

CEO UPDATE

THE SOURCE FOR ASSOCIATION NEWS AND EXECUTIVE CAREERS

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CEOupdate.com

Associations face new threats as diversity comes under attack

Leaders ponder how to survive new executive orders, legal challenges targeting diversity and inclusion without betraying their values

By Susan Milligan

For decades, associations and corporations have paid special attention to diversity — whether it's providing scholarships to people from underrepresented groups, helping people of color move up into positions of authority, or sponsoring a support group for women or other segments of the membership.

But with a flurry of executive orders and court cases attacking diversity, equity and inclusion programs, could those practices get associations into legal trouble?

Maybe, legal and associations experts say, noting how broadly the new ban on DEI programs is defined. But there are ways to adhere to these restrictions without losing the core missions and values organizations represent, they note.

"In health care, the idea of abandoning DEI initiatives is just completely opposite of



everything that the profession, and frankly the industry, support," said Jeremy Sadlier,

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Number one comment in survey about impact of Trump? No comment

Of those who offered long form answers, opinions were strong, but mostly negative

By William Ehart

A CEO Update survey of hundreds of association leaders yielded just 26 responses, with many leaders choosing not to go on the record with their answers to questions about the impact of President Donald Trump's actions on their associations and members. One respondent said it would be "suicide" to publicly criticize the administration.



"Our readers are usually highly engaged, so their apparent reticence was out of character," said Jewel Edwards-Ashman, CEO Update's editorial director.

The survey went by email to 791 association leaders in late March and April, with an 83% delivery rate. So, 26 responses out of 658 delivered means a 4% response rate.

"Obviously, that's not scientific, but we can still learn from it," Edwards-Ashman said.

(Continued on page 12)

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Dale



Smith



Powell



Nussle



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ASSOCIATION ROUNDUP

The latest news and events from around the association world

Influenced by recent political and economic events, several travel associations in the United States and Canada have come together to form the **Beyond Borders Tourism Coalition**. The coalition aims to promote the elimination of barriers to travel between the two neighboring countries as tariffs and immigration policies take their toll on the tourism industry.

“Current government trade and border crossing policies are creating an environment of instability in the travel sector, which is creating many hurdles. These challenges threaten not only the financial health of countless businesses but also the livelihoods of millions of workers who rely on a thriving tourism industry. Indigenous communities, which are increasingly benefiting from a growing demand for authentic cultural experiences, also face heightened risks as economic pressures mount,” an announcement from the coalition states.

Current members of the coalition include the **Adventure Travel Trade Association, American Bus Association, Canadian Association of Tour Operators, Indigenous Tourism Association of Canada, International Inbound Travel Association, National Tour Association, Student & Youth Travel Association**, and the **United States Tour Operators Association**.



Dale

“There’s a dramatic decline (in Canadian visitors to the U.S.), and there’s a sense that we need to extend ourselves to our Canadian friends and say, ‘You are still welcome. We understand your concern. We’re doing everything we can to address this situation that we’re all confronting right now,’”

USTOA President and CEO Terry Dale said in an interview about the new coalition with Travel Weekly.

Statistics shared by the coalition on its website seem to show the impact that recent U.S. policies have had on travel and tourism. Data from Stats Canada show a decline in Canadians returning from the U.S. via air travel. Data also show fewer advanced bookings for travel between the U.S. and Canada. Decreased travel between the two countries could lead to \$18 billion in lost tourism revenue for the U.S. and \$13 billion in lost tourism revenue for Canada.

“The travel industry’s interconnected nature demands unified voices and actions to tackle shared challenges arising from the current unprecedented situation. Speaking with one voice amplifies our influence, ensuring we are not ignored. Tourism has the power to bridge borders, drive economic growth, link people together and champion environmental stewardship....As a coalition of Canadian and U.S. based associations, we stand together and united at a time when our economies and purchasing power are in turmoil,” the announcement said.

ASAE has applauded President Trump’s executive order to review and make changes to American workforce development programs. The order directs the secretaries of labor, education and commerce to conduct a comprehensive review of all federal workforce programs and recommend changes that would “modernize, integrate and re-align them to address urgent talent pipeline needs in emerging industries.”

The association offered to support the administration in this effort and suggested that the Tomorrow’s Workforce Coalition also become a key partner in this initiative. The coalition — which includes more than 900 organizations and is led by ASAE and the Professional Certification Coalition — advocates for policies that promote individuals gaining industry-recognized credentials and pursuing alternative career pathways.

The coalition supports the proposed Freedom to Invest in Tomorrow’s Workforce Act (S. 756/ H.R. 1151), which would allow individuals to use funds in 529 education savings plans to obtain post-secondary training and credentialing, such as licenses and nongovernmental certifications. ASAE would like to see 529 expansion included in any forthcoming recommended actions from the Departments of Labor, Education and Commerce.



Mason

along with the Tomorrow’s Workforce Coalition, is ready to collaborate with federal agencies to

ensure the success of this initiative. By aligning policy with practical training needs — including expanding access to credentialing through 529 plans — we can build a stronger, more competitive American workforce.”

AstraZeneca has rejoined the **Pharmaceutical Research and Manufacturers of America** two years after it left the group.

In a statement, Stephen J. Ubl, PhRMA president and CEO, spoke highly of the multi-billion-dollar biopharmaceutical company, adding that he is excited to welcome AstraZeneca as a member.

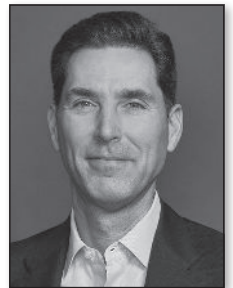
AstraZeneca’s U.S. headquarters are based in Wilmington, Delaware, and they have approximately 18,400 employees working across 17 R&D, manufacturing and commercial sites spanning 12 states. PhRMA said AstraZeneca will support efforts to “protect the American innovation ecosystem and ensure all patients can access and afford the medicines they need.”

“In strengthening our partnership with PhRMA, we look forward to working together with its many members across the biopharmaceutical research industry at a time of unprecedented scientific advancement,” said Pascal Soriot, AstraZeneca’s CEO.

In the ongoing conflict between the Trump administration and the **American Bar Association**, the lawyers group is suing the Justice Department. ABA claims that DOJ violated the First Amendment by illegally terminating the association’s federal grants in an act of retaliation. ABA has publicly criticized the Trump administration’s recent actions.

The ABA asked a federal judge in Washington D.C. to block the DOJ and U.S. attorney general Pam Bondi from canceling more than \$3 million in federal grants that are used to train lawyers to represent victims of domestic and sexual violence.

On the same day, President Trump issued an executive order directing the secretary of education to assess whether to suspend or terminate ABA’s status as the federally recognized accreditor of law schools. ■



Ubl

CASE STUDY

Sale of CompTIA brand creates big endowment for GTIA

Group now called Global Technology Industry Association sold lucrative certification and training business to private equity firms

By William Ehart

If an association has built a major money-making asset, is there ever a good time to sell it?

For the association formerly known as CompTIA, led by Todd Thibodeaux since 2008, the answer was yes. The incredible success of its certification and training business during his tenure made it the elephant in the staff meeting room, vacuuming up available time and resources. In addition, even a reliable income source carries some risk; think of what happened to trade shows during the COVID lockdowns of 2020 and 2021.



Thibodeaux

Early this year, the association sold that business to two private equity firms for an undisclosed but undoubtedly huge sum. The association, a 501(c)(6) organization, rebranded itself as the Global Technology Industry Association (GTIA), while the CompTIA brand — and Thibodeaux — went with the new for-profit.

GTIA is being managed by COO Kelly Ricker while recruitment firm Association Strategies assists in the search for a new CEO. An announcement on new leadership is expected soon.

In 2023, according to the latest available tax disclosure, CompTIA raked in more than \$155 million in revenue from certification and training. That represented 93% of its \$166 million total revenue. The two private equity firms — Thoma Bravo and H.I.G. Capital — would have paid some multiple (perhaps 10 times or more) of the business's earnings before interest, taxes, depreciation and amortization (EBITDA) to buy it.



Ricker

The two private equity firms — Thoma Bravo and H.I.G. Capital — would have paid some multiple (perhaps 10 times or more) of the business's earnings before interest, taxes, depreciation and amortization (EBITDA) to buy it.

That EBITDA figure is not public, but the sale proceeds will ultimately be reported on GTIA's Form 990 for 2025.

The sale gives the CompTIA business greater access to capital and the freedom to take more risk than would be prudent for a nonprofit, Thibodeaux told CEO Update. It also leaves GTIA with an endowment large enough to support the association indefinitely, keep member dues low and support a large increase in its charitable giving to tech-related nonprofits, according to GTIA. The association, with about 60 member companies, reported member dues of just \$1.3 million (less than 1% of total revenue) in 2023. It gave about \$800,000 in grants to various 501(c)(3) organizations, including those that seek to boost technology skills among people in underserved communities, in that year.

Weighing a sale

Thibodeaux said that it's sometimes better for an association to invest the proceeds from selling a business rather than continue operating that business. He used a hypothetical example of a business growing at 12.5% a year that might be worth 11 times EBITDA.

