

# 2011 INTERNATIONAL EDUCATION FORUM & ANNUAL MEETING

July 24–July 27, 2011  
Montréal, Quebec, Canada

The 2011 IAAP International Education Forum and Annual Meeting (EFAM) was another remarkable experience. With about 1,000 attendees, it was about half the size of a typical conference—the economy and the location outside of the U.S. were large factors—but there were still many opportunities to meet admins from around the world while taking part in the business sessions and educational workshops.

The MN-ND-SD Division president-elect and I traveled together, leaving Minneapolis on Friday, July 22, on an evening flight, which was delayed and arrived in Montreal close to midnight. I was glad that I had made hotel reservations at the airport Marriott, so we only had to walk a short ways to get to our room. And even better, I used the gift certificate that I received from HDG for my extra efforts on the Inova project to pay for the room!

On Saturday, we exchanged some U.S. dollars for Canadian currency and bought passes for the Montreal bus and metro (subway); then hopped on the bus and headed to the Hilton downtown. We were sharing a room with the division president and the representative from another chapter, but got a surprise when we checked into the room and discovered it had two **double** beds—not queen beds. So, it was quite the cozy situation. In addition, all four of us were serving as either the delegate or alternate for our division or chapter, which meant we had to be up early for the parliamentary briefings. But we devised a schedule and all made the best of it, and had a lot of laughs during the week. In fact, we all said we'd do that arrangement again in a minute!

On Saturday evening, I had the honor of going to dinner with a long-time (42 years) member of our division and two past international presidents. One of them had been installed as international president in 1975 when the convention was last held in Montreal, and we ate at the restaurant at the Queen Elizabeth Hotel, the site of that convention, which made it even more special. At that time, the organization was called National Secretaries Association.

## Sunday, July 24, 2011

We were up early as we needed to attend the delegates briefing at 8 a.m. and the hotel was several blocks away from the convention center; we learned to navigate the metro, which cut down on some walking and time.

### *Business Session*

#### **Business Session Opening**

The business session opened with the traditional parade of nations in which members carry the flags of every country in which IAAP has a presence; the Korean representative was in her native costume, which added to the pageantry. Then, the entire International board of directors made their entrance to the Katy Perry song, *Firework*; the International president, an admin at Harley-Davidson in Milwaukee, wore a black leather H-D jacket, and there were two gleaming H-D motorcycles decorating the stage, compliments of Harley-Davidson.

Following the introduction of the International board members and executive director, presentation of the U.S. and Canadian flags by a Canadian Mountie and the singing of the national anthems of both countries, President

Mary Ramsay-Drow, CPS/CAP read a welcome letter from the mayor of Montreal, introduced the International Committee chairmen, Retirement Trust Foundation trustees, and the past international presidents in attendance, and recognized the 228 first-time attendees.

### **Nominations Committee Report**

Immediately after the official credentials report, meeting rules, and meeting program were adopted, the chair of the Nominations Committee read the slate of candidates for the offices of president-elect, vice president, secretary, treasurer, Canada District director, Great Lakes District director, Southeast District director, International affiliate representative, and Retirement Trust Foundation trustees. One nomination for RTF trustee was made from the floor. The directors for Northeast, Northwest, and Southwest Districts are serving the second year of their two-year term, so no election was needed.

Candidates presented two-minute addresses to the assembly to state their platform, experience, etc.

### **President's State of the Association Address**

President Ramsay-Drow presented the state of the association address; some of the key points I noted include:

- *The 7 Measures of Success: What Remarkable Associations Do That Others Don't* book guided the original 2008 project plan, which is now called the process plan to indicate it's an ongoing initiative, that has this directive: are we supporting the mission of IAAP for the greatest number of people—if not, make changes; some of the items in process are:
  - More marketing of certification programs
  - Examining affiliates' relationship to IAAP
  - Developing leadership academy
  - Sponsorship parameters
  - Packaging of information on IAAP and on educational programs
  - Held 20 training webinars this past year
  - Refocused on Research & Education Foundation (R&E) mission statement and objectives; some new changes include:
    - Starting scholarship for first-time attendees and unemployed to attend EFAM, beginning in 2012
    - R&E financials are rolled up with the overall organization, but will begin a detailed reporting
    - Use R&E funds to support additional certifications
    - Need \$45,000 to have third-party accreditation of the certification programs
- Membership is down 10%, but attrition is also down, so retention has improved
- Expenses were cut for BOD travel by holding meetings at IAAP HQ, so no travel expenses incurred for staff
- 2011 Spring Conference did better than 2010
- Advertisements in association magazine, Office Pro, better than last year and better than budget
- Secured two-year sponsorship with Hammermill paper
- Ended with \$160,000 in reserves versus (\$450,000) last year
- Controller Sue Tuff provides financial summary for the BOD to ensure they understand the financial status
- Provided information to chapters and divisions to ensure no member inurement and that raffles and other fundraisers are held in accordance with IRS regulations
- Don Bretthauer, executive director, resigned to take position as ED at another association; he began as ED at IAAP in 2002

