

...management p...  
Warner, and he has a l...  
make the publishing process...  
...they have already welcomed AI...  
...serious and slightly unsettling. But...  
...lower technologies. It's going to...  
...cautious publishing professionals...  
...see how it can impact their work...  
...about AI and publishing. It's helpful to...  
...common ground around definitions and...  
...debate the theoretical categories and...  
...AGI." says Brake. "Some argue there are two...  
...others propose as many as six. From a...  
...AGI, what does it mean in our everyday lives...  
...two categories."

...the scintilla of the two is artificial general intelli-  
...AGI. "This is sometimes called 'strong AI,' and banks...  
...wood, it has often been given a dystopian depiction in...  
...like The Terminator. The Matrix, and RoboCop," he...  
...AGI is focused on machines that mimic human beings by...  
...employing reasoning, learning, and situational awareness to...  
...solve a problem. We'll leave AGI to Hollywood's vision of the...  
...future. Most experts agree, we're a long way from having AGI...  
...integrated into our daily lives."

...The other category of artificial intelligence is narrow AI, and...  
...it is everywhere, Brake says, weaving itself into our daily lives...  
...in ways we appreciate but don't often think about. Narrow AI...  
...functions in a limited fashion and is a single task better, faster...  
...of human intelligence, performing a human being...  
...and more efficiently than a human being.  
... "Unlike AGI, narrow AI, with its focus on performing...  
...specific tasks, is the best real-world expression of artificial...  
...intelligence we have seen so far," Brake says. "Narrow AI...  
...continues to evolve as entrepreneurs and innovators find new...  
...ways to make it beneficial in our daily lives."  
...In fact, you've likely already been exposed to narrow AI. "If...  
...you've asked Alexa or Siri for a weather report, to play your...  
...favorite music, or what year the Gutenberg printing press was...  
...invented, you've experienced narrow AI. If you've considered a...  
...movie recommendation while shopping on Amazon, you've experi-  
...enced narrow AI. Search engines, chatbots, facial recognition...  
...software, autonomous vehicles, and industrial robots are all...  
...examples of narrow AI," Brake says.



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# BOOK MAP

In this issue of **Signature**  
MAY+JUNE 2022



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# signature

THE MAGAZINE OF ASSOCIATIONS,  
MEDIA & PUBLISHING NETWORK

Volume 29 » Issue 3

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### ROBOTS THAT DON'T SUCK

It's here. It's now. Artificial intelligence can change the way you publish content — if you let it.

BY CARLA KALOGERIDIS



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### DON'T FEAR THE ANGRY BIRDS

Associations can get powerful opportunities to display their values and learn from their members — they just have to embrace social media backlash.

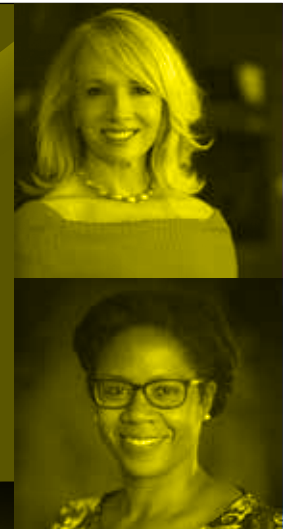
BY THOMAS MARCETTI



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01

Associations, Media & Publishing Network  
 Associations Council  
 siia.net/media-publishing  
 Phone: (202) 289-7442  
 Inquiries: membership@siia.net

**PUBLISHER AND EDITORIAL DIRECTOR**  
 Carla Kalogeridis  
 carla@kalomedia.com

**ASSOCIATE EDITOR**  
 Thomas Marcetti  
 thomas@kalomedia.com

**CONTRIBUTING EDITOR**  
 Ronn Levine  
 rlevine@siia.net

**ASSISTANT EDITOR**  
 Beverly Sturtevant  
 beverly@kalomedia.com

**ART DIRECTOR**  
 Scott Oldham/GLC  
 glcdelivers.com

**PREMIER CORPORATE UNDERWRITER**  
 Sheridan  
 Sheridan.com

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**AM&P NETWORK STAFF**  
**Director, Associations Council**  
 Jen Smith  
 jsmith@siia.net

**VP of Programming**  
 Matt Kinsman  
 mkinsman@siia.net

**VP, Awards & Recognition**  
 Amanda McMaster

**Editorial Director**  
 Ronn Levine  
**Advertising & Sponsorships**  
 Weston Kalogeridis  
 weston@kalomedia.com

Ellie Dunn  
 ellie@carldunn.com

The AM&P Network's Associations Council is committed to anti-racism and eliminating other prejudices, and to elevating equity in all areas of our community. Read the full statement at <https://bit.ly/associations-council-dei>.

Submit letters to the editor by email to [carla@kalomedia.com](mailto:carla@kalomedia.com).

# BOOK MAP

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news • tips • intelligence

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- 06 Beware the Data Dump**  
The latest and greatest is only great if your team really knows how to use it
- 07 Hit the Accelerator**  
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- 07 Don't Market in the Dark**  
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The Federal Bar Association put 100 years of rich history into one beautiful book to mark its centennial

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**52 Abigail (Aby) Norton**  
Editorial Specialist, ISACA







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More  
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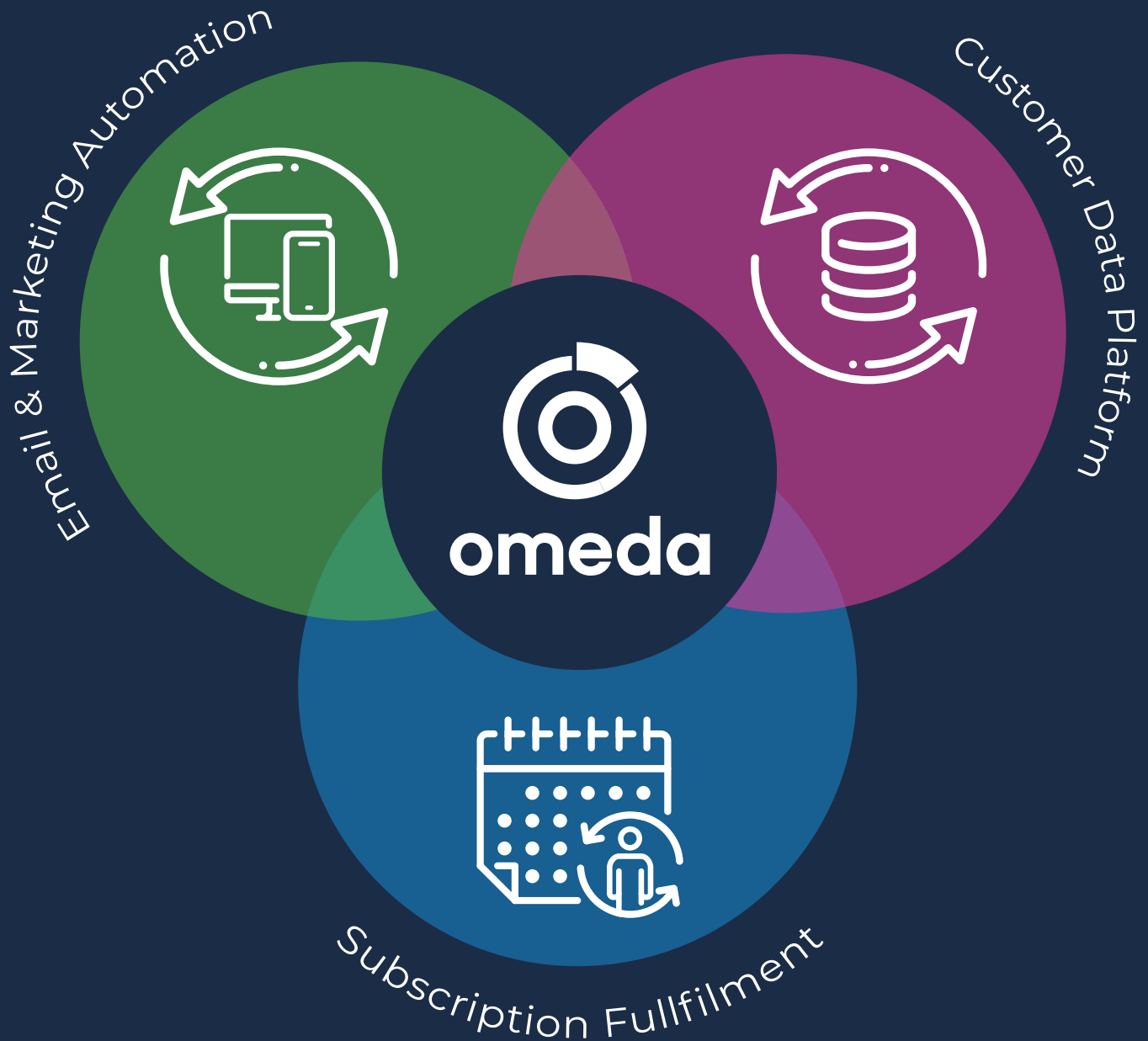
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# THE IN SIDE STORY

news  
tips  
intelligence

## THE PEOPLE HAVE SPOKEN

If you want to blame “Star Trek” for people’s interest in talking to computers, go ahead. Regardless of blame, more and more people are turning to voice assistants to search for and consume content. Whether you decide to dive in or dip your toes, failure to consider voice assistance could cost you valuable organic traffic.

**8 Billion**  
digital voice assistants  
are projected to be in  
use by 2023, up from the  
2.5 billion assistants in  
use at the end of 2018

**30%**  
of internet  
searches are  
conducted by  
voice alone

**40%**  
of people  
report using  
voice searches  
every day

**52%**  
of people  
use voice  
search while  
commuting

**20-25%**  
of mobile search  
queries are made  
by voice

**95%**  
of Google  
Assistant’s voice  
recognition is  
accurate, roughly  
the same as  
a human’s

Source: Gartner Information Technology



According to The State of Martech 2022 — a study conducted by software provider Clevertouch in partnership with the University of Southampton — 75% of those surveyed don't have the proficiency to use the new technology, and 50% acknowledge they are overwhelmed by it.

On the International News Media Association site, Kai Teoh, data journalist and technical & data manager of the Newsday Google News Innovation Project, says the emphasis on data has led to a larger output than anticipated. "The resulting bottleneck of data has shown a great need to provide training for staff. This is something we should be able to address with either robust training, additional staffing, improved platform development of the workflow, or all of the above."

Here are other points to consider:

**+ Create a marketing plan before making more purchases.** Almost half

of those surveyed have martech platforms that have largely gone unused during the pandemic. But while 30% say they cannot fully use what they have, 34% still plan to buy more in the next year.

**+ Educate your editorial and marketing staff.** At Industry Dive, the audience and marketing team creates actionable dashboards for the editorial team. "This not only helps us measure more of the things that matter to our audience, but it also makes it really easy for our editorial team to get actionable insights they can make decisions on and can really inform what they're doing," said Davide Savenije, editor in chief of Industry Dive. "During onboarding, a training session walks new people through those reports and how to read them. They offer that training on an ongoing basis, so people may want to do it each year."

**+ Extend the training to sales.** In 2020, a study by ValueSelling Associates found that 19% of sales people say they receive

no product training; another 19% say they get training less than once a year; and 23% get training once a year. There was also a disconnect between sales leaders saying they teach reps how to communicate value and sales people saying they are not taught to communicate value.

**+ Keep up with the latest technology.** In Reuters Institute's Journalism, Media and Technology Trends and Predictions 2022 study from earlier this year, 67% of media leaders said they would be iterating and improving existing products, and only 32% said they would be investing in new technologies and services. While improving existing products makes sense, innovation also needs a place at the table. **S**



Ronn Levine is editorial director for SIIA, editor of AM&P's *AMPLIFY* e-newsletter, and contributing writer to *Signature*.

[in linkedin.com/ronnlevine](https://www.linkedin.com/ronnlevine) @ [rlevine@siia.net](mailto:rlevine@siia.net)

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# Beware the Data Dump

THE LATEST AND GREATEST IS ONLY GREAT IF YOUR TEAM KNOWS HOW TO USE IT.

BY RONN LEVINE





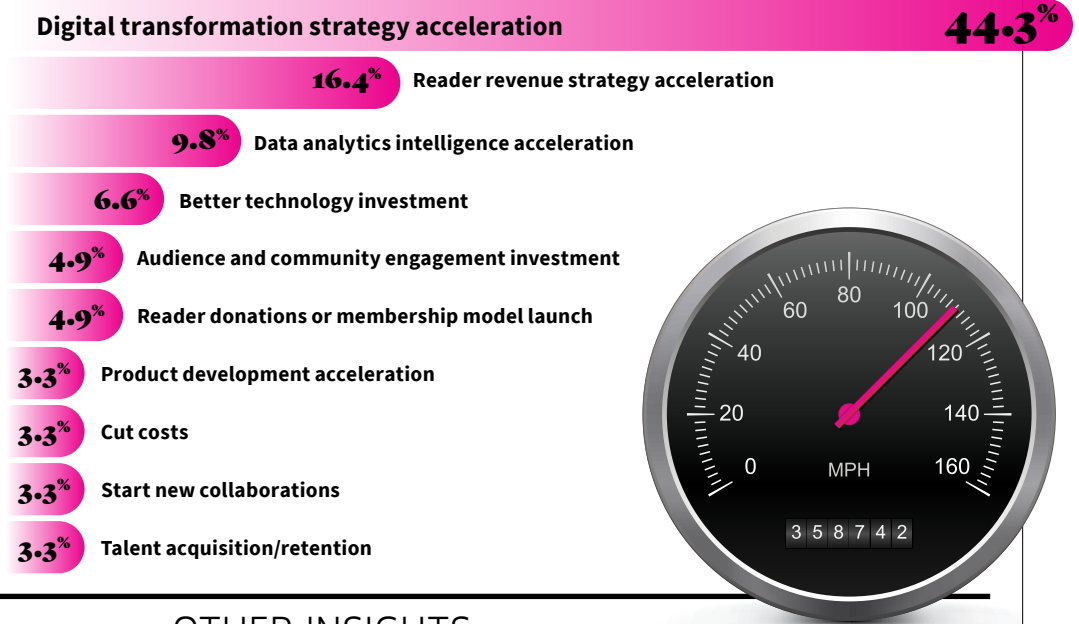
# HIT THE ACCELERATOR

The struggles of the past few years have highlighted the current limitations as well as the future potential for connectivity, publishing channels, and content creation. More than ever, publishing and marketing professionals need to make innovation the top priority.