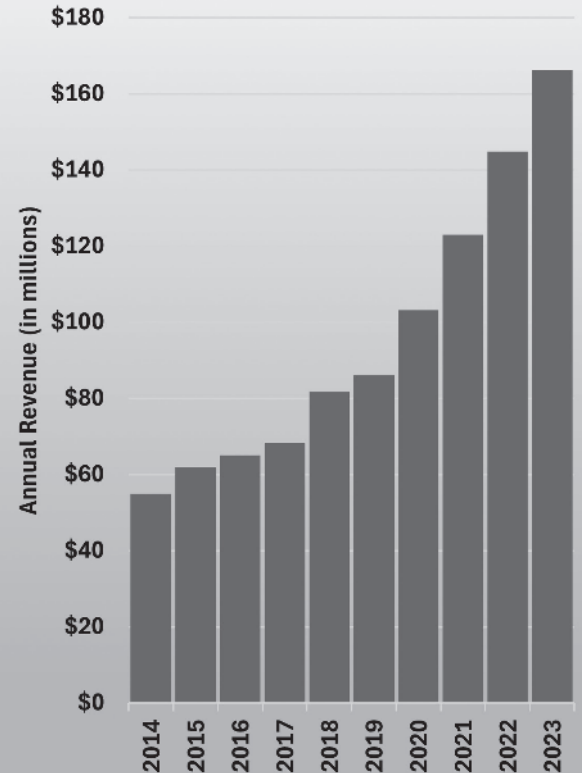
Association leaders can't assume 12.5% growth every year; they would need to adjust for risk in future years. At a certain point, taking 11 times EBITDA for the business up front and investing the proceeds in a mix of stocks and bonds makes sense because the business's growth rate could be lower in the future, Thibodeaux said.

"If you have a business that's growing, say, less than 9%, and you might have an expected rate of return in the (stock and bond) markets between 7% and 9%, you're probably losing an opportunity" if you don't sell, he said.

GTIA goes virtual

In addition to Thibodeaux, some 255 CompTIA staff went with the certification and

CompTIA cash cow



The certification and training business of the association formerly known as CompTIA drove huge gains in its total revenue.

training business, while about 60 stayed with GTIA. Ricker, who returned to the association after a three-year hiatus, said the group laid off some employees, eliminating their positions because of the transaction. In addition, the former CompTIA headquarters in the Chicago area was part of the sale, so GTIA is now a completely virtual association, with most of its staff spread out over 13 states and eight employees in foreign countries.

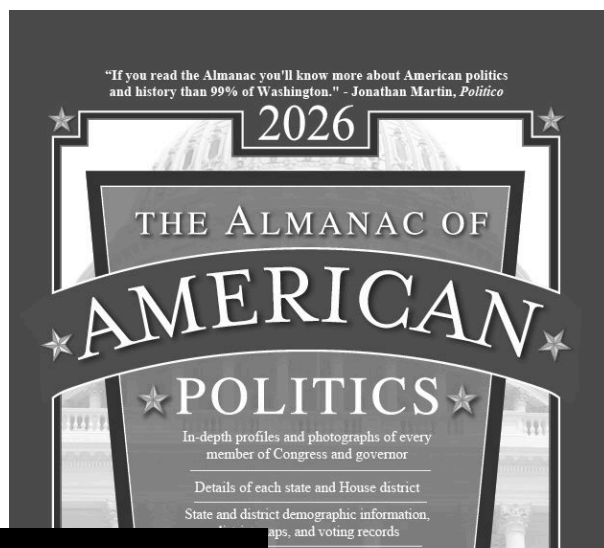
GTIA has hired two investment firms to manage the sale proceeds, Ricker said.

"In the future, we may look to consolidate down to one, but the audit and finance committee felt it was smart to split it up to begin with, to not put all of our eggs in one basket," she said. "It's being closely managed and well managed because the intent is for this endowment to fund the association in perpetuity." ■

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EXIT INTERVIEW

Kristin Smith leaves Blockchain Association poised for growth

Smith established cryptocurrency group and made its voice heard on Capitol Hill; set to lead new Solana nonprofit

By **Melanie Kalmar**

Networking on social media led Kristin Smith to an unexpected role: establishing an association for an up-and-coming industry in need of a collective voice on the Hill.

Smith was a lobbyist working on internet policy issues for the law firm Thompson Coburn LLP and completing an MBA in finance when she learned about the cryptocurrency Bitcoin. With Bitcoin and other digital currencies, transactions are recorded on a blockchain (digital ledger) without a third-party intermediary (financial institution) tracking activity. Users hold the key to their digital wallet, where information, once inputted, cannot be changed.

"The technology represents a future where individuals have more access to their own assets and their own information," Smith told CEO Update. She wanted to be part of it and found a way in on LinkedIn.

Smith saw a group of professionals whom she previously worked with on other tech policy issues post on LinkedIn about attending blockchain and cryptocurrency speaking events, and she reconnected with them. "We had conversations about the need for a strong trade association in Washington, D.C.," she said. "It was good old-fashioned networking and finding people with common interests that led to the birth of the Blockchain Association."

Smith will leave her role as the association's CEO on May 16. Now that the Blockchain Association is in a good place, after helping the young industry overcome some significant obstacles, Smith said she's ready for a new challenge. She'll become president of the digital currency nonprofit Solana Policy Institute.

The association's board is leading the search for her replacement.

Entrepreneurial spirit

Smith was the Blockchain Association's first employee, appointed director of external affairs in 2018 by its board of directors. About a year later, at 37, she was promoted to executive director, a title that eventually changed to CEO.

"In the beginning, I had no idea what I was doing," Smith recalled. "It was a very entrepreneurial position, to build a nonprofit from scratch. It's not like starting a company. We had to do a bunch of things all at once. Grow the membership, that's the revenue. More

importantly, the whole point is to bring the industry together, have common goals and common solutions to those goals."

At the same time, she had to show value by getting "legislative wins and policy victories early on," even if it meant just seeing a bill introduced, all while slowly building a team to achieve those goals.

"There was no playbook for how to do it," she said, of the approximately \$7.3 million annual revenue association that now has 125 member companies, a staff of 20 and nine board members. "It was looking around, listening to the perspectives of member companies and building out the services that met their needs."

"Members were looking for legislation or regulation or a court decision that gave them clarity on how to operate in the U.S.," Smith explained. "We made a lot of progress on that front but it's still a work in progress."

Making inroads

That progress includes a pro-crypto Congress and pro-crypto Securities and Exchange Commission (SEC) Chairman Paul Atkins, she said, following years of a "hostile regulator" under the Biden administration. Additionally, Congress is working on bills to address legislative gaps for stablecoins and market structure — two critical areas for the industry.

Stablecoins are a type of cryptocurrency that's pegged to the U.S. dollar; their prices don't fluctuate like Bitcoin or Solana. Moreover, the industry is on course, by the end of the year, to have legislation that provides "rules of the road and a framework" for how to operate in the U.S.

In the meantime, every week the SEC's Crypto Task Force Roundtable issues new guidance on a specific topic like tailoring regulation for crypto trading. It's a complete turnaround from 2021, when President Biden's Infrastructure Investment and Jobs Bill included a rule that sought to redefine most crypto stakeholders as "brokers." The DeFi Broker Rule (for "decentralized finance") would have required nearly everyone involved in crypto transactions — including

software developers and hardware manufacturers — to collect and store identifying details about everyone that uses their products, and report that information to the IRS.

"Since August 2021, Blockchain Association led the industry's fight against this misguided provision, including tens of thousands of calls, emails and letters to Congress and a full mobilization of the industry against it," Smith said. "The final result happened last week (April 10), with the DeFi Broker Rule being officially struck down — in fact, the bill that strikes down the rule is the first crypto bill signed by President Trump."

It's not the only industry triumph. In the last election, the crypto industry poured \$40 million into the U.S. Senate race in Ohio between Republican Bernie Moreno and Democrat Sherrod Brown, Smith said. Brown, a crypto critic, ended up losing after being in the Senate for 18 years.

Still, it was challenging to overcome the "black eye" Sam Bankman-Fried (former CEO of the cryptocurrency exchange FTX) gave the industry for stealing billions of dollars from his customers.

"It took a long time to restore our credibility in Washington before policymakers and Wall Street," Smith said, calling the episode a catalyst for getting more industry leaders politically engaged. "Ultimately it led to the strong position we hold within the political corridors of Washington today."

In her next role, rather than be a CEO, she'll report to one, allowing her the time she didn't have before to pursue interests outside of work, like traveling and hiking. ■



Associations face new threats as diversity comes under attack

(Continued from page 1)



Sadlier

executive director of the 2,000-plus member American Society for Healthcare Human Resources Administration. “For us, it’s just trying to think about the climate, making sure we are protective of our membership and the work that

we do without putting ourselves out there too openly, too aggressively, so that we become a target.”

Sabrina Walker Hernandez, who advises teams on building nonprofit and corporate boards, said she has been encouraging people to “stay focused on their long-term goals” during this time of legal and financial uncertainty around DEI programs. “It’s about companies and associations staying grounded to their mission,” she said. “We don’t want to use the buzzwords (that might attract unwanted attention from the administration), but we still want to lean into those core values.”

New orders and old laws

Prominent nonprofit attorney Jeff Tenenbaum has been advising clients and



Tenenbaum

leading webinars on the legal and financial risks nonprofits face, and how to skirt them. The potential hazards, he explains, have three distinct sources: executive orders, court challenges and old laws.

On the first day of his second term, President Trump issued an executive order that demands “the termination of all discriminatory programs, including illegal DEI and ‘diversity, equity, inclusion, and accessibility’ (DEIA) mandates, policies, programs, preferences, and activities in the Federal Government, under whatever name they appear.” The order applies also to federal

contractors, meaning an association whose members do business with the government could be affected.

A second executive order, issued the following day, instructs the federal office overseeing contracts to cease promoting diversity or “allowing or encouraging” federal contractors and subcontractors to engage in “workforce balancing” on race, sex and other characteristics.

The second order also puts the onus on federal grant recipients and contractors to declare they do not operate any “illegal” DEI programs, and references the False Claims Act. A violation of the False Claims Act (which basically says individuals can’t lie to the federal government to get federal funds) carries heavy civil and criminal penalties. Both executive orders are being challenged in court.

