January - March 2016 Quarterly Report
Driving communication as a force for good in business and society

I’m Connected.

International Association of Business Communicators
In Brief:

- More than 140 leaders from around the world connected at Leadership Institute
- IABC headquarters move is complete
- March Member Month a success
- Panel of C-suite leaders to appear at World Conference
- Five global locations running the certification exam
- 2016-2017 IEB slate announced
- Leanne Joyce named Region Leader of the Year and Sherry Boyd named Chapter Leader of the Year
- Member wall returning to CW

About IABC ............................ 3
Update from our Chair .................. 4
Update from our Executive Director .... 8
Slate for IEB Announced .............. 10
Communication Strategy ............... 11
Strategic Progress ...................... 12
Congratulations to CMA Winners ...... 12
Content Update ........................ 16
The Quest for Excellence .............. 17
Join the Quest ... Make a Plane ....... 18
Stay Connected ....................... 20

On the cover: Marie Highby, Silicon Valley chapter, and Claudia Miller, Orange County chapter, connecting at IABC Leadership Institute in Long Beach, California.

Tweet photos of your members using #createconnection for a chance to be on the next cover.
About IABC

IABC is the only place that connects communicators globally.

International Executive Board
The International Executive Board, or IEB, is the governing body of IABC and is accountable to its members. The IEB develops the strategic plan and direction for the association under the guidance of the Association Bylaws approved by the IABC membership. The IEB serves as the Board of Trustees for the IABC Foundation. Find out more about:
• IABC’s International Executive Board
• The 22 committees advancing the organization — and the profession — globally
• IABC’s Theory of Change
• Who does what

Chapters and Regions
IABC connects to practitioners around the world via eight regions and more than 80 chapters. Find out more about IABC's regions and chapters.

Follow them all in one go on Twitter: twitter.com/IABC/lists/iabc-chapters.

Our Shared Values
• We represent the global profession.
• We create connection.
• We are a diverse community.
• We focus on insights and results.

Our Tone of Voice
Our tone of voice is the way in which we write and speak; what we say and how we say it. It is informed by our personality.

IABC’s Voice Is:

<table>
<thead>
<tr>
<th>TONE OF VOICE</th>
<th>WHAT IT MEANS</th>
<th>WHAT IT DOESN’T MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human</td>
<td>We are personable. Address the audience with an inclusive tone in first person (i.e. you, we, us). It is a member-first perspective. We are welcoming and friendly. We are collegial and down-to-earth.</td>
<td>We don’t mean we are too familiar, soft, cute or alternatively stiff. We don't mean a corporation talking to a customer, but a colleague talking with another colleague.</td>
</tr>
<tr>
<td>Open</td>
<td>We are clear, uncomplicated and easy to understand. We are approachable and positive.</td>
<td>We don’t mean patronizing, lacking substance, or double meanings. We avoid unnecessary jargon and rhetoric.</td>
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<tr>
<td>Confident</td>
<td>We are accomplished, relevant and leading-edge. We celebrate our successes and are proud of who we are (meaning our brand and our member community).</td>
<td>We don’t mean arrogant, pompous, vain, or over-promising.</td>
</tr>
<tr>
<td>Professional</td>
<td>We are responsive, dependable and timely. We are knowledgeable and collaborative. We understand that quality underlies what we do and what we deliver to our members.</td>
<td>We don’t mean stuffy, corporate or formal, boring or lacking a sense of humor.</td>
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Update from our Chair

Dear IABC leaders and members around the world,

Taking stock: leader engagement up 25 percent
February saw the 140+ leaders from across the world meet at the 2016 Leadership Institute. Sharing good practice, asking questions, finding answers – and ultimately creating connection.

It is IABC biggest investment in our theory of change. An investment we make because we believe leaders are at the very centre of our ability to impact the profession – and ultimately society. To make professional communication a force for good.