“Executives from organizations that have a strong culture of innovation are reporting greater digital audiences and higher profits — and are more optimistic about their firm’s likelihood to fully recover from the coronavirus pandemic,” according to World Press Trends 2020–2021, The World Association of News Publishers (WAN-IFRA).

**What is the single most important change that has to be implemented over the next year?**

Source: World Press Trends Outlook survey of publishers



## OTHER INSIGHTS

WAN-IFRA’s analysis shows that publishers who demonstrate a deliberate, comprehensive, and disciplined approach to innovation are **7 times more likely** to report booming revenue growth. The analysis also shows that organizations that are more innovative reduced their workforce less due to the pandemic.

According to WAN-IFRA, “AI can help to wash away some of the biases that have plagued newsrooms and improve the diversity of stories and audiences.” And **76%** of publishers seem to agree, saying AI will be key to the success of their business over the next 3 years. (For more on AI in publishing see our cover story, page 22.)

By 2025, **45%** of the world will be covered by 5G technology, allowing users to access quantities of content and services like never before. As 5G becomes common, users’ expectations of mobile content will also rise. Publishers can expect new ad formats and pricing options from reduced load times and higher resolutions.

## Don’t Market in the Dark

“If you build it, they will come,” might work for ghosts and Kevin Costner, but for content marketing, it’s a great way to make sure very few people see your goods. With 68% of online experiences starting with a search engine, your marketing mantra needs to be “If you SEO, they will come.”



### 1 Establish the Baseline

Every organization must have a comprehensive single system of reporting for the organic search channel.

### 2 Access to the Best Data

SEO requires rich, relevant, real-time data. Without it, marketers may be unable to keep pace with changes in the market, consumer presence, and competitive pressures.

### 3 SERPs, Visibility, and Keyword Prioritization

As SERP (Search Engine Results Page) layouts evolve, marketers must understand the relationship between position, visibility, and traffic. Choosing the right keywords relative to the range of SERP layouts is more important than ever.

### 4 Smarter Content

Companies need to focus on content that is:

- + Discoverable
- + Optimized
- + Measurable
- + Profitable

Source: Organic Search Improves Ability to Map to Consumer Intent by BrightEdge Research

# SAY WHAT?

AM&P Network members share their insights, experiences, and successes via our Slack chat



**Elena Loveland** 11:52 AM

I am wondering if anyone labels sponsored content in any other way than “sponsored” or “sponsored content;” specifically, I am wondering if anyone uses the word “partner content.” Also, I am wondering if there is anyone who deviates from what I perceive to be the norm, which is to label all sponsored content regardless of the type of content it is (whether it is educational or promotional).



**Randy Ford** 1:27 PM

I’ve taken note of how Punchbowl DC and Axios do their paid content, which somehow manages to blend in plus stand out as paid content. They both set it off in a different design style with a header. Punchbowl labels its “PRESENTED BY [SPONSOR NAME],” and Axios labels its “A message from [Sponsor Name].” I’ll forward you the most recent examples I got from both of them.



**Rita Zimmerman** 8:58 AM

I just sent April’s issue yesterday and set it up slightly different than the usual 50/50 split. I set it up to send 5% of my list Subject A and 5% Subject B and then a few hours later to send the remaining 90% the winner of which subject had the higher open rate. I haven’t looked at the results yet though.



**Abby Norton** 10:06 AM

My win this week is that I discovered “Work Mode” on my iPhone... which silences most notifications so only the really important stuff comes through 😊 always looking for productivity hacks!



**Melanie Padgett Powers** 3:04 PM

Surveys, studies showing print is not dead?

It saddens and frustrates me to see content people saying magazines are dead and websites are better.

I don’t think that is just nostalgia. I remember several years ago people assuming Millennials don’t read magazines, and there were surveys to show that just wasn’t the case. But does anyone know of any studies, surveys, etc., that show print is definitely not dead? Thanks!



**Chris Okenka** 3:46 PM

A few years ago, we found that the nextgen members (under 40) were saving the print magazine to read when they had a larger chunk of time and equated it to an experience. That led to a more varied mix of content length. During the pandemic, we found that the magazine cut through digital clutter when screen time and email volume went way up. App usage went down or stayed flat depending on theme.



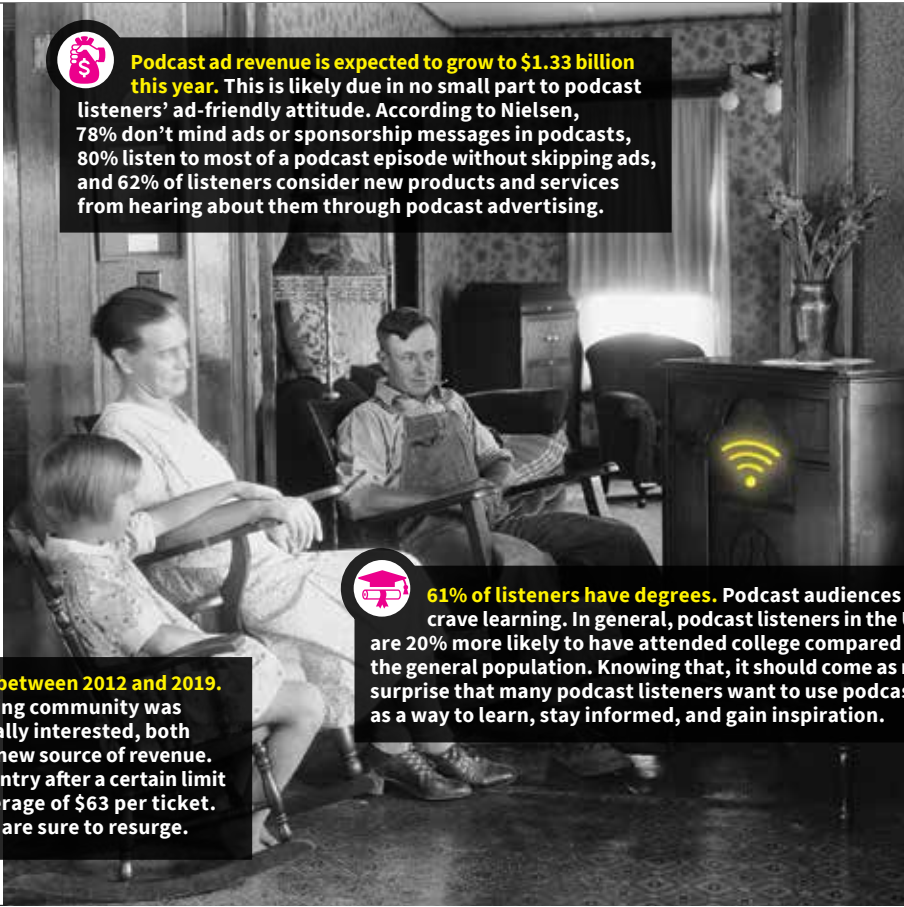


# LISTEN UP

In the constantly changing media landscape, there is one steadfast truth — podcasts continue to shine. Constant, significant growth. Outstanding engagement figures. And increasing revenue and revenue options. So why does it seem associations are hesitant to plug in? Don't they know ...

**More Americans listen to podcasts than watch Netflix.** In 2021, 28% or 80 million Americans are weekly podcast listeners compared to 69 million Netflix account owners in the U.S.

**Podcasting live events grew over 2,000% between 2012 and 2019.** Before the pandemic, the podcast-listening community was clamoring for live recordings. Hosts were equally interested, both to boost audience engagement and to create a new source of revenue. Platforms like Podbean charge an admissions entry after a certain limit of listeners, while other events charge an average of \$63 per ticket. As the pandemic begins to wane, these events are sure to resurge.



**Podcast ad revenue is expected to grow to \$1.33 billion this year.** This is likely due in no small part to podcast listeners' ad-friendly attitude. According to Nielsen, 78% don't mind ads or sponsorship messages in podcasts, 80% listen to most of a podcast episode without skipping ads, and 62% of listeners consider new products and services from hearing about them through podcast advertising.

**61% of listeners have degrees.** Podcast audiences crave learning. In general, podcast listeners in the U.S. are 20% more likely to have attended college compared to the general population. Knowing that, it should come as no surprise that many podcast listeners want to use podcasts as a way to learn, stay informed, and gain inspiration.

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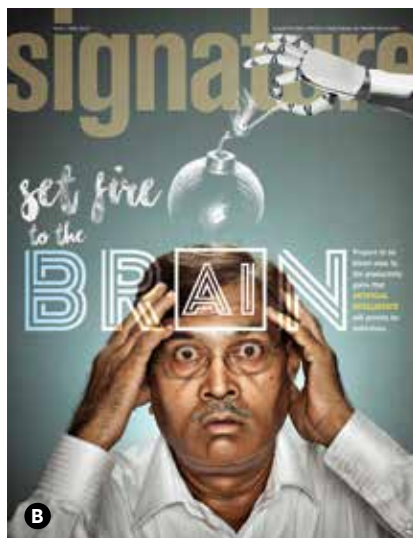
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# UNDER THE COVERS

An inside look at this issue's cover



A



B



WINNER

## Bot Luck

AI AND ROBOTICS AREN'T THE SAME THING, BUT THEY'RE CLOSE ENOUGH FOR US.

FEATURING CARLA KALOGERIDIS, THOMAS MARCETTI, RENE RYAN, AND SCOTT OLDHAM

**T**hanks to *The Matrix*, the words “artificial intelligence” usually conjure up the most sinister images. And with the sudden appearance of AI-powered software in the publishing industry, the term is likely to evoke almost existential dread among writers and editors. So how could we put a benign spin on the technology, making it seem as friendly and helpful as R2D2?

**Thomas:** It took me a while to register the concept in **Design A**. The gear shift is such a minor part of the composition, I almost didn't notice it.

**Carla:** And I wasn't sure what it was. It's not a type of gear shift that I'm familiar with.

**Scott:** It would have been more recognizable and also a better link to the deck if I could have found an open gear shift from this angle — one without the leather covering. That way, we could actually see what gear the woman's head is in. And I like the handwritten headline, but the style really has nothing to do with the subject.

**Rene:** This one didn't really illustrate the idea for me. I'm not even sure that it's AI that has given this person “overdrive” powers, or whatever you want to call it.

**Scott:** With **Design B**, I wanted to use the letters “AI” as part of a larger word. Not sure everyone would get the Adele reference in the headline, though.

**Rene:** I like this one the longer I look at it. There's a lot going on and my eye keeps discovering things.

**Carla:** I like that about it too, but it doesn't make for a quick read.

**Thomas:** Totally agree. I think this is my favorite as an image, but I definitely have to keep looking at it to understand what's going on.

**Thomas:** But that's not a problem I have with the **winner**. I got this one immediately and it made me laugh. But where did the text behind the Roomba come from?

**Scott:** I was wondering if someone would ask about that. It's the opening of the AI feature story. I think it's important for that text to relate to the subject, in case anyone pauses to read it.

**Carla:** Hmm ... I wonder if that text should be something else, like what the robot is thinking ...

**Scott:** Well, what would the robot be thinking?

**Carla:** I don't know ... “I'm here to help.” “I really like helping humans.”

**Scott:** “I'm afraid I can't do that, Dave ...”

**Rene:** But isn't the point that the robot wouldn't be using its own words?

**Carla:** OK, OK. I just wanted to make sure we had considered every creative possibility.

**Rene:** My one objection is the deck, going in a circle around the headline. That's a pet peeve of mine — text that doesn't read on a straight line.

**Scott:** Here we go ...

**Rene:** Oh, fine. This is a longstanding dispute in which Scott and I agree to disagree.

**Carla:** I think it's one of our best covers. **S**

**Carla Kalogeridis is publisher and editorial director of Signature. Thomas Marcetti is associate editor of Signature. Rene Ryan is president of GLC, where Scott Oldham is vice president of creative strategy.**



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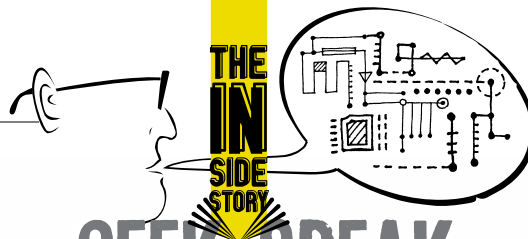
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# GEEK SPEAK

**Publishing technology demystified**

**A**t 11 a.m. this morning, a barrage of emails came in — Americans for the Arts Annual Convention, Yahoo's Yodel newsletter, SmartBrief, Litmus, Fast Company. In an article on Inc.com, Greg Kimball, senior vice president for Validity, suggests something based on this barrage and their latest research, State of Email 2022: Mastering the New Email Landscape. "As found in our report, 70% of all email traffic occurs within the first 10 minutes of every hour," he writes. "It's easy for email marketers to schedule their bulk sends for round numbers like 12 p.m. and 1 p.m., but if every marketer thinks this way, that means your recipients are getting dozens of impersonal, automated emails in the same chunks of time throughout the day. The odds that they'll pick your email out of the bunch are slim. Shifting your sends by just 10 to 15 minutes means your emails won't get lost in the hourly influx of messages." But timing isn't everything. Here are a few other ways to get more attention for your emails.