Meanwhile, there have been several court challenges stemming from the 2023 Supreme Court decision holding that race-conscious admissions programs at Harvard and the University of North Carolina violated the Equal Protection Clause of the 14th Amendment. Legal experts expect critics of DEI to use that case to attack diversity programs as “reverse discrimination” efforts.

Harvard found itself in a new standoff with the Trump administration in mid-April, when the nation’s oldest institution of higher learning balked at a series of demands, including that the university abandon its DEI programs and make admissions entirely merit-based. The administration has frozen \$2.2 billion in grants and \$60 million in contracts. Harvard, which has a massive \$53 billion endowment recently sued the Trump administration over the matter.

Experts also anticipate more legal attacks based on an obscure 19th-century provision called Section 1981. That section of the Civil

Rights Act of 1866, intended to protect former slaves, protects the right of individuals to enter into contracts without regard to race. The section has already been used against the Atlanta-based Fearless Foundation, when it was sued by the American Alliance for Equal Rights for implementing a program that awarded grants to Black, female-owned small businesses (the foundation ended up scrapping their Strivers Grant contest in a settlement agreement last September). The American Chemical Society is now fighting a similar lawsuit challenging its scholarship program for undergraduate chemistry students from underrepresented backgrounds. Conservative nonprofit Do No Harm, the plaintiff, claims the award criteria exclude white and Asian students.

Trickle-down effect

Most associations don’t receive federal funds, Tenenbaum noted — but that doesn’t mean they are out of the legal woods. “There’s a kind of fallout, spinoff effect we’re already seeing. What this administration does amplified other people’s efforts, including state attorneys general, state legislatures and private plaintiffs,” he said.

Other experts agree that associations that don’t receive federal grants, loans or contracts aren’t automatically home free. A scholarship program that is aimed at a particular sex or racial or ethnic group may face challenges from private entities under Section 1981, for example. Even if the application calls for some boilerplate agreement from the student, that is a contract under the law, and is potentially subject to a challenge, Tenenbaum explained in a webinar on the topic.

Yet another threat is possible for associations with tax-exempt status, Tenenbaum said: The administration could decide that

“It’s about companies and associations staying grounded to their mission. We don’t want to use the buzzwords (that might attract unwanted attention from the administration), but we still want to lean into those core values.”

SABRINA WALKER HERNANDEZ
ADVISOR

such groups, by virtue of their tax status, are getting a kind of financial assistance from the government, and thus hold them to the same anti-DEI rules it is imposing on federal contractors or grantees. (That has not happened yet, however).

“There’s so much confusion right now,” said Shavon Jones, an administrative lawyer and the founder of the sales enablement platform Clientis Technologies. “For people who are trying to stay true to themselves, and (also) kind of keep your head down during this period of uncertainty,” it’s a struggle, she said. “You almost have to pick your battles. I don’t think anyone will change the substance of their activities, but the message has to be tweaked.”

Then there are the trickle-down effects of DEI orders on associations. Say an association has its own DEI programs in hiring or training and gets no federal grants or contracts. They may be legally safe, but some association members might be nervous about attending a conference or event held by the group. The association then suffers loss of revenue from declining conference fees and possibly even membership.



Baliozian

executive director of the Medical Library Association.

“Associations that have federal (or) state (employee) attendees at a conference, or take classes and courses, we carry a legal risk and certainly a business risk,” said Kevin Baliozian,

Language matters

Associations can protect themselves and their missions with some planning and careful wording, experts say.

Like many organizations, the Association of Pediatric Hematology/Oncology Nurses has done some website scrubbing.

“APHON has not changed our values,” said the group’s executive director, Allison Summers. “We have, however, removed names from our website of any individual that was previously associated with DEI initiatives,

“We’ve been very careful not to change who we are. Because if you do that, then what’s the point? You’re not true to your mission, it’s not your ethics, it’s not your integrity.”

KEVIN BALIOZIAN

EXECUTIVE DIRECTOR, MEDICAL LIBRARY ASSOCIATION

as many of our members work at institutions and could come under review for associated activities that could place their research or professional work at risk.”

The Medical Library Association has adjusted its terminology and modified its websites to discourage scrutiny by the federal government, Baliozian said — even though the group doesn’t collect diversity-related data, such as demographic information, like other organizations do. “We’ve been very careful not to change who we are. Because if you do that, then what’s the point?” he said. “You’re not true to your mission, it’s not your ethics, it’s not your integrity.”

Watching your words extends beyond the website, said Michael Thomas, co-leader of the Corporate Diversity Counseling Group and a principal in the Orange County, Calif., office of the law firm Jackson Lewis P.C. Words in Form 10-K statements, ESG (environmental, social and corporate governance) statements, sustainability reports and proxy statements, if they are public, may also come under the watchful eyes of the anti-DEI brigade.

“You could have a DEI strategy that is completely legally compliant, but the way you actually describe it on your website, you might describe it in a way that suggests it’s not legally compliant,” Thomas said in an online presentation on the legal landmines of DEI. Thomas also recommended being careful about how DEI is characterized in email conversations, in case they are used as evidence in a lawsuit.



Summers

Association leaders and lawyers point to a helpful list by PEN America, a nonprofit First Amendment group, of words the administration has flagged in its own websites and documents to erase DEI (as well as other initiatives related to climate change and vaccines). Some of the words (like “female” or “activist”) would seem relatively innocuous, and there have been some comical mistakes stemming from lack of context. A photo of the Enola Gay, the aircraft that dropped the first atom bomb on Japan in World War II, was targeted for removal on the Department of Defense website, for example. But associations can look at the list as a guide for what might make the government come after them, experts say.

When talking about membership or hiring, associations can use words like “inclusive” or “welcoming” instead of the target-word “diverse,” Jones said. She also recommends that people drop written references to their preferred pronouns. “It just screams wokeness,” Jones said.

Associations that have offered scholarships or internships in the past to underrepresented groups don’t need to stop; they just need to rephrase the eligibility rules to avoid anti-DEI legal threats, Tenenbaum and others advised.

In the Supreme Court decision on race-conscious admissions at Harvard and UNC, Chief Justice John Roberts said universities could still ask applicants how they had overcome adversity — and that it was OK if the would-be student mentioned overcoming race discrimination. Associations can do something similar, Tenenbaum said, awarding scholarships or internships to applicants who have overcome difficulties in their lives to achieve success.

“You need to consider changing the eligibility criteria to get at your same basic core values and aims for the program but doing it in a way that tracks with the way the law is evolving,” he said. ■



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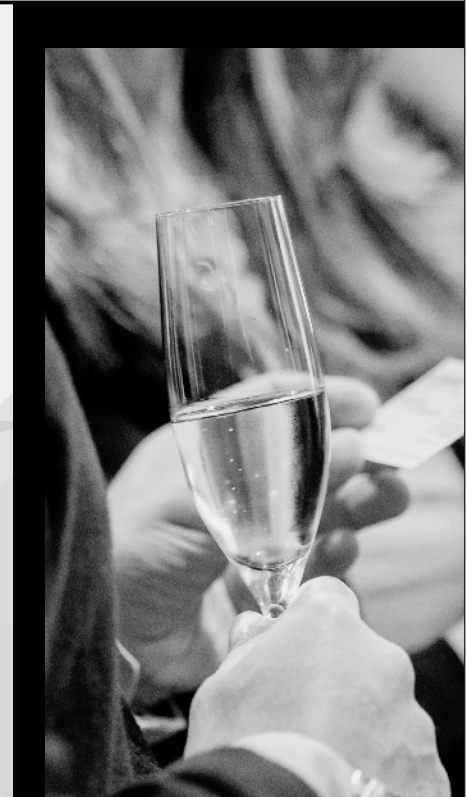
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Amanda Perl, CEO of American Society of Human Genetics, leans on professional development and experience in new role

By Michael Berman

Professional development can take many shapes. And whether that means mentorships, organizational training or more formal education, it can help launch people into success. CEO Amanda Perl draws from her own professional development experiences and network of supporters when reflecting on her rise to the C-suite. Perl now leads the American Society of Human Genetics (ASHG) in becoming a voice for science through professional enrichment.

“When I think about memorable career moments, many of them are around professional development opportunities that I had along the way. I’ve been very fortunate to have great mentors, and they’ve always encouraged me to stretch and be curious,” Perl told CEO Update.

Looking ahead, Perl is committed to growing membership and keeping current stakeholders engaged, key agenda items in the organization’s strategic plan.

“The current economic environment presents a challenge for all associations, particularly those in science and medicine. We all need to be mindful about how we provide value to our members and how cuts to research and travel budgets will impact membership renewal/retention,” Perl said.

Rising with resources

Perl always knew she wanted to be a leader. She recalls earlier experiences at leadership conferences, when she began to think about her career trajectory.

“A stepping-stone for me was to build a professional network and be recognized as someone with talent and a future in the association world,” Perl said.

In 2013, Perl was named to Association Forum’s annual Forty Under 40 list when she was a vice president at the Institute of Food Technologists and the group’s Feeding Tomorrow Fund. Before taking the CEO position at ASHG, Perl was executive director of the American Thyroid Association. Earlier she held executive positions at the Endocrine Society, where she served as chief strategy officer and later chief global member engagement officer.

“My career goal was, and continues to be, to lead a professional, scientific, or medical society, and I have worked toward that.”

Perl counts her “cadre” of people as essential to building her leadership capabilities. “It’s really the friendships and the peer networks that I’ve developed. They are the people that I’ve worked with, the people that I’ve connected with, and the people that I go to when I have a question, and they do the same to me.”

Advocating through collective action

Perl learned about the CEO role at ASHG through a recruiter. Although she wasn’t initially looking to change jobs, she changed her mind after researching the organization.