We recognised the best of the best when it comes to leadership in IABC. Congratulations to all – and kudos to the Council of Regions and our hardworking staff who made it all happen.

We also set an ambitious goal of increasing engagement, both for those who attended in person – and also those participating through the social web. I’m pleased to report that we beat our expectations: engagement was up 25 percent on 2015.

Now let’s do the same at World Conference.

Strategic progress in brief
As usual, you’ll find the most recent updates from committees where relevant in the following pages. Before that, let me briefly update on our broader strategy work.

The 2014–2017 strategy says, in a paragraph: “Financial recovery and sustainability is primary, as is the loyalty and development of our members and leaders and consolidating gains from the 2011–14 strategy. Increased reputation in the profession; better brand positioning; and greater interaction with business as a revenue generator are then the big opportunity to be grasped.”

Financial recovery & sustainability
Following the comprehensive portfolio review completed in the autumn and the balanced budget adopted for the 2016 financial year we continue to focus efforts tightly.

The first step – as set out in earlier reports – was to focus in on our core demographic: the strategic advisor. A direction arrived at after extensive
consultation with our global leaders. The second was the execution of the first comprehensive member survey in a number of years. The third step, based on a recommendation from the Membership Task Force, is the re-introduction of a member wall on iabc.com – what does this mean in practice? That full access to resources such as Communication World will once again only be available to members.

What’s next beyond that? We’re beginning to prepare for the 2016-17 board year. Because board leadership is not a sprint. It is an endurance race. In relays. The secret to long-term success (and sustainability) is in the quality of the handover. This is what enables the organisation to stay strategic: informed, aligned and execution-focused. Creating the connection to where we’ve come from, with a tight focus on where we are going – together. 1000+ leaders across the world advancing the profession, serving more than 10,000 members.

Good documentation is also essential, as boring as that might sound to some. A big thanks goes to the Policy Review Committee who, with expert support from staff, have done the first comprehensive review of the IABC Policy Manual.

At this time I encourage our chapter and regional leaders to start thinking about how they can ensure long-term success too. For example, Chapters may want to study the winning Chapter Management Award cases available on the Leader Centre.

**Better brand positioning**

Chapters and Regions around the world have worked hard to adopt the brand in time for the deadline this June at World Conference in New Orleans. Our brand is not just a logo. The brand framework can also be used a reflective model for where we’re at as an organization.

On the next page is a brief example of how this could work.

**Greater interaction, greater connection**

As we count down towards the close of the 2015-16 board year it is time for one last push on the key priorities for the year. Here I’m asking for your help – one in the run-up, and one during, World Conference.
Watch a **recap of Leadership Institute** ... rapido style.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Behaviour – what it means</th>
<th>Bringing it to life at the board level</th>
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</table>
| **Accessible** | Collaborative, supportive, consultative | • Clarity on **who does what**  
• **Lead by example** – and a strong consultative presence at all the major IABC conferences and events around the world. |
| **Open**       | Transparent, direct, open minded | • Regular reporting on how we’re executing on strategy – through reports like this  
• Concise notes from meetings published on board blog  
• Monthly Leadership Forum calls with open Q&A – and revitalised 2016 AGM  
• Fast response to all organisational questions raised on the IABC LinkedIn groups, Twitter etc. Example: how dues are invested.  
• Open Call for the board – and our 20+ international Committees based on clear competency model |
| **Lighter**    | Fun, friendly, welcoming | • **This is a given wherever you are in IABC!** |
| **Contemporary** | Current, leading-edge | • IABC sets the **global standard** for professional communication and has set out the career paths based on comprehensive research – both form a cornerstone of our programming: through conferences, the Academy and beyond.  
• The sponsorship of the Global Communication Certification Council has helped establish the first ever global credential for professional communication.  
• Refreshed call for contributions to Communication World (see this year’s conversation themes elsewhere in this report) |
| **Professional** | Effective and efficient | • Our board is competency based and operates in line with good practice for governance, including an annual board evaluation.  
• The board is tightly focused on insights and results – in order to deliver as a non-profit and in line with our **Theory of Change**. |
Because one of the key insights from the 2016 Leadership Institute is that what leaders look for first and foremost: challenge.