## Don't Return to Sender

EMAIL IS A POWERFUL MARKETING AND COMMUNICATION TOOL, BUT TO GET THE MOST OUT OF IT REQUIRES SOME FINESSE

**BY RONN LEVINE**

**306.4 Billion**  
emails were sent, on average, per day in 2020.



Source: Statista



## 1 Take a Number, Please

Email open and reply rates go up when there's a number in the subject line. "Numbers and data get your emails noticed," another report said last year. "Demonstrate a clear and straightforward message about your offer, and set the right expectations for your readers to help draw them in."

## 2 Create a Welcome Message

Welcome emails perform very well. More than 30% of onsite digital subscriptions originate from welcome messages that provide an introduction to new readers.

## 3 Monitor Your Sender Reputation

According to Demand Metric, "a surprising percentage of study participants do not monitor their sender reputation or are unsure if it is being monitored." If you don't know, send reputation is the score internet service providers use to determine if your email goes to spam.

## 4 Compare and Test

"Compare the average window of time people opened your email to the day/time you actually sent your email," says Bria Sullivan from Constant Contact. "Then send your next email at that time when your readers are telling you they are most likely to open an email."

## 5 Shorter Subjects for Mobile

iPhones show about 35–38 characters in subject lines in portrait mode, and Galaxy phones show roughly 33 characters in portrait mode. According to a study from Marketo, 41 characters (about 7 words) seems to be a sweet spot for email subject-line length, which is about 10 characters less than the average subject line.

## 6 Personalize and Segment

"Personalization is quickly being overtaken by hyper-personalization, not only in email messaging but also in touch points far beyond the inbox," adds Sullivan. "By using email list segmentation to create different contact groups based upon their behavior with your emails, you can refine your marketing using more targeted techniques designed to speak to the right people about the right things."

## 7 Seek Customer Feedback

"To ensure high email relevancy, implement ongoing feedback mechanisms," Validity reports. "Functionality like 'rate this email' provides a quick way to gain visibility into what subscribers want. It's also a good idea to routinely schedule re-engagement campaigns to maintain list hygiene." **S**

# Newsletters Are in But Best to Be Quick About It



In a world once known for infinite possibilities, newsletters are embracing the feeling of the finite. Audiences only have a certain amount of time for you, yet they want that feeling of completion.

In April, the *Financial Times* launched *FT Edit*, their new, digital-only edition. "Read less and understand more," says a note from editor Roula Khalaf. "The feeling of the finite experience is powerfully signified when reaching the end of the daily eight articles," writes

Twipe's Matthew Lynes in a review of *FT Edit*. "A black slide card appears in the carousel highlighting that new stories will be published every weekday at 8.00 a.m. One knows they have finished their news reading for the day as they are presented with the words 'The End.'"



**Ronn Levine** is editorial director for SIIA, editor of AM&P's *AMPLIFY* e-newsletter, and contributing writer to *Signature*.

[in linkedin.com/  
ronnlevine](https://www.linkedin.com/ronnlevine)

[@rlevine@siaa.net](mailto:rlevine@siaa.net)

# GET THE SERVICE YOU NEED

Unfortunately, the best content and marketing plan still has one more hurdle: your email marketing service. A good email service provider means design options to make you look good and analytics that are useful, and they'll keep your emails from ending up in the spam folder.



**Name** Constant Contact

**Standout** One of the most beginner-friendly services. Relatively intuitive layout options.

**Great for** Small audience marketing



**Name** Drip

**Standout** Smart email segmenting, split testing, drag and drop builder for automation workflows.

**Great for** Marketing with e-commerce



**Name** Campaigner

**Standout** Excellent customer support and onboarding. Wide range of templates and options.

**Great for** Experienced marketers



**Name** Moosend

**Standout** Full suite of automation and conversion features available in free version.

**Great for** Small, tight budgets



**Name** Campaign Monitor

**Standout** Ease of use. Extensive layout options and stock image library.

**Great for** Campaigns and newsletters





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# IMPRESS PASS

Learn from the best



## Go Big Or Go Home

---

JUST BECAUSE GLOBAL SUPPLY CHAIN ISSUES AND POSTAL HEADACHES  
DON'T SEEM TO BE GOING AWAY DOESN'T MEAN YOUR PRINT HAS TO GO.

---

BY THOMAS MARCETTI



**Mark Sterne, he/him**

President

Print & Marketing Solutions Group, Inc.

@ mark@printmsg.com

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**What's behind the increasing cost and scarcity of paper? In part, you can blame Amazon. Demand for cardboard — in place of paper — has grown every year for the past decade, culminating in a record-setting 5.6% increase in 2021, spurred by Americans' home shopping habits.**

Source: The American Forest & Paper Association

**F**or almost 35 years, Mark Sterne has worked with associations and corporations to improve marketing ROI and productivity with effective print, fulfillment, and online communications.

Through his work with Print & Marketing Solutions Group, Inc., his focus is to help recruit and retain members, promote meetings, market product and services, and produce publications. Sterne has worked with new marketing technologies from the start of digital variable data printing in the late '90s.

**Over the past two years, it seemed like a lot of associations were considering fairly significant changes to their publication strategies. What is trending now in print-digital ratios?**

During the lockdowns, some people went all digital, and now they're coming back to print. It depends a lot on individual circumstances. In some cases, people decided saving print dollars in order to lose advertising dollars wasn't a good ROI.

When it comes to printing, postage, and paper supply, we're actually seeing way more changes and challenges this year.

Right now, the thing I'm hearing the most from people is that production and paper are uncertain. Normally, two years ago, if you wanted a special edition of your magazine printed on certain paper, we'd call a mill and get it in a few days. Now, if you don't order it months ahead of time, you won't get that paper.

For a regularly scheduled product, this is going to be less of an issue, but for special runs, a big project, or something sporadic like a book, right now, it's a good idea to add three or four months lead time.

We have one big project — we're talking hundreds of thousands of catalogs — where the files and everything normally come in in June. Before the pandemic, we would have ordered that paper in May. This year, we had everything ordered by February. That gives you an idea of how timelines have changed.

**Outside of changing paper weights and sizes, what sort of efficiencies should associations be exploring?**

What we've been seeing more — and I think we will be seeing even more of now — is integration of digital and print.

Digital technologies are getting better and better, and so with that will come more personalization, more targeting. The better the data gets, the better targeting. For example, with better data, I think we're going to see fewer super-mass mailings and more groups of targeted mailings.

There are also a lot of ways to use the strength of print and the strength of digital. QR codes are making a comeback. You could cut a few pages from your publication by running a few shortened pieces with QR codes to the full article online.

**Are there any new or coming-soon technologies or processes that are especially interesting to you?**

The newest, greatest thing might not be new. It's just something that's getting used more as I was saying with QR codes. I think we're going to see more and more QR codes.

I think the integration of digital and print is going to bring even more interesting opportunities. We've heard about augmented reality for a long time, and personally, I don't know about that. However, look at what Meta is trying to do.

Rather than cutting out a magazine, instead of 60 pages you could do four pages with highlights and QR codes to full articles online. With people heading back to the office, 20 people are going to see a magazine versus one person at best seeing a digital edition. **S**



**Thomas Marcetti is associate editor for Signature. He's doing his part to reduce printing costs by having a shorter author tag.**

@ thomas@kalomedia.com

in linkedin.com/in/thomas-marcetti

**THE Big QUESTION**

**If paper costs are still high and production variables are up in the air, what is bringing people back to print?**

With paper prices high, people were looking at cutting back on print. They say, "Hey, we've got 35% engagement on our online version. That's great." That also means 65% of people aren't seeing your magazine. Or with an email, a 35% open rate would be amazing — just not for the 65% who won't see it. With a postcard, you know they at least see it.

Rather than cutting out print, people are thinking about how to use it more effectively. The last couple years

have pushed people to approach print in new ways, and I don't see that need going away.

There's also a member-value component. Younger association members want print. Students want hard-copy textbooks. It's the opposite of what we were told was going to happen, but here we are.

If paper prices suddenly come down, that solves a lot of problems. Unfortunately, I don't see the paper situation getting better anytime soon.



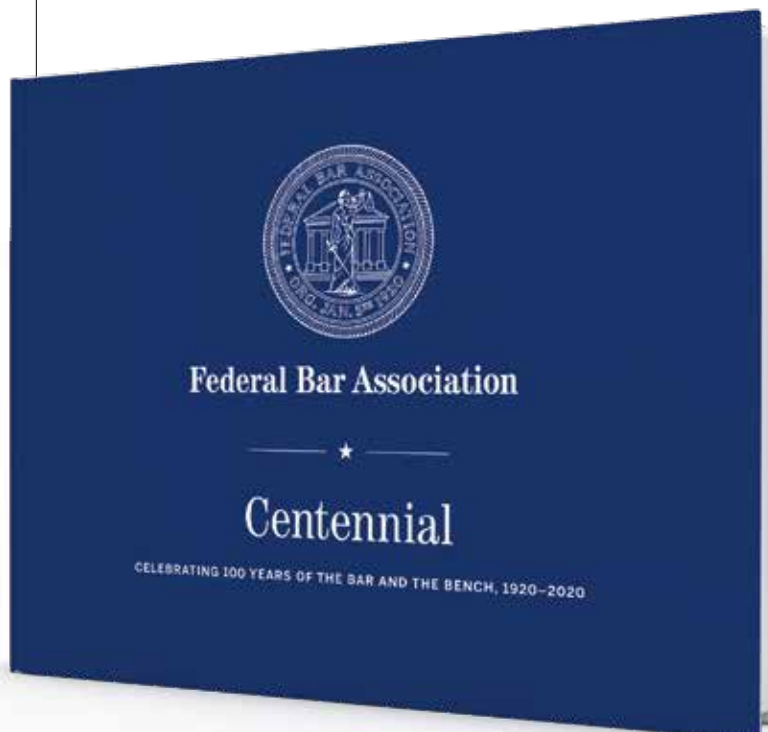


# PROCESS STORY

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## Make a Wish

THE FEDERAL BAR ASSOCIATION PUT 100 YEARS OF RICH HISTORY INTO ONE BEAUTIFUL BOOK TO MARK ITS CENTENNIAL.

BY THOMAS MARCETTI

**Organization:** Federal Bar Association  
**Problem:** Fitting 100 years of well-documented history into a coffee table book that honors the association and is interesting to members.

**F**inding the right way to celebrate another trip around the sun can be tricky, especially for associations marking major milestones. Regardless of any other bells and whistles, Stacy King, CAE, executive director of Federal Bar Association, says she knew one thing the organization's anniversary was definitely going to have. She wanted to do a book. "We're an association of lawyers," she says. "We have to have something to read, something to put on a shelf, and something to honor our profession." With this project, King is talking about a particularly big milestone and a lot of ground to cover.

### 1 The Challenge

"We had started talking about the centennial and some general ideas for it maybe as much as eight years before," King says. "But this part of it was only a couple years of planning and pulling everything together." King and her team were delighted to find so much of FBA's history had been well-documented. Their research turned up a treasure trove of content to work from. This quickly became one of those good problems to have. "How do you tell the story of 100 years?" King says. "We were fortunate that the Federal Bar's profile was high enough in early years so there were newspaper articles about it and all kinds of documents. But you can't fit 100 years into a single coffee table book."

### 2 The Process

Knowing the scope of the project was so big, King says her team partnered with MCI USA very early in the process. "They knew right away what we were looking to do," King says. "We wanted kind of a classy yearbook — lots of images, but with a story told through all the amazing stories we were finding in our research." Between news media and articles from its own *Fed Bar News* and *Fed Bar Journal*, King's team had coverage of major events going back pretty much to the founding of the association. Then came all the other documentation. "The number of old documents we could get our hands on was remarkable," King says. "Lawyers love books. They love writing things down. We have an amazing collection of documentation from volunteers and members from our entire history."

3

### The Solution

Content? Check.

Figuring out how to digest 100 years and present something meaningful to the members? King and her team were getting there.

“Our members helped shape the history of the country,” King says. “That helped us figure out how to start to parse everything we were pulling together. We decided to frame things in 20-year chapters. We set the frame on what was going on in the country at that time and how our members took part.”

“One former leader of the association was involved in writing the legislation to form NASA,” King says. “Bits of history like that really helped make the book great. This is not a dry book. It’s interesting. It’s almost a nonfiction novel.”

In addition to the 20-year sections, the book is filled with additional tidbits such as oral histories and a section they called From the Headlines that includes a headline pulled from every year of the association’s journal.

While the history collected in the book is enjoyed by members, the project ended up taking on a bittersweet note for FBA.

“I am so proud of it,” King says. “It’s everything I wanted, but it is bitter-sweet. Lockdown came just a couple days before our centennial celebration event was supposed to happen. So this book is the showpiece of our entire centennial celebration.”