President Ramsay-Drow concluded by thanking the entire HQ staff and the International BOD by name, as well as her home chapter, her employer, and her managers, for all their support during her time on the board.

### **Retirement Trust Foundation Chairman Address**

Kelly Reggio, CAP, chairman of the Retirement Trust Foundation trustees, presented the RTF annual report:

- In-depth review and strategic planning will be done this fall
- HSAN (Housing Subsidy for Admins in Need) now accepts applications for funds twice each year
- Will be sending a direct mailing about the program to past and present professional-merited (retired) members to let them know the assistance program is available to them
- Trustees review the applications, but each applicant is given an ID number to protect their privacy
- Currently, there are not enough applicants for the money that is available; encourage members who may need help to apply
- Vista Grande, the IAAP retirement center, is at 95% occupancy versus 87% for market area average
- Family of Givers (FOG) program has received \$79,378 in donations compared to goal of \$81,000
- Due to the level of funds on hand, all formal fundraising efforts for the RTF are suspended for 2011–12; instead the focus will be on getting the word out that RTF can help with grants for housing
- Fe Mahler, CPS/CAP is the Northwest District representative to the RTF Committee

### **Avery Awards**

#### ***Award for Excellence***

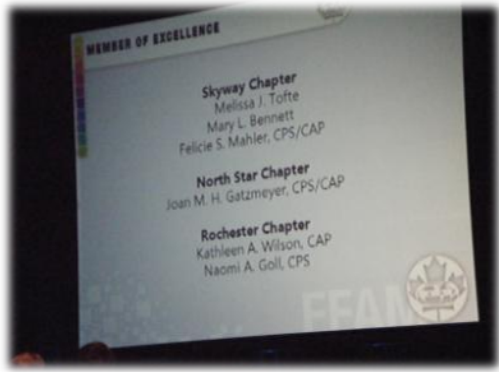
There were 316 chapters and 30 divisions that submitted Avery Award for Excellence applications; winners had exemplary employer support, excellent educational programs, community service, and high percentage of members with their certification (winning chapter had 45%).

#### ***Box Tops for Education Recognition***

There were 81 chapters that participated in the Box Tops for Education program this first year, and they collected a total of 53,358 box tops. Awards were:

- First place for chapter with less than 40 members: collected 4,966 box tops; received \$2,000
- Honorable mention for chapter with less than 40 members: collected 4,849; received \$500
- Honorable mention for chapter with less than 40 members: collected 2,237; received \$500
- First place for chapter with more than 40 members: collected 3,666; received \$2,000

Avery will be continuing this challenge for IAAP next year.



Throughout the business sessions, the names of the members that had achieved Member of Excellence, together with their chapter name, were displayed on screen; I was proud to represent the North Star Chapter!

### *Office Expo and R&E Foundation Exhibit*

Following the adjournment of the business session at 11:38 a.m., the office expo was open from 1–6 p.m. The expo had exhibits and representatives from a variety of companies that provide products and services of value to admins and their employers, such as office supplies, travel services, caterers, and gift baskets.

For the first time, the IAAP’s own Research & Education Foundation had an exhibit to help increase awareness of the foundation and the new initiatives introduced during the International president’s address in the business session. I had been recommended to Rick Brennan, IAAP corporate relations manager, to help staff the exhibit, and I was on duty from 1–3 p.m. to hand out brochures, answer questions, and take donations.

The annual district caucuses were also held during this time, so I was not able to attend; the caucuses are a time for all members of the same geographical district of IAAP to gather and hear updates from their district director and for the director to recognize individuals and chapters for contributions during the past year.

### *Evening of Welcome*

The evening of welcome was held at the Convention Center and was a time for attendees to informally gather and enjoy listening to music; it also provided many photo opportunities, including photos with some Canadian icons—(unofficial) Mounties and a moose. The International board of directors made a grand entrance coming down the two-floor escalator, again to Katy Perry’s *Firework* anthem and the applause of the crowd.