#myIABC
IABC means many things to many people. For many it is a life-long commitment. And we want to share this experience with a greater audience than ever before.

IABC UK is launching a global contest, with the hope that chapter leaders around the world will encourage their members to verbalise and share the many ways IABC has impacted their lives via a brief video submission.

With 10,000+ members in over 80 countries – we believe there is a common thread between IABC members of all disciplines and nationalities that needs to be explored.

**World Conference engagement goal**
Let’s extend the reach of World Conference so it truly becomes a global event.

Thanks to all our leaders, staff and members. We wouldn’t be able to advance the profession without you.

Let’s #createconnection like never before.

Michael Ambjorn
IABC Chair

P.S. I look forward to seeing many of you at the Annual General Meeting. We’re revitalizing the format for 2016 – and we’ll introduce (and vote on) a refreshed Code of Ethics.
Update from our Executive Director

Dear IABC members,

I’m delighted to report that 2016 is off to a great start. We’ve seen progress and continuation of the strategic work started in 2015. Below are some of the key items progressed during the first quarter.

Enhancing how IABC operates
The biggest event in the first quarter was the 2016 Leadership Institute (LI) in Long Beach, California. With an increase in attendance and the number of Chapter Management Award entries, it was a huge success. The location was the perfect venue for leaders to connect, learn and develop new skills. It also provided a forum for discussion of IABC’s organizational challenges, ideas on how to address them, and the opportunities to build a stronger future.

Clear direction came from the discussions there, and the pre-LI survey, to increase investment in our customer services to better serve our members and leaders.

In response, we implemented a member “feedback loop” to get input from members when they interact with IABC online, over the phone or by email. This feedback will educate our organization strategy and investments. Additionally, we are expanding our capacity to serve corporate membership through an outsourced Corporate Member Service Center that started operations earlier this month.

HQ operations
After much planning and anticipation, we moved to our new office in January without any issues. On Friday, Jan. 29, we shut down the old office and on Monday, Feb. 1, we opened our new office at 155 Montgomery with no disruption to services.

The move signaled the completion of relocating IABC’s technology infrastructure to the cloud and eliminated our dependency on home-grown technologies. Now all IABC technologies, except for the phone system which will be migrated in 2017, are cloud based. This provides easier access for remote staff and improves the quality of services to our members and customers.

Enhancements to the website continued, particularly in the join, renew and MMA areas. We also started refining the member search, member profile and access to content. Much of this work is expected to be completed next quarter.

New programs
We continue to see progress in our new programs. The commitment of our volunteer leaders in the IABC Academy and Global Communication Certification Council is inspiring.

The IABC Academy has been working to develop a series of self-paced courses to be deployed later this year. Self-paced learning will be a new product...
The biggest event in the first quarter was the 2016 Leadership Institute (LI) in Long Beach, California. With an increase in attendance and the number of Chapter Management Award entries, it was a huge success.

The Communication Management Professional (CMP) certification program also continues to grow. The number of CMPs and exam locations has expanded with five global locations running the exam in the second quarter of 2016, including at World Conference in New Orleans. Already more than 20 people have already sat for the exam this year. Planning for the next certification level, focused on strategic advisors, is currently underway.

**Mature programs**

March Member Month is an important initiative because more members come up for renewal in March than any other month. With the support of the IEB and Membership Task Force, we developed a winning strategy that delivered on our objectives, both in engaging with chapters and regions, and in maintaining our current number of members.

The 2016 Gold Quill Awards program closed in January 2016 with another strong showing. This program continues to attract the very best communication practice from around the globe, representing the highest standards in the industry. The Awards Committee, and volunteer leaders from around the globe in the Blue Ribbon Panels, worked diligently to review submissions against our standard to identify award winners. They are to be congratulated for their significant efforts.