Perl said she was moved by ASHG’s mission to advance human genetics and genomics in science, health and society through excellence in research, education and advocacy. She moved into the role last May.

Perl is all about collaboration. For her, executing the tactics that support the mission has meant clarifying the organization’s benefits to drive membership growth.

“To me, everyone is a future member, because we have something to offer them. So, we’re working as a team to really look at how we communicate that benefit, to build and grow our membership across the career continuum,” Perl said. ASHG has membership levels for college students, graduate students, fellows, early career professionals and beyond.

“I want to have our organization continue ... and grow our voice as an effective advocate for the biomedical workforce and for science and innovation.”

Thinking strategically

A year in, Perl is focused on implementing the association’s strategic plan, which includes developing a new value proposition — a concise marketing statement about the benefits ASHG promises to deliver. And for membership retention the association is looking to boost member engagement in advocacy and volunteering.

“What we’re trying to do at ASHG is make sure that we are engaging members in focused activities that support our mission and

that align with their personal and professional values, so members can have a meaningful impact,” she said.

The group considers potential obstacles to increased engagement, such as work obligations, family activities and what kind of time commitment members consider realistic for volunteering. Microvolunteering — completing one or two tasks in person or virtually as part of a larger project — is one approach.

“With the use of microvolunteer opportunities, more members can contribute to our strategic projects and initiatives. It’s a great way for the leadership to meet more members, strengthen the connection between members and our organization and make progress towards our goals.

“This is an activity that facilitates member engagement and supports building their networks but doesn’t require a multiyear commitment,” Perl said.

Increasing international collaboration is another priority.

ASHG is looking at “how we interact with our global partners and build our global engagement through stewardship, collaborative programming, and helping our collective members build their professional networks,” Perl said.

Perl’s professional experience on several international projects has proven valuable in her new role. “The opportunities that I’ve had to work on global program development and partnerships in and outside of the U.S. have been really strong learning experiences, have helped me along the way, and certainly help me now at ASHG.” ■



Top comment in survey about Trump's impact? No comment

(Continued from page 1)

Of those who did reply, opinions were mixed. The survey was anonymous, but respondents were free to leave long form answers and also to identify themselves and indicate if they were willing to be interviewed on the record or on background. Only a handful were willing to go on the record.

There was support for regulatory rollbacks and deficit reduction — including downsizing the federal workforce — but opposition to tariffs, cutbacks in research funding and aid programs, and to the administration's chaotic approach.

"The Trump administration's recommendation to reduce burdensome regulations is helping our industry,"

responded one midsize trade association CEO who didn't leave a name.

"I've never seen such a mess — and the negative impact

of this administration will be felt for a long time," said a professional society CEO who said that speaking out publicly against administration policies would be too risky.

Of the 26 respondents, 12 (46%) reported members had "somewhat negative" or "strongly negative" views of the administration. Only six (23%) reported that members had "somewhat positive" or "strongly positive" views. Only one respondent, the leader of a midsize trade association, reported strongly positive views among members.

Three respondents said member views were so divided that it makes managing their associations and their advocacy strategies difficult.

It's important to note that online survey responses tend to be skewed because those with strong negative feelings are more motivated to participate.

But even one respondent who described himself as a "committed conservative" said Trump's approach has lacked forethought and risks damaging the government, and that Trump has created a "culture of fear." He said his members have "somewhat negative" views of the administration.

The CEO, who requested anonymity to speak freely, runs a professional society. He told CEO Update in an interview that the government cutbacks threaten his association's survival since government officials can't attend its meetings anymore. The association canceled its spring annual meeting and has laid off five staffers, about a quarter of the workforce, and may have to lay off more, the CEO said.

"Directionally, I agree, and most people I talk to agree, with what the new administration is trying to do, in the sense that we have got to have better control of the deficit and the debt," the CEO said.

"The challenge is in implementation, how these decisions are being made, which, almost universally everybody agrees, are very draconian," he said. "It's cutting with an ax. If you don't understand the complexity of government, you can do real damage. ... The concern is that decisions are being made with less precision than they should be, and with less forethought."

Respondents with the most negative views of the administration — including those willing to be quoted and those not — were women.

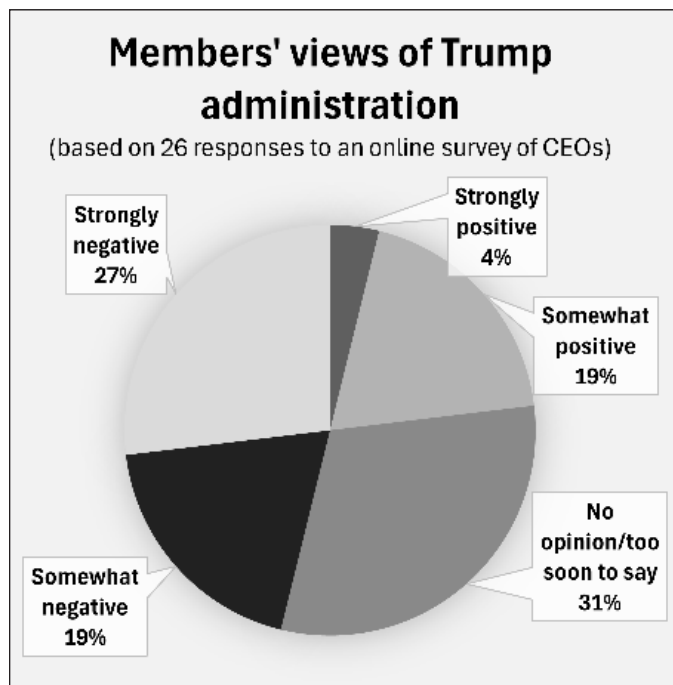
In general, leaders reported that their personal views were in line with or only slightly different from member views,



Rankin

toward shared business priorities.

but Natasha Rankin, CEO of the Irrigation Association, a midsize trade association, said her members' views of the administration were "somewhat" divided, while her own views are strongly negative. She said she is focused on leading



"The diversity of viewpoints definitely impacts how I lead," she wrote in her response. "Personally, I think a lot of what's coming out of the Trump administration is bad for business and worse for democracy. But I also represent an industry with a wide range of perspectives, and my job is to lead for all of them — not just the ones I agree with."

"That means I've had to be more intentional about how I show up. I focus on the issues that matter to our members: stability, clarity, workforce, sustainability, long-term growth. And I try to keep things grounded in facts, policy and real-world impact, not political noise. ...

"Across the industry, from manufacturers and contractors to designers and consultants, there's a noticeable slowdown in decision-making," she wrote. "With trade policy shifting overnight and agency priorities constantly in flux, customers across the irrigation value chain, in both (agriculture) and landscape sectors, are more hesitant. That cautiousness translates into delayed projects, postponed purchases and missed opportunities."

Here is a sample of survey responses, excluding the two CEOs quoted at length above:

ANONYMOUS

Association type: Midsize trade.

Are members divided in their views on the Trump administration? Somewhat.

Members' views of the Trump administration: Somewhat positive.

Do your personal views differ from those of members? Somewhat.

Comment: "I have always kept my personal opinion private so that I can fairly represent our industry. Our industry and I work hard to maintain a bipartisan approach and base our policy positions on science and data. But it is very hard to maintain that impartiality in the face of very radical and fast changes."

"The Trump administration's recommendation to reduce burdensome regulations is helping our industry. For example, we have been trying to reform or remove one government program for more than 10 years. It unnecessarily discriminates against our industry and is duplicative of other government regulations."

ANONYMOUS

Association type: Midsize trade.

Are members divided in their views on the Trump administration? Not significantly.

Members' views of the Trump administration: Strongly positive.

Do your personal views differ from those of members? No.

Comment: "Positive impact. Independent regulatory agencies have been scaled back."

ANONYMOUS

Association type: Large trade.

Are members divided in their views on the Trump administration? Somewhat.

Members' views of the Trump administration: Somewhat positive.

Do your personal views differ from those of members? Somewhat different.

Comment: "Tariffs have slowed capital investment."

PATTI MONTAGUE, CEO, SCHOOL NUTRITION ASSOCIATION

Association type: Large professional society.

Are members divided in their views on the Trump administration? So divided

that it makes managing the association and its advocacy strategy difficult.

Members' views of the Trump administration: Somewhat negative.

Do your personal views differ from those of members? No.

Has your association spoken out strongly against any administration actions you oppose? Yes.

Comment: "Cancellation (of) \$1.2 billion in grants supporting farmers and Farm 2 School efforts and potential cut in funding that will impact hundreds of thousands of students (who) received free meals."

VICKI LOISE, CEO, SOCIETY FOR LABORATORY AUTOMATION AND SCREENING

Association type: Midsize professional society.

Are members divided in their views on the Trump administration? Not significantly.

Members' views of the Trump administration: Strongly negative.

Do your personal views differ from those of members? No.

Comment: "The industry we serve is life science researchers. Many of our academic members have lost funding on their projects and do not see postings for future federal funding. We had to cancel a NIH-led course at our conference at the end of January when the communications freeze was put in place."

ANONYMOUS

Association type: Midsize professional society.

Are members divided in their views on the Trump administration? No.

Members' views of the Trump administration: Strongly negative.

Do your views differ from those of members? No.



Montague



Loise

Has your association spoken out strongly against any administration actions you oppose? No.

Why not? "It would be 'suicide' to publicly go against this administration. We are working through our congressional representatives. I don't want our association to become a target of the president's vengeance."