“We didn’t get to have our celebration,” she says. “But this book I’m so proud of will always be around. It’ll be around for the next 100 years.”



**Stacy King, CAE, executive director of Federal Bar Association**

In addition to being given to the Supreme Court and members of Congress, FBA has been giving the book to new or up-and-coming members as a way to help them learn about what FBA stands for and the effect it’s had.

“It’s become a marketing tool,” King says. “We’ve used it to get the FBA brand out there and elevate it. Whether it’s judiciary or legislators, we give them a copy, and it’s a way to talk about our history, what we’re currently

working on and toward. When administrations changed, we used it to highlight ourselves as a resource for supporting the rule of law.” **S**



**Thomas Marcetti is associate editor for Signature. Thomas prefers his anniversaries include Key lime pie.**

@thomas@kalomedia.com

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### The Results

The idea of taking on a project like this is a daunting one, especially with that nagging little worry about what happens when it’s all done.

“I think people worry that they will put a lot of time and money into a project like this, and then when the anniversary is past, people will just set the book aside and forget it,” King says. “That’s not our experience.”

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**"Some publishers recognize the efficiencies and consistencies that AI can bring, but they aren't completely sold on the ethics of it."**  
PAUL LEKAS  
senior vice president, Global Public Policy, SIA

**"PEOPLE ARE GOING TO TALK ABOUT YOU WITH YOU;  
OR THEY ARE GOING TO TALK ABOUT YOU WITHOUT YOU;  
YOU AREN'T GOING TO TALK ABOUT YOU AT ALL...  
YOU SHOULD BE AFRAID OF BECOMING IRRELEVANT...  
YOU SHOULDN'T BE AFRAID OF A TOUGH CONVERSATION."**  
CHRISTINA FOLZ  
content director and senior writer, American Association of University Women

**"DEI is something that should rest with all members of the team. We all have a part to play in it. Media people should never be afraid to overlay what we know about our craft with other people's work."**  
STACY BROOKS WHATLEY  
Associations Council president, AM&P Network, director, marketing, and in-chief, The Physiologist Magazine at American Physiological Society



**Welcome  
TO**

# THE WELL

**Most editors are failed writers – but so are most writers.**  
—T.S. Eliot



# ROBO DON'T

IT'S HERE. IT'S NOW.  
ARTIFICIAL INTELLIGENCE  
CAN CHANGE THE WAY  
YOU PUBLISH CONTENT —  
IF YOU LET IT.

BY CARLA KALOGERIDIS



# ITS THAT CLICK



**Y**ou might not think you're ready — or even need it — but artificial intelligence is going to impact your association's communications and publishing activities sooner than you realize. No, we're not talking about human-clone robots sitting at the desk where your flesh-and-blood colleague used to work. Think behind-the-scenes technology that helps you work smarter and much more efficiently.

"In the not-too-distant future, artificial intelligence and smart technology will fundamentally change the way organizations

process and publish content," says David Brake, COO of PageMajik, an end-to-end integrated editorial and production publishing platform that

uses smart technology and artificial intelligence to execute routine, tedious tasks that impede publishing workflows. Brake is an experienced publishing professional having held editorial and management positions at Pearson, McGraw-Hill, and Time Warner, and he



has a keen interest in using technology to make the publishing process more efficient.

“Some people in our industry have already welcomed AI,” he says. “Others find it mysterious and slightly unsettling. But that’s normal with most newer technologies. It’s going to take some time for the more cautious publishing professionals to experiment with it and see how it can impact their work.”

### Applications in Publishing

Brake says that over the last couple of years, he and his colleagues have asked hundreds of people in the publishing industry to tell them about the most tedious, repetitive tasks in their workflows.

“Some of the most tedious tasks an association team does are some of the most important ones,” he points out. “We’ve also asked these publishing professionals how they generate and distribute project-specific information — data collected from a source at one point in a workflow that is needed by other role players downstream in that workflow. Some of the stories we’ve gathered paint a gloomy picture of current-state practices.”

What would make your list of the most tedious, repetitive tasks in publishing? What are the challenges of generating and distributing project-specific information? Brake’s list, assembled from his conversations, includes:

- + Processing article proposals and peer reviews
- + Trafficking and tracking illustrations, photographs, media, and the associated metadata, including rights and permissions
- + Sending publishing agreements and contracts to authors, contributors, and organizations owning the reproduction rights for specific content

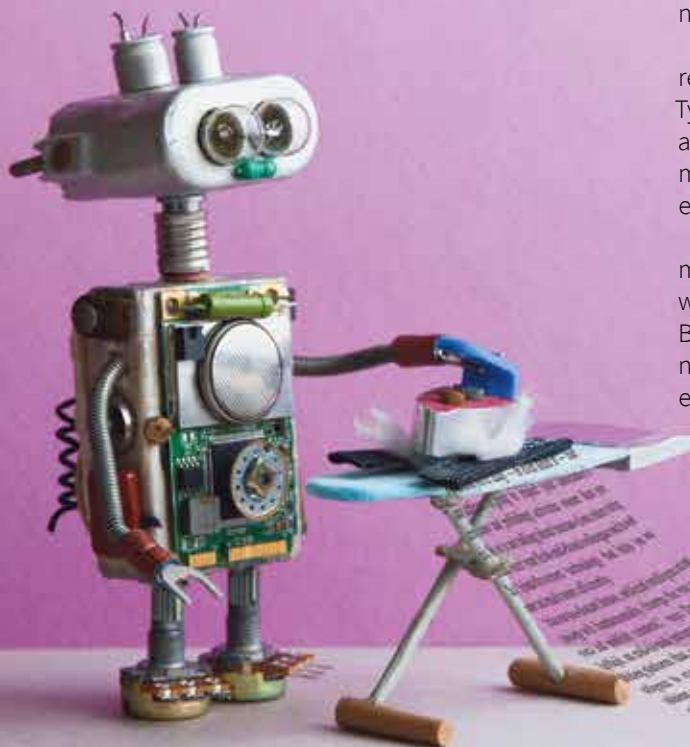
- + Author/volunteer management, including:
  - Emailing guidelines and instructions
  - Setting schedules and deadlines and following up with people when those deadlines are close or missed
  - Giving authors and writers access to related content that could be used in their original work
  - Checking author submissions to ensure that all the necessary parts and pieces are there, accounted for, and properly formatted
  - Responding to author queries
- + Finding the right versions of things that have been submitted, revised, and submitted again and again
- + Reading and interpreting expert, peer, and market reviews to ensure that the published product will meet standards of quality or achieve some degree of competitive advantage
- + Preparing management reports on the status of things

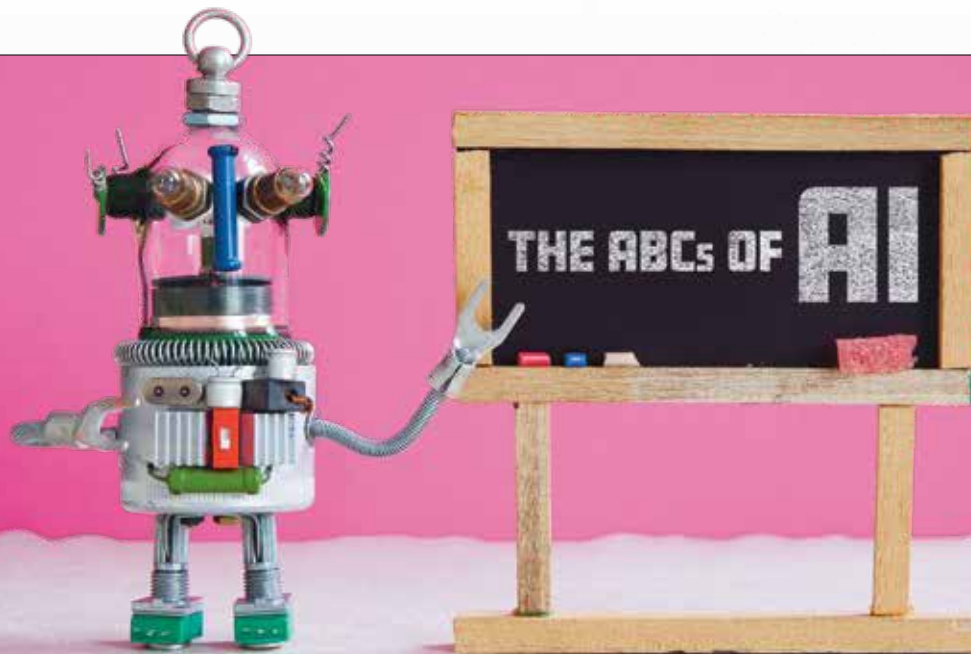
“The list goes on, but the big picture is clear,” says Brake. “Everything on the list is important, and many of them can delay a publication date or compromise the quality of a finished product. Every item on the list can be tedious and repetitive, something most people in our industry have accepted as normal and part of the cost of doing business.”

Most of these tasks are time sensitive, and many of them involve data collection that requires some action by others in your publishing ecosystem. Brake says a combination of narrow AI and smart technology that automates a human-driven process could play a big role in association magazines, newsletters, books, videos, etc.

For example, Brake says consider the specific tasks related to author management in book publishing. Typically, a publisher emails various documents to an author such as guidelines, contracts, schedules, manuscript submission requirements, peer reviews, etc. The author then acts upon that information.

“In a perfect world, the author follows instructions, meets the deadlines, and submits high-quality work in a format acceptable to the publisher,” says Brake. “In the real world, however, most authors do not operate this way. To be fair to authors, publishers require them to do a lot of necessary things that are outside of their comfort zone. Writing the content may be the easiest part. Handling permissions, creating art logs, tracking versions, following guidelines that can seem confusing to a non-publisher, and submitting it all on time ... that’s something else.”





In a discussion about AI and publishing, it's helpful to establish some common ground around definitions and terminology. "Experts debate the theoretical categories and classification of AI," says David Brake, COO of PageMajik. "Some argue there are two categories, while others propose as many as six. From a functional what-does-it-mean-in-our-everyday-lives perspective, I favor two categories."

Brake says the sexiest of the two is **artificial general intelligence** or AGI. "This is sometimes called 'strong AI,' and thanks to Hollywood, it has often been given a dystopian depiction in movies like *The Terminator*, *The Matrix*, and *RoboCop*," he says. "AGI is focused on machines that mimic human beings by employing reasoning, learning, and situational awareness to solve a problem. We'll leave AGI to Hollywood's vision of the future. Most experts agree we're a long way from having AGI integrated into our daily lives."

The other category of artificial intelligence is **narrow AI**, and it is everywhere, Brake says, weaving itself into our daily lives in

ways we appreciate but don't often think about. Narrow AI functions in a limited fashion and is an approximate simulation of human intelligence, performing a single task better, faster, and more efficiently than a human being.

"Unlike AGI, narrow AI, with its focus on performing specific tasks, is the best real-world expression of artificial intelligence we have seen so far," Brake says. "Narrow AI continues to evolve as entrepreneurs and innovators find new ways to make it beneficial in our daily lives."

In fact, you've likely already been exposed to narrow AI. "If you've asked Alexa or Siri for a weather report, to play your favorite music, or what year the Gutenberg printing press was invented, you've experienced narrow AI. If you've considered a movie recommendation from Netflix or clicked on a product recommendation while shopping on Amazon, you've experienced narrow AI. Search engines, chatbots, facial recognition software, autonomous vehicles, and industrial robots are all examples of narrow AI," Brake explains.

**Smart technology** is part of the equation as well. Brake says smart

technology is typically identified with the **Internet of Things** (IoT), but he bends the definition a bit. "Generally, it involves an electronic device that uses the Internet to gather and analyze data from a source — some 'thing' in your home or business environment," he says. Examples of smart technology include shipping container logistics tracking, inventory trackers, wearable health monitors, and connected home appliances.

As British technologist Kevin Ashton, and creator of the term Internet of Things, puts it: "What the Internet of Things is really about is information technology that can gather its own information. Often, what it does with that information is not tell a human being something — it [just] does something."

"There is an overlap between narrow AI and smart technology, making it hard to tell where one begins and the other ends or how they work together," Brake says. "Rather than articulating the difference in a particular use-case scenario, think of them as related and with a common goal to simplify things."

Brake says publishers compensate by sending more emails, some providing clarification, some requesting additional information or tasks, and some to remind authors of impending deadlines. “At the same time, the publisher is providing critical updates to others in the workflow required to act on information from the author. That is one definition of tedious and repetitive,” he says.

“If you imagine the roles of all the players in a publishing workflow as both a source of data and someone who acts upon data, you’ve taken a step toward recognizing narrow AI and smart technology as a solution,” he continues. “By automating the exchange of data and using a technology that acts upon that data on a role player’s behalf, you’ve put both feet in the water.”

An AI editorial system could operate based on workflows and role players, allowing the publisher to set up a workflow, assign and monitor role-player tasks, and automatically process information from a data source into something that is essential downstream.

“For an author, this means having a portal where all relevant project information is available to act upon,” explains Brake. “‘Smart’ emails remind them of deadlines and are configured to respond to author actions. Content can be submitted, checked for completeness, and automatically meta-tagged. A well-designed AI publishing system can handle approximately 70% of the work typically performed by a human.”

For example, what if AI edited all the editorial submissions you receive to your association’s style guide? That could be a tremendous help and timesaver.