The Program Advisory Committee has continued to work on the 2016 World Conference in New Orleans to build an even stronger program. The program includes an incredible list of keynote speakers including Geoff Colvin, Seth Mattison, and Helen Marriage. In addition to the exceptional keynotes and exciting program, the 2016 World Conference will include a re-imagined Circles of Wisdom program open to all attendees, an expanded exhibit floor “The Hub,” product theaters, sessions on technology and ethics, and a panel of C-suite leaders. The World Conference is a great venue to learn new skills and advance your career. I hope to see you there.

In summary, first quarter 2016 has been an exciting time, with many accomplishments. I would like to recognize the contribution of so many volunteer leaders from around the globe whose efforts are critical to the success of IABC. They provide invaluable time, leadership and insights through the vast number of committees. I encourage you to step forward to support this great organization.

I also want to thank the IABC staff. These men and women work diligently to ensure members have a great experience. They consistently rise to the occasion and excel at every turn.

Sincerely,

Carlos Fulcher, MBA, CAE
Executive Director
Slate for International Executive Board

Slate for the new board will be voted on at the Annual General Meeting in New Orleans on Saturday, June 4 at 3:30 p.m. in Salon 3 & 6.

IABC announced the slate of incoming directors and officers for the 2016-17 International Executive Board. The members on the slate come from nine countries on four continents, underlining the cultural and professional diversity of IABC and the IEB.

As the governing body of IABC, the IEB leads the organization in its mission to set the global standard of excellence for business communication.

“Challenging times call for people who step up knowing the challenge at hand. Women and men who are collaborative, accessible, open and professional. Strategic advisors who bring leadership, global perspective and business acumen. Leaders who focus on insights and results,” said Michael Ambjorn, current IABC Chairman.

“That’s what makes for a great board. It is with pride, humility and deep thanks that the outgoing board will hand the baton to Dianne Chase and her incoming board this June. A board that is set to continue to draw on that skill set – and continue to deliver on the 2014-17 strategy. A particularly exciting part of that will be the work to explore where IABC needs to be in 2020.”

The IEB selection process follows a rigorous, competency-based selection approach emphasizing leadership, problem-solving, global perspective, strategic thinking and business acumen.

IABC will ratify the slate at its 2016 Annual General meeting Saturday, June 4, 2016 during the IABC Word Conference in New Orleans.

The incoming Chair for the 2016-17 IEB is Dianne Chase of Charlotte, North Carolina, USA. Returning directors are Claudia Vaccarone, Ron Fuchs APR, Alain Legault, Shannon Frederick ABC and Olivia Gadd.

The 2016-17 slate for ratification is:

- Vice Chair (automatic succession to 2017-18 chair): Sharon Hunter; Montréal, Québec, Canada
- Secretary/Treasurer (one-year term): Ginger D. Homan, ABC; Tulsa, Oklahoma, USA
- Director (three-year term): Zora Artis; Melbourne, Australia
- Director (three-year term): Michael Nord; Amsterdam, the Netherlands
- Director (one-year term): Daniel Munslow; Johannesburg, South Africa

Visit the IABC website for details on all individuals.

Rolling off the board will be Past Chair Russell Grossman, ABC and directors Cindy Schmieg, ABC, and Ritzi Ronquillo, APR. A tremendous thank you for all of the hard work and results these individuals have brought to IABC.

Nominations Committee
Russell Grossman ABC, Past International Chair of IABC, chaired the nominations committee. In addition, those who served were: Alain Legault MA, Dianne Chase, Carol Allers, Leanne Joyce, Mary Bogan, Kim Arnold, Julie Ludwig, Rob Plant ABC, Kathleen Bell ABC and Klavs Valskov.
Communication Strategy

Laying a foundation for a fresh approach to communication at IABC.