Comment: "I feel negatively about how the administration is working to shrink government. Should it be reduced — yes — there could be some cutting, but not in the heartless and random way it is happening now, where the employees, and the work they do, are being disrespected, treated like dirt. All leaders can identify some staff that are 'not as capable' and could have executed the cuts themselves, surgically. They were not given the opportunity

— and because of this disrespect for government leaders, some really good people with vital skills and 'history of the programs,' are walking out the door — on their own! They could have helped to cut staff if they were given a target and a timeline to follow. If agency leadership were making the cuts, the services to citizens would not be in jeopardy as they are now. This administration is disrespectful to

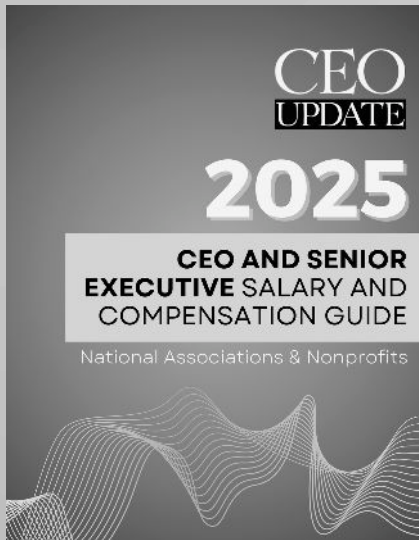
the rules about access to data, and they are disrespectful to the government employees and their leaders. I've never seen such a mess — and the negative impact of this administration will be felt for a long time ... AND will impact the people that voted for the president."

How have interactions between staff and members changed?

Comment: "Our members are thankful that we are here to support them, letting them vent. We are doing what we can to support morale of those still in government and we are working to help those who are leaving or have been fired, to find jobs." ■

CEO UPDATE

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RECRUITER CLOSE-UP

Powell looks for thought leadership in CEO candidates

Sterling Martin search consultant says broad experience, being active in association community are pluses for jobseekers

By William Ehart

Search consultant Jessica Powell says they may not seem similar, but her experience as a speechwriter shares some commonalities with her role as a recruiter.

Powell has been with Sterling Martin since February 2024, having come from Brown Executive Search, a firm focused on placing executives at tech startups. In fact, it was founder Bruce Brown who encouraged her to join his firm as a recruiter after she helped him with executive communications around diversity, equity and inclusion in the wake of George Floyd's murder by a Minneapolis police officer in 2020.

"Bruce was just an absolutely incredible mentor," Powell told CEO Update. "It was such a fast-paced environment. I was making a career change from speechwriting, and executive communications more broadly, and it was the perfect testing ground for me to dive right into the world of executive search."

Powell started her speechwriting career with the National Labor Relations Board and then worked for the American Federation of State, County and Municipal Employees, the largest public employee labor union, for nearly three years before joining Brown.

"My background in executive communications, and speechwriting in particular, has been invaluable in executive search," she said.

"Whether in the past it was crafting a speech, or today evaluating a candidate for an executive leadership role, just having the ability to understand, convey a message and assess fit, whether for words or leadership, requires a deep understanding of context, goals and culture," she said. "This background



Powell

in executive communications helps me to guide organizations in selecting leaders who can communicate effectively and drive their vision forward."

Of course, the association world moves at a different pace than the startup tech industry, but Powell appreciates the ability to help established organizations remain relevant well into the future.

"I love the idea of having an opportunity to partner with long-standing, well-respected organizations that are really the backbones of entire industries and professions," she said.

'Deep listening'

Powell considers executive search both an art and a science.

"My approach is a mix of deep listening and thoughtful strategy," she said. "I take the time to truly understand the needs and culture of the organization before diving into the search."

"And then, when it comes to evaluating talent, I look for qualities such as emotional intelligence, adaptability and resilience. I also really value things like humility, authenticity and having a collaborative spirit," Powell said.

"Leaders need to be visionaries, and that holds true whether we're talking about an early-stage tech startup or a 100-year-old association. But leaders also need to be practical and capable of building strong relationships, both internally and externally," she said.

"One of the things that I often hear from search committees is, 'We want somebody who can go out there and represent our organization well, take us to the next level, lead us and inspire our team into the next phase of our journey,'" Powell said. (A search committee is a panel of the hiring association's board members formed for the purpose of hiring an executive.)

Broad experience

In addition to vision, CEOs need broad operational experience, having gained exposure to different teams and projects within their organization, or even in a different sector or industry.

"It's important to have a proven track record of leading teams, managing complex initiatives and driving change," she said.

"I tend to look for a career trajectory that demonstrates an ability to handle increasing responsibility and complexity."

"Find as many ways as you can for cross-collaboration within your organization, because that's what's going to give you that bird's-eye view and 360-degree exposure to the various parts of the organization," Powell said.

"Search committees want somebody who has had an opportunity to have a hand in all things around financial management and operations, and they also want somebody who at least has a high-level understanding of human resources, if possible," she said.

Also, find ways to make a personal connection with your interviewers.

"They want to connect with candidates on a human level," Powell said. "The end goal is a strong partnership between the board and the new leader. They want to know about you as a person, as well."

One candidate scored points by sending handwritten thank-you cards to members of the search committee following an interview. The candidate was ultimately offered the job.

"What are those things about you as a person that make people feel good as they're interacting with you and partnering with you?" Powell said. "In every search, everyone's got a great resume. It's those (personal characteristics) that aren't on the resume."

Thought leadership

The best way to get on Powell's radar is to be involved in your field as a thought leader and be active in the association and nonprofit community by networking and attending events.

"I follow a lot of associations on LinkedIn," Powell said. "My feed often shows what executives are posting, whether to their blog or sharing short video clips or photos of a recent panel discussion they had an opportunity to be a part of. Even just showing that you're out there, that's what really stands out to me." ■

You can get in touch with Jessica Powell at jpowell@smartinsearch.com and 202-869-3000

DEPARTURES & ARRIVALS

CEO Departures

Nussle stepping down at credit unions group

Jim Nussle announced he will be retiring as CEO of **America's Credit Unions**. An exact date was not given as Nussle wishes to provide ACU flexibility in finding and hiring his successor.

"After a long career in advocacy from both sides of the policy making table, leading CUNA and the honor of helping to create and lead America's Credit Unions, it is soon time for me to pursue new interests in retirement. My announcement today is intended to provide the Board the time to conduct a thorough national search to find the next leader for the Association," Nussle said in a press release.

ACU, which formed in 2024 as the result of a merger between the Credit Union National Association and the National Association of Federally-Insured Credit Unions, appointed Nussle as its inaugural CEO. Nussle previously helmed CUNA for 10 years as president and CEO. Earlier in his career, Nussle served eight terms as a congressman representing Iowa's first and second districts in the U.S. House of Representatives. He also served as chairman of the U.S. House of Representatives Budget Committee for six years.

America's Credit Unions' Board of Directors have selected Vice Chair Karen Harbin to lead a search committee. Korn Ferry will assist in the search.

Abramowitz to retire from pharmacists group

The \$66M-revenue **American Society of Health-System Pharmacists** announced CEO **Paul W. Abramowitz** will retire from the organization, effective Jan. 31, 2026.

"It has been the greatest honor of my career to lead this organization for the past 14 years. I am so proud of everything we have accomplished, and truly grateful to have worked alongside the remarkably talented staff, boards and volunteers who continually inspire me with their dedication and passion for the profession of pharmacy," Abramowitz said in a statement.

Abramowitz has led ASHP since 2011, when he succeeded Henri R. Manasse, Jr. Prior to joining ASHP, he was the associate hospital director for professional services and chief pharmacy officer at the University of Iowa Hospitals and Clinics in Iowa City.

The ASHP Board of Directors have announced they will conduct the search for Abramowitz's successor.

Golden to step down at laboratory medicine group

Mark J. Golden will be stepping down as CEO of the \$24M-revenue **Association for Diagnostics & Laboratory Medicine** upon the conclusion of his contract on Aug. 17.



Nussle



Abramowitz



Golden



Smith

"On behalf of the ADLM board of directors, our members, and our global community, I want to convey my deepest appreciation for Mark and his leadership over the past five years. He came to ADLM just as COVID-19 was upon us," said Anthony Killeen, president of ADLM. "He led the association with courage and determination and elevated the important work of our beloved profession and the ADLM brand across the world. We remain ever grateful to Mark for his immense contributions to our association and to laboratory medicine."

Prior to being named CEO of ADLM in 2020, Golden spent nearly eight years as executive director and CEO of the National Society of Professional Engineers. Previously, he served as executive director and CEO of the National Court Reporters Association, where he spent over 13 years.

Smith announces departure from blockchain group

The \$7.3M-revenue **Blockchain Association** announced CEO **Kristin Smith** will step down from her role, effective May 16. Smith will be joining the newly established Solana Policy Institute as president on May 19.

"Kristin's leadership has been instrumental in transforming Blockchain Association into the powerhouse it is today," said Marta Belcher, president of the Blockchain Association Board of Directors. "Her passion for the industry and her ability to bridge the gap between technology and policy have left an indelible mark on our organization and the broader blockchain ecosystem. We are deeply grateful for her contributions and wish her the best in her next chapter."

Smith has helmed the Blockchain Association since its inception in 2018. Her new landing spot, the Solana Policy Institute, is a non-partisan, nonprofit organization that aims to educate policymakers about decentralized networks and the crypto industry.

The Blockchain Association stated in a press release that the search for Smith's successor is already underway.

CEO Arrivals

Chavous tapped to lead education research group

The \$13M-revenue **American Educational Research Association** announced **Tabbye M. Chavous** has been appointed executive director, effective Aug. 11. She will succeed Felice J. Levine, who has led the organization since 2011.

"(Tabbye's) deep expertise in education research and unwavering commitment to promoting evidence-based policies and practices make her the ideal choice to guide our organization toward continued growth and success.

At a time when support for high-quality research is key to advancing education in the U.S. and worldwide, we are confident that Dr. Chavous

DEPARTURES & ARRIVALS

will expand our impact and drive meaningful change,” said AERA President Janelle Scott.

