

CEO UPDATE

THE SOURCE FOR ASSOCIATION NEWS AND EXECUTIVE CAREERS

Volume XXXV, Number 829, December 6, 2024

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2024
ASSOCIATION CEO RECRUITMENT TRENDS
Read our analysis of CEO placements in the past year
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Post-pandemic return to work generated more ADA claims

Remote work showed employees what was possible; as associations went back to the office, Americans with Disability Act claims rose

By William Ehart

With staff at many associations having returned to the office, even if just for two days a week, there has been an increase in employees seeking accommodations to stay home every day under the Americans with Disabilities Act (ADA).

CEO Update consulted two attorneys with nonprofit practices and conducted an email survey of association CEOs on the issue. The attorneys said ADA claims increased immediately after the pandemic and have tapered off, but remain higher than before COVID forced

most office employees to work from home. Remote work opened employees' eyes to what was possible.

"I've had more of these disability accommodation calls with clients than I can count," said Jeff Tenenbaum, managing partner at Tenenbaum Law Group. "It's something on top of everyone's mind. It's been an evolving situation and moving target since COVID."

ADA claims were "very popular just as the pandemic was winding down, but it has leveled off a little bit," said



Tenenbaum

Peter Guattery, partner and co-chair of the employment practice at the Whiteford, Taylor & Preston law firm. "I deal with them once every month or two — people looking for an accommodation that may necessarily involve some type of remote work.

"Most employers are still providing some type of remote work option, even

if not full-time remote, because people have

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Strategy is the process of identifying a clear desired outcome,
and the deliberate behavior required to get there.

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Greenbaum



Nguyen



Thibodeaux



Schuster

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CASE STUDY

How CBA is taking charge of narrative around credit card use

Consumer Bankers Association partners with financial influencers to teach younger generation credit card basics

By **Melanie Kalmar**

Practically every major financial decision, from purchasing a car to buying a home, involves weighing options before making a decision. Choosing a credit card is no different. American consumers have an average of four credit cards each, but it doesn't necessarily mean those cards are a good fit.

Everyone's needs are unique, and each card has a range of incentives to meet them. The most common rewards and benefits include discounts on dining, entertainment and travel, cash back on purchases, or low or no annual percentage rate for carrying balances.

With more than 4,000 credit card issuers in the U.S. and each bank offering multiple options, the Consumer Bankers Association (CBA) in Washington, D.C., seeks to make finding the best fit easier for consumers.

In September, CBA launched the Credit Card Confidence Campaign, partnering with five financial influencers on TikTok and Instagram to take the process of choosing a credit card down to the basics. In videos that last about one minute, internet-trusted dad Bo Petterson (@DadAdviceFromBo) and Gen Z money expert Taylor Price (@pricesstay) talk about maximizing credit card benefits and avoiding pitfalls — all while frying bacon or applying makeup.

Aimed at Millennials and Gen Z, the campaign is for educational purposes only. CBA and its influencer partners do not recommend specific products. Rather, they meet consumers where they are, on social media, to show them how to choose the right card based on their lifestyle, spending habits and financial goals. The idea is to educate them early and give them the information that is necessary to make sound financial decisions.

The influencers work in tandem with CBA, directing users to the association's specialized website, CreditCardConfidence.com, to take the "Card Matchmaker Quiz." Based on their answers to this three-question survey, users learn how to choose a credit card that suits their specific needs. New users learn that if they pay monthly balances in full, for example, they can avoid paying interest or late fees, and still reap all the benefits.

The website walks users through how to choose a card that offers the right discounts and VIP treatment at places they like to go or activities they like to do. Regular airline travelers

might enjoy frequent flyer miles, early boarding privileges or access to luxury lounges, while foodies may enjoy discounts on dining. Or they may want to simply opt for cash back on purchases like gas or groceries. Whatever their interest, CBA's website aims to connect consumers with the right card.

The idea for the campaign, in part, was born out of frustration with politics driving policy and inaccurate messages reaching consumers, CBA's president and CEO, Lindsey Johnson, told CEO Update.

"In the past four years, there was a lot of misinformation from the Consumer Financial Protection Bureau and other agencies about the lack of competition and transparency," Johnson explained.

Earlier this year, CFPB issued a report stating that consumers are encountering numerous problems with card rewards programs. CFPB Director Rohit Chopra said credit card companies "often bury complex terms in the fine print for using rewards" and that the agency will be looking for ways to protect consumers from so-called "bait-and-switch scams" when it comes to accessing these rewards programs.

Johnson said credit card companies are sending 600 million pieces of mail related to different offerings each month, which is a lot of paperwork for consumers to follow. She hopes CBA's new campaign will help inform consumers about their options.

Petterson, Price, and fellow CBA influencer partners John Liang (@JohnsFinanceTips), Gabrielle Flowers (@GabeFlowers@) and Sam Schlageter (@YourDCBestie), are reaching a lot of consumers with CBA's campaign. Collectively, they have more than 12 million followers.

Johnson said her thought process was, "Let's take what should be a simple message directly to consumers where they're getting and consuming their information. That's the reason we feel like this is the right direction to go."

Making an impact

During its first six weeks, the campaign's videos garnered about 10 million views, 138,000 likes, more than 3,600 reshares and upwards of 800 comments.

Petterson's video on balance transfers ignited robust discussion in the comments, with one user saying, "I didn't understand that there's not always a fee associated with a balance transfer. Thank you for the education."

In turn, those comments are spurring conversations among users, Johnson explained — conversations that are happening because a trusted third party is sharing information.

"Consumers learn the considerations they will want to make as they decide what card is best for them," Johnson said. "Ultimately, they understand there are a lot of options available."

Already, the campaign has been successful, she said, because it has met the original objectives of providing unbiased information and education.

"Our job is to help consumers understand how competitive the market is and how transparent the model is," Johnson said. "As we move forward on similar issues or other issues, you'll see us using new and innovative tools to deliver those messages to consumers on behalf of the broader industry and effectuate change at an advocacy level."

Johnson realizes it's groundbreaking for a 105-year-old association to partner with social media influencers to make an impact in the marketplace. But she's seeing more traditional industry associations do it.

"There's a ton of research behind what seems like a simple message and video," Johnson said.

"The organizations that are going to be effective in the coming years are those that are going to be utilizing these new tools." ■



CEO UPDATE

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AGENDA PREVIEW

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EXIT INTERVIEW

Greenbaum led diversity efforts at search consultants group

Ten-year AESC CEO said if executive recruiters 'don't believe in the power of diversity and a culture of inclusion, then who will?'

By William Ehart

Karen Greenbaum's proudest moment was being honored by the Association of Executive Search and Leadership Consultants (AESC) with its IDEA Award in 2021.

It was AESC's second annual recognition for fostering inclusion, diversity, equity and access, and Greenbaum was CEO when the award was created in the wake of George Floyd's murder by a Minneapolis police officer the previous year.

Her longstanding commitment to these principles would face a test in the years to come, as a backlash grew and organizations faced pressure to pull back.

But Greenbaum, whose association represents executive recruitment companies of all sizes, from global leaders to boutique firms, stood her ground. She is retiring Dec. 31 after leading AESC for 10 years. The association announced her replacement, James Edmund Datri, on Nov. 13. Vetted Solutions, an AESC member company, assisted in the search.

"The easy thing would have been to say, 'Well, let's soften,' but it's always been a core value. And instead, I said, 'Let's double down, because our members are the people who bring talent to clients. We're in the business of strengthening leadership worldwide. If we don't believe in the power of diversity and the power of a culture of inclusion, then who will?' That's a very serious responsibility of our profession.

"But I will say I didn't take the risk alone. I needed to make sure that our members were with us. They are. For those who aren't with us, we need to get them there," she said.

Diversity pledge

Greenbaum led the association to update its professional standards of conduct to include a diversity pledge.

"Diversity has been one of our values for many years, since way before I arrived, but we felt we needed to bring some fresh life to it after George Floyd's murder and we took a hard look and said, 'What more can we do?'

"We got CEOs from most of the leading global firms, we got together very quickly, and we agreed on a few strategies. One was that we wanted our members to pledge their commitment to diversity," she said.

"And then we said, 'All right, the pledge is fine, but what else?' So, we developed regional diversity councils."

The five councils represent North America; Latin America; the Middle East; Asia Pacific; and Europe and Africa. Greenbaum said early on they discussed how recruiters can reduce bias in the search process from beginning to end.

"We can't just do whatever the client asks," she said. "If they say, 'Don't bring me any women, don't bring me any people of color, don't bring me any of people of this religion,' we have strong standards that say no, we won't do that. We believe in inclusion, and so we won't present an exclusive slate."

Understanding members

Association leadership was new for Greenbaum when she took the helm of AESC. She had spent her career in professional services firms, having previously been a partner and practice leader at Pierce Consulting Partners, chief operating officer at law firm Nixon Peabody, and president and chief operating officer of the U.S. business of consulting firm Mercer.

"You have to really listen and understand your members and their points of view if you're running an association," she said. "I had never led an association before. And you have diverse members that you're trying to meet the needs of. So, don't just listen to the biggest members. You have to listen to all members. Really hearing and understanding helps you frame what the association needs to do. Everyone's going to have a different point of view, and you can't meet everyone's needs."

Getting used to more limited resources also was a challenge. "I had been responsible for a billion-dollar profit and loss statement at Mercer, so I ran a very, very big business," Greenbaum said. "It's harder to run a small association, because you never have as many resources as you need."

AESC reported \$4.8 million in revenue in 2023. It is a completely virtual association.