The next few years can be viewed in two ways – as a struggle for survival in a competitive and demanding marketplace or as an exciting and unique opportunity.

Membership associations around the world are struggling to remain relevant and commercially viable due to the countless ways professionals can now connect with each other, receive support and promote their disciplines.

However, there is good news. The value of communication – in business and society – has never been better understood. Communicators are playing an increasingly strategic role inside their organizations as the business community recognizes that success hinges on having a clear, credible and differentiating message.

So, despite a tough market, there has never been a better time to promote our profession and connect with communicators.

To help in this task, we have a new vision for non-member communication – to demonstrate the power of our profession. The content we create and curate will be less about the Association and more about communication. We will own the authoritative line on the state of our profession. Our content will inspire, challenge and inform. There will be less commentary and more hard data. Our mission will be to tell strategic advisors something they do not already know.

We be clearer about exactly who we are targeting. When marketing our offering, we will be less functional. Our message will move from promotion to emotion, using clever language and authentic imagery that connects on a deeper level.

Normally, this would require budget and resources a membership body simply does not have. Once again, there is good news. Due to the thousands of individuals and agencies that support the IABC, we have an army of experts to help. We will seek innovative ways to harness their talents without compromising our impartiality.

We live in a world that is social and collaborative; where young developers solve problems in hackathons for large commercial enterprises free-of-charge. We will play in this space, attracting problem-solvers with a brand that is global, not-for-profit and aspires to do good.

To become more agile and make best use of our limited resources, we will establish a newsroom where content is planned and briefed weekly. Each month, there will be an international version of this meeting – helping to share great ideas and bring greater cohesion and alignment to IABC communication worldwide.

We will treat our brand like IBM or McKinsey treats theirs. Handy one-page guides will help everyone promote and protect our name.

Communication will be measured by a set of key performance indicators. Targets have been set. Our progress will be brought to life visually with a quarterly scorecard. This will be shared with everyone who has responsibility for communication worldwide. We will all pull in the same direction – and all benefit from the resulting success.

Communication Committee
Katie Macaulay chairs the Communication Committee. Members include: Felicia Shiu ABC APR, Ron Fuchs APR, Martha Nevanen, Leanne Joyce, Marilee McInnis, Stephanie Griffiths ABC, Leslie Quinton, Alana Renner, Brenda Tilke and Melissa Dark.
Strategic Progress: Reports from IABC Committees

You can find out more about IABC’s committees on the website. Open calls for nominations for new members occur periodically through the year.

Council of Regions (CoR)
Dianne Chase, IABC Vice Chair, CoR Chair

The Council of Regions has closed out their work on the 2016 Leadership Institute with the submission of their Review and Recommendations report, which includes a detailed assessment of this year’s LI and initial plans for next year. This year we had a total of 144 attendees from 10 countries. There was representation from all eight IABC regions and 68 different chapters — plus an increase in the number of Chapter Management Award entries compared to 2015. Special thanks to Chapter Relations Manager Micayla Felician-Davin for her hard work to make it happen — and to make it run smoothly.

A priority for this year’s CoR is spearheading the revised affiliation agreement, which outlines the relationship between the chapters and the international association for greater success on all fronts. The agreement will be rolled out to chapters for adoption through 2017.

Another high priority is the Leader Centre revamp. The Leader Centre Task Force is addressing the key areas of content, accessibility and visibility. They will update and revise the Leader Centre to make it a more valuable resource for leaders.

The CoR is also working to address needs and goals surfaced from the pre-LI survey. An action plan with a specific CoR responsibilities dashboard is guiding the chairs with deliverables and deadlines.

Visit the Leader Centre for the brand guidelines and other tools, tips and templates to help run your chapter.

If you are a chapter leader join the IABC Chapter Leaders Group on LinkedIn to connect with other chapter, regional and international IABC leaders.