Prior to the evening of welcome, Division President-elect Brenda Jindra and I attended mass at the amazingly beautiful La Basilique Notre-Dame de Montreal; although I am not Catholic and my four years of high school French served me only enough to pick up a word or two here and there, it was still a wonderful experience, highlighted by the music of the organist on the 1891 organ with 4 keyboards, 99 stops, and 7,000 pipes!

## **Monday, July 25, 2011**

Voting polls for election of officers were open from 8–9 a.m., so as delegates, we were again up early and to the Convention Center to cast our ballots.

The MN-ND-SD Division had a group photo of all division attendees taken by the official EFAM photographer at 9 a.m., and then I joined other members of the 2010–2011 International Bylaws and Standing Rules Committee for “office hours” during which time any attendees could stop by to ask questions or ask for advice about their

chapter or division bylaws or other parliamentary procedures. Although we didn't have a lot of traffic, it was good to have time to discuss some issues and ideas among ourselves.

I did not attend the optional group luncheon that was available at an additional cost, so I took that time to visit the exhibits at the Office Expo and picked up some information and samples, some of which I shared with Carol and Carolyn at the office. I also sat in for some of the speakers showcase, which gave attendees an opportunity to hear from some professional speakers that could be engaged for IAAP or corporate events.

## ***Business Session***

We were back in place at 2:15 p.m. for the delegates briefing with Parliamentarian Jeff Neurauter, and International President Ramsay-Drow reconvened the meeting at 3:44 p.m. The chair of the Credentials Committee reported that 315 delegates and 133 alternates were registered, along with 200 authorized proxies.

## **International Bylaws and Standing Rules Committee Report**

Prior to presentation of the amendments, the chair of the International Bylaws and Standing Rules (IBSR) Committee introduced the committee members in attendance and asked them to stand for recognition, which included me as Northwest District representative to the committee.

The chair presented the 12 proposed amendments to the International bylaws and the 5 proposed amendments to the Retirement Trust Foundation bylaws. Many of the proposed amendments were minor or of a "housekeeping" nature and passed without much discussion; however, Amendment 1 to the International bylaws proposed mandatory disbandment for any chapter that failed to have a minimum number of members for six consecutive months and brought much passionate discussion to the floor, along with two amendments to the amendment. In the end, the amendment failed, but the discussion could lead to some additional brainstorming on ways to regenerate smaller chapters that may be failing in their mission.

The results of voting on each amendment were:

- Amendment 1 on minimum chapter size failed
- Amendment 2 on simplifying the dues structure (no additional dues for members outside U.S.) adopted
- Amendment 3 on discounting dues for a period of time for promotion adopted
- Amendment 4 on waiving processing fee for former members adopted
- Amendment 5 on clarifying board term adopted
- Amendment 6 on striking "international" from RTF trustee (unnecessary distinction) adopted
- Amendment 7 on who can be nominated for international office from the division adopted as amended to strike "no more than two" and add "only one"
- Amendment 8 on providing chapters/divisions with a list of their delegates who failed to vote failed
- Amendment 9 on striking words from bylaws that are now in the RTF bylaws adopted
- Amendment 10 on adding the RTF to words on duties for the IBSR Committee adopted
- Amendment 11 on verbiage moved to RTF bylaws adopted
- Amendment 12 on adding the RTF to submit proposed amendments to the IBSR for review adopted
- All RTF proposed amendments adopted

## **Teller Committee Report and Installation of Officers and Trustees**

The chair of the Teller Committee presented the results of the morning's elections for officers, directors, affiliate representative, and RTF trustees. Only one second ballot was needed—for the director position of the Great Lakes District as none of the candidates received a majority of votes in the first ballot.