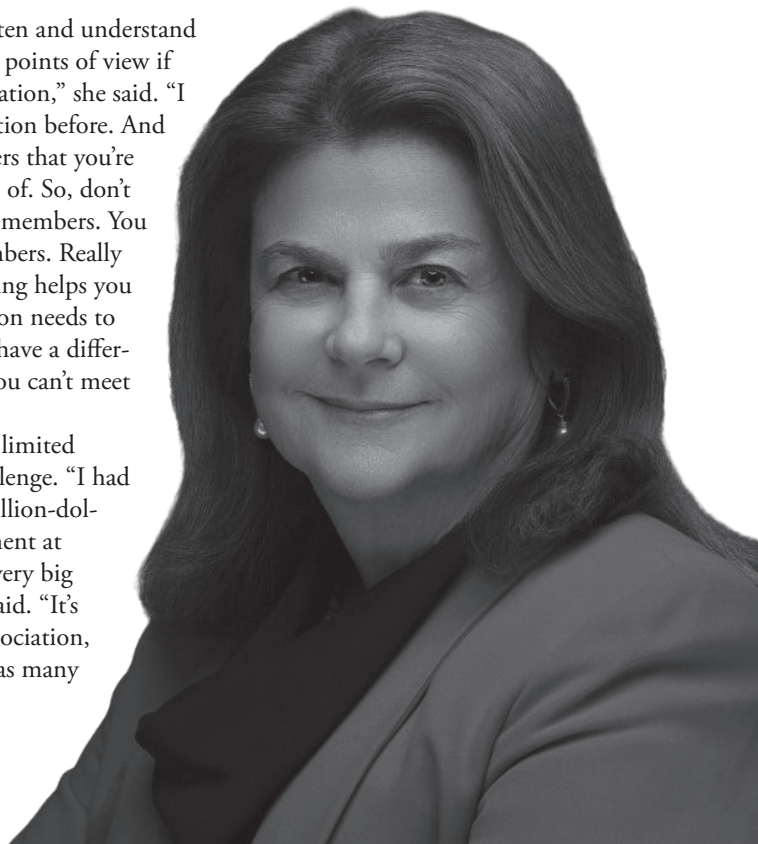
Greenbaum is based in Chicago and the rest of the leadership team is split across the U.S., Australia and Belgium. The association also has offices in the United Kingdom and India. AESC has members in 74 countries and during her 10 years leading the group, Greenbaum has visited members in 36 of them.

"Getting used to a smaller budget but still being global, you have to be more adaptable and resilient. But the commonality for me was that I was still focused on professional services," she said.

On the horizon

On Jan. 5, Greenbaum will be off to Cancun, Mexico, with friends. After that, she is considering a "portfolio career" where she's involved with a number of things.

"I might do some strategic consulting, perhaps with firms in the recruiting profession," she said. "Part of that portfolio career will include family and friends and perhaps some fun along the way. I've been talking a little bit about maybe being an interim CEO for associations. That could be on the horizon, but it just depends on how that sorts out." ■



FIRST-TIME CEO

Amanda Nguyen facilitates stakeholder buy-in at ADSA

The new American Distilled Spirits Alliance president and CEO sets standards for progress to grow the association

By Michael Berman

The beverage alcohol industry is an enduring part of American culture. For the American Distilled Spirits Alliance (ADSA), part of its mission is to align companies from that industry that are contributing to a safe and pleasurable drinking experience.

New ADSA President and CEO Amanda Nguyen, who took the helm in March, is focused on the group's three strategic imperatives: expanding ADSA's influence, ensuring the association is financially stable, and recruiting and retaining new members.

The road to ADSA

Initially educated as a lawyer and always focused on policy, Nguyen's ascent to the C-suite of a trade association hasn't always followed a linear path. She earned a bachelor's degree in political science at Wichita State University in Kansas and a law degree from Vanderbilt University Law School. Nguyen initially wanted to practice law but eventually decided she wanted to pursue business leadership roles instead.

After holding various legal positions, Nguyen spent eight years at the Fragrance Creators Association, where her final role was vice president of government affairs. While there, she gained the product supply chain knowledge and relationship-building experience that she finds indispensable in her role at ADSA.

Nguyen was recruited by Heidrick & Struggles. "I knew that Heidrick was a reputable firm, so if they were looking for a CEO, it was something I should look at twice. I also knew that I had been in that No. 2 role, if you will, in my past trade association for a while, and I was excited about a growth opportunity," she told CEO Update.

Gaining approval

ADSA represents companies that manufacture, import and market distilled spirits globally, and account for more than 60% of all distilled spirit sales in the U.S. The association promotes moderate consumption of alcohol and conducting business in a responsible manner.

Nguyen knew she would need support from industry and association stakeholders to implement the group's strategic plan.

"I've wanted to gain credibility, and I believe that is definitely earned, not given. And I wanted to get buy-in from the broader industry. A lot of that is listening, a lot of that is strategic planning.

"I now have the buy-in necessary to evolve the association. And that's not to say that it wasn't sophisticated or special before," she said.

Nguyen wants to inspire an active and supportive community within the beverage alcohol industry, one that is equipped to communicate or advocate when necessary. "What I hope to achieve is marrying (the) strategic imperatives together in a way that prepares the industry for effective collective action," she said.

"Some of it was really just putting pen to paper and saying, 'OK, by this date, I'm going to do this thing.'" Referring to the "Field of Dreams" film quote, Nguyen said, "If you build it, they will come."

Finding communication opportunities

Under Nguyen's leadership, ADSA's messaging strategy aims to increase the group's reach and effectiveness by promoting mindful drinking with engaging communications materials.

Innumerable cultural works contain amusing stories centered around alcohol consumption, Nguyen said. So ADSA is trying to drive home the message of responsible drinking the same way.

"Spirits are part of American culture. When used responsibly, they can be a social lubricant. They keep people happy and talking, they keep the economy moving. And so, from my frame of view, the opportunity for storytelling, relationship building, and long-term messaging is pretty endless," Nguyen said.

Early in her career, Nguyen learned how essential the practice of forging relationships is, and she keeps that in mind as she continues to communicate with lawmakers and regulators. "At the end of the day, this is a hospitality business. Principle one is, relationships matter. But then tactically, it can look a lot of different ways, such as how one grows an advocacy."

For Nguyen, this is familiar territory. "It means showing up with

boots on the ground, lobbying. Being a good partner to whomever we're working with also means listening a lot." It also means providing evidence of success to stakeholders.

Measuring success

With financial stability and growth as one of her key imperatives, Nguyen embraces performance reporting — and the meaning behind the figures.

"I think that sometimes we have a tendency to think that KPIs are cold, but if we animate them and tie every metric back to that strategic purpose, (these numbers) come to life a bit more and people continue to buy in," she said.

To those who aspire to hold C-suite positions, Nguyen has some advice: "Do the work, put in the hours, scare yourself, be confused, learn a new topic." She emphasizes the importance of saying yes to as much as you can, without burning out.

To Nguyen, success also comes from within. Over the course of her career, from law clerk to CEO, she's found strength in her ascent. Now, she is sure of herself.

"I really feel that I was hired for this role because I can do it," she said. "I'm capable of advancing (the mission). I can meet this board's needs. I'm capable of rising to the industry's challenges. So, I feel that I've learned not to doubt myself, and to keep listening." ■



SALUTE TO EXCELLENCE

Leading association lobbyists give voice to industry

Greg Crist, Jennifer Fox, Carl Holshouser and Jason Ortega will be recognized for successes in advocacy

By **Melanie Kalmar**

Behind every piece of legislation is the work of lobbyists who set out to influence policymakers on issues that impact Americans' lives. For lobbyists Greg Crist, Jennifer Fox, Carl Holshouser and Jason Ortega, the process of helping legislators frame policy is just as thrilling as seeing it become law. This involves telling the story of an industry's unique position in the marketplace, succinctly and with stellar data to make any argument indisputable. It's a skill that takes years to perfect, and they have managed to do just that.

On March 13, 2025, Crist, Fox, Holshouser and Ortega will become part of the story when Association TRENDS and CEO Update honor them as leading lobbyists at the 2025 Salute to Association Excellence awards.

With humility and candor, they spoke to CEO Update about the early days of their careers and what it takes to be a changemaker on the Hill.

Making lives better

When Greg Crist graduated college in 1994, he took an unpaid fellowship with George Allen, the Republican governor of Virginia,

while waiting for the job market to improve. Despite the absence of a paycheck, it turned out to be the right move. At 22, he became Allen's personal aide and gained exposure to all facets of government and public affairs.

"After four years, I decided, 'I want to do this at the federal level,' and moved to D.C.," recalled Crist, now chief advocacy officer and head of external affairs at the Advanced Medical Technology Association (AdvaMed).

After a quick stint at Ketchum Public Relations, he held various leadership roles on the House staff before entering the lobbyist world in 2005 with Dutko Worldwide. Later, he found his niche in health care at the American Health Care Association and ultimately, a passion for innovation at AdvaMed.



Crist

Crist joined AdvaMed in 2017 as senior vice president for public affairs and, a year later, assumed the chief advocacy role.

D.C.-based AdvaMed has more than 500 members—manufacturers of medical technologies responsible for upward of 190,000 classes of devices regulated by the Food and Drug Administration. From pacemakers to MRI machines, artificial hearts and continuous glucose monitors, it's a \$2 trillion industry, Crist said, and the U.S. is the global leader in exports.

"Medical technologies have added five years to the lifespan of an average American," he said. "It's a big reason why I love my job."

His greatest challenge is working in a town with "a surplus of information and a deficit of attention."

"A large part of what we do is basic education and awareness," he said. "We continuously remind policymakers of the outsized role we play in health care delivery in this country."

About a year into his job, AdvaMed was at the helm of an industrywide effort to repeal the 2019 Medical Device Tax. The legislation placed an excise tax on all medical innovations, Crist said, resulting in 77,000 jobs lost the first year.

"We saw a renaissance of innovation and greater investments because the tax was lifted in December 2019," Crist said. Now he's excited to watch AI usher in the next generation of innovations.

"Winning this award is the highlight of my career," Crist said. "It's recognition of the role that lobbyists and advocates play, and it might draw future leaders to the profession. And the more prepared the next generation of advocates is, the better our government will be."