Brake says if you ask your team which tasks they find tedious and repetitive and what information needs to be gathered and acted upon, you can see how narrow AI and smart technology could make a difference. His own work in the field with almost 5,000 authors and contributors has yielded quite a bit of evidence of what happens to publication cycles, P&Ls, product quality, and team morale when people can leave the tedious, repetitive stuff to technology...It all improves.

“Will there come a day when AGI — the sexier of the two AI categories — can introduce a roboauthor or roboeditor to the workforce?” asks Brake. “Probably, but most people reading this will have long retired before that kind of AI becomes as commonplace as a weather report from Siri.”



“ ”

**AI cannot exercise judgment or create opinion or commentary.**

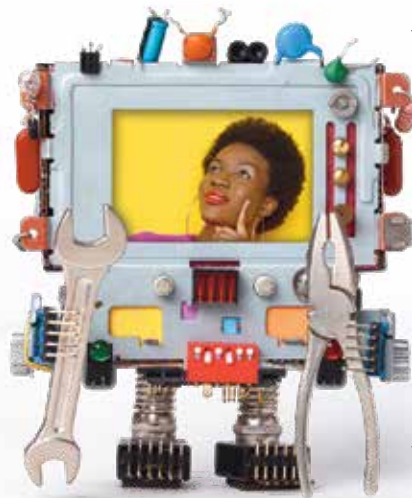
**AI cannot replicate the human consciousness.**

**If AI is used in content generation,**

**there has to be a**

**human checkpoint.**

**PAUL LEKAS, SIIA**



### **The Ethics of AI**

As the saying goes: Just because you can, doesn’t mean you should.

“Some publishers recognize the efficiencies and consistencies that AI can bring, but they aren’t completely sold on the ethics of it in certain types of work,” says Paul Lekas, senior vice president, global public policy, for SIIA, an association focused on driving innovation across the world’s information industries and the parent organization of AM&P Network.

“The biases of the programmer become the biases of the AI,” he says. “I see a role for it on the back end, but some publishers may be concerned about the ethics of AI for content generation. AI can help publishers generate content, but the ethical questions come in when AI is doing something that humans should be doing. You might use AI to generate a first draft, but there’s the potential for unintended bias if you don’t bring in a human to finish it up.”

Lekas says publishers considering AI technology must make sure they understand how the models work and what they rely upon. “The AI-generated data or content might not be a reflection of the universe of experiences out there,” he says. “The technology must be sufficiently nuanced to reflect diversity.”

For example, Lekas says there might be underlying biases in the data or algorithms the AI is using or certain embedded assumptions that a human could have questioned. “AI might output data based on assumptions that are biased,” Lekas says. “AI cannot exercise judgment or create opinion or commentary. AI cannot replicate the human consciousness. If AI is used in content generation, there has to be a human checkpoint. Publishers must think about the effects of AI if the messages turn out to be problematic.”



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Another potential ethical concern, he says, is around AI and privacy. “AI may be relying on data-sets of personal information where the individuals have not consented to its use,” he points out.

Is it likely that one day, publishers might rely more on machines than humans? “The concern would be that machines might replace voices and writers,” Lekas says, “and for associations, that would be a real ethical issue because members join associations for their thought leadership and the organization’s voice in the industry. Members want content from an individual who has thought about it and done the research. Can you trust machine-generated research? Is the computer relying on data that is correct, sifting through what is acceptable and what is not?”

Lekas says there is a big move in the information industry toward more explainable AI, but not everyone is following the same rules. “The advances in AI have been extraordinary,” he says. “For associations, the question is, where can AI be helpful, and where should we exercise caution? You have to pick the right provider. The creators of AI tools have to be able to explain the tool, how it works, and how they address potential biases.”

Brake sees AI as useful for natural language processing but agrees there are ethical questions to consider. “You can have multiple content contributors with their individual styles all contributing to one book, for example. If you wanted all the content written in an Ernest Hemingway style, AI can create a stylistic overview of Ernest Hemingway and rewrite all the content contributed by various authors in that one style. The book would read better, but is that right? Is content rewritten by AI OK?”

On the other hand, he asks, “What if AI could do a forensic review of all content submitted to your association? AI could help you identify plagiarism. It could help you identify unattributed technical content and find out who the

content was really written by. AI can check rights and permissions as well as accessibility.” This could have incredible value in STEM and peer-reviewed content and actually help increase the ethics of an association’s publishing activities to make sure everything the association publishes is properly attributed.

Another application is in interactive newsletters, Brake says, where the AI technology builds in opportunities for people to react. “Interactive newsletters could be big for associations,” he says. “Instead of associations making decisions based on the more vocal members, AI could foster a deeper community engagement by more accurately measuring the sentiment of all members and gathering more inclusive, evidence-based use data to inform the association’s decisions. AI can help make your publishing a more democratic and transparent process.”

AI can also help with marketing. “What if you use AI to test a book concept before it is written and released to the marketplace?” Brake asks. “You could actually predict an idea’s market acceptance before moving ahead with the project and potentially save yourself a lot of wasted resources.”

At this point, Brake says AI is about 80–90% accurate. “What part of your work can AI safely take over? That’s the question association publishers should be asking. And when you ask it, realize that AI can help with ideation, editorial development, editorial production, and marketing. Association publishers should look at all the challenges they have in creating content and ask how AI can help. The AI that’s available right now can reduce the number of user touches on manuscripts, and that shortens production time, cuts back on human hours, increases productivity, and frees up staff to spend more time on meaningful things for their members.” **S**

**Interested in continuing this discussion? Tune in to *Signature Live!* on Aug. 11 at 2 p.m. to hear more from this story’s interviewees, ask questions, and share your thoughts on AI in publishing.**



**Carla Kalogeridis** is publisher and editorial director of *Signature* and has a nice-to-do list waiting for her roboeditor — if he shows up in her lifetime.





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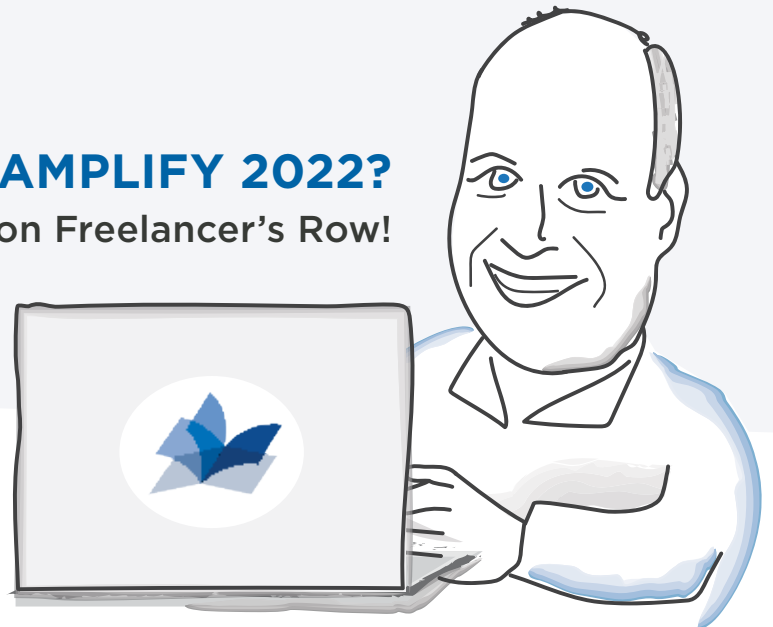


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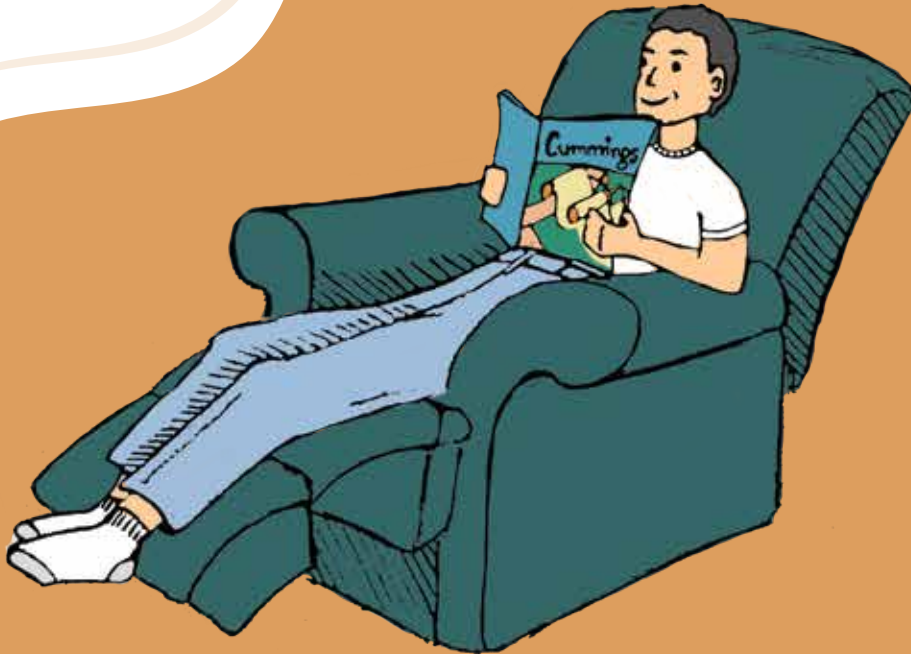
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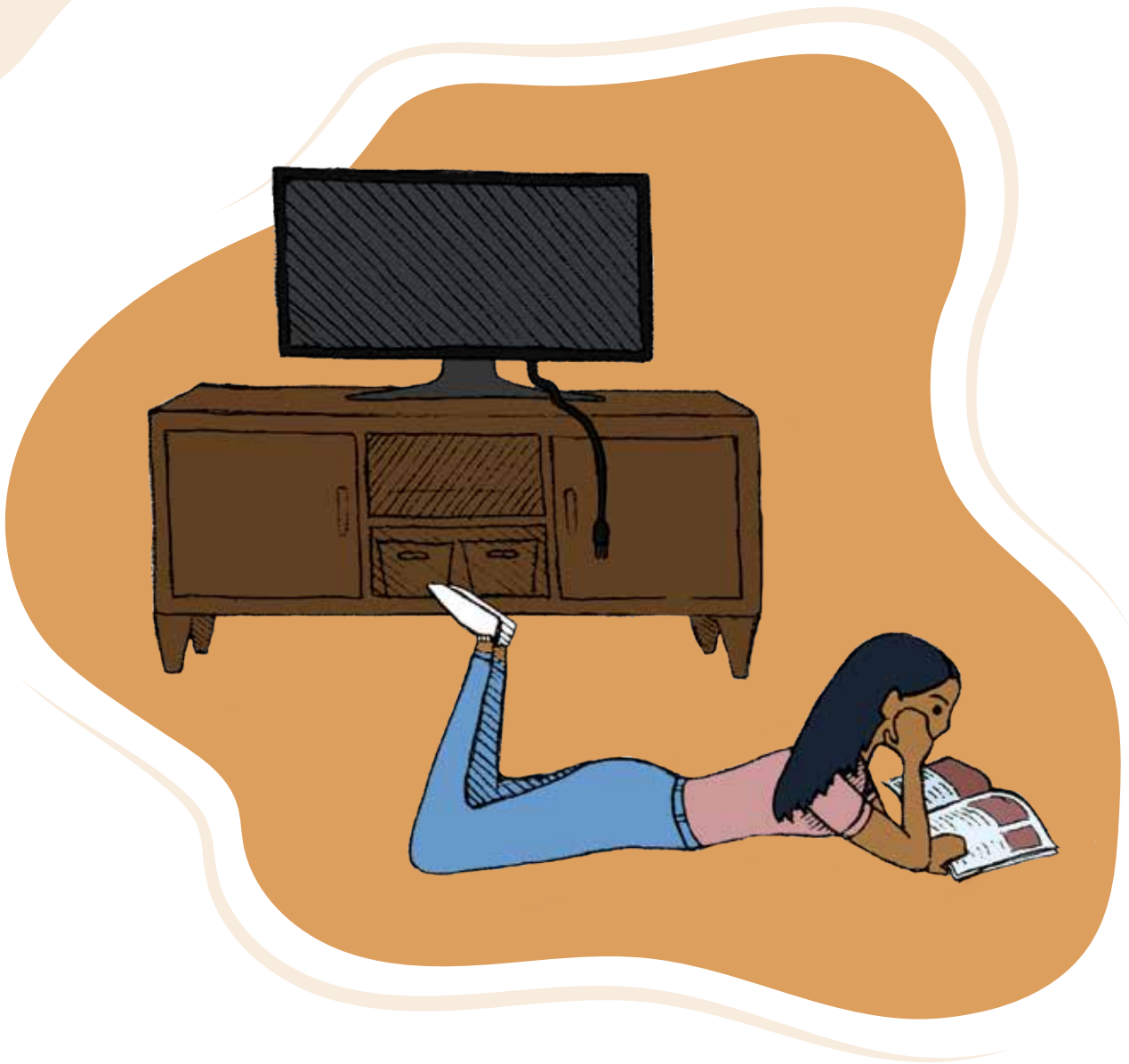
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ASSOCIATIONS CAN GET POWERFUL OPPORTUNITIES TO DISPLAY THEIR VALUES AND LEARN FROM THEIR MEMBERS — THEY JUST HAVE TO EMBRACE SOCIAL MEDIA BACKLASH.

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# DON'T FEAR THE

# AWFUL BACKLASH

BY THOMAS MARCETTI

**S**ometimes association professionals will lower their voice and talk about it like a scary urban legend.

Sometimes they lament what might have been if they weren't so worried about every post.

