In evaluating and planning these changes the associations have questioned and reaffirmed the fundamental principles of their organisations. As McSean & Jakobsson put it: “Member organisations, of their very nature, tend to be hard to manage and even harder to transform into the kind of nimble, radical, open organisations that are needed to cope with a professional and work environment of continuous, rapid and fundamental change.”

**RADICAL OVERHAUL**

The European Association for Health Information and Libraries (EAHIL) operated for 15 years as a conventional association with a permanent office and salaried staff. Around the millennium it became apparent that the trajectory of the organisation was degrading in light of changes to its operating environments (expected size of membership, accession of Eastern Europe into its operating areas, continuing radical changes to its professional environment etc.). In short, the status quo was not sustainable for the coming years.

Following a careful analysis of its resources and options a fairly radical overhaul of EAHIL and its membership programme was undertaken. Actions which were a cause for significant expense / overhead cost were outsourced, eliminated, or streamlined using online technologies. Barriers to membership were eliminated through a combination of online tools, no annual fee, and volunteer participation. EAHIL’s adoption of an “Open Access” association model was a success – proven through the four years and resources which allowed it to experiment with this new model and to recover had it failed; a committed Board; and active engagement from the general membership.

**AMBITION GOAL**

In another case, AIGA (a professional association in graphics and design) also examined the changing milieu of its members’ professions and opted to implement a membership model which is arranged on the participatory relationship between the individuals and the common goods that the organisation embodies (and creates). Its goal was ambitious: to double the total membership in two years. While it has not doubled its membership it has seen a 25% increase, no small victory, and the models of participation are continuing to bear fruit, thereby strengthening the value AIGA delivers to its members and its position in the design professions.

**NEW MEMBERSHIP MODELS AND ORIGINAL FOUNDATIONS**

How current options reinforce association fundamentals

Structural changes in associations are brought about either reactively (threats to status quo) or proactively (new goals and planning, new opportunities). An examination of recent experiences of associations adopting new membership models provides us with examples from both camps: associations who have had to change in order to adapt to altered environments and associations that have seen new opportunities for growth (members, services, relevance).

Text Joel Fischer, Union of International Associations

**THE FUNDAMENTALS OF THE ASSOCIATIONAL PROCESS AND IMPETUS REMAIN TRUE AND RELEVANT, AS TRUE AS THEY WERE FIFTY YEARS AGO, A HUNDRED YEARS AGO AND A HUNDRED AND FIFTY YEARS AGO**
Taking the “Open Access” model more directly and literally is CompTIA – an association of computing and information technology professionals - which reshaped how members access the services and support CompTIA provides. In 2014 alone “30,000 individuals will have engaged with CompTIA, complementing [its] premier membership of 2,000 organisations." Part of the association’s enhanced changes were an upgrade to its internet-delivered services which is a mission-critical environment for its networking and information sharing / publishing. As with the other associations discussed here, the restructuring has forward looking components as well which provide for strengthened relationships between CompTIA and all its partner communities.

**STRUCTURAL CHANGES**

Following a two-year research and planning process the American Hotel & Lodging Association (AH&LA) instituted a new membership model and some structural changes. As a century-old national trade association AH&LA’s structural updates and logo refresh are perhaps more familiar to those of us who have seen how other long-lived associations have revised and updated their operations as industries and economic environments have matured over time. The association’s retooling has given it greater capacity to leverage its expertise to the benefit of its member industries.

“This new structure allows AH&LA to engage more hoteliers throughout the country, significantly grow our political presence, and launch focused public policy campaigns that will garner significant results for the industry." - Katherine Lugar, AH&LA CEO-President

All of the cases I examined showed that success was built on careful planning and that change was implemented effectively when all stakeholders (from members to governance groups) had a say and a role to play in how things developed. In some cases a modest update was needed, in the case of EAHIL a major reimagining of the organisation was undertaken which paralleled the changes to the professions it serves. The promise of the internet continues to bear fruit for associations who understand the opportunities it offers to enhance or replace traditional publication and communications.

Running through these discussions we see that the fundamentals of the associational process and impetus remain true and relevant, as true as they were fifty years ago, a hundred years ago and a hundred and fifty years ago. The modalities of association life and action change with the times, and as such associations - as entities, as structures, as service providers - must also negotiate change. In some cases change is necessary and, as we have seen, it is beneficial for both the central institution and its members.

[Link to UIA website](www.uia.org)