Planning for the future

During her senior year of college, Jennifer Fox maintained a full-time course load while working at the White House Office of Presidential Correspondence, reviewing all the mail President Barack Obama received.

"I saw that if you write to your lawmaker, you have a voice," recalled Fox. "And I became interested in helping people find their voice, to utilize it to affect policy, and help make their lives better."

After graduating in 2014, Fox advocated for restaurant owners and employees at the National Restaurant Association and tech startups at Engine Advocacy. But joining D.C.-based Finseca in 2019 changed her career trajectory by giving her the opportunity to grow and try new things. She quickly advanced from manager of political affairs to her current role, vice president of federal affairs.

"As a woman in this profession, where less than 40% of lobbyists are women, being highlighted as a top lobbyist is an honor," she said.

The name Finseca represents "financial security for all," which is the 10,000-plus member association's mission. "Our members are financial security professionals," Fox said. "They're the people sitting across the table from families or small businesses, helping them create a financial plan for the things you hope for in life, like retirement or success in business. And the things you hope never happen, like early death or disability."

Fox has been instrumental in shaping policies that protect the profession. She increased participation in the \$20 million-revenue association's Ambassador Program by more than 25%, giving members opportunities to get to know lawmakers and drive impact.

On the retirement side, Fox helped structure SECURE 1 and SECURE 2.0, bipartisan retirement bills to create more opportunities for consumers to save for retirement.

Recently, she joined forces with industry partners, attending upward of 300 meetings in about six months, to battle a Department of Labor regulation that, Fox says, would restrict many Americans' access to financial advice from financial security professionals. After

presenting research by Ernst & Young that says permanent life insurance plus annuities (which are sold by financial security professionals) along with investment equals a better retirement than investments alone, she's optimistic the outcome will be favorable.

Right now, she's preparing for the "Super Bowl of Tax," an abundance of tax code that sunsets at the end of 2025, with the same fervor.



Fox

“It’s easy to get stuck in your ways,” Fox admits. “Try something new, ask questions and be curious. That’s what helps me grow and keeps me active and interested in this work.”

Promoting innovation

Carl Holshouser, executive vice president and corporate officer at TechNet, caught the lobbyist bug after participating in a University of Texas at Austin fellowship program.

From 2005 to 2009, he was an aide and personal assistant to U.S. Sen. Kay Bailey Hutchison (R-Texas). The closeup view of policy-making and the role associations and interest groups play in advocating for members became the foundation for his life’s work.

Over a 20-year period, he had roles with major corporations and industry associations. But his career took an unexpected turn when he became a PwC consultant advising business and industry groups. In that role he created a five-year plan to take TechNet, an association of technology executives, to new heights. Then TechNet CEO Linda Moore recruited Holshouser to come aboard and execute it.

He joined the team in 2020, and promptly drew in 30-plus new members and increased revenues 350%. Holshouser oversees the TechNet D.C. office’s advocacy efforts on issues such as AI, privacy, digital trade, tax, antitrust, startups and the gig economy. He is also heavily involved in managing the association alongside Moore.

Before taking this role, Holshouser was a TechNet member. “I had a unique chance to see the strengths, opportunity and potential of TechNet,” he said. “It gave me an idea of how to make it ultra-valuable for members and achieve its objectives.”

TechNet members are a diverse group of businesses, from startups to iconic companies like Google and General Motors that represent over 4.5 million employees, Holshouser said. TechNet advances public policies and private sector initiatives at the federal, state and local levels to benefit its members.



Holshouser

“There’s an old saying, ‘If you’re not at the table, you’re what’s for dinner,’” Holshouser said. “We have to be at every table.”

TechNet helped pass the CHIPS and Science Act of 2022 to fund and create 11 regional tech hubs throughout America’s heartland.

Semiconductors (“chips”) power everything from household appliances to automobiles and mobile devices. Recently, the association led an effort to reform the National Environmental Policy Act to ensure the timely construction of chip factories, helping the U.S. compete with, rather than rely on, foreign countries to manufacture semiconductors. TechNet also protected members and Americans from legal liability for third-party speech (comments) on social media platforms, by helping defeat policymakers’ spring

2024 effort to repeal Section 230 of the 1996 Communications Decency Act.

Currently, TechNet continues to grow its \$25 million AI for America campaign to ensure AI policy provides safeguards for consumers but isn’t overregulated.

“I’m honored to receive the award,” Holshouser said. “But it belongs to our entire team. It’s an indication that our trade association is making a tangible impact on the tech economy.”

Bolstering small businesses

A decade ago, when Jason Ortega arrived in D.C., he wanted to become a policymaker on the Hill. But he ended up at boutique lobbying firm Lobbyit, often serving as lead lobbyist for more than a dozen associations. While assisting chief executives and their boards, he learned how associations operate and became interested in doing more policy, operations and business development work. And the association world seemed like the ideal place to do it.

Ortega entered that world in 2021, when he joined National Wooden Pallet & Container Association (NWPCA) in Arlington, Virginia, as vice president for public affairs. The \$6 million annual revenue association has more

than 850 members in 40 countries, who predominantly manufacture wooden pallets and crates. About 10% to 15% of members are suppliers of products and services to the sector. “The industry is over 95% recyclable,” Ortega said. “No other packaging material comes close.”

The wooden pallet field is an \$11.5 billion American success story, Ortega said, responsible for more than 173,000 American jobs with mostly family-owned businesses in 50 states. Most of the issues Ortega tackles are small business- and manufacturing-related. He leads NWPCA’s advocacy efforts on the Hill and in Brussels, to protect the use of wooden pallets in international trade. “A posture of, ‘Let me help you be successful in your goal, in a way that is workable for my members,’ has helped us be successful in the work we do,” he said.

Ortega also spends a lot of time with members, learning about their challenges and developing projects through NWPCA’s Pallet Foundation to benefit them. A current project focuses on showing members how to access new markets with wood residuals and create additional revenue streams.

“When wooden pallets are no longer useful for carrying goods, they are recovered for mulch, biofuel, pellets and animal bedding, to name a few,” Ortega said. “Less than 5% of wooden pallets left at landfills are used to hold down other waste before it biodegrades.”

In 2022 and 2023, Ortega and his team

partnered with the Manufacturing Institute on research on workforce challenges, such as a shortage of manual labor, and offered potential solutions, such as giving previously incarcerated people a chance. Already, his team has begun engaging Congress to secure key provisions of the Tax Cuts & Jobs Act of 2017 that could expire in 2025.

Ortega is grateful for the many mentors who gave him “a peek behind the curtain of what they did to be successful.” And for his mom, for teaching him the work ethic that made those mentors want to help him.

“Earning this recognition from my peers is extremely validating,” he said. “It’s a highlight of my career.” ■



Ortega



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Post-pandemic return to work generated more ADA claims

(Continued from page 1)

become accustomed to it,” he said. “Even the boss has become accustomed to it.”

The lawyers’ involvement is usually on an advisory basis, rather than in court. By their nature, ADA claims are dependent on individual circumstances and therefore not suited for class action lawsuits.

“This is all very individual-specific, fact-specific,” Tenenbaum said.

Accommodations are mandatory but sometimes unsatisfactory

The federal ADA requires employers with 15 or more employees to make reasonable accommodations for workers with disabilities. The relevant part of Maryland’s disability law has the same 15-worker threshold. Similar laws in other states or localities may apply to smaller employers. For example, in Montgomery County, Maryland; Washington, D.C.; and Illinois — regions that are home bases to many associations — laws requiring disability accommodations apply to all employers. In Virginia, the threshold is five or more employees.

When workers do get accommodations, they aren’t always what they asked for, Tenenbaum said.

“If someone has a disability, the employer has to make a reasonable accommodation that does not pose an undue burden on the employer and that still allows the employee to perform the essential functions of the job,”

Tenenbaum said. “But it’s not up to the employee to decide what that reasonable accommodation is.”

Among the claims he has seen are those where employees say they can’t be startled by others coming up behind them, Tenenbaum said. Such employees may have post-traumatic stress disorder from military service or domestic abuse.

“We’ve dealt with that a couple of times with clients in D.C.,” he said. “In those cases, employers offered solutions such as a private office, a desk positioned so the employee’s back is to the wall and noise-canceling headphones.

“If that is a reasonable accommodation, then that is sufficient,” Tenenbaum said. “The employee doesn’t get to say, ‘No, I want to work from home.’”

“The employee may want the stars, the sun and the moon,” Guattery said. “But they may find that all they’re going to get is a nice room that looks out at the moon at night.”

Other claims related to the pandemic involve mental or physical health, as employees report suffering from long COVID or say they have developed social anxiety because of the pandemic, Guattery said.

“Mental health claims are very difficult to handle, because it becomes a question of what is going to be an effective accommodation for the mental illness,” Guattery said.

Employers often say they need staff in the office to enable better collaboration.

“Courts have generally looked with some favor on that as being an essential duty of the job if everyone’s working in the office to some degree,” Guattery said.

He said the pandemic has also contributed to a rise in false disability claims.

“If you look at the news and see what the mental health issue of the day is, or the health issue, there’s probably a rough correlation to the type of claims that you get,” he said.



Guattery

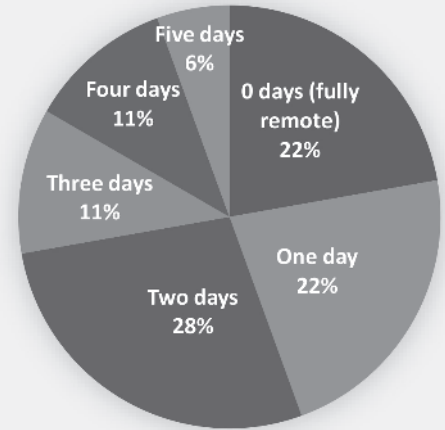
What CEOs are saying

CEO Update’s informal survey of association CEOs showed a range of workplace policies (see chart). The survey drew 18 responses from CEOs, most of whom run national associations that rent or own office space. Four respondents said workers are still fully remote even though the organization has offices. Only one association is back in the office full time. Just one group, the Austin-based Texas Trial Lawyers Association, which already has employees in the office four days a week, said it is planning to bring employees into the office more often next year.