Congratulations CMA Winners

The 2016 Chapter Management Award winners were celebrated in Long Beach, Cali. at the Leadership Institute. Be sure to look online at the full list of chapters that excel. Here are the highlights.

- International Chapter of the Year: Kansas City
- Small Chapter of the Year: Newfoundland & Labrador
- Medium Chapter of the Year: Kansas City
- Large Chapter of the Year: Dallas

- 2016 Region Leader of the Year: Leanne Joyce, APAC Region Chair
- 2016 Chapter Leader of the Year: Sherry Boyd, IABC Colorado

Leanne Joyce
Sherry Boyd
Strategic Progress: Reports from IABC Committees

Global Communication Certification Council
Sue Hueman, ABC, Chair

Momentum is growing for the Communication Management Professional (CMP) designation! To date, 17 professionals have achieved their CMP certification. In 2016, four exam dates already have 14 locations signed up, meaning the exam is more accessible to professionals around the world. For more information about exam dates and locations, visit the IABC website.

The next certification level being developed is the Strategic Advisor level. Currently, the job task analysis is being developed, which forms the basis for the exam development. The Council is anticipating rolling out this level in 2017.

2016 World Conference Program Advisory Committee
Stacy Wilson, Chair

The Program Advisory Committee (PAC) worked with staff to select final keynote speakers for the 2016 World Conference. In the process, we identified several potential keynotes for 2017 and recommended pursuit of these immediately — as securing high-level executives demands extended time.

With assistance from staff, and in collaboration with the John Deveney, ABC, APR, PRSA Fellow, IABC Fellow chair (also a PAC member), we coordinated the submission, evaluation and selection of Fellow-speakers for the Circles of Wisdom. We also finalized an impressive panel for the Foundation event to be moderated by Geoff Colvin, one of the keynote speakers. The PAC also finalized a breakout Ethics panel and a breakout technology panel. The only remaining speaker to identify is the fourth and final panelist for an all-women, keynote, C-suite panel.

In the meantime, PAC members have been actively promoting the event, including on Twitter, LinkedIn, Facebook and to local NOLA communication firms. I have written several blog posts about World Conference and everyone to do the same.

Finally, we supported staff on exploration/feasibility study of live-streaming several breakout sessions to extend the value and experience of the conference beyond attendees. Final decision yet to come.

Follow updates from the IABC 2016 World Conference: #IABC16
Strategic Progress: Reports from IABC Committees

IABC Policy Committee
Zora Artis, Chair
This quarter has been intensive in pulling together the final revised draft of the IABC Policy Manual (PDF) for IEB approval. It is an important document that provides guidance to IABC staff and volunteers clarifying policies and procedures supporting the IABC Bylaws. This is the first wholesale review that has been undertaken for more than a decade and it would not have been possible without the dedication and hard work from those on the IABC Policy Committee, other committees who have contributed to reviews of select policies, as well as the indefatigable Kirsten Peterson on staff.

Awards Committee
Monika Lancucki, Chair
The first three months of 2016 saw the IABC Gold Quill Awards Committee meet every two weeks to deliver the Gold Quill Awards program. During that time the committee received approximately 650 entries into the 2016 Gold Quill Awards program.

With the assistance of panel chairs from across Africa, Asia Pacific, Europe and North America - the committee convened Blue Ribbon Panels across four continents and a virtual panel to evaluate entries. Each entry has now been evaluated and a rigorous quality control process undertaken, again with the assistance of blue ribbon panel chairs.

Entrants were informed of the outcome of their evaluation in early April.

During the first few months of the year, the committee also invested effort and time in rethinking the Awards Gala — so be sure to join us for what is shaping up to be a truly spectacular evening in New Orleans in June.

Ethics Committee
Barbara Puffer MA, ABC, IABC Fellow, Chair
The Ethics Committee continues to “evangelize” the importance and evolution of ethics in our profession. We hope to have leaders, members, and professionals outside of IABC embrace topics around ethics and share stories and lessons more widely. To get started, committee member Nigel Glennie tapped into the experiences of attendees at LI to explore how ethics and IABC’s Ethics Code might be better be “brought to life” for members in chapters and regions.