The dreaded social media backlash is certainly worth consideration, but it seems some associations have gone so far in trying to avoid backlash that they are missing out on a potentially incredible tool and opportunities.

To be clear, I'm not talking about the hateful and hurtful targeting that happens on social media.

However, members complaining that a webinar wasn't worth their time or expressing concern about elements of your magazine that have been done in poor taste — while humbling — can lead to important interactions.

But only if you lean into them instead of running the other way.

“Even with the best of your abilities and good intentions, there will be times when members are not happy, and they may lash out in frustration using social media,” says Archana Chowty. “You need to take the good with the bad. Negative comments, complaints, and customer grievances are all part of social media conversations.”

Chowty, social media consultant and senior content manager for States-treet Services, says it's important to remember that social media isn't content — rather, it's not *just* content. It's not a static publication to set and move on.

Social media is customer service. It's a direct conversation with your members, stakeholders, and the public.

“Do not get embarrassed by negative comments; they are part of social media conversations,” Chowty says. “Learn to manage them in a mutually conducive way like you do in real life. Be sincere, transparent, and genuine in your communication.”

**It's a Conversation**

Consider it another way: If people bring complaints, issues, or displeasure to you on social media, you have a chance to respond. Without it, you might never know and end up losing a member over something you could have helped with or something you could have fixed.

Christina Folz, content director and senior writer for American Association of University Women, notes that conflict often leads to growth. Entering a dialogue or acknowledging a failing can give you great insight into where the member is coming from and how your team can improve.

"People are going to talk about you with you; they are going to talk about you without you; or they aren't going to talk about you at all. Then you're irrelevant," Folz says. "You have a chance to help frame the conversation to make sure your association's brand, mission, and identity are represented. You should be afraid of becoming irrelevant, of the conversation train leaving the station. You shouldn't be afraid of a tough conversation."

To be clear, especially on the internet, not everyone is coming to a dialogue with good intentions, and it's important to address those who are abusive separately from the people with a complaint who just want to feel heard.

"I don't think you need a crisis plan," Folz says. "At this point, you can predict most responses. What you need to know is what kind of dialogue serves your core values, what you are trying to do, and what your leadership is comfortable with. But a tough conversation isn't necessarily a bad thing."



**SOCIAL SKILLS**

YOUR MAP OF THE MEDIA LANDSCAPE

Backlash can sometimes be disruptive as more serious issues and responses are weighed, or just the number of replies needed can take up precious time. Having a solid day-to-day plan for your social media can also mean backlash won't throw you off as much.

**FOCUS ON NO MORE THAN 3 PLATFORMS**

With so much content flowing on so many platforms, it's understandable that some people feel they need to be on all the channels. After all, more is better, right? Remember the social aspect. Would you rather have three really good conversations or half a dozen so-so ones?

Focusing on three will make your job easier and increase the quality of your content. Here is a quick look at some of the best options for associations and why.



**Facebook** had 2.74 billion monthly active users as of January 2021, making it the biggest social media network worldwide. It's less visual, making it easier to manage.



**Instagram** isn't far behind Facebook, with 1.22 billion monthly active users. Since it's highly visual, it can

take more time to manage, but the payoff is worth it. Instagram is great for sharing photos of association-related events, success stories, event promotion, and is great for community engagement. It's also generally a more positive and pleasant platform to be on.

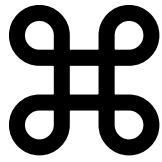


**LinkedIn** is capable of generating times more conversions than other platforms, according to Hootsuite. Like Facebook, it isn't as visual as Instagram and doesn't require as much time or energy to manage. Generally considered to be the place to build thought leadership.



**Twitter** reported 353 million monthly active users in 2021. 80% of active Twitter users access Twitter via the mobile app. Tweets that include images or videos are 394% more likely to be retweeted.

TOGETHER  
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IS POSSIBLE



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### That Was the Easy Part

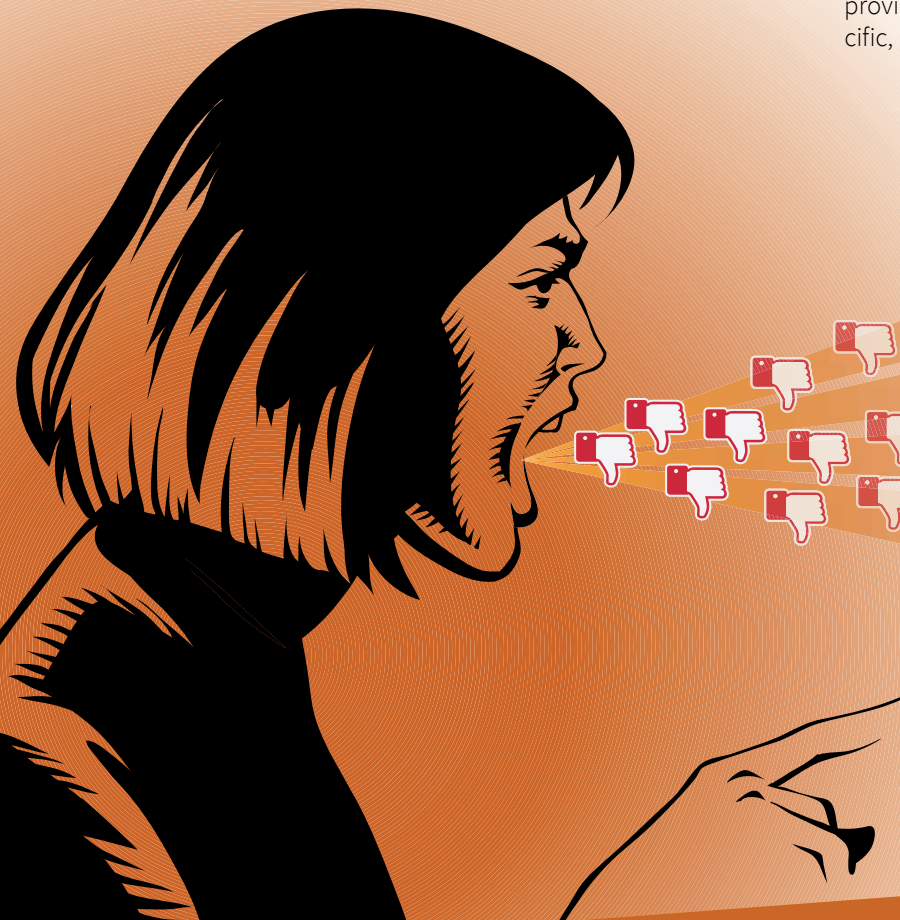
The art form of social media response to backlash comes with an upside: If handled with grace and care, many people will see you taking the time to address that one concern.

“We all make mistakes,” Folz says. “Acknowledging that makes organizations relatable. A lot of times — often regardless of what the response is — people just want to be heard. People want to be validated, even if you don’t agree. ‘We might have to agree to disagree,’ sends a much more positive message.”

For many associations, the people and connections to their peers are big selling points. How associations respond on social media and how they deal with criticism can change how people feel about the organization.

This is one of many reasons why authentic, honest response and engagement are best.

“Providing a generic response will frustrate people more,” Chowty says. “Do not depend on templates to help you in a tough situation. Always address the customer by name and provide specific answers or solutions to the problem. Be specific, personal, clear, honest, and transparent in your response.”



**“EVEN WITH THE BEST OF YOUR ABILITIES AND GOOD INTENTIONS, THERE WILL BE TIMES WHEN MEMBERS ARE NOT HAPPY AND THEY MAY LASH OUT IN FRUSTRATION USING SOCIAL MEDIA. NEGATIVE COMMENTS, COMPLAINTS, AND CUSTOMER GRIEVANCES ARE ALL PART OF SOCIAL MEDIA CONVERSATIONS.”**

— ARCHANA CHOWTY, SOCIAL MEDIA CONSULTANT AND SENIOR CONTENT MANAGER FOR STATESTREET SERVICES

## SOCIAL SKILLS

### HAVE A CONTENT CALENDAR

Take time every month to plan and create the backbone of your content for the next four to six weeks. This frees you up day-to-day for responding and engaging with people (and let’s be honest, doing all the rest of the association-related tasks you have).

A few tips to get you started:

- + **Create content pillars.** Not sure what to post? Divide your content into categories that you’ll regularly share each month, such as:
  - Informative and newsworthy posts on new and upcoming programs and events
  - Educational, resourceful posts on a particular topic or subject relating to your association’s field



Use an app like Sprout Social, Later, or Hootsuite to schedule your posts.

- Success stories from members
- Repurposed content. Brush off some of your website content that hasn’t been seen in awhile. Explain why it’s still relevant and get some new and maybe some old eyes on it.
- + **Consistency is key.** It doesn’t matter how many times a week you post, just that it’s consistent and every post is high quality. Once or twice a week is more than enough — quality always over quantity. It’s better to post one strong, value-driven post a week than two or three mediocre ones.
- + **To schedule your posts,** use a tool like Later, Sprout Social, or Hootsuite.



**SIIA**  
AM&P  
NETWORK

# SHARE YOUR TOOLS

## AM&P NETWORK'S RESOURCE DIRECTORY

The AM&P Network is building a resource directory for our members that houses a variety of samples used every day — everything from contracts with writers and photographers to sample RFPs for printers and more — giving publishing professionals like you a one-stop shop to get ideas and gain inspiration from the documents housed.



### Contribute these types of resources:

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Submit your tools so we can learn from and help each other. We are looking for contracts, guideline documents, items for peer-reviewed publications, RFPs, and waivers.



You can share your  
templates and tools

here: <https://bit.ly/ResourceDirAMP>

### Interested?

For more information, email AM&P Network Associations Council Advisory Board member Thad Plumley at [tplumley@ngwa.org](mailto:tplumley@ngwa.org).

Unfortunately, social media moves quickly, and context and tone can be lost or misconstrued.

The art comes into play by avoiding compounding backlash with your response.

“On social media, always keep your responses simple, clear, and short,” Chowty says. “A good rule of thumb is to finish your response well within three sentences. Also, ensure your responses are consistent. Try to respond to comments quickly, especially when it is negative. Do not take more than an hour, as people expect a quick reply on social media.”

The trick, Folz says, is not elaborate flowcharts or media response guides, it’s ensuring that messaging aligns with the association’s value and that staff understand what that means.

“Putting your social media posting through a lens of the organization’s values day in and day out is practice for when things do go wrong,” Folz says. “By being part of social media and dialogue, you’re protecting yourself more than you’re opening yourself up to problems.”

This also makes it easier to tell which issues to address and what dialogues are actually the helpful kind.

“Knowing the organization’s core values should empower you to push back and know when to push back,” Folz says. “Not that long ago, some of our members expressed displeasure about trans women playing in women’s sports. So we restated that our support of trans women is a core value, and that shut it down without giving room for argument.”

**“ASSOCIATIONS, AND LOTS OF ORGANIZATIONS, GOT COMFORTABLE PUSHING OUT INFORMATION, BEING THE PURVEYORS OF ONE TRUTH. SOCIAL MEDIA SHOWS PEOPLE’S DIFFERENT LIFE EXPERIENCES. IT GIVES PEOPLE A CHANCE TO POINT OUT ERRORS OR PROBLEMS. IT’S INCUMBENT ON US TO LISTEN.”**

— CHRISTINA FOLZ, CONTENT DIRECTOR AND SENIOR WRITER FOR AMERICAN ASSOCIATION OF UNIVERSITY WOMEN

**Do the Right Thing**

A particular saying, often attributed to Mark Twain, seems appropriate: “If you tell the truth, you don’t have to remember anything.”

Now, Twain didn’t have to deal with members, donors, boards, and a myriad of other association concerns, but one of the great things about social media is the way it offers authentic connections between people.

“Always remember that you are interacting with a human on the other end. Be humble, friendly, and polite in your responses,” Chowty says. “Acknowledge and sympathize with the member’s concerns. Having a social media policy and mission statement and FAQ pages will come in handy.”

Social media, even during a backlash — or perhaps especially during backlash — offers a great opportunity to connect with and learn about your members.

“It used to be that people didn’t have this opportunity to talk back to you,” Folz says. “Associations, and lots of organizations, got comfortable pushing out information, being the purveyors of one truth. Social media shows people’s different life experiences. It gives people a chance to point out errors or problems. It behooves us to listen. It’s incumbent on us to listen.” **S**



Thomas Marcetti proposed the headline “Dr. Social Media or How I Learned to Stop Worrying and Love the Backlash.” You can send your backlash to:

@ [thomas@kalomedia.com](mailto:thomas@kalomedia.com)  
[linkedin.com/in/thomas-marcetti](https://www.linkedin.com/in/thomas-marcetti)

**SOCIAL SKILLS**

**ENGAGE WITH THE COMMUNITY**

For associations, engagement is one of the best methods to spread the word about your programs and events, share success stories, and reach new stakeholders.

- + Give a shout out to local organizations with projects in relevant industries.
- + Go LIVE on Instagram or Facebook during events to share key takeaways in real time. Gather “in the moment” responses from fellow attendees and onlookers from afar.
- + Comment, share, like, and tag other users.



**USE BEST PRACTICES ON EVERY POST**

Keeping the social part in mind, consider a colleague who tried to sell you something every time they saw you. How long before you tried to avoid them? Here are some best practices that will boost your engagement and reach.