Six CEOs who maintain a hybrid schedule for employees reported that they have made accommodations for workers who said they needed to work from home.

Return to Work?

In a CEO Update survey with 18 CEO respondents who have office space, nearly three quarters reported that employees work in the office two days or less. Just one said staff was back full time.



One of them is Patricia Montague, CEO of the Arlington, Virginia-based School Nutrition Association (SNA), where employees are required in the office two days per week.

Montague said she has not had employees filing ADA claims, but that she has made accommodations for some staff who wanted to work from home after coming off medical leave.

“When they came back, they (demonstrated) they needed to work from home,” she said. The employees were allowed to do that, but just for a few months. SNA, which has 46 employees, otherwise has no full-time remote workers.

Fifteen of the CEOs, including Montague, said factors like talent retention, employee satisfaction and employee expectations post-pandemic are reasons they have fully remote or hybrid schedules.

Montague said workers are easier to find today than in recent years because the labor market is softening. When it was harder to find qualified staff, SNA briefly considered hiring people from outside the Washington, D.C., metro area — then dropped the idea, Montague said, because “it’s a challenge when people aren’t in the office. It’s hard to manage.” ■



Montague

RECRUITMENT TRENDS REPORT

Special report: Women made up 45% of CEO hires in past year

Recruiters see more progress in diversity; 20% of placements were racial minorities, 70% were external hires and first-time CEOs

By William Ehart

CEO Update's first Association CEO Recruitment Trends Report shows that 45% of CEO placements were women and 20% were people of color in the 12 months from October 2023 through September 2024.

Seventy percent of the new CEOs were hired from outside the associations they would lead and 70% were first-time CEOs, most of them with expertise in government relations. One-third were hired from the for-profit sector.

The results were taken from 113 CEO hiring announcements published in CEO Update in the year. The announcements came from nonprofit organizations, primarily trade associations, standard-setting bodies, professional societies and public interest groups.

The diversity figures for this report are an estimate; CEO Update did not survey incoming chief executives to ask how they identify. Instead, we reviewed supplemental information (photos, news articles, official statements, biographies) to help identify executives' gender and racial/ethnic backgrounds.

The results roughly match data from two major executive recruitment firms, Korn Ferry and Heidrick & Struggles.

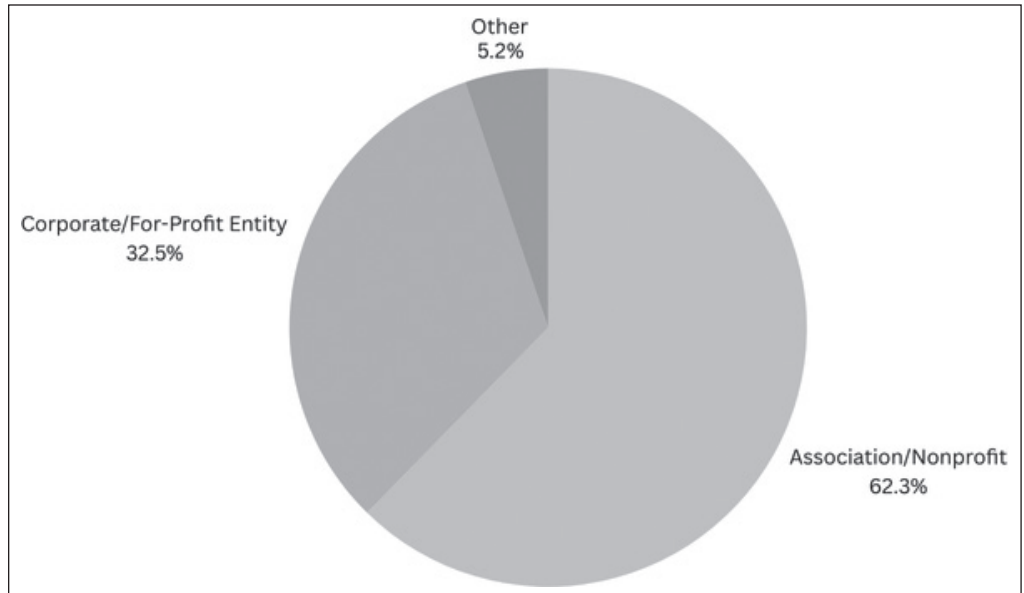
Tonya Muse, an executive search consultant at Heidrick & Struggles, shared data from the firm's placements in 2022, 2023 and 2024 to date. Heidrick asked job candidates to voluntarily identify themselves by race, gender, sexual orientation and disability level, but not all responded, Muse said.



Muse

Sixty-four percent of CEOs placed by Heidrick during that time in its entire social impact practice, which includes associations and other types of nonprofits, such as charitable and academic groups, were diverse—that is, not straight white men without disabilities—based on self-identification.

Forty-one percent of Heidrick's association CEO placements were women, Muse said.



Most newly placed CEOs came from the nonprofit sector.

Associations committed to diversity

At search firm Korn Ferry, senior client partner Lorraine Lavet, who has led the firm's association practice for two decades, doesn't use the term "people of color." She instead looks more broadly at underrepresented groups, including those who identify as LGBTQ, where she's seeing more CEO hires.



Lavet

Seventy percent of Korn Ferry's CEO placements at associations and other nonprofits over the past two

years were not heterosexual white men, she said. "It's simply that (those hired) were the best people," Lavet said.

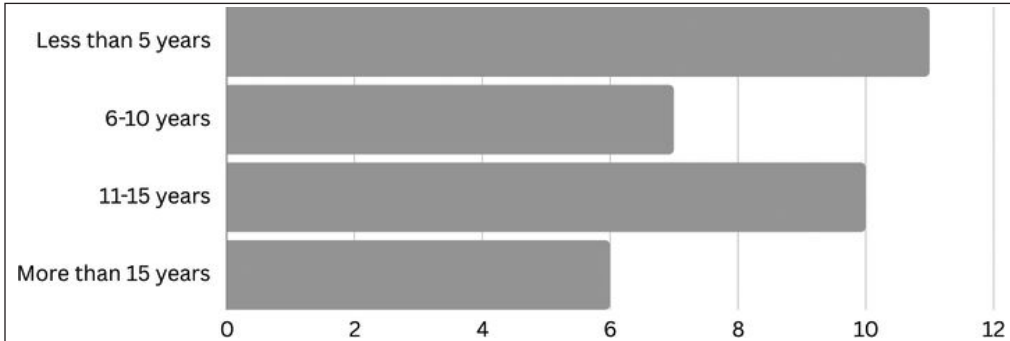
Both Muse and Lavet said their firms and their clients remain committed to diversity, equity and inclusion (DEI) despite pushback in recent years from some members of the public and political commentators and leaders.

"I do not see a step back in terms of the importance of diversity in recruiting," Lavet said.

"If you looked at a lot of the very large groups historically, you would see a much stronger male dominance," she said. "And that's shifted. You've seen a lot more women coming into the midsize and larger groups across the spectrum, and I just think that's here to stay."



Industry connection of CEO placements



For internal hires, this graph shows the years served before a promotion to CEO.

Muse also said her clients continue to seek diversity because it helps organizations become more successful. But she said the “overt” efforts to hire more people of color have “simmered down” since the outrage over the 2020 murder of George Floyd by a police officer was at its highest.

“I can’t tell you how many people say to me, ‘Oh, well, you can’t necessarily say DEI anymore,’” she said.

Muse said more progress needs to be made, particularly at trade associations. While there is a desire among those organizations to diversify their leadership, they need to take steps to demonstrate that commitment to potential hires, both at the CEO and senior staff levels.

“Associations have a desire to diversify,” Muse said. “But you have to have those conversations with people from diverse demographics to get them in the door, to hear your intent, because nobody wants to be a token.

“When people do their research on trade associations, if they don’t see people who look like them on boards, we hear, ‘Why should I go?’” she said.

CEO backgrounds

Lavet said the prevalence of CEOs who come from outside the association they are hired to lead partly reflects a lack of succession planning.

“That’s going to change, I’m seeing a trend,” she said, adding that she works with organizations on such planning. “More of that is being done.”

Muse said Heidrick also offers succession planning services.

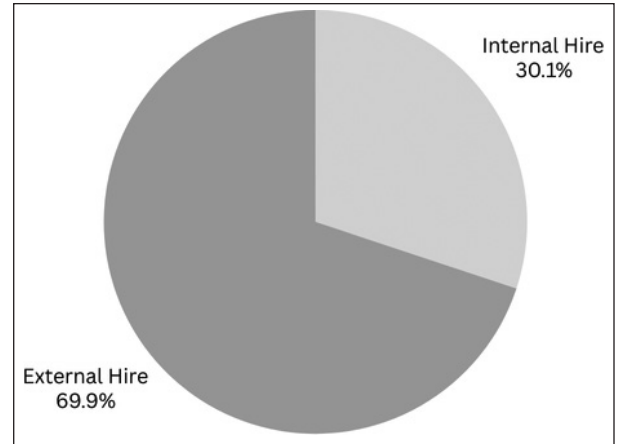
“We encourage boards and CEOs to think about talent from within and building that bench and supporting them with professional

development, supporting them with opportunities to learn and grow and get visibility with members or with other external stakeholders,” Muse said.