We consulted with the World Conference PAC about the ethics panel scheduled for Wednesday of World Conference. Nigel Glennie, CISCO Director of Global Communications, will be one of the panelists for “Ethics in an Age of Globalization and New Technology.”

Finally, we are integrating feedback into suggested modifications of the new code. The new code will be voted on at the Annual General Meeting in June. We thank members Nigel Glennie and Mark Toth for their insights and service; they will be rotating off of the ethics committee in June. Connie Mayse will be picking up the reins as chair.

The 2016 Rae Hamlin winners and the new class of Fellows will be unveiled at the Gala in New Orleans.
Strategic Progress: Reports from IABC Committees

Editorial Committee
John G. Clemons, ABC, APR, IABC Fellow, Chair

The Editorial Committee (Ruth Kinzey, vice chair, and members Cheryl Carr, Melyssa Prince, Stephen Welch, Christine Elmer and Paul Ladd; plus Ron Fuchs, Communication Committee) held meetings in January and February. Among decisions and actions:

• We are adding The Circle of Fellows program, a monthly podcast created and managed by Shel Holtz that features IABC Fellows sharing their wisdom on a variety of communication topics, to the IABC portfolio.
• Finalized the 2016 editorial calendar. (see page 16)
• Aligned with the Communications Committee to ensure greater collective effectiveness in the development and sharing of online content.
• Agreed that CW and CW Observer would no longer be distributed the first week of each month to eliminate potential confusion about the two online publications.

We welcome feedback and thank you for your support: jgclemons54@gmail.com.

Fellows Committee
John Deveney, ABC, APR, Fellow PRSA, IABC Fellow, Chair

This past quarter the new Fellows Committee convened and launched an Open Call for the Class of 2016 Fellow nominations. The call took place from February 24 through March 30. The committee will be reviewing and deliberating on the nomination submissions and will recommend up to five award winners to be bestowed during the 2016 World Conference in New Orleans.

2015-16 Fellows Committee:
• John Deveney, ABC, APR, PRSA Fellow, IABC Fellow – Chair
• Kellie Garrett, ACC, ICD.D, IABC Fellow – Vice Chair
• Paul Sanchez, ABC, APR, IABC Fellow – Past Chair
• Brad Whitworth, ABC, IABC Fellow
• Anna Willey, ABC, MC, IABC Fellow
• Neil Griffiths, ABC
• Robin McCasland
• Michael Ambjorn, IEB Chair

This next quarter, the committee will focus on the strategic development of the IABC Fellows program.

Membership Taskforce
Claudia Vaccarone, Chair

After analyzing existing membership data and conducting a global competitive assessment, the Membership Task Force (MTF) has finalized the IABC value proposition and finalized six member personae for the Strategic Advisor segment of the career road map.

The personae were validated by the IEB in February 2016 and delivered to IABC staff at HQ and committees chairs for their information. The MTF is now focusing on re-engineering the corporate membership offer and has in the meantime supported Stephanie Doute, IABC Membership Director, with the March Member Month campaign as well as in the preparation of the global membership survey. The survey results will provide actionable data and insights to build on in 2016 to redesign the membership experience. A special thanks to Stephanie for her hard work to bring everything together.

If you have any questions, ideas or insights, please reach out via #iabcMTF or email the task force chair.
Content Updates

Visit CW online to get details on the 2016 editorial calendar and guidelines on how to submit an article.

Communication World
Communication World (CW), IABC’s online monthly magazine, covered the topics of building social media strategy, cyber-security crisis management and social media analytics. New case studies, based on Gold Quill Award-winning submissions were also added, along with interviews in the form of podcasts and videos.

