW

- Prepare audit schedule to ensure readiness throughout the organization
- Ensure staff are aware of responsibilities in preparation for and during an audit
- Implement auditor recommendations
- Support selection and periodic review of the audit firm

MANAGE FACILITIES AND EQUIPMENT

- Determine current and future facility, equipment and service requirements
- Ensure all statutory requirements, including accessibility, are met
- Develop and maintain safety and security plans
- Maintain an equipment inventory, including service agreements
- Ensure ongoing compliance with statutory and fiduciary obligations

MANAGE INFORMATION AND COMMUNICATIONS TECHNOLOGY

- Determine current and future technology and database requirements
- Plan database analytics uses and requirements
- Ensure data security risks are minimized
- Implement new technologies as required
- Adapt business rules to support technology implementations

DEVELOP OPERATIONAL PROCESSES, POLICIES AND PROCEDURES

- Ensure processes, policies and procedures comply with statutory requirements, including certifications
- Ensure processes, policies and procedures reflect the organizational governance, mission and vision
- Ensure continuous process review and improvement
- Streamline processes and business rules to optimize productivity and comply with requirements

MANAGE DOCUMENTATION

- Ensure development, storage, disposal of documentation complies with statutory requirements
- Ensure policies, procedures, technology and facilities support documentation requirements

KEY OUTCOMES

- Budget, financial statements, audited financial statements
- Sufficient cash flow to meet financial obligations
- Optimal return on investments
- Effective and efficient facilities and equipment
- Database reports for use in decision-making
- Policies and procedures documented and compliant
- Processes streamlined and compliant

DELIVER VALUE TO MEMBER AND STAKEHOLDER SEGMENTS

DEFINE SEGMENTS

- Identify member segments
- Identify additional stakeholder segments beyond membership
- Explore opportunities to provide value to segments
- Identify potential revenue opportunities

IDENTIFY NEEDS OF MEMBER AND STAKEHOLDER SEGMENTS

- Select approaches for collecting data (such as surveys, focus groups, interviews)
- Analyze data to identify opportunities and threats
- Identify priority opportunities and gaps to address
- Define member and stakeholder segment value propositions
- Determine activities required to deliver value propositions

ENSURE APPROPRIATE MIX OF PRODUCTS AND SERVICES

- Assess current products and services
- Retire poorly performing products or services
- Identify opportunities to develop or modify products/services
- Advise on the development of project plan and critical path to launch product/service
- Validate value of products and services with community
- Support all decisions with a business case
- Establish performance metrics for all products or services

ESTABLISH AND SUPPORT GROWTH TARGETS

- Establish membership, product and service targets linked to operational plan and annual budget
- Establish member recruitment and retention strategies
- Approve marketing and communications vehicles
- Approve approach for soliciting stakeholder/member (including lapsed members) feedback
- Evaluate results against membership, product or service targets

KEY OUTCOMES

- Member and stakeholder segment value propositions and related activities
- Business plan to develop new product or modify existing products/services
- Product or service plan to bring to market
- New or modified products brought to market
- Poor performing products retired as needed
- Membership, product or service revenue targets met/exceeded