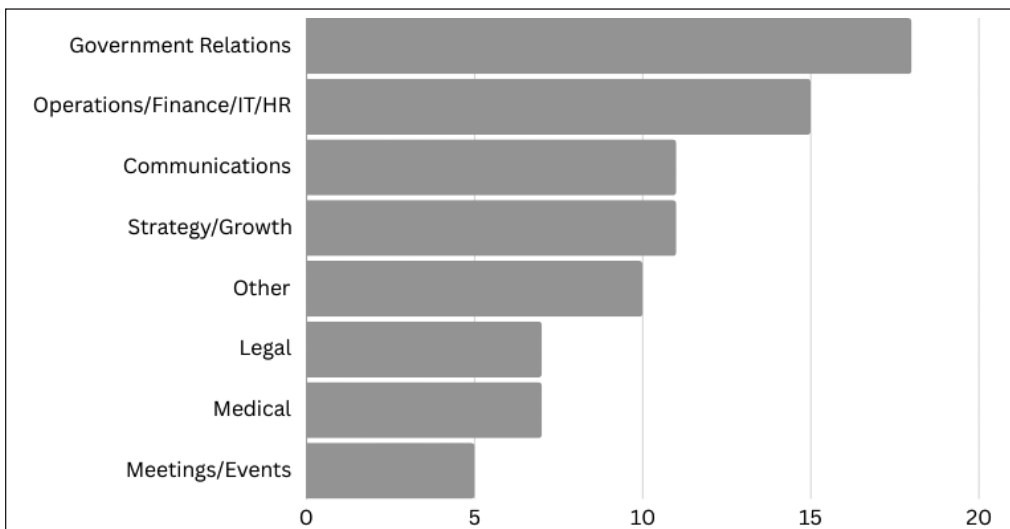
Sometimes, CEO search committees “just want something different,” she said.

“It’s also hard sometimes for search committees to see internal candidates outside of their current role,” Muse said. “I coach internal candidates to think more enterprise-wide, to step out of their roles and demonstrate how they would partner with the board. They also need to demonstrate how they’ve led and developed people.”

The surprising number of first-time CEOs may be partly attributable to the fact that



Internal hire vs. external hire



Most first-time CEOs had experience in government relations.

there are many more small and midsize groups (which CEO Update defines as associations with less than \$12 million in annual revenue) than there are large groups. Therefore, most of the CEO hiring announcements in CEO Update come from smaller groups, which are more likely to hire first-time CEOs.

But Muse also pointed to a “changing of the guard” as long-tenured CEOs retire.

“We’ve been seeing that trend over the last two to three years,” Muse said. “There’s a generational shift. We’re seeing highly qualified, sophisticated, inspiring younger individuals aspiring to be CEOs.

“They come into these roles very focused, very strategic and extremely good communicators with great ideas, and people are looking for a lot of innovative and creative ideas now,” she said. ■

2024 Quotes of Note: Strategy, leadership, navigating change

CEO Update chronicles the year with notable quotations from retiring CEOs and experts in association management

JANUARY 2024

“We had a no asshole rule. It’s extremely important because you’re going to spend more time with folks at work than you do with your own family, typically. So, you want to be able to get along and respect one another.”

Dan Berger, former president and CEO of the *National Association of Federally-Insured Credit Unions*,

“Berger ready for new chapter after NAFCU, CUNA merger”



“Whether it’s a staff member, it’s a colleague, whomever, I’m a firm believer that you need to work hard, you need to put your time in, and you need to be willing to pay your dues in order to gain the respect of other colleagues.”

Jan Stieger, former executive director of *Receivables Management Association International*,
“Stieger leaves RMAI after improving credit certification process”

FEBRUARY 2024

“I have three bosses: I have the staff, I have the board, and I have our chapters. As for the staff, my job is to help them be successful, to remove any barriers that would impede them doing what’s right. I want to make them feel free to take risks. . . . If they’re successful, it was their idea, and if they’re not successful, I share in the blame.”

Stephen Sandherr, former CEO of the *Associated General Contractors of America*,
“AGC’s leader prioritized ‘open and transparent’ communication”



APRIL 2024

“The most important thing as a leader is to make sure you’re a net giver. Giving and helping others through their challenges makes you more adept to handle the issues that come your way. If all I attempted to solve is what I experienced, I don’t think I would have been as good at it.”

Veta T. Richardson, outgoing president and CEO of the *Association of Corporate Counsel*,
“Making the leap: How to transition into leading a large association”



“Candidates sometimes don’t do enough homework. Taking the time to research publicly available information and talking to people who may know about key issues facing the organization is critical. In the interview, successful candidates use this understanding as the basis for questions that can start a dialogue.”

Philip Jaeger, consultant at executive search firm *Spencer Stuart*,
“How to avoid missteps when interviewing for top-level jobs”

MAY 2024

“The relationship that CEOs have to form with the board is very collaborative. It really is a two-way relationship. So, being able to establish yourself as a peer with those leaders is critical. You’ve got to push back on the board sometimes and tell them what’s possible,”

Pat Friel, managing partner at executive recruiting firm *Lochlin Partners*,
“Becoming a CEO takes broad experience, interview skills”



MARCH 2024

“The board has a fiduciary responsibility, as does the executive director or CEO. We have an obligation to be good stewards of our organization, and these kinds of incidents, whether it’s a cybersecurity breach or a natural disaster, can destroy an organization pretty quickly.”

Tori Miller Liu, president and CEO of the *Association for Intelligent Information Management*,
“Successful cybersecurity plans and habits start in the C-suite”



“A question that leaders who are agile should ask themselves is: ‘What is my team needing from me right now?’ I also think self- and interpersonal insight, knowing themselves and recognizing how they’re functioning in a given situation, is part of leadership agility. But also separate, too. That ability to read and understand people feeds leadership agility because they can better adjust as needed.”

Ann C. Wheeler, principal at *Odgers Berndtson*,
“Star search: A game plan for finding C-suite talent”

JUNE 2024

“One of the things that is unfortunate about how partisan politics has become is that I don’t know if politicians can become trade association CEOs anymore. It’s so divided. I’m not sure how you hire a Republican or a Democrat and it works out. I hope that’s not the case because we need great people running these associations.



Mark Parkinson, outgoing president and CEO of the *American Health Care Association/ National Center for Assisted Living*, “Parkinson, a dealmaker as governor, brought two associations together”



“When there are no relationships among the teams, it’s easy to put on competitor labels and imbue motives on behaviors. Some elements of competition exist among associations that represent similar segments within an industry or profession. But if you think about why we exist as an association community, it’s about bringing individual companies and people together to solve things we can’t solve individually.”

Marc Cadin, CEO of *Finseca*,

“Leaders learn from history and each other at Mount Vernon”

JULY 2024

“CEOs need to realize that their words and their direction on these sorts of change issues are huge. We know that if CEOs are on board, the success rate (for conferences) soars. It won’t work unless a CEO is open to questioning, probing, thoughtful input from people up and down their team.”

Lisa Block, EVP of conference strategy and design at consulting firm *Velvet Chainsaw*, “Association conferences in 2024: Thriving, creative and costly”



“The biggest problem associations face in crafting (AI) policy is lack of knowledge. If you craft policy without an understanding of AI, you’re probably going to be pretty far from the mark. At the same time, there’s a pressing need for policy. You have to have some kind of policy in place.”

Amith Nagarajan, founder of AI education company *Sidecar Global*, “Evolving AI policies aim to balance experimentation and caution”

SEPTEMBER 2024

“For younger CEOs, I would say unless you’re an internal hire who was widely loved, you’re going to have to prove yourself. I have known a couple of CEOs who came in and too quickly made big changes. And frankly, some of the changes involving staff or something were justifiable, but they didn’t have support among board members and staff. You have to get a sense of your timing.”



Doug Pinkham, outgoing president of the *Public Affairs Council*,

“Pinkham raised profile, relevance of Public Affairs Council”

AUGUST 2024

“When you have turnover, whether it’s planned or unplanned, there’s always that opportunity for fresh perspectives, new ideas, which can be crucial for how an industry and an organization is evolving.



Melissa Hockstad, outgoing president and CEO of the *American Cleaning Institute*, “CEOs keep associations on track despite board turnover”

OCTOBER 2024

“You’ve got to have a strong chief people officer or chief HR officer to hold accountable and think strategically. And I think for organizations that have yet to really do that, or to show that they value the people and culture space, they’re just missing out on a huge opportunity.”



Orlando Ashworth, EVP and chief people officer of the *Leukemia & Lymphoma Society*,

“Recruit, retain, repeat: Nonprofit talent market slowly improving”



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2025 EVENT PREVIEW

January 29, 2025

*CEO Dinner: Global Expansion Considerations

February 19, 2025

CEO Update Live: Ask the Recruiter?

March 13, 2025

Salute to Association Excellence

March 19, 2025

CEO Women's Roundtable

June 16, 2025

AMS Fest: Chicago

April 9, 2025

*CEO Dinner: AI Usage for Associations

May 7, 2025

*CEO Summit

May 21, 2025

CEO Update Live: Compensation

June 11, 2025

*New CEO Roundtable

*open to CEO Update Roundtable Members only

DEPARTURES & ARRIVALS

CEO Departures

Thibodeaux to exit computing technology group

CompTIA (Computing Technology Industry Association) is seeking a new CEO.

The \$145M-revenue organization is selling its certification and training products to a private equity firm. Current President and CEO **Todd Thibodeaux** will be stepping down to lead the new company that will own those services.

“This is an exciting opportunity for the right person to grow the association from a strong base of programs and engagement to become a truly indispensable, broad-based resource for the global IT channel. A reimagined model for the association will deliver even more impactful programs with a much greater focus,” said Scott Barlow, vice chair of the CompTIA Board and chair of the CEO search committee.

Thibodeaux has helmed CompTIA since 2008. Previously, he was a senior vice president at the Consumer Technology Association.

Association Strategies is assisting in the search for Thibodeaux’s successor.



Thibodeaux



Schuster

Schuster steps down at engineering group

The \$47M-revenue **American Institute of Chemical Engineers** announced **Darlene S. Schuster** has retired as CEO and executive director after 16 years with the organization.