The following were then installed by the outgoing International president:

- President Tamra Goodall, CPS/CAP
- President-Elect Karlana Rannals, CPS/CAP
- Vice President Judith Yanarelli, CPS/CAP
- Secretary Antoinette Smith, CPS/CAP
- Treasurer Wendy Melby, CPS/CAP
- Canada District Director Lina Veglia
- Great Lakes District Director Tammy Pierce, CPS/CAP
- Northeast District Director Bianca Constance, CPS/CAP
- Northwest District Director Kristi Rotvold, CPS/CAP
- Southeast District Director Doris Goode, CPS/CAP
- Southwest District Director Dortha Gray, CPS/CAP
- Affiliate Representative Leeanne Fisher GradCert Bus, JP, FAIOP, HLM, AOP (Australia)
- Retirement Trust Foundation Trustee and Chair Kelly A. Reggio, CAP
- Retirement Trust Foundation Trustee and Vice Chairman Carolyn Prather, CPS
- Retirement Trust Foundation Trustee Jean Bohinski, CPS/CAP
- Retirement Trust Foundation Trustee Patricia Row, CPS/CAP

## **Executive Director's Address**

Don Bretthauer, executive director of IAAP since 2002, gave his annual address, which was shorter and more personal than in the past, due to his recent resignation and looking back at his career with the association. He noted there are more than 500 chapters in 35 divisions, and the HQ staff is 10% smaller than it was four years ago; and shared some personal stories, as well as a quote from Robert Kennedy, "There are those who look at things the way they are, and ask why... I dream of things that never were, and ask why not?"

## **Future EFAM Announcements and Adjournment**

The 2012 EFAM is being held in Grapevine, Texas, from July 22–25. The Host Committee provided an update and official invitation to attend.

The 2013 EFAM is being held in Anaheim, California, and it was announced that the 2014 EFAM is being held in Milwaukee, Wisconsin, from July 27–30, 2014.

The business session was adjourned at 5:50 p.m.

## ***Division Dinner***

Division President Dawn Staycoff arranged for a group dinner for all members of the MN-ND-SD Division at Chez Julien, a French bistro, that was within walking distance of our hotel. We had two large tables in the covered patio/garden area; the venue and our server were both just delightful! We were also honored to have two past

international presidents join us, Nan DeMars of our division and Frances Jakes, a guest from the Texas-Louisiana Division, as well as our Northwest District director, Kristi Rotvold, also of our division.

## **Tuesday, July 26, 2011**

### ***Morning Keynote***

Due to our division president staking out a claim early in the morning, our quartet of roommates scored front-row center seats for the morning's keynote speaker, Clinton Kelly! Clinton is most well-known for being one of the hosts of the TV show *What Not to Wear*, and he provided information and tips from his ten most often asked questions on *Making a Great First Impression* and how it can affect your image and career. He also invited a few brave souls to come on stage and have him critique their clothing and personal look.

### ***Educational Workshops***

There were educational workshops offered on Tuesday morning and afternoon; following are the two I attended and a key takeaway from each.

#### **Cool New Software (and Websites) 2011**

This session was taught by the ever-popular Annette Marquis of TRIAD Consulting, who provided information on some of their favorite new software, many of which are available as free downloads; she also demonstrated some of them. Slideshare ([www.slideshare.net](http://www.slideshare.net)) is a free software that allows users to upload and share PowerPoint presentations, Word and PDF documents, and add audio to make a webinar.

#### **The Power to See Ourselves as Others See Us**

This workshop provided information on four types of personalities and how those traits affect your communication skills, performance, leadership style, etc. Although many people felt they had traits of more than one of the personality types, the speaker made it very clear that we each have a dominant type that we will never change. Of the four—socialize, director, relator, and thinker—I felt I shared the most traits with the thinker, including: facts, details, numbers, data, reserved, crave accuracy, slow/methodical/thorough decision maker; they have a policy, procedure, and practice for everything; do not like risk; and probably have a tool on their person at all times. The tape measure, eye glass repair kit, and mini-screwdriver in my purse seem to fit this type! A key point was that tolerance of ourselves and of others is needed in order to get maximum leverage.

### ***Evening Keynote Speaker***

For the second year, IAAP offered two keynote speakers. The evening keynote was Sam Glenn with the message of *A Kick In The Attitude: Recharge Your Work And Life*. He opened his presentation by creating a large chalk drawing of a lighthouse scene, which was spontaneously auctioned off at the banquet the next evening as a fundraiser for the R&E Foundation. His presentation was entertaining as well as having a message of continuing to strive for goals no matter what our present circumstances are.

## Wednesday, July 27, 2011

### *Educational Workshops*

Wednesday was all about education, and I took in three workshops.

#### **Move to the Cloud with Google**

This was another session by Annette Marquis of TRIAD Consulting. Although it had limited applicability for me as our office does not use Google Apps, I was introduced to some of the applications that could be useful for work, IAAP, or personal projects, such as Google Docs and creating forms that could be used for doing surveys, event registrations, etc.