- + Add a call-to-action at the end of every post, directing people to your site.
- + Post when your audience is most active.
- + Make your content easy to share by using clear links and bold visuals.
- + Use targeted, brand-specific hashtags in every post.
- + Tag other users to leverage their networks.



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**FEBRUARY 16 | 1:00 PM ET**

## **10 Easy Steps to Promote Your Own Content on Social**

**MARCH 24 | 1:00 PM ET**

## **Refresh Your Newsletter Strategy**

**APRIL 21 | 1:00 PM ET**

## **Engagement Versus Clicks: Understanding the New Content Metrics and Using That Data to Grow**

**MAY 12 | 1:00 PM ET**

## **The New Webinar Playbook**

**JULY 14 | 1:00 PM ET**

## **Data Journalism 101**

**SEPTEMBER 22 | 1:00 PM ET**

## **Content Benchmarks—How Do Your Digital Products Stack Up?**

**OCTOBER 20 | 1:00 PM ET**

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# AMPLIFY 2022

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JUNE 22-23 | WASHINGTON, D.C.

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AMPLIFY 2022 IS FOR THE DOERS  
(AND THINKERS TOO).

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**W**ho will you find at AM&P Network's premier event? Media and publishing practitioners who work in B2B, association, niche, and subscription publishing: editors, content creators, marketing managers, journalists, copywriters, and designers. Join them for two packed days of headliners, peer-to-peer learning, and special events (not to mention the EXCEL Awards Gala!) in an inclusive, friendly environment. Find your people, be inspired, then take action.



To attend AMPLIFY, you must show proof of full vaccination. Masks are required to be worn by all event participants.

For the full COVID policy, visit:  
<https://bit.ly/3uRGivT>.

# WE'RE HERE TO

# AMP

# MISSION CRITICAL

## Social Good as a Core Business Principle

KEYNOTE  
SPOTLIGHT

**I**n this Lessons from an Industry Leader, Brief Media CEO and Founder Elizabeth Green will share insights on how investing in the success and well-being of others — from mentoring local entrepreneurs to traveling the world to eradicate disease with the Mission Rabies project — also translates to business success.

### **Why do you think a focus on social good can be a hard sell for some business leaders?**

**Green:** As business leaders, we know the importance of building sustainable, profitable organizations. I think there were many leaders in the past who believed investing in profitability or social good was a trade-off.

My experience is that focus on company goals and social good are able to co-exist and go hand-in-hand. At Brief Media, we found a social cause directly connected to our purpose of caring for veterinarians that allows us to use our veterinary knowledge to save human lives. Not only have staff members directly participated in our Mission Rabies drives in Africa and India, but we also always have a waiting list of audience members willing to participate. Connecting employees to purpose and social causes is extremely important in building a strong culture and high retention.

### **From a business perspective, how has the importance of social good changed in the past 5 or 10 years?**

There has been a gradual, yet constant, focus on social good over the past decade as more companies join the ranks of Patagonia and become B-corps (benefit corporations.) However, in this era of the Great Resignation, the rate of change and the necessity of social purpose to retain employees have accelerated dramatically since the pandemic. Previously, companies focused on social good were more hip and cool. Today, it is becoming essential to attract younger generations of employees.

### **Associations tend to worry that taking on social issues will make them appear political, possibly alienating members and potential members. What would you say to them?**



Elizabeth Green will give her keynote address at 9:00 a.m. on Wednesday, June 22, on AMPLIFY's Main Stage.

Although our selection process was more serendipitous than formal, the cause — using rabies vaccination drives to reduce human mortality by 95% in high-risk areas of Africa and India — was one that easily aligned with our corporate purpose. Perhaps associations can call on their membership to participate in identifying and selecting a cause or causes to support. Every individual has a cause important to them; selecting one that has universal benefit to a group is certainly more challenging. These organizations have great influence and capacity to make a difference. I hope no one ever stands on the sidelines of social good in order to avoid conflict.

### **What are some ways to share the good work you or other members of the organization are doing with members or stakeholders?**

Our staff and audience members are enthusiastic supporters for our cause. No different than other parts of our business, we share the achievements and numbers from each drive. In addition to internal communication, we have utilized local and national media outlets, as well as organizations such as Rotary to share the results of our work.

Last year, one of the areas in India we supported was declared rabies-free — no human deaths caused by this incurable disease. More importantly, we share the life-changing experiences from those who participate. These are truly priceless.

# YOU UP!

signature

MAY  
JUNE  
2022

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# AMPLIFY 2022

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## CODE OF CONDUCT

All SIIA spaces and events are governed by a code of conduct. From events to online platforms, communities, and communications, we take this policy seriously. This policy protects and applies to everyone involved in the SIIA community. This includes all members, guests, volunteers, speakers, sponsors, and exhibitors. We expect participants in our community to act in what SIIA considers to be a professional manner.

For the full Code of Conduct, visit: <https://bit.ly/siia-code-of-conduct>.



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# WE ARE THE CHANGE MAKERS

## How Association Pros Are Driving Multilevel DEI Progress

As communicators and content creators, sometimes the most effective change we can make is through language. The AM&P Network community is brimming with people who individually and collectively make DEI change and progress through the work they do every day.

Hosted by incoming Associations Council President and director, marketing, and communications and editor-in-chief, *The Physiologist Magazine* at American Physiological Society **Stacy Brooks Whatley**, hear from several AM&P Network leaders who have shown proven and meaningful progress on the front lines of DEI change.

**Aside from the makeup of our audience, why is it important to focus on the roles media professionals can play in making these kinds of changes?**

**Whatley:** As media professionals, it's sometimes easy or feels expected that we'll take our cues from other people in the organization. Other departments or teams are creating initiatives or programs, and we're creating talking points and media kits for that.

DEI is something that should rest with all members of the team. We all have a part to play in it. Media people should never be afraid to overlay what we know about our craft with other people's work.

KEYNOTE SPOTLIGHT



If certain messages and sensitivities don't come from the department producing the initiative, we need to be empowered to be the voice for our audience, showcase the importance of how to pick the right words, develop the right messages, and help advance the important discussions.

**Whatley will host a panel of association executives discussing DEI work within their organizations at 9:00 a.m. on Thursday, June 23, on AMPLIFY's Main Stage.**

**How does this panel and the work it's highlighting fit into the discussions and goals of the Associations Council and advisory board?**

DEI is such a major priority for the AM&P Network and the Associations Council especially. When we started the Equity Award, it felt like a major step; to be able to recognize our community with a network-wide award is great.

This panel is another way to reinforce that commitment. Looking through Equity Award nominees, it was amazing to

see so much great work being done. Many groups are having major successes, some are having success that's major for them. There much to learn from these groups. So that's what we decided to do.

Over the years, we've brought in speakers on various aspects of DEI — people who have brought great advice, important perspectives. With this panel, we're tapping our own people. Not only are we learning from each other, we're also rededicating our support of DEI.

It's not just something that's important to some of us, something we should be talking about. It's something our fellow members are doing. Our peers in Associations Council are changing our industry. They are going to share with us how they're doing it.

It's very exciting to be able to showcase the high-level talent and high-caliber people making a difference in our community. We are lucky to be able to learn from each other like this.

The first place we looked to find organizations doing great work in the DEI space was in the entries to last year's Equity Award program. There were so many wonderful programs and amazing success stories, though a few stood out, and they will be part of our panel.

**+ Dr. Bibiana Campos Seijo, vice president of C&EN Media Group and editor in chief, C&EN, American Chemical Society.** I love how under her direction *C&EN* has, in many ways, led the rest of the American Chemical Society by frequently covering DEIR (Diversity, Equity, and Inclusion in Research) in their publication. I also think it's brilliant that this is a concerted effort to better educate the *C&EN* journalist corp on diversity and sensitivity. It seems as though they've managed to center making the DEIR ethos an imperative for the whole team despite receiving pushback from certain subsets of readers. I think this

narrative will resonate with the publishers and EICs in the room.

**+ Eric Randall, MBA, editor in chief, New York State School Boards Association.** I'm impressed with the commitment to include DEI topics and articles in every issue of their newspaper. With 670 member school boards, I imagine they have an extremely wide reach in the state and influence the discussion around DEI in their space.

**+ Billy Williams, executive vice president for ethics, diversity, and inclusion, American Geophysical Union.** AGU is an acknowledged leader in DEI among associations and has accomplished significant change and progress on DEI issues in their community. And obviously, because AGU won the inaugural award, I think our community will be very interested in hearing about the lessons they've learned.



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# AMPLIFY 2022

AM&P NETWORK'S  
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## CONFERENCE OVERVIEW

WEDNESDAY, JUNE 22

KEYNOTE: DR. CHHAVI CHAUHAN

### ► Mission Critical: Social Good as a Core Business Principle

Gain inspiration and ideas to further your own career and publishing efforts with a focus on social good as a core business principle during this keynote talk followed by Q&A.

10 A.M. BLOCK

### ► Podcast Away! Lessons in Monetization and Storytelling From Our Leading Podcasts

It used to be said that everyone has a story. Now it seems like everyone has a podcast. But not all podcasts tell their stories as well as they could, and not all monetize with sponsorships or mid-roll and pre-roll ads.

#### Speakers:

- + **Blake Althen**, co-owner and producer, Human Factor
- + **Jeff Lenard**, vice president, strategic industry initiatives, NACS
- + **Kat Shamapande**, director, professional development, National Association of Surety Bond Producers

### ► Did I Just Say That? Finding Inclusive Language Alternatives to Familiar Terms/Phrases

Are you up-to-date on the latest trends, discussions, and terms related to language that supports DEI efforts? As writers, editors, and publishing professionals, these presenters will speak to how associations can use inclusive language in their writing and other communications efforts.

#### Speakers:

- + **Nicole B. Racadag, MSJ**, team lead, publications, American College of Radiology
- + **Kelley Butler**, director, content marketing, Businessolver
- + **Jenny Peng**, senior publisher, Oxford University Press
- + **Damita Snow, CAE**, senior manager for publishing Technologies, American Society of Civil Engineers

### ► Community Roundtables

Enjoy some real talk with your peers covering many of today's hot topics including revenue generation, content strategy, DEI work, and more.

## DIVERSITY, EQUITY AND INCLUSION STATEMENT



The AM&P Network's Associations Council is committed to anti-racism and eliminating other prejudices and to elevating equity in all areas of our community.

For the full DEI policy, visit: <https://bit.ly/37YhZ6D>.

11 A.M. BLOCK

### ► Why Should I Write for You? Turning Authors and Contributors into Champions and Promoters

How do you convince busy professionals to commit to writing for you? From articles to books, digital, and print, what are the magic words that describe the personal ROI to potential authors and speakers?

#### Speakers:

- + **Alison Lake**, team lead, content acquisitions, Bloomberg Law
- + **Michaela Brennan**, legal content editor, education, American Association for Justice
- + **Rob Anderson**, senior director of publishing, American Health Law Association

### ► How Publishing Skills Can Make Associations More Successful

As an editor, you learn to know what audiences need so you can publish content they will read and use. Guess what? The rest of the association also creates and publishes content. Your knowledge and skills would make a significant difference in all of the association's content!

#### Speakers:

- + **Hilary Marsh**, founder, chief content and digital strategist, Content Company
- + **Stacey Moncrieff**, vice president, business communications and publishing, National Association of REALTORS®

### ► Community Roundtables

SPECIAL EVENT

### ► Industry Insights

Third-party data is out; first-party data is in. If you're not gathering and using your first-party data, you're going to get eaten for lunch. Join John Challice to hear how Hum lets associations and publishers use their first-party data to grow.

2 P.M. BLOCK

### ► Cultural Shifts in the Marketing and Dissemination of Information

Experts from the publishing ethics domain will discuss the emerging nature of information outlets diverging from reliable and trustworthy to outright misleading.

#### Speakers:

- + **Randy Townsend**, director, publishing operations, Public Library of Science
- + **Dr. Chhavi Chauhan**, director of journal continuing medical education program, American Society for Investigative Pathology



# WHEN WAS THE LAST TIME YOUR SALES TEAM LEFT THE OFFICE?

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## CONFERENCE OVERVIEW

### ▶ Reverse Publishing: Grow Engagement With a Digital-to-Print Strategy

Publishing a web article in print? A reverse publishing strategy may feel unnatural, but it may be one of the most cost-effective ways to test out your content ideas and gather valuable data about your audience's preferences and engagement level before investing your resources in print.

#### Speakers:

- + **Megan Kramer**, senior content manager, GLC
- + **Laura Pemberton**, associate vice president, content, National Multiple Sclerosis Society

### ▶ Community Roundtables

## 3 P.M. BLOCK

### ▶ Storytelling: The Science, Traditions, and Principles Behind the Most Effective Communication

This is a workshop-style session led by Randy Ford, a former reporter and congressional press secretary and now a storyteller and freelance writer who uses the science, data, and longtime traditions behind storytelling to create compelling content and improve general communication skills.

#### Speakers:

- + **Randy Ford**, writer & storytelling strategist, First Story Strategies
- + **Alexis Redmond, JD, MA, CAE**, managing director, legal, risk, and compliance leadership community, Manufacturers Alliance

### ▶ Closed Won: Tried and True Practices for Advertising and Sponsorships

Learn what's working in today's fast-paced media and sponsorship world. We will share best practices, avoidable pitfalls, and emerging trends to engage readers, members, and industry partners. Come "Close Win" with us and take back ideas to drive meaningful revenue.