Chavous has spent the past 27 years at the University of Michigan, most recently as vice provost for equity and inclusion and chief diversity officer. She also spent six years as director of the National Center for Institutional Diversity.

She has a bachelor's degree in interdisciplinary studies and a doctorate degree in community psychology from the University of Virginia.

Calhoun named leader of agricultural group

Cedric Calhoun has been appointed executive director of the \$3.1M-revenue **American Society of Agricultural and Biological Engineers**, effective May 1. He will succeed Darrin Drollinger, who announced his retirement in July 2024 after 15 years at the helm.

“(Cedric’s) expertise in organizational development and stakeholder engagement positions him perfectly to guide our Society through the evolving challenges and opportunities in the years ahead. We are confident that under his leadership, ASABE will strengthen its role as a premier global organization supporting professionals who are dedicated to sustainable solutions for food, water, fiber, energy, and the environment,” said ASABE President Doug Otto.

Calhoun has spent the past nearly seven years as president and CEO of consulting company Eclipse Business Strategies. Previously, he was CEO of The Door and Hardware Institute and executive vice president of the National Association of Enrolled Agents. Earlier in his career, he spent nine years as executive director of the Alliance of Hazardous Materials Professionals.

He has a bachelor's degree from Wake Forest University. Tuft & Associates assisted in the search.

Hall to helm AIA philanthropic arm

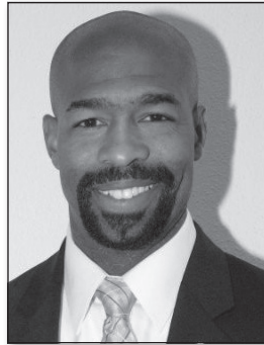
Architects Foundation, the philanthropic partner of the American Institute of Architects, announced the appointment of **Jennifer Calvert Hall** as the group’s new executive director.

“I believe that the appointment of (Hall) as our new executive director represents an important milestone in our efforts. Her enthusiasm for the role paired with her success in nonprofit management and development will advance our mission,” said Foundation President and Board Chair Dan Kirby. “I am confident that her appointment will be transformative in our efforts to expand our capacity to support aspiring architects, empower communities, and create impactful experiences.”

Hall has spent the past four years at the American Alliance of Museums, most recently as vice president of membership and advancement. Previously, she was executive director of Fund for Education Abroad, where she spent over seven years.



Chavous



Calhoun



Hall



Maloney

She has a bachelor's degree in fashion design from the Fashion Institute of Technology and a master's degree in history of design and curatorial studies from the Parsons School of Design at The New School.

Vetted Solutions assisted in the search.

Maloney named leader of electricity group

The \$96M-revenue **Edison Electric Institute** announced **Drew Maloney** has been named president and CEO, effective July 1. He will succeed Pat Vincent-Collawn, who has led EEI on an interim basis following the departure of Thomas Kuhn at the end of 2023.

“(Maloney’s) extensive public policy expertise, financial and energy sector work, and trade association leadership will be a tremendous asset to EEI member companies and the millions of customers we serve,” said EEI Board Chair Maria Pope. “His proven record in Washington, DC, navigating some of the most complex policy landscapes by building effective coalitions, will be invaluable as our industry works to meet increasing electricity demand with a focus on keeping customer bills as low as possible.”

Maloney has led the American Investment Council since 2018. Previously, he spent nearly five years at energy company Hess Corporation, where he served as vice president of global government affairs and public policy. He also spent a decade at Ogilvy Government Relations, where he was CEO.

He has a bachelor's degree in political science at Randolph-Macon College and a law degree from the Columbus School of Law at The Catholic University of America.

Heidrick & Struggles assisted in the search.

Woods set to helm glass group

The \$13M-revenue **National Glass Association** announced **Lakisha Ann Woods** will take over as president and CEO, effective July 14. She will succeed Nicole Harris, who announced in December that she would be retiring from NGA after 35 years at the group, 11 of which were spent as president and CEO.

“We are delighted that Lakisha will lead NGA following Nicole’s well-deserved retirement, announced late last year,” said Rick Locke, 2024-2025 NGA board of directors chair. “It was a thorough search effort, and we were unanimous that Lakisha’s credentials and experience will continue to grow NGA’s excellent service and results for our members and the glass and glazing industry.”

Woods most recently helmed the American Institute of Architects for three years. Previously, she spent three years as president and CEO of the National Institute of Building Sciences. Earlier in her career, she spent nearly 15 years at the National Association of Home Builders, most recently as chief marketing officer.

She has a bachelor's degree in business administration and management from the University of Maryland.

Heidrick & Struggles assisted in the search.

DEPARTURES & ARRIVALS

Dinegar tapped to lead real estate group

The \$8M-revenue **Society of Industrial and Office Realtors** announced **Jim Dinegar** has been appointed CEO, effective May 1. He will succeed Robert Thornburgh, who stepped down in February to become regional president of the southwest at real estate company Cushman & Wakefield.

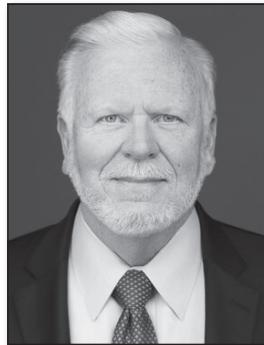
“Jim brings not only proven leadership and association expertise but also a passion for the commercial real estate landscape,” said SIOR Global President Mike Ohmes. “We’re excited to welcome him into our amazing community as we work together to advance our profession and better serve and grow our members around the world.”

He previously spent over a decade at the Greater Washington Board of Trade, where he was president and CEO. He also spent over six years at the American Institute of Architects, where he served as chief operating officer. Additionally, he led government and industry affairs at BOMA International.

Korn Ferry assisted in the search.



Woods



Dinegar

past four years at restaurant franchise company Inspire Brands, where he served as government affairs manager.

Children’s Hospital Association—**Heidi Baskfield** has joined \$46M-revenue CHA as **vice president of mental health**. She previously served as president and CEO of The Advocacy Collective. Earlier in her career, she spent nearly 14 years at Children’s Hospital Colorado, most recently as vice president of population health and advocacy.

Clean Energy Buyers Association—**Susan Buehler** has joined \$9.6M-revenue CEBA as **senior vice president of corporate communications**. She spent the past eight years as chief communications officer of regional transmission organization PJM Interconnection. Previously, she spent 15 years at Bellevue Communications Group, most recently as executive vice president.

Compressed Gas Association—**Anil Lal** has been named \$5.9M-revenue CGA’s **director of engineering and regulatory affairs**. He most recently served as manager of engineering and technical services at Canada’s Technical Standards and Safety Authority.

Consumer Bankers Association—**Weston Loyd** has been promoted from press secretary to **head of media relations and third party engagement** at \$17M-revenue CBA. He previously worked for Brunswick Group and Edelman.

Federation of American Hospitals—**Grace Millerick** has joined \$17M-revenue FAH as **director of government relations and political advocacy**. She previously spent five years at the U.S. Chamber of Commerce, most recently as director of federation relations and coalition partnerships.

IPC—**Carrie Sessine** has joined \$43M-revenue global electronics association IPC as **vice president of global communications**. She previously was senior vice president of marketing and communications for venture capital firm In-Q-Tel, where she spent nearly a decade.

National Association of Chain Drug Stores—**Emily Dowsett** has joined \$40M-revenue NACDS as **vice president of communications**. She joins the group after nearly four years at the Medical Group Management Association, where she served as director of policy communications. She previously was a media manager at the American Public Works Association.

National Association of Manufacturers—**Charles Crain** has been promoted from vice president of domestic policy to **managing vice president of policy** at \$62M-revenue NAM. Prior to joining NAM in 2018, he spent eight years at the Biotechnology Innovation Organization, most recently as director of tax and financial services policy.

Staff Arrivals

Alliance for Chemical Distribution—**Brian Callahan** has been promoted from vice president of legislative affairs to **senior vice president of government affairs** at \$9M-revenue ACD. He joined ACD in 2021 from the National Safety Council, where he served as government affairs manager.

American Bankers Association—**Bijan Mehryar** has joined \$151M-revenue ABA as **vice president of congressional relations**. He joins the group after over two years at financial services company Block, where he served as global public policy lead. Previously, he was a manager of U.S. state and local government affairs at Salesforce.

American Concrete Institute—**Brian Wheeler** has joined \$22M-revenue ACI as **managing director of communications and marketing**. He most recently served as the senior marketing communications and strategic intelligence leader for paint and coating manufacturing company PPG Industries.

Sterling Martin Associates assisted in the search.

American Council of Engineering Companies—**Nando Gomez** has been promoted to **senior vice president for energy and external affairs**. Gomez joined \$20M-revenue ACEC nearly three years ago and previously served as vice president of advocacy strategies. He previously was vice president of government relations for the American Fuel and Petrochemical Manufacturers.

American Gaming Association—**Mike Vanaki** has joined \$17M-revenue AGA as **director of government relations**. He spent the

Expected CEO searches

America's Essential Hospitals
American Association of Independent Music (A2IM)
American Camp Association

American Dental Association
American Institute of Chemical Engineers
NEW American Society of Health-System Pharmacists

NEW Association for Diagnostics & Laboratory Medicine
NEW Blockchain Association
CFP Board

Search firm CEO activity

Armstrong McGuire

CLOSED Automotive Service and Tire Alliance

Association Options

CLOSED Massachusetts Society of Optometrists
New York State Association of Health Care Providers

The Batten Group

Association of Proposal Management Professionals

BoardWalk Consulting

Food Research and Action Center

Career Management Partners

CLOSED National Association of Realtors®

DRiWaterstone

CLOSED Association of Fundraising Professionals
CLOSED Council for Interior Design Qualification

Executive Director Inc.