#### **Building an Effective Social Network**

This session was also led by Annette Marquis of TRIAD Consulting and provided an overview of the types of social media, demographics of who uses each type and why, how to get started using them and ways to best use them. For example, LinkedIn could be a good resource for locating potential speakers for IAAP or other events.

#### **Prepare Presentations that POP!**

This workshop was the most applicable for me in terms of my position at work, as well as the presentations I do for IAAP chapters, as the speaker covered information on creating PowerPoint presentations and tips on doing presentations and speaking to groups. At the end of the session, she asked us to write down one to three action items we committed to doing; mine included:

- Share information about the “drop-sheet” test with my colleagues—that means that you should be able to drop the printed slide on the floor and be able to read it while standing; if you can’t, the font is too small to be seen on the screen.
- Buy myself a remote for the presentations I do—the speaker stated that losing control of the remote (such as having someone else advance the slides for you) is a presentation killer.

Both of those items have been completed since my return from EFAM!

### *Networking Reception and Final Night Banquet*

My last educational workshop ended at 4:30 p.m. and the networking reception began at 5:30 p.m., so it was a fast trip back to the hotel to change into our evening wear and return to the Convention Center; it was quite an experience riding the metro/subway all gussied up in our sparkly dresses!

The reception gave us time to have our photos taken to remember the occasion, including the four roommates at the right.



The members of the International Bylaws and Standing Rules Committee also had a photo opportunity, including, along with me, Melynda Porges, Chair (left) and Heather Thomas, CAP, Great Lakes District Representative.



I was honored to be invited by Northwest District Director Kristi Rotvold to be her guest at one of the front tables reserved for the International board of directors and other special guests. As befitting Montreal, a city well-known for its cuisine, the menu and quality of the food was unusually upscale for a banquet of 1,000 attendees; also, everyone was served individually by servers, who placed the food on your plate for you rather than handing you a pre-dished plate of food—and they did it all quickly and smoothly!

The awards portion of the banquet followed with recognition of the divisions that earned the Division of Excellence designation for the 2010–2011 year. Then presentations were made to the 2011 Awards for Excellence winners—the award recognizes employers that have done an outstanding job of supporting and encouraging their administrative staff; this year’s winners were:

- MacDonald-Miller Facility Solutions (fewer than 1,000 employees) nominated by Seattle Chapter; and,
- The University of Texas at Arlington (1,000 or more employees) nominated by Arlington Golden Circle Chapter.

After Incoming 2011–2012 International President Tamra L. Goodall, CPS/CAP recognized the EFAM Host Committee and coordinator for their efforts in assisting in the planning and execution of the conference, she delivered her address to the association. She provided both background of and future plans to implement this year’s IAAP theme of *Making the Leap to Remarkable*, which is the result of using the book, *The Seven Measures of Success: What Remarkable Associations Do That Others Don’t*, to change the culture and operation of IAAP. Following are selected excerpts from 2011–2012 President Goodall’s address that I felt encapsulated her stated vision for our association:

By using this book as our blueprint for success, we have laid the foundation of what it takes to be a remarkable association. With our foundation in place, it is the time to make the leap and set our first benchmarks of what remarkable is for IAAP— from this point onward anything is possible.

Remarkable is not a destination, but rather a journey. The path changes constantly. We cannot remain in one place. What is remarkable today, may not be remarkable next week or next year. By announcing that we are Making the Leap to Remarkable to the world, we have to continue to benchmark and challenge ourselves to be just that— there is no resting on our laurels.

We have to be brave. Rather than fear change, we must go forth and make our mark. IAAP must continue to grow and change, so we, rather than others, will be challenging and defining what is remarkable not only in our association, but in our profession. We have to endeavor to step up, think big and lead the way.

We must look at the big picture and reach out beyond our comfort zones to be daring and wonder what if. What can be. Any bold move or change takes planning, due diligence and research, and then communication. By doing this together and working towards a common purpose, we as members and leaders will be leaving a Legacy of Excellence, Achievement and Passion for others to follow, that will always keep IAAP remarkable.

The last part of the vision for the year ahead is the need to celebrate and take a look at all we have accomplished in a relatively short period of time. Studies have shown that it takes about 10 years to change the culture of a group— and we are just in year four. We are admins— we are always ahead of the curve!

Join me in Making the Leap to Remarkable this coming year. I am asking that each of you embody a remarkable—can do attitude as we plant the flag that announces to the world that we are IAAP, and we are Making the Leap to Remarkable.