#### Speakers:

- + **Jay Blankenship**, director, sales consulting and advisory, MCI USA
- + **Bill Bell**, senior vice president director of sales and business development, Fox Associates
- + **Joe Fernandez**, director, advertising sales & business development, ASCE

### ▶ Community Roundtables

## 4-8 P.M.

### ▶ Networking and EXCEL Award Gala and dinner

Spend this time making new connections and reconnecting with familiar faces. Then celebrate the 42nd Annual EXCEL Awards in person on June 22. What better way to close Day One of AMPLIFY than by celebrating excellence in association publishing and communications as we announce the 2022 class of EXCEL winners?

For a list of EXCEL finalists, visit: <https://siaa.net/excel/2022-excel-finalists>.

## THURSDAY, JUNE 23

### KEYNOTE

### ▶ We Are the Change Makers: How Association Pros Are Driving Multi-level DEI Progress

Hosted by incoming Associations Council President **Stacy Brooks Whatley**, hear from several AM&P Network leaders who have shown proven and meaningful progress on the front lines of DEI change.

#### Panelists:

- + **Billy Williams**, executive vice president for ethics, diversity, and inclusion for American Geophysical Union
- + **Dr. Bibiana Campos Seijo**, vice president of C&EN Media Group and editor in chief, C&EN, American Chemical Society
- + **Eric D. Randall, MBA**, editor in chief, New York State School Boards Association

## 10 A.M. BLOCK

### ▶ How to Succeed With First-Party Data — Industry Dive's Playbook

While the death of the third-party cookie coming in 2023 has some businesses scrambling, publishers can differentiate and future-proof their organization by prioritizing first-party data. Learn how Industry Dive uses first-party data to power both award-winning journalism and company revenue.

#### Speakers:

- + **Daive Savenije**, editor in chief, Industry Dive
- + **Robin Re**, vice president of marketing, Industry Dive

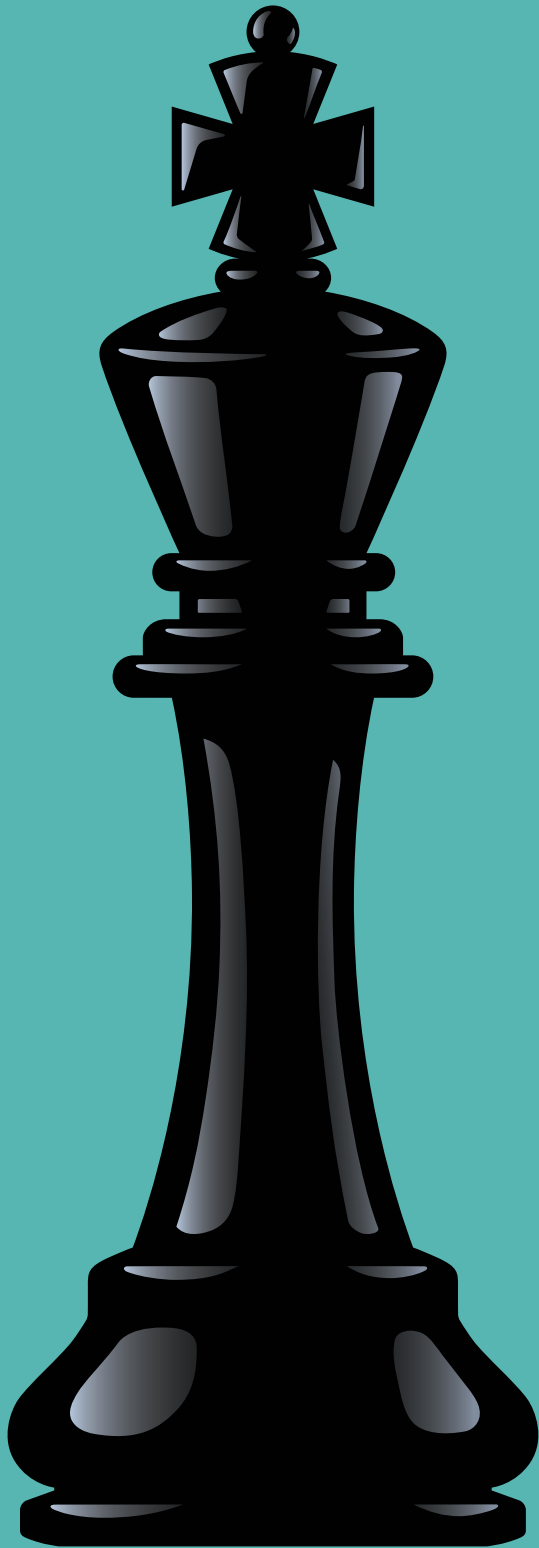
### ▶ Strategic Content and Marketing Collaboration for the Win

Collaborating with creative partners is one powerful way for associations and brands to achieve greater success and visibility for their initiatives while providing value to their members. Learn strategies to deliver exceptional digital experiences that can inform, educate, and inspire members while fueling your organization's growth.

#### Speakers:

- + **Lisa Townsend**, senior director, marketing & communications, Association of Community Cancer Centers
- + **Sarah Gaydos**, art director & data visualization specialist, Graphik

### ▶ Community Roundtables



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## CONFERENCE OVERVIEW

### 11 A.M. BLOCK

#### ▶ Antiracism Toolkit for Organizations

The Antiracism Toolkit for Organizations provides tools for understanding institutionalized racism, broadening hiring and recruiting practices, working to correct bias, including historically excluded perspectives in decision-making, measuring the impact of DEI efforts, and creating affinity groups and mentorship programs.

##### Speakers:

- + **John Warren**, professor, George Washington University Publishing Program
- + **Erin Landis**, managing director, Origin Editorial
- + **Madelene Sutton**, head of people and culture, AIP Publishing

#### ▶ Everyone Wants a Survey! But Do We Really Need One?

Do you have questions you're curious about regarding a large population? Questions you'd like to ask a small, specific group? Some people might automatically be drawn to surveys to address and gather information from multiple sources, but research methods are as flexible and diverse as the people you are collecting the information from.

##### Speakers:

- + **Jennifer Hajigeorgiou**, director of content strategy, National Association of REALTORS®
- + **Anna Schnerre**, business insights research associate, National Association of REALTORS®

#### ▶ Community Roundtables

### SPECIAL EVENT

#### ▶ Eye on EXCELlence

At the Eye on EXCELlence session, we'll be celebrating two of our accomplished EXCEL award-winning entries. Featuring the representatives from the submitting associations, you'll hear from a select group of industry panelists who will highlight the factors that put these two entries over the top.

##### Host:

- + **Ernie Achenbach**, director, Unleashed Technologies

### 2 P.M. BLOCK

#### ▶ Rapid-Fire Ways to Amplify Your Event Marketing

Hear from event marketing experts as they share quick tips and techniques to amp up your marketing efforts. This round-robin session will provide practical take-aways you can implement in your own event marketing.

##### Speakers:

- + **Veronica Purvis**, associate executive director, Skin of Color Society
- + **Jemilah Senter**, vice president marketing communications, MCI USA

#### ▶ Incorporating Diversity, Equity, Inclusion, and Accessibility (DEIA) Into Your Magazine in a Purposeful Way

Moving an association from diversity statements to demonstrable inclusion requires purposeful action, an openness to learn, and a willingness to reexamine processes. Discussion will cover accessible multimedia considerations to finding more diverse member sources, writers, and story ideas.

##### Speakers:

- + **Lilia LaGesse**, creative & digital strategist – design and branding consultant
- + **Melanie Padgett Powers**, freelance editor and writer, MelEdits

#### ▶ Community Roundtables

### 3 P.M. BLOCK

#### ▶ Connecting Through Social Media: The Power of Social for Niche Audiences

Social media is a powerful tool in connecting the world together, and while managing an account can feel like swimming in a giant ocean, it doesn't have to be. Yes&'s director of social media will help teams build an understanding of the importance of social media and how they can make it work for them.

##### Speakers:

- + **Debbie Bates-Schrott**, senior vice president, Yes&
- + **Nicole Glueckert**, director of social media, Yes&
- + **Morgan Roth**, chief communication strategy officer, EveryLife Foundation for Rare Diseases
- + **Jennifer Martin**, senior director of communications, Sugar Associations

#### ▶ Signature Live! Who Will Be the Next in Line?

The inaugural *Signature* Live! event is in person at AMPLIFY 2022, covering the March-April cover story, "Who Will Be the Next in Line? A good succession plan isn't just about long-term security — it's about ongoing development and growth."

##### Speakers:

- + **Carla Kalogeridis**, publisher and editorial director, *Signature*
- + **Thomas Marcetti**, associate editor *Signature*
- + **Tiffani R. Alexander**, associate vice president, editorial strategy, Association of Corporate Counsel
- + **Amy Repke**, vice president, communications and marketing, Community Associations Institute

#### ▶ Community Roundtables

# MAKING AN IMPACT

AT AMPLIFY ON JUNE 22-23, WASHINGTON, DC

**JOIN OUR SESSION, THURSDAY @ 10 AM**

**Strategic Content and Marketing Collaboration for the Win**

Lisa Townsend (Senior Director, Marketing, & Communications, Association of Community Cancer Centers) and Sarah Gaydos (Art Director & Data Visualization Specialist, GRAPHEK)

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You can learn a lot about a person in thirty-two questions

# MEMBER MASH UP



## Abigail (Abby) Norton

EDITORIAL SPECIALIST  
ISACA

<b>Your organization's focus?</b>	Providing learning and career resources for information technology professionals.
<b>Your day-to-day work?</b>	<b>Editing articles for the ISACA Journal.</b>
<b>What your family thinks you do?</b>	Write the articles I edit.
<b>Greatest publishing achievement?</b>	Helping launch George Washington University's <i>Journal of Ethics in Publishing</i> during my master's program.
<b>Project management tool you can't live without?</b>	Trello.
<b>Most important for being productive?</b>	Actually sitting at my desk while working from home.
<b>Your most obvious characteristic?</b>	Being organized.
<b>Something your peers don't know about you?</b>	I did four internships in college.
<b>Trait you value most in an editor?</b>	<b>Flexibility ... when appropriate!</b>
<b>Trait you value most in a writer?</b>	Willingness to learn.
<b>Trait you value most in a salesperson?</b>	Transparency.
<b>Your dream occupation?</b>	Fiction editor.
<b>If you could work from anywhere?</b>	On the road traveling around the U.S.
<b>What keeps you up at night?</b>	Reruns of <i>Friends</i> .
<b>Favorite reading platform?</b>	Guiltily, my Kindle.
<b>Favorite writer?</b>	Sally Rooney.
<b>Favorite music?</b>	<b>Today, Olivia Rodrigo.</b>
<b>Change one thing about your professional self?</b>	Be less distracted.
<b>Change one thing about your personal self?</b>	Be more confident.
<b>Your mantra?</b>	Every day is an opportunity to try something new.
<b>Untapped talent associations should take advantage of?</b>	Social media thought leaders.
<b>Last word you misspelled?</b>	Using "are" instead of "our" — humbling.
<b>Favorite novel this month?</b>	<b><i>Base Notes</i> by Lara Elena Donnelly.</b>
<b>Favorite movie?</b>	<i>Call Me By Your Name</i> .
<b>Favorite font?</b>	Georgia.
<b>Inspires you the most?</b>	A good conference.
<b>Lowest depth of publishing misery?</b>	Editing a 5,000-word article about quantum computing.
<b>On your nightstand?</b>	Water bottle, journal, blue-light glasses.
<b>Most important thing for the viability of association publishing?</b>	Content relevant to members.
<b>Question missing from this interview?</b>	Favorite beverage for editing (something made in my Nespresso).
<b>Question you would have refused to answer?</b>	"What are you supposed to be working on while you do this interview?"
<b>This interview made you feel?</b>	Honored.



Is there someone in your office we should talk to? Send us your Mash-Up suggestions at [thomas@kalomedia.com](mailto:thomas@kalomedia.com).



“Since transitioning to Lane, the range of possibilities available to us has exploded. We’re like kids in a candy store.

“We’ve started doing a belly band, which is a great tool for our development messages. We can now print on the spine, which has been helpful for UAB’s national branding push. And we’re planning to use metallic ink on our cover for the university’s 50th anniversary. We’re also looking at cover versioning and different paper choices. We have all these options and more at our fingertips.

“It’s about having choices but also willing assistance. No one at Lane has ever said to us, ‘Oh that’s a problem. We can’t do that.’ Our team there is always ready to offer an option or a solution. Ultimately, that elevates our magazine.”

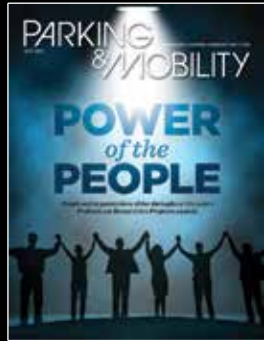
- 
- You can publish a beautiful magazine because we produce a better product.
  - You can operate more profitably because we reduce your overall expense.
  - You can publish more easily because we create a better service experience.
  - You can improve your publishing process because we provide much more help.
  - And we guarantee it. All of it.

**“On My Page”**

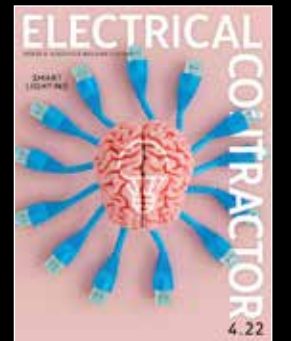
*Charles Buchanan, Editor*  
UAB Magazine, *The University of Alabama at Birmingham*

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