2016 Editorial Calendar

- April: Communication Techniques for a Great Customer Experience
- May: Creativity and Innovation
- June: Career Building: Profile of a New Communication Leader
- July: Social Issue/ Development Communication
- August: Creating an Employee Engagement Strategy
- September: Creating and Evaluating a Content Marketing Strategy
- October: Next Level PR: What Does It Look Like After the Advent of Social Media
- November: Wrestling with Ethical Issues: A Case Study Approach
- December: Multigenerational Communication

CW Observer
CW Observer is a supplement to CW magazine. Last quarter, we stopped sending CW Observer the same week as CW magazine (the first week of the month) as part of an effort to better differentiate between the two publications. Engagement with CW Observer remains high.

In the last quarter, the most popular topics were:

- Death of the corporate intranet?
- The internal communication term of the year: digital workplace
- HR systems that communication can’t fix
- What journalists want from news releases

Participate in the global conversation — contribute to CW, organize a chapter event aligned with the topic or join in online.

Member wall is coming back to CW. Watch for it soon.
The Quest for Excellence

IABC research set the Global Standard and now the IABC Academy and the Global Communication Certification Council work to help members achieve that level of excellence.

**SIX CORE PRINCIPLES**

1. Ethics
2. Consistency
3. Context
4. Analysis
5. Strategy
6. Engagement

**FOUR PATHS**

1. Foundation
2. Generalist/Specialist
3. Strategic Adviser
4. Business Leader

**How it All Relates**

**IABC Global Standard**

Our research shows that communication professionals around the world embrace a shared career purpose and six core principles as the building blocks of their work. Informed by our passion for engaging audiences with strategic communication, our purpose and principles lead to the formation of a Global Standard.

**Four Paths in the Career Path**

In line with the Global Standard, there are four paths for the communication professional. IABC’s key target audience is the Strategic Advisor level.

**The IABC Academy**

This is the brand for all professional development programs at IABC. Offerings are aligned with the Global Standard and the Certified Management Professional program from the Global Communication Certification Council (GCCC).

**Professional Development to Get You There**

- **April 7**
  From tactical to strategic communication
- **April 9**
  CMP exam, multiple global locations
- **April 26**
  Communicating strategically across generations
- **May 19**
  Delivering communication value
- **June 4**
  CMP exam at IABC World Conference
- **5–8 June 2016**
  IABC World Conference
Join the Quest

Leadership Institute gave IABC leaders an opportunity to learn from each other and to move forward inspired. Join the fun and create your own IABC flight pattern.

This plane flies fast and straight. It is easy to fold and a great all around flier. At LI, leaders wrote something that inspired them about IABC before launching their planes.

1. Print out the next page and orient the template so that the “Up” arrow is at the top of the page. Then flip the paper over so that none of the fold lines are showing.

2. Fold the top left corner down toward you until fold line 1 becomes visible. Crease along the dotted line and repeat with the top right corner.

3. Fold the nose down and toward you along fold line 3.

4. Fold the right half of the plane over the left half along fold line 4 so that the outside edges of the wings line up.

5. Fold the wings down along fold lines 5 and the winglests up along fold lines 6. Add wing dihedral by tilting the wings up slightly away from the fuselage. The wings will have a slight “V” shape when viewed from the front. You are ready to fly!
Contributors to Quarterly Report
Thank you to IABC members who contributed to this quarterly report. This month Zia Communications created the report and IABC Montréal member, Elena Raznovan, for creating all of the posters used at Leadership Institute, including the graphics on page 17.

If you or your firm would like to contribute photography, graphic design or layout services, please contact news@iabc.com.

View more photos of IABC people and events on IABC’s Flickr account — and share your own! Be sure to tag them #IABC.

IABC has two Requests for Proposals open for submission. The first is for a design agency to assist with producing a visual guide that will further the IABC brand guidelines. The second RFP seeks an agency willing to commit resources to create coverage and content from this year’s IABC World Conference in New Orleans.