The International board of directors then made a special presentation and declaration of achievement to Outgoing 2010–2011 International President Mary Ramsay-Drow, CPS/CAP, which included both some heartfelt and light-hearted moments.

The banquet concluded with the traditional “Smiling Faces” video, which is a compilation of photos and video taken throughout the conference—it’s always a great recap of the days that flew past, and it’s fun to try and identify yourself or others you know in the shots!

After the banquet, a reception for the 2011–2012 International Board of Directors and 2011–2012 Retirement Trust Foundation Trustees was held at one of the conference hotels; each officer, director, and trustee was stationed around the ballroom, which allowed us to have a personal moment to congratulate them and have a photo opportunity.

## Thursday, July 28, 2011

I, along with the division president and president-elect, used our very last entrance ticket as we attended the 8:30 a.m. post-EFAM leadership workshop open only to chapter and division leaders.



The workshop included information from IAAP staff and officers, as well as a keynote speaker, Merelle Rodrigo, who spoke on *Building a Remarkable Leadership Culture*. Merelle was the best speaker of all of them I heard at the conference, and I could hardly keep up with trying to take notes of the things she shared; following are some points that I managed to record:

- Leadership is about developing others—help them learn new things
  - Don't automatically put people into roles that play to their strengths; give them something that makes them stretch
- Try to avoid reacting to criticism—listen and watch body language
  - Write down what they tell you the problem is, and then recap it back to them to confirm you understand the problem
  - You don't have to agree
- Have a diverse team so not everyone thinks like you
- Be courageous and bold to build a leadership team that will not fold at the first adversity
- Failure is blaming everything on external factors
  - Success or failure is based on what is inside of you
  - People are attracted to that type of attitude
- A leader doesn't have to be like someone else to be a good leader: every finger is different than the other, but all five are needed for the hand to do its job
  - But, your biggest strength can be your greatest weakness, e.g., being a hard worker—don't work so hard that you resent others that don't work that hard; or being a good listener—learn to discern what is important and needs attention
- Four levels of conversation:
  - Denial: lowest form—"everything's fine"; no engagement
  - Debate: blaming each other; nothing gets solved at a deeper level
  - Discussion: collaborative, cohesive; it's an okay level
  - Dialogue: we should live here; most creative for solutions
- When you get down, use music to get back on track (*at this point, we all got up and danced to Gloria Gaynor's I Will Survive!*)
- Look like the leader you are:
  - Look sharp
  - Look interested and involved no matter how you really feel
  - People notice; and they emulate you
- Every day, pick up the phone—not email—and check in with someone to let them know you appreciate their contribution and see what you or your organization can do for them
- Buck stops with the leader—no matter who made the mistake, the leader owns it
  - Don't say it's not your responsibility
  - You may not be able to fix it, but you need to own the mistakes and let people know that

- Forgive people that make mistakes
- Be a person of action; create habits by forcing yourself to take action; habits form abilities
- Leaders focus on where they want to go—not where they don’t want to be—to be successful
- Remarkable leaders like people
- To be a good leader, know the people you work with and **recognize** them for the contributions they make—make them feel special
- To be a remarkable leader, you must be remarkable at recognizing others
  - Do it in person; bring them up front—not just a name on the screen
  - This will create loyalty
- Remarkable leadership culture is one in which you know you will fail; don’t equate falling with failing
- String Theory: you can’t push a string; show people what to do and invite them to *come on*—don’t tell them to *go on* and do something
- Be creative: bring in fun and creativity to every meeting—need a “memory hook”
  - If you are not that kind of person, find someone who is
  - Leadership is about encouraging others
- Have discipline: do first what you most hate to do—don’t procrastinate
  - Make a list each night of 4–6 things that have to be done the next day, of which 3 are ones you hate

After the workshop ended at 11:45 a.m., we got in a bit of sightseeing in nearby Chinatown, including an amazing buffet at one of the Chinese restaurants; made a quick return visit to the Basilica to get a souvenir Christmas ornament; packed our bags at the hotel; and grabbed a taxi to the airport, where we waited a few hours for our flight home.

The flight arrived back at MSP about 8:30 p.m., and I made the two-hour drive home. It was indeed another *remarkable* experience, and I was very happy to be the first-ever delegate for the newly chartered North Star Chapter. And, I am already making plans to be at the 2012 EFAM in Grapevine, Texas—yee-haw!

Joan Gatzmeyer, CAP-OM