NEW American Academy of Emergency Medicine

Good Insight

National Council for the Social Studies

Harris Rand Lusk

New York State Association for Affordable Housing
CLOSED SHARE Cancer Support

Heidrick & Struggles

Airlines for America
American Institute of Architects
American Medical Association
CLOSED Cruise Lines International Association
CLOSED Edison Electric Institute
CLOSED Global Cold Chain Alliance
CLOSED National Glass Association
National Rental Home Council

Isaacson, Miller

CLOSED American Library Association
CLOSED Associated Colleges of the South
CLOSED National Center for State Courts

Kittleman & Associates

CLOSED Brewers Association

Korn Ferry

CLOSED Aircraft Owners and Pilots Association
America's Credit Unions
American Cancer Society
American Cleaning Institute
CLOSED American Epilepsy Society
Association for Consumer Debt Relief
Association of Corporate Counsel
CLOSED Association of International Certified Professional Accountants
CLOSED Association of periOperative Registered Nurses
CLOSED Council of Institutional Investors
CLOSED CTIA-The Wireless Association
Gemological Institute of America
CLOSED International Bridge Tunnel & Turnpike Association
CLOSED NAACOS
CLOSED National Board of Surgical Technology and Surgical Assisting
National Petroleum Council
National Ready Mixed Concrete Association
NCTA - The Internet & Television Association
CLOSED Pension Real Estate Association
CLOSED Society of Manufacturing Engineers

Koya Partners

CLOSED National Network to End Domestic Violence Fund

Smithbucklin

American Society for Bone and Mineral Research
Bank Insurance & Securities Association
CLOSED Railway Supply Institute
SHARE

Spencer Stuart

CLOSED Alliance of Motion Picture and Television Producers
American Association of Community Colleges
Can Manufacturers Institute

Spencer Stuart (cont.)

Community Associations Institute
CLOSED Consumer Brands Association
CLOSED SAE International
United Services Organizations

Staffing Advisors

International Society of Travel Medicine
Oncology Nursing Society

Sterling Martin Associates

CLOSED Allinial Global
American Mensa
American Society of Breast Surgeons
NEW International Society for the Advancement of Cytometry
NEW National Automatic Merchandising Association
National Foundation for Infectious Diseases
CLOSED National Parent Teacher Association
NIGP: The Institute for Public Procurement
CLOSED Population Association of America

Tuft & Associates

CLOSED American Society of Agricultural and Biological Engineers
CLOSED Arizona Medical Association
Certification Board for Diabetes Care and Education
Intersocietal Accreditation Commission
State Bar of Wisconsin

Vetted Solutions

American Board of Foot & Ankle Surgery
American Geophysical Union
CLOSED National Association of Professional Insurance Agents
National Association of Women in Construction

WittKieffer

Federation of State Boards of Physical Therapy

NEW For details, see CEO Searches, beginning on page 20.

CLOSED Indicates searches for which the recruiter has communicated no new candidates are being accepted. It does not necessarily mean a final candidate has been selected.

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EXECUTIVE CAREER OPPORTUNITIES

98

New executive
association jobs
online

New CEO Search Firm Assignments

Airlines for America to Heidrick & Struggles

America's Credit Unions and **American Cancer Society** to Korn Ferry

National Automatic Merchandising Association to
Sterling Martin Associates

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NEW CEO SEARCHES

Additional searches and daily updates at CEOupdate.com

Airlines for America Washington, DC

Search underway for Chief Executive Officer of Airlines for America. The search is being led by Heidrick & Struggles. Interested candidates can contact Julian Ha, jha@heidrick.com. CEO Update is tracking this search and will report additional details when available.

America's Credit Unions Washington, DC

Search underway for CEO of America's Credit Unions. The search is being led by Korn Ferry. Interested candidates can contact Korn Ferry at ACU_CEO@kornferry.com. Lorraine Lavet, Lorraine.Lavet@KornFerry.com and Nels Olson, Nels.Olson@KornFerry.com are co-leading the search. CEO Update is tracking this search and will report additional details when available.

American Academy of Emergency Medicine Milwaukee, WI

Search underway for Executive Director of the American Academy of Emergency Medicine. Seek individual to be responsible for the following: direct liaison with the President, Officers, Board, and Executive Committee; with Board President, coordinate and produce agendas and related materials for all Board meetings and conference calls; overall day-to-day management of the AAEM Physician Group, AAEM Foundation, and AAEM LEAD-ED; supervision/oversight of AAEM staff and assist as needed with committees, task forces, sections, chapter divisions, programs and activities; serve as staff liaison to Government Affairs, Ethics, and Legal Committees, as well as board task forces; direct and oversee all legal and contractual undertakings of AAEM; oversee the annual election process for the AAEM Board of Directors; direct and oversee strategic planning initiatives for academy; direct and oversee all financial activities of academy including budgeting, monitoring and reconciliation; maintain the AAEM Policy Manual; prepare insurance applications and seek policy coverage as needed – D&O and Liability; coordinate and assist in editing of AAEM documents; provide oversight to AAEM/RSA; and other duties as assigned. Requires a bachelor's degree; five years of association management experience, computer proficiency, outstanding organizational and communication skills; and the

ability to travel approximately three to four weeks per year. The search is being led by Executive Director Incorporated. Apply: execinc.com/careers.

American Association of Community Colleges Washington, DC

Search underway for Chief Executive Officer of the American Association of Community Colleges. The search is being led by Spencer Stuart. Interested candidates can contact Carolyn Laver, claver@spencerstuart.com. CEO Update is tracking this search and will report additional details when available.

American Cancer Society Atlanta, GA

Search underway for Chief Executive Officer of the American Cancer Society. Seek individual to partner with the ACS and ACS CAN Boards to set bold vision and strategic direction, inspire innovation, and provide dynamic leadership both internally and externally to advance ACS's mission of ending cancer as we know it for everyone; collaborate with the Boards to shape and implement the organization's strategic plan and ensure ACS's and ACS CAN's short- and long-term fiscal health; play a critical role in driving impactful cancer programs and initiatives, and in fundraising, ensuring a successful capital campaign, cultivating major donors, and optimizing responsive digital channels to maximize sustainable revenue generation; oversee the leadership and management of ACS and ACS CAN, developing, inspiring, diversifying, and energizing the staff, volunteers, and other stakeholders on this journey to ensure the continued success and impact of the organization; foster a culture of collaboration, inclusion, shared accountability, and mission focus; build, strengthen, and sustain energizing relationships with volunteers, researchers, donors, healthcare organizations, policy makers, and the media; develop and execute a comprehensive development strategy that leverages digital technology and accesses techniques to build a diversified and sustainable portfolio of funding sources, including major donors, foundations, corporate partnerships, events, continued grass roots contributors, among others; engage, inspire, and empower a diverse, motivated, and high-performing team, bringing out each team member's personal best while modeling passion for ACS's

mission; promote a culture of transparency and collaboration to build trust and elevate morale across all levels of the organization; collaborate with ACS CAN's President and Board to engage advocates across the country and ensure that cancer is a top priority for public officials and candidates at the federal, state, and local levels; and serve as the organization's spokesperson before a myriad of audience including the volunteer community, donors, government officials, the healthcare and life sciences community, the media, and the public. Requires a bachelor's degree; a record of accomplishment of successfully driving results and growth in large, diverse, and complex organizations; proven ability to inspire and motivate a large geographically dispersed team to advance an organization's mission and strategic priorities; demonstrated experience serving as an inspiring, credible, and compelling "face and voice" of an organization, with experience working with top-tier national media and social media; public speaking before large, high-profile groups; and advocating and influencing relevant government officials; and a record of accomplishment of successful fundraising or equivalent revenue generation, including cultivating and stewarding current and potential donors. The salary range for this position is \$900K to \$950K. The search is being led by Korn Ferry. Apply: Email resume and cover letter to Lorraine Lavet, Lorraine.Lavet@kornferry.com.

Community Associations Institute Falls Church, VA

Search underway for President of the Community Associations Institute. The search is being led by Spencer Stuart. Interested candidates can contact Carolyn Laver, claver@spencerstuart.com. CEO Update is tracking this search and will report additional details when available.

International Society for the Advancement of Cytometry Washington, DC

The International Society for the Advancement of Cytometry seeks an innovative Executive Director to drive scientific collaboration and technological advancements in cytometry. The ideal ED will be an experienced executive with a strong scientific background or experience working with scientific leaders. Sterling Martin Associates will lead recruiting efforts for this position. For more information, please contact David Martin, CEO and managing partner, at dmartin@smartinsearch.com or Brian Glade, vice president of client services, at bglade@smartinsearch.com. A full position description is forthcoming.

National Automatic Merchandising Association Arlington, VA

The National Automatic Merchandising Association seeks an exceptional Chief Executive Officer to lead the association. The ideal CEO candidate will be an expert in association management, with a strong track record in governance, member engagement, advocacy, and strategic growth. This position is in-office at NAMA's Alexandria headquarters. Sterling Martin Associates will lead recruiting efforts for this position. For more information, please contact David Martin, CEO and managing partner, at dmartin@smartinsearch.com or Krista DeRose, executive recruiter, at kdorose@smartinsearch.com. A full position description is forthcoming.