“Darlene has been instrumental in supporting AIChE’s growth and innovation for more than 20 years, serving as a volunteer, consultant, employee, and CEO,” said Alan E. Nelson, AIChE’s 2024 president. “The board is grateful for her dedication and the many contributions she has made to the organization and its members.”

During her tenure at AIChE, Schuster also served as chief of technical operations, membership and business development.

Victor Bohnert, CEO of association management company Innovatis Group, has been appointed interim CEO of AIChE while the group conducts a nationwide search for Schuster’s successor.



Minter-Jordan



Maietta

CEO Arrivals

Minter-Jordan appointed leader of AARP

AARP announced that **Myechia Minter-Jordan** has been selected to serve as the \$1.8B-revenue organization’s

next CEO. She will succeed Jo Ann Jenkins, who is stepping down at the end of the year. Jenkins was chief operating officer and executive vice president of the organization before taking over as CEO in 2014.

“Dr. Minter-Jordan joins us with the necessary attributes to successfully guide AARP on the next leg of our journey to help people live better as they age,” said Lloyd Johnson, chair of AARP’s board of directors. “She is an accomplished physician and innovative business leader who brings to AARP a strong passion for our social mission, demonstrated ability to balance strategic decisions with financial discipline, build strong teams, foster collaboration and lead organizations through rapid change and growth.”

For the past four years, Minter-Jordan has led the national nonprofit organization CareQuest Institute for Oral Health. Previously, she was executive vice president and chief impact officer of dental insurance provider DentaQuest. She also helmed community health center The Dimock Center for over six years.

She has a bachelor’s degree in health and society and a doctorate from Brown University, as well as a master’s degree from the Johns Hopkins Carey Business School.

Heidrick & Struggles assisted in the search.

Maietta named leader of hotel association

The **American Hotel & Lodging Association** announced **Rosanna Maietta** has been selected as the \$25M-revenue group’s next president and CEO, effective Nov. 14. She succeeds William “Chip” Rogers, who left the organization in March after five years at the helm.

Maietta returns to AHLA from the American Clean Power Association, where she has served as chief communications officer and senior counselor to the CEO since August 2022.

“We are delighted to be welcoming Rosanna back to AHLA to lead this dynamic organization,” said AHLA Chair Kevin Jacobs. “AHLA is in a strong position of stability and strength, with an engaged membership, successful advocacy program and a talented and dedicated team. With Rosanna’s reputation as an astute leader and strategist and her proven track record of advancing core missions, evolving organizations, and achieving strong financial outcomes, I am confident that she is the right leader to build on AHLA’s momentum.”

Previously, she was president and CEO of the AHLA Foundation and executive vice president of communications and public relations at AHLA over the course of eight years. She also spent eight years at public relations firm Fleishman Hillard, most recently as a senior vice president.

She has a bachelor’s degree in journalism from Ryerson University.

Russell Reynolds Associates assisted in the search.

DEPARTURES & ARRIVALS

Reid to take the reins at veterinary group

The \$7.7M-revenue **American Association of Veterinary Medical Colleges** has selected **Stuart Reid** as the group's next CEO, effective Aug. 1, 2025. He will succeed Andrew T. Maccabe who stepped down in July after leading the organization for 12 years.

"Building on Dr. Maccabe's tenure and working with the AAVMC Board and Assembly of Deans, there has never been a time of greater need for veterinary professionals. I look forward to resolving the challenges faced by our academic institutions and strengthening the profession and relationships with our stakeholders," said Reid.

Reid will join AAVMA from the Royal Veterinary College in London, England, where he has been principal and president since 2011. Previously, he was dean of the University of Glasgow School of Veterinary Medicine for six years. He has also served as secretary on the AAVMC Board twice. He currently serves as president-elect but will be stepping down immediately to avoid conflicts of interest.

He has a bachelor's degree in veterinary medicine and surgery and doctorate degrees in philosophy and veterinary medicine from the University of Glasgow.

Sterling Martin Associates assisted in the search.

Staudt tapped to lead language group

TESOL International (formerly the Teachers of English to Speakers of Other Languages) has named **Danielle Staudt** as the \$5M-revenue group's next executive director, effective Jan. 27, 2025.

"There is so much in Danielle's professional background that bodes well for TESOL International Association," said Debra Suarez, TESOL president. "Danielle has strong executive experience in member-based academic associations. She brings deep knowledge of member-serving nonprofits, and a proven track record of commitment to diversity, equity, staff leadership and community building."

Staudt has spent the past 10 years leading the Population Association of America. She previously was executive director of the Association of Government Relations Professionals. Earlier in her career, she also worked for the National School Transportation Association and the United Motorcoach Association.

She has a bachelor's degree in English from Xavier University and a master's degree in nonprofit and association management from the University of Maryland Global Campus.

Sterling Martin Associates assisted in the search.

Grindle gets top role at fairs and expos group

The \$2.1M-revenue **International Association of Fairs and Expositions** announced the appointment of **David Grindle** as president and CEO, effective Jan. 1, 2025. He will succeed longtime leader Marla Calico, who is retiring at the end of the year after 18 years with the organization.



Reid



Staudt



Grindle



West

Grindle will join IAFE from the Society of Motion Picture and Television Engineers, which he has led since 2022. He previously spent over 12 years at the United States Institute for Theatre Technology, serving as executive director.

He has a bachelor's degree in music from Georgia-based Berry College, and a master's degree from the Indiana University School of Music.

Sterling Martin Associates assisted in the search.

West to helm radiology group

The **American Roentgen Ray Society** has tapped **Dale West** to lead the \$9.6M-revenue organization as executive director, effective Jan. 2, 2025. West will succeed the retiring Susan Cappitelli following 23 years at ARRS.

"Dale West has led health care associations to achieve operating excellence and strategic success," said Angelisa Paladin, 2024-2025 ARRS president. "Dale is skilled in creating growth strategies, ensuring operational efficiencies, driving change, and effectively staffing teams with the talent and drive to achieve our Society's mission and goals."

Currently, West is vice president of the Health Care Clinical and Administrative Unit and executive director of the Commission on Accreditation of Athletic Training Education at association management company Smithbucklin. In the past, he also served as vice president of member services for the Association for Corporate Growth and associate director of conference service at the Alzheimer's Association.

He has a bachelor's degree in political science from Illinois State University and a master's degree from Western Illinois University.

Tuft & Associates assisted in the search.

Datri selected to executive search group

The \$4.8M-revenue **Association of Executive Search and Leadership Consultants** announced **James Edmund Datri** will succeed Karen Greenbaum as president and CEO, effective Jan. 1, 2025. Greenbaum announced earlier this year that she would be stepping down after 10 years at the helm.

"With experience spanning executive roles in trade associations, law and government, Jim Datri brings a unique blend of vision and expertise to his leadership approach," said ASEC Board of Directors Vice Chair Sophie Wigniolle. "I am confident Jim will bring the association to new heights, building on Karen Greenbaum's decade of transformative leadership."

Datri will join AESC from ASMP: The American Society of Media Photographers, which he has led since 2020. Previously, he was president and CEO of the American Advertising Federation for 10 years.

He has a bachelor's degree in history from the University of California, Santa Cruz and a law degree from Harvard Law School. Vetted Solutions assisted in the search.

DEPARTURES & ARRIVALS

Washington promoted at sociological group

The **American Sociological Association** announced **Heather Washington** has been named the \$8.9M-revenue group's next executive director. She was named interim executive director in May following the departure of Nancy Kidd, who led the organization for eight years.

"Heather is the whole package — someone who truly understands sociology and ASA from top to bottom, inside and out," said ASA President Adia M. Harvey Wingfield. "She is an inspiring and dynamic leader, and we could not be more excited to witness how the association progresses under her leadership."

Washington joined ASA in 2021 as director of diversity, equity and inclusion. She previously was an associate professor at West Virginia University and an assistant professor at the University at Albany, SUNY.

She has a master's degree and doctorate degree in sociology from The Ohio State University.

Gelb to helm trucking group

The **American Truck Dealers**, a division of the \$69M-revenue National Automobile Dealers Association, announced the appointment of **Jacqueline W. Gelb** as president, effective Dec. 9. Gelb will succeed Laura Perrotta, who stepped down Nov. 1 to become president of the New Jersey Coalition of Automotive Retailers.

"Jacqueline brings a wealth of experience and expertise to the regulatory and policy issues that impact truck dealers the most. In the current industry landscape, that is invaluable," said Scott Pearson, chairman of the ATD board.

Gelb will join ATD from the American Trucking Associations, where she has served as vice president of energy and environmental affairs since April 2023. Previously, she spent nearly 12 years at Navistar, Inc. (now International Motors, LLC), most recently as vice president of government affairs.

She has a bachelor's degree in political science from Clemson University.

Johnson promoted at benefits group

The **American Benefits Council** announced the elevation of Katy Johnson from senior counsel for health policy to president of the \$5.5M-revenue group, effective Jan. 1, 2025. She will succeed James Klein, who has held the position for 33 years.

Johnson joined ABC in 2019. Previously, she was an attorney adviser for the Office of Tax Policy and Office of the Benefits Tax Counsel of the U.S. Department of the Treasury, where she spent nearly five years.

She has a bachelor's degree in English from Middlebury College and a law degree from Stanford Law School.



Datri



Washington



Gelb



Johnson

Zeimetz named interim leader of human intelligence group

American Mensa announced **Greta Zeimetz** has been appointed interim executive director of the \$4.7M-revenue organization. Former executive director and CEO Trevor Mitchell left American Mensa in July after leading for over six years. Mitchell now helms the International Association of Venue Managers.

Zeimetz joins the group from the American Association of Professional Landmen, where she served as executive vice president, chief staff officer and chief operating officer. Previously, she was CEO of the National Association of Legal Assistants (NALA) and director of education and research at the National Association of Tax Professionals.

