

**Page: Entry Information**

**Chapter**

CAI Central Virginia Chapter

**Chapter Size**

Large (511-760)

**Category**

Leadership

**Program Name**

The Culture Standard: Leadership That Sets the Tone

**If this was a joint program with another chapter, please list the chapter.**

**Each question is worth 20 points and will be scored using the following rubric:**

**(1-5) Poor** Didn't effectively answer the question

**(6-1) Fair** Answered the question

**(11-15) Good** Answered the question with more detail

**(16-20) Excellent** Went above and beyond with proven results and visible data

## **Describe the program and why it fits the category. (20pts)**

This leadership initiative was built on a simple philosophy: growth is meaningless without connection and culture.

Chapter leadership intentionally developed a member-centered engagement model grounded in professionalism, inclusion, and accountability. The goal was not simply to grow revenue or increase attendance, but to create a chapter culture where every member feels welcomed, respected, and supported.

This includes:

- Personalized onboarding for all new members
- One-on-one business development calls for new Business Partners
- Individualized professional development guidance for managers
- Active outreach to community association boards
- A clearly communicated zero-tolerance policy for bullying, intimidation, or disrespectful behavior at chapter events

Leadership has made it clear that professionalism and kindness are non-negotiable expectations. The chapter intentionally frames its events as environments of support, mentorship, and relationship-building, and enforces that standard consistently.

This program fits squarely within the Leadership category because it reflects intentional culture-setting, value-driven decision-making, and the courage to establish behavioral standards that protect the member experience.

## **How did this program meet the mission and vision of the chapter and CAI as a whole including fostering an inclusive environment that reflects and serves our diverse community? (20pts)**

The mission of both the chapter and Community Associations Institute is to build better communities through education, leadership, and professional development. Strong communities require safe and respectful environments.

Leadership recognized that inclusion is not accidental, it must be structured and modeled. To ensure every member feels valued:

- Each new member is personally welcomed by the Membership Committee.
- The Social Committee ensures that every event attendee is greeted and intentionally introduced to members aligned with their interests or goals.
- New Business Partners receive individualized strategy calls with the Executive Director to align their membership investment with business objectives.
- The Executive Director meets individually with managers to support CMCA preparation, CMCA renewal, PCAM applications, and PCAM renewals.
- The chapter provides members with two PCAM-credit events annually to directly support high-level manager advancement.
- The Executive Director frequently attends community board meetings and serves as a resource for governance questions, ensuring boards understand and access their CAI benefits.
- As a former manager, the Executive Director brings practical experience and serves as an accessible help desk for boards navigating real-world association challenges.

Coupled with a zero-tolerance policy for intimidation or exclusionary behavior, this leadership approach ensures that every stakeholder feels supported.

It truly feels different when attending a chapter event. Members describe an atmosphere where they are surrounded by colleagues who are supportive, welcoming, and collaborative, because leadership intentionally expects and models that culture.

**What was the impact on the chapter and its members after completing the program? (Growth of membership, financially, public awareness, membership value, better chapter/member relationship, chapter operations, etc.) (20 pts)**

The impact of this leadership approach is both cultural and measurable.

Members experience:

- Greater comfort attending events
- Increased willingness to engage and ask questions
- Stronger peer-to-peer relationships
- Higher sponsor loyalty
- Increased credential pursuit among managers

Sponsors see alignment and value.

Managers receive individualized support.

Boards gain accessible guidance.

The chapter has moved from transactional networking to relationship-based leadership. The cultural expectation of professionalism and respect has created a chapter environment that is both high-performing and high-trust.

**Provide quantifiable data supporting the rationale for success. Include why this data is significant. (20pts)**

The results of intentional leadership are evident:

- Annual Sponsorship Partner income increased from \$36,500 in 2022 to \$108,750 in 2026.
- Total chapter income grew from \$96,000 in 2022 to \$370,000 in 2025.
- Two annual PCAM-credit events support high-level credential advancement.
- Personalized Business Partner engagement contributed to consistent sponsorship growth.

This sustained financial growth, paired with increased engagement and retention, demonstrates that strong culture and individualized leadership directly support chapter sustainability.

**What are your plans to maintain the momentum of this program moving forward? (20 pts)**

Leadership will continue to:

- Maintain a zero-tolerance policy for bullying or exclusionary behavior
- Preserve personalized onboarding and one-on-one engagement models
- Expand credential-support planning conversations
- Continue board outreach and education
- Protect the chapter's culture as a core strategic priority

As the chapter continues to grow, leadership remains committed to ensuring that scale does not dilute connection. The goal is not simply to be larger, but to remain intentional, supportive, and mission-driven at every stage of growth.

Supporting documents including flyers, postcards, pictures, videos etc. can be uploaded below. While they aren't required for your submission we certainly encourage it.

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