National Foundation for Infectious Diseases Bethesda, MD

Search underway for Executive Director and CEO of the National Foundation for Infectious Diseases. Seek individual to lead the organization in advancing its mission of educating and engaging the public,

communities, and healthcare professionals about infectious diseases across the lifespan; collaborate with the Board of Directors to refine and implement the strategic plan; serve as the primary liaison to the Board of Directors, providing regular and timely updates and strategic counsel; lead the development of strategic partnerships and programs to advance the organization's mission; represent the organization at events, partner meetings, and media opportunities; guide the development of evidence-based education and outreach initiatives; oversee NFID conferences, webinars, and activities that support professional education and public health awareness, including the Annual Conference on Vaccinology Research, Clinical Vaccinology Course, and Annual Awards Gala and Silent Auction; engage and build relationships with key stakeholders, including federal agencies (e.g., CDC, NIH), healthcare associations, academic institutions, corporate partners, donors, media, and the public; oversee day-to-day outsourced operations, including finance, HR, IT, and meeting planning; oversee NFID staff operations; manage and mentor staff and ensure a healthy organizational culture, overseeing processes such as hiring, separation, ongoing staff development, performance management, and compensation and benefits; ensure compliance with applicable laws, regulations, and internal policies; develop and manage the annual operating budget and ensure sound fiscal practices; and diversify and grow revenue through grants, sponsorships, partnerships, and donations. Requires a bachelor's degree; proven leader with at least 10 years of experience in a CEO, Executive Director, COO, or senior-level position within a U.S. nonprofit medical or health-related organization of comparable size or complexity; demonstrated success in fundraising, partnership development, and diversifying funding sources, with a strong network of contacts in the infectious diseases community or the ability to build a network; proven experience managing budgets of \$5M or larger, leading staff, and working with volunteer leaders; and exceptional communication skills and the ability to build relationships with diverse stakeholders. The search is being led by Sterling Martin Associates. Apply: jobs.crelate.com/portal/sterlingmartin.

National Petroleum Council Washington, DC

Search underway for Executive Director of the National Petroleum Council. The search is being led by Korn Ferry. Interested candidates can contact Nels Olson, Nels.Olson@KornFerry.com. CEO Update is tracking this search and will report additional details when available.

National Ready Mixed Concrete Association Alexandria, VA

Search underway for President of the National Ready Mixed Concrete Association. Seek individual to provide visionary leadership and strategic direction to the NRMCA, working closely with the Board, staff, members, and stakeholders to fulfill NRMCA's mission; build and implement action plans to achieve the Association's strategic goals, providing regular progress reports to the Board and guiding leadership when strategies require adjustment to meet the agreed upon plan priorities; ensure the NRMCA provides a strong value-proposition and remains relevant to current and prospective members nationally; support the staff in the development, implementation, monitoring, and adjustment of strategic, financial, and business plans through a system of accountability; provide ongoing management and oversight of the association's fiscal health, maintaining regular communications with the NRMCA Board, informing them of key activities and the overall operational and financial health of NRMCA; serve as a public spokesperson

and advocate for NRMCA to amplify the voice of the industry on key legislative and regulatory priorities; maintain and enhance the image of NRMCA and its priorities in Washington, DC and across the nation; collaborate with other trade associations that share common goals by building and participating in coalitions; represent NRMCA in national media appearances and public venues to advance advocacy and promotion priorities as appropriate; cultivate cross-division collaboration and fosters a culture of integrity, accountability, transparency, responsiveness, innovation, and collaboration; foster organizational agility to address changing dynamics in the industry that may impact achievement of the NRMCA strategic and action plans; ensure the NRMCA maintains key infrastructure and technological capabilities to effectively serve the members and implement the strategic plan; and promote visibility of the association within the construction industry nationally and with key stakeholders including government officials, specifiers, educational institutions, thought leaders, and other stakeholder organizations. Requires a bachelor's degree; at least 10 years of relevant executive leadership experience within a company or national association of comparable scale and complexity; experience overseeing the development and implementation of an organization's strategic plan, working collaboratively and transparently with a Board, managing a P&L, and leading a diverse team of professionals to achieve goals and objectives; strong analytical and communications skills with the capability of analyzing and articulating complex and strategic issues and their potential impacts for decision-making for staff, Board members, and key business partners and stakeholders; and strong financial and business acumen to ensure the long-term fiscal health and sustainability of NRMCA. The salary range for this position is \$400K to \$500K. Apply: Email resume and cover letter to nrmca_president@kornferry.com

NCTA – The Internet & Television Association Washington, DC

Search underway for President and CEO of NCTA - The Internet & Television Association. The search is being led by Korn Ferry. Interested candidates can contact Nels Olson, Nels.Olson@KornFerry.com. CEO Update is tracking this search and will report additional details when available.

Oncology Nursing Society Remote/Pittsburgh, PA

Search underway for Chief Executive Officer of the Oncology Nursing Society. Seek individual to lead ONS and its affiliated organizations, the Oncology Nursing Certification Corporation and the Oncology Nursing

Foundation; maximize Board expertise across all entities to drive enterprise goals; Provide data-driven insights and strategic recommendations to support informed decisions; foster diverse, thoughtful discussions that lead to action; ensure financial sustainability and growth across our three multi-million-dollar organizations; Drive business model innovation and explore new funding sources, program expansion, technology investments, and operational efficiencies to optimize resources and reduce costs; leverage our reputation as a trusted resource in oncology nursing to evolve educational offerings and reach new audiences; lead staff to embrace and implement innovative learning modalities, flexible course formats, and on-demand delivery methods for today's nurses; act as the enterprise's primary spokesperson and position the enterprise to address emerging issues and opportunities proactively; build strategic alliances across industries, including other associations and professional organizations, patient advocacy groups, providers, and fundraising partners; lead lobbying, government affairs, and regulatory efforts, collaborating with members and partners to amplify advocacy impact; collaborate with the Board to refine membership models, driving growth, engagement, and revenue; strengthen the value proposition to attract and retain members while ensuring staff resources are allocated to support expansion without sacrificing the highest quality service to our membership and the overall mission of the organization; foster a unified organizational culture and identity that promotes collaboration and high performance across ONS, ONCC, and ONF, focusing on enterprise alignment while respecting each entity's purpose; and foster a culture of innovation, spirit of inquiry and calculated risk-taking to rapidly develop new products and services that meet emerging needs and maintain enterprise relevance. Requires an advanced degree in nursing, business management, or related field; significant executive leadership experience, including organizational and financial management for a complex organization with multi-million-dollar budgets; and the ability to travel frequently to meet with a variety of constituencies and stakeholders, including members, coalition and advocacy partners, and staff. The salary range for this position \$425K to \$450K. The search is being led by Staffing Advisors. Apply: staffingadvisors.com/jobs

United Service Organizations Washington, DC

Search underway for Chief Executive Officer of the United Service Organizations. The search is being led by Spencer Stuart. Interested candidates can contact Carolyn Laver, claver@spencerstuart.com. CEO Update is tracking this search and will report additional details when available.

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Vice President, Sustainability

American Heart Association

Charlotte, NC

Vice President, Community Impact

American Psychological Association

Washington, DC

Director, Meetings & Events

American Society for the Prevention of Cruelty to Animals

New York, NY

Senior Director, Strategy and Planning

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SVP, Government Affairs

Bank Policy Institute

Washington, DC

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Bipartisan Policy Center

Washington, DC

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Washington, DC

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Washington, DC

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CFA Institute

Charlottesville, VA

Chief Information Officer

Children's Hospital Association

Lenexa, KS

Director of Analytics Data Governance

Children's National Hospital

Silver Spring, MD

Marketing Director

CropLife America

Arlington, VA

Director, Federal Government Relations

Federation of American Scientists

Washington, DC

Director, People and Culture

FMI – The Food Industry Association

Arlington, VA

Director, Legal Operations

Health & Fitness Association

Washington, DC

Chief Operating Officer

Hispanic Association of Colleges and Universities

San Antonio, TX

Director of Professional Leadership Programs

Independent Sector

Washington, DC

Director, Media Relations and Executive Communications

Director, Programs and Convenings

Institute for Food Technologists

Chicago, IL

Chief Financial Officer

International Foodservice Distributors Association

McLean, VA

Vice President, Finance & Administration

National Association of Community Health Centers

Bethesda, MD

Vice President, People and Culture

National Association of Home Builders

Washington, DC

Director, Federal Legislative

National Association of Manufacturers

Washington, DC

Director, Chemicals, Materials, and Sustainability Policy

National Audubon Society

Oakland, CA/Seattle, WA

Vice President, California

Vice President, Washington

National Corn Growers Association

St. Louis, MO

Director, Accounting and Finance

National Electrical Manufacturers Association

Arlington, VA

Director, Government Relations

National Society of Professional Engineers

Alexandria, VA

Vice President, Marketing & Communications

CEO UPDATE

1530 Wilson Boulevard, Suite 400
Arlington, VA 22209

EVENTS OF NOTE

CEO Roundtable Summit

May 7, 2025

ceoupdate.com/live-events

CEO Update Live:

Compensation (Virtual)

May 21, 2025

ceoupdate.com/live-events

First Tuesday: Peer-Based

Interactive Learning

(Virtual)

June 3, 2025

ceoupdate.com/live-events

AMS Fest Chicago

(Chicago, IL)

June 16-18, 2025

amsfest.com/chicago

Decision-Making Through

Uncertainty Workshop

(Alexandria, VA)

June 24, 2025

ceoupdate.com/live-events

2025 ASAE Annual Meeting & Exposition

(Los Angeles, CA)

August 9-12, 2025

annual.asaecenter.org

CEO Update Dinner Series:

Revenue Diversification/

Growth

August 19, 2025

ceoupdate.com/live-events

CEO Update Live: Mastering

Mergers - Strategic Negotiation

and Planning (Hybrid)

October 7, 2025

ceoupdate.com/live-events

Nonprofit CFO Awards

October 8, 2025

nonprofitcfoaward.com

Nonprofit Legal, Finance, and

Grants Conference

October 8-9, 2025

nplfgconference.com

CEO Update Dinner Series:

Succession Planning

November 12, 2025

ceoupdate.com/live-events

AMS Fest DC

November 19-21, 2025

amsfest.com/dc

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