She has a bachelor's degree in communications from the University of Wisconsin-Stevens Point, a master's degree in management and organizational behavior from Silver Lake College and a doctorate in business administration from the University of Phoenix.

Sterling Martin Associates assisted in the search.

Staff Arrivals

Aerospace Industries Association—Alison Lynn has been promoted from vice president of communications to **senior vice president of external affairs** at \$21M-revenue AIA. She joined the group in 2019 from the American Chemistry Council, where she was a senior director of product communications.

Marta Hernandez has been promoted from senior director of communications to **vice president of communications** at AIA. She joined the organization in 2022 from the U.S. Senate Committee on Armed Services, where she was committee communications director.

American Academy of Pediatrics—Jeff Hill will be \$129M-revenue AAP's next **senior vice president for advocacy**. He will join the group from the U.S. Department of Health and Human Services, where he has served as principal deputy assistant secretary.

American Society of Association Executives—Mary Kate Cunningham has been promoted to **chief public policy and governance officer** of \$21M-revenue ASAE. She joined the group in 2012 as manager of public policy and has since held the positions of vice president of public policy and senior vice president of public policy.

Expected CEO searches

American Academy of Hospice and Palliative Medicine
American Association of Independent Music (A2IM)

American Camp Association
NEW American Institute of Chemical Engineers

NEW Edison Electric Institute
CLOSED National Chicken Council
National PTA

Search firm CEO activity

Armstrong McGuire
Automotive Service and Tire Alliance

Association Options
CLOSED Massachusetts Society of Optometrists

Association Strategies
NEW CompTIA

Career Management Partners
CLOSED National Association of Realtors®

Dise & Company
CLOSED ASM International

Disston Search
CLOSED American Board of Internal Medicine

Diversified Search Group
Washington Association for Community Health

DRiWaterstone
Association of Fundraising Professionals
NEW Council for Interior Design Qualification

Harris Rand Lusk
New York State Association for Affordable Housing
SHARE Cancer Support

Heidrick & Struggles
CLOSED AARP
CLOSED American Bus Association
CLOSED American Coatings Association
CLOSED American Council of Life Insurers
CLOSED American Health Care Association/
National Center for Assisted Living
NEW American Medical Association
Cruise Lines International Association
CLOSED Global Cold Chain Alliance
NEW National Glass Association

Isaacson, Miller
American Library Association
CLOSED Associated Colleges of the South
National Center for State Courts
CLOSED Pediatric Academic Societies

JDG Associates
CLOSED National Board for Certification in Occupational Therapy

Kittleman & Associates
CLOSED Brewers Association
National Association of State Boating Law Administrators

Korn Ferry
CLOSED Aircraft Owners and Pilots Association
CLOSED American Epilepsy Society
Association of Corporate Counsel
CLOSED Association of International Certified Professional Accountants
Association of periOperative Registered Nurses
CLOSED Council of Institutional Investors
International Bridge Tunnel & Turnpike Association
CLOSED NAACOS
National Board of Surgical Technology and Surgical Assisting
Pension Real Estate Association
CLOSED Society of Manufacturing Engineers
CLOSED Urban Land Institute

Koya Partners
CLOSED National Network to End Domestic Violence Fund

LeaderFit
CLOSED American Studies Association

Nonprofit HR
CLOSED DC Chamber of Commerce

Russell Reynolds Associates
CLOSED American Association of Colleges for Teacher Education
CLOSED American Hotel and Lodging Association
CLOSED American National Standards Institute
Animal Health Institute
National Association of Student Financial Aid Administrators

Smithbucklin
CLOSED American Society of Transplantation and Cellular Therapy
CLOSED Window and Door Manufacturers Association

Spencer Stuart
Can Manufacturers Institute
CLOSED Consumer Brands Association
Energy Association of Pennsylvania
International Facility Management Association
SAE International

Staffing Advisors
NEW International Society of Travel Medicine

Sterling Martin Associates
NEW Allinial Global
American Burn Association
CLOSED American Council of Academic Physical Therapy
American Mensa
Association of Workplace Investigators
CLOSED Future Business Leaders of America
CLOSED International Association of Fairs and Expositions
North American Society for Pediatric Gastroenterology Hepatology and Nutrition
CLOSED TESOL International Association
Women As One

Tuft & Associates
CLOSED American Roentgen Ray Society
NEW American Society of Agricultural and Biological Engineers
NEW Arizona Medical Association
Institute of Real Estate Management

Vetted Solutions
Apartment and Office Building Association of Metropolitan Washington
CLOSED Asphalt Institute
CoreNet Global
CLOSED Flexible Packaging Association
CLOSED National Association of Professional Insurance Agents

NEW For details, see CEO Searches, beginning on page 21.

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.

KNOW OF A SENIOR-LEVEL ASSOCIATION JOB NOT YET POSTED IN CEO UPDATE?

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EXECUTIVE CAREER OPPORTUNITIES

147

New executive
association jobs
online

New CEO Search Firm Assignments

Allinial Global to Sterling Martin Associates

American Medical Association and **National Glass Association**

to Heidrick & Struggles

CompTIA to Association Strategies

Use your member password to access expanded job coverage and daily updates on CEOupdate.com

NEW CEO SEARCHES

Additional searches and daily updates at CEOupdate.com

CompTIA

Alexandria, VA

Search underway for CEO of the \$145M-revenue Computing Technology Industry Association (CompTIA). Seek individual to maximize industry participation in the programs the Association offers; create a sense of dynamism and energy to encourage member participation; build relationships with industry leaders to further the Association's goals; create vision and messaging for programs that meet the needs of the IT channel; seek to expand the Association's global membership position; be seen as a thought leader in the IT channel; understand the competitive landscape within which the Association operates; actively cultivate media and speaking opportunities to reinforce Association messages; engage and retain a highly qualified workforce; emphasize a high level of integrity in doing business with various stakeholders; create broad awareness and understanding of the association in the IT channel; and meet or exceed all financial measures of success. Requires executive-level experience (at least seven years) running a non-profit trade association; senior executive-level experience (at least seven years) running, leading, or being a significant contributor to an industry (partner) community within a vendor organization or stand-alone membership organization (peer group, for-profit member model); proven ability to lead and drive consensus; global perspective and curiosity; ability to create consistent, sustainable visions and strategies for engagement; bias toward outreach and building relationships; capacity to turn complex challenges into simple strategies; awareness of how to maintain momentum toward outcomes; ability to quickly synthesize information to determine a path forward; clear expectations for what constitutes success; ability to thrive in a constantly changing environment; and flexibility and willingness to approach results through iteration, not dogmatic. The search is being led by Association Strategies. Apply: jobs.crelate.com/portal/asi. Applications will be accepted until Dec. 31, 2024.

American Medical Association

Chicago, IL

Search underway for Executive Vice President and CEO of the \$447M-revenue American Medical Association. Seek individual to take

the reins during a pivotal moment of change for American physicians and will be poised to drive significant impact for the profession, the medical community, and patients; work closely with the Board and the House of Delegates on the development and implementation of the AMA's strategic goals, and the policies and programs to advance the interests of the membership; enhance and further develop the AMA's relationships with all key constituencies and stakeholders, including AMA members, the medical and patient communities, legislators and policy makers, opinion leaders, nonprofit partners, other business interests, the media, and the general public; ensure that the AMA is a fiscally sound organization that provides value to its members and employees; direct the preparation of annual operating plans and budgets based on the objectives, direction, and strategic plan of the AMA with advice and counsel from the Finance Committee and the Board of Trustees; lead strategic planning activity for the AMA in conjunction with the Board and senior management that identifies opportunities for growth and potential new areas of focus to ensure the financial success of the organization for the future; and coordinate and enhance efforts to increase AMA membership and demonstrate the value of AMA membership to members and non-members. Requires leadership experience at scale in the medical field, ideally with lived experience practicing medicine and an understanding of the challenges facing American physicians today; a proven track record of effectively managing a large, complex organization while possessing the strategic vision to drive growth and innovation, articulate clear direction and expectations, and assure proper planning and accountability; a leader who can tell a cohesive story and brings experience elevating an organization's visibility and reputation with different stakeholders to promote stronger partnerships, better results, and additional revenue streams; ability to work with diverse stakeholders, including the AMA's Board of Trustees, House of Delegates, AMA Foundation Board, staff, members, government officials, and other key partners; and experience leading large teams toward successful outcomes against identified metrics and who drives a culture that promotes accountability and collaboration. The search is being led by Heidrick & Struggles. Apply: Email resume and cover letter to AMACEO@heidrick.com.

Allinial Global Lawrenceville, GA

Search underway for CEO of \$8.2M-revenue Allinial Global. Seek individual to develop business strategies for the association to advance the short- and long-term objectives of the strategic vision as outlined by the GEB (Global Executive Board); uphold and demonstrate the association values, including providing a work environment that promotes respect and teamwork; oversee managing the association's governance processes, including navigating changes to the global and regional boards; build new and maintain established relationships with key stakeholders in the accounting profession; represent the association and attends association and industry events globally; act as the primary leader of the association and sets a good example as a leader, Chartered Accountant or Certified Public Accountant, businessperson, and ambassador to the accounting profession; develop and lead a high-performing management team to grow the association, strengthen it, and ensure its sustainability; recommend criteria and coordinates negotiations for the merger, acquisition, or alliance with other associations; work with the finance team to develop budgets and review financial and other reports to ensure financial objectives are on track and reports to the Board of Directors; and represent the membership and negotiates buying and affinity agreements with key vendors in to the profession. Requires a college degree in business, marketing or accounting; proven leader with at least 10 years of experience in an Executive Director, CEO, or senior-level position within an organization of comparable complexity; minimum of 10 years of experience in the global business and the accounting profession; excellent understanding and comprehension of various business processes and the ability to articulate these processes; ability to gain the trust and confidence of the Boards, committees, and staff; and ability to manage multiple projects and initiatives. The search is being led by Sterling Martin. Apply: jobs.crelate.com/portal/sterlingmartin.

International Society of Travel Medicine Alpharetta, GA

Search underway for Executive Director of the \$3.2M-revenue International Society of Travel Medicine. Seek individual to partner closely with the Executive Board to provide consistent guidance and stability through changes in Executive Board leadership, ensuring continuity in strategic vision and priorities; enable the Board to focus on high-level decision-making by proactively identifying emerging issues, delivering in-depth information and analysis, and facilitating discussions that lead to clear, actionable outcomes with timely follow-up; collaborate with the Executive Board to develop and implement a comprehensive strategic plan that positions ISTM for sustainable growth; oversee the execution of strategic priorities across all levels, ensuring initiatives are well-coordinated and aligned with ISTM's mission and positioning in the field; oversee the annual budget and manage existing revenue streams while actively identifying and cultivating new, diversified funding sources to secure ISTM's long-term financial health; lead the development of new initiatives that balance financial performance with mission impact, anticipating and adapting to the evolving needs of the travel medicine community and adjacent sectors to foster sustainable growth and resilience; pursue initiatives to engage and support audiences in low- and middle-income countries (LMICs) where travel medicine is emerging, with sensitivity to economic and cultural differences; and serve as a strategic advocate and ambassador for ISTM, actively working to elevate the organization's visibility and influence within the field and positioning ISTM as a leading voice in global travel health. Requires

proven experience as a senior leader (C-suite, VP, CEO, or Executive Director) within a membership society in fields such as healthcare, medical science, infectious disease, travel health, clinical education, or related research, ideally within a global or cross-cultural organization; demonstrated experience leading initiatives in international or cross-cultural contexts, with an understanding of diverse regional needs and practices; in-depth knowledge of core functional areas, including governance, membership growth, event management, sponsorship development, and strategic partnerships, with a record of success in achieving growth in these areas; and proven ability to lead and develop a remote team of 8-9 members, fostering a high-performance culture and optimizing team resources to achieve organizational objectives. The salary range for this position is \$175K to \$195K. The search is being led by Staffing Advisors. Apply: staffingadvisors.com/jobs.

National Glass Association Vienna, VA

Search underway for CEO of the \$11M-revenue National Glass Association. Seek individual to work closely with the Board, set and execute strategic goals; plan and prepare for future challenges and opportunities; plan, formulate, and recommend for approval by the Executive Committee policies and programs that meet the needs of the Association and its strategic goals; lead the Association staff as a collaborative, results-oriented team that embraces NGA organizational values and behaviors; champion a positive and effective remote work environment; continuously evaluate NGA's programs for quality assurance and to ensure they remain additive to member needs; serve as president of the NGA Foundation (NGAF); serve as the voice and leader for the broader industry; positively represent the glass industry in various public forums; visit members and affiliated chapter organizations while ensuring NGA's value proposition; maintain relationships with related trade associations and organizations; continuously evaluate NGA's revenue streams with an eye toward diversifying revenue; work closely with the CFO and Board on the annual budget and planning process; and ensure the continued profitability of the Association to provide impactful member services. Requires experience working at the executive level, ideally as a current CEO, for an organization of similar size and scope; ability to manage various stakeholders, including members, Board, and staff; experience overseeing the management of annual budgets, complex financials, and diverse revenue streams; proven track record of effectively managing an organization while possessing the strategic vision to drive growth and innovation, articulate clear direction and expectations, and assure proper planning and accountability; adeptness at articulating the value proposition and building relationships with key internal and external stakeholders; successful leadership experience in an adjacent association with a similar, member-oriented business model or experience leading an organization from within the glass and glazing industry, with a demonstrated understanding of industry trends and a track record of competitive positioning and credibility in the market; and demonstrated ability to develop and lead a fully remote team while promoting professional development and fostering a collaborative, purpose-driven culture. The salary range for this position is \$525K to \$575K. The search is being led by Heidrick & Struggles.

American Society of Agricultural and Biological Engineers St. Joseph, MI

Search underway for Executive Director of the \$2.5M-revenue American Society of Agricultural and Biological Engineers. Seek individual to

provide forward-thinking leadership aligned with the needs of the Society and its members, in collaboration with elected leaders; maintain and foster effective internal and external relationships to enhance the Society's position and its members in accordance with organizational policies and objectives; cultivate a strong and transparent working relationship with the Board of Trustees and ensure open communication about the Society's conditions and operations. Provide recommendations on present and long-term directions and needs; direct and coordinate the staff, programs, and activities to ensure the Society's objectives and visions are attained, member needs are met, and constructive growth occurs; create, propose, and manage an annual budget while ensuring the proper protection and oversight of all Society assets; explore and identify new sources of revenue; attend all Board of Trustees and Foundation Board of Trustees meetings as a non-voting ex-officio member; participate in major ASABE conferences and represent ASABE at relevant events; recommend and participate in the formulation of new policies, make decisions within existing policies as approved by the Board, and implement these policies; execute decisions and policies on behalf of the Foundation Board of Trustees, actively supporting fundraising activities; serve as a liaison to councils and committees, ensuring their decisions and recommendations are forwarded to the Board for approval; and manage hiring, evaluations, promotions, terminations, and employment benefits and conditions. Requires a bachelor's degree; minimum 7 years of relevant experience in non-profit management, with a track record of engagement and positive outcomes in personnel and financial management; strong understanding of non-profit organizations and their financial management and potential; proven ability to plan, organize, and implement projects and activities; strong interpersonal and communication skills for serving the Society, public, and members; proven success in implementing new technologies that enhance operational efficiencies and benefit the organization; and previous experience working with professionals in engineering, agriculture, biology, or other sciences. The search is being led by Tuft & Associates. Apply: Email resume and cover letter to Jill Christie, cbabjak@tuftassoc.com.

American Library Association Chicago, IL

Search underway for Executive Director of the \$61M-revenue American Library Association. Seek individual to collaborates with volunteer leaders and professional staff to develop and implement strategic and operational goals to realize the organization's mission "to provide leadership for the development, promotion, and improvement of library and information services and the profession of librarianship in order to enhance learning and ensure access to information for all"; prioritize financial and operational strength, internal and external collaborations,

and the valuable work of ALA members and staff that move the Association forward; work closely with the Executive Board to shape the strategic direction and initiatives of the ALA; retain and expand the member base; grow the influence of the Association; solidify and expand earned, contributed, and in-kind income; launch plans to augment and reimagine the programmatic offerings and member benefits of ALA; steward and grow financial resources, sponsorships, and donations and cultivate strong external partnerships; promote increased opportunities for ALA membership involvement and programming; continue to advance ALA's commitment to equity, diversity, and inclusion; and increase organizational effectiveness in a membership-based model. Requires a bachelor's degree; demonstrated success managing a complex organization at the senior management level, leading strategic planning, and implementing significant organizational change in a hybrid work environment; successful experience balancing the business and non-profit, mission-driven sides of an organization, with experience in library, information science, and/or adjacent fields preferred; demonstrated proactive experience in promoting diversity and inclusion, a commitment to advancing DEI principles and initiatives, and working effectively with a diverse workforce and community; demonstrated ability to work effectively with a governing board, including the ability to adapt to an elected leadership that changes on an annual basis; fundraising experience working in collaboration with development officers and potential donors; demonstrated success in building successful partnerships, working with external donors and funders, and establishing a strategic and multi-faceted approach to fundraising; and evidence of financial and business sophistication in managing an organization or a significant part of a large organization with multiple funding sources and diverse revenue streams.

Association of Corporate Counsel Washington, DC

Search underway for CEO of the \$24M-revenue Association of Corporate Counsel. The search is being led by Korn Ferry. Interested candidates can contact Lorraine Lavet, Lorraine.Lavet@KornFerry.com. CEO Update is tracking this search and will report additional details when available.

Animal Health Institute Washington, DC

Search underway for CEO of the \$4.8M-revenue Animal Health Institute. The search is being led by Russell Reynolds Associates. Interested candidates can contact Stephanie Tomasso, Stephanie.Tomasso@russellreynolds.com. CEO Update is tracking this search and will report additional details when available.

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EVENTS OF NOTE

**CEO Update
CCO/COO Roundtable**
December 11, 2024
ceoupdate.com/peer-groups

**CEO Update Live:
Executive Recruitment**
December 11, 2024
live.ceoupdate.com

**CEO Dinner Series:
Global Expansion**
January 29, 2025
ceoupdate.com/peer-groups

**2025 NESAE Leadership &
Management Conference
(Southbridge, MA)**
January 30-31, 2025
nesae.org/events

**2025 TSAE Women's Summit
(Allen, TX)**
February 11-12, 2025
tsae.org/education-events

**NYSAE Meet NY
(New York, NY)**
February 27, 2025
nysaenet.org/meetnymain

**Salute to Association
Excellence**
March 13, 2025
associationtrends.com/live-events

**ELEVATE Annual Conference
(Monterey, CA)**
April 6-9, 2025
calsae.org/events/elevate-2025

**CEO Dinner Series:
AI Usage for Associations**
April 9, 2025
ceoupdate.com/peer-groups

**2025 VSAE Annual Conference
(Roanoke, VA)**
May 4-6, 2025
vsae.org/annual

CEO Roundtable Summit
May 7, 2025
ceoupdate.com/live-events

**2025 ASAE Annual Meeting &
Exposition
(Los Angeles, CA)**
August 9-12, 2025
annual.asaecenter.org

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CEO UPDATE (ISSN 2998-7954) (USPS 25786) is published monthly with special editions in May, Aug. & Nov., by Columbia Books Inc., 1530 Wilson Blvd Ste. 400, Arlington, VA 22209. Periodical postage is paid at Arlington, VA and additional entry offices.

POSTMASTER: Send address changes to: **CEO UPDATE**, 1530 Wilson Blvd Ste. 400, Arlington, VA 22209.