

CEO UPDATE

THE SOURCE FOR ASSOCIATION NEWS AND EXECUTIVE CAREERS

Volume XXVI, Number 649, August 19, 2016

CEOupdate.com



Selling to rent instead

Hot markets favor HQ owners looking to lease new space

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Moving can be a cinch

Good planning, communication crucial when relocating offices

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New association headquarters puts employee well-being first

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Snuggling Capitol Hill

Data shows many D.C. groups shifted east to boost advocacy

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ASAE16: New stance on social issues amid learning, networking and fun

Anti-discrimination policy a warning to future destinations; nearly 5,000 attend

By William Ehart

SALT LAKE CITY—The ASAE Annual Meeting & Exposition that concluded here Aug. 16 featured an important policy statement tucked amid the networking, inspirational speeches, education and entertainment.

CEO John Graham announced that ASAE will not hold events in locations where discrimination is permitted on the basis of sexual preference, gender identification or other factors.

“We will not go to cities or convention centers unless all of our members are welcome,” he said.

The new policy was approved unanimously by

ASAE’s 19-member board Aug. 12. Under it, the association will include language in hotel and convention facility contracts that would allow ASAE to exit such pacts without penalty if laws that permit discrimination are enacted in a state or city where the group is planning an event.

Nearly 5,000 people attended ASAE16, according to preliminary figures, including 2,664 association executives, 1,740 exhibitors and 452 others.

Graham said attendance was on par with that in Detroit last year and Dallas and Atlanta in

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Larry Sloan moves to industrial hygiene group



SOCMA CEO shifts to professional society Page 5

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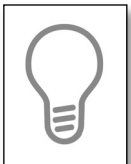
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Evans



Wiley



Donlin



MacRae

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Josten's retirement will leave big shoes for business to fill

Changing political environment makes successor's job even more challenging; Chamber vet cited for influencing policy, profession

By William Ehart

Filling the shoes of retiring U.S. Chamber of Commerce top lobbyist Bruce Josten will be a tall order.

Association insiders say the political environment has gotten more difficult for business interests, and Josten had rare talents.

"There aren't a lot of people who are both really good strategic thinkers and sharp-eyed appraisers of tactical activities, and he could really put those things together," said Matthew Shay, CEO of the \$53 million-revenue National Retail Federation.

Shay said throughout his own 25 years in Washington, D.C., he has interacted with Josten, a 42-year veteran of the Chamber who has been its head of advocacy for 22 years. Josten was "the dean of the advocacy corps," he said, and influenced policy as well as the profession.

"When the administration and the house speaker and the Senate majority leader, no matter of which party, needed someone to count votes and get things done, they all called Bruce," Shay said.

Still, business will go on despite the changed atmosphere in Washington, he said.

"It's an interesting time and I'm sure it will con-

tinue to be interesting, but I'm also equally confident that the business community broadly and the individual industry groups that have policy agendas are going to find ways to advance those," Shay said.

Ivan Adler, an executive recruiter at The McCormick Group, specializing in finding GR talent, said this is the first time that the Republican nominee for president—Donald Trump—does not broadly embrace the Chamber's agenda.

Adler said, "The next person is going to find the job more challenging than Bruce had it."

Josten's replacement must be a master of the craft, he said, noting that Josten had a hand in every aspect of the Chamber's advocacy work.

"It's got to be somebody who knows the five P's really well—policy, process, press, politics and people," he said. "I don't think (Chamber CEO Tom) Donohue's going to be there forever, but the Chamber is not a place that suffers fools gladly. It's going to have to be someone who knows their stuff."

The Chamber announced Josten's retirement last month. Donohue said in the statement:



Josten

"Bruce Josten has informed me of his decision to retire at the end of the year. ... [I]t's hard to imagine the Chamber without him.

"This early announcement reflects Bruce's commitment to a smooth transition, which will occur as we plan to engage with a new administration and a new Congress. Bruce is a giant in our profession both in terms of his accomplishments on behalf of the

business community and the mentorship he has provided to so many at the Chamber and across Washington."

A panel of association insiders named Josten Association Lobbyist of the Year in CEO Update's inaugural Association Leadership Awards in 2014.

CEO Update reported in May that Josten was the highest-paid association registered lobbyist, with compensation of \$2.2 million.

Only Gary Hughes, executive vice president and general counsel of the American Council of Life Insurers, at \$1.8 million, and the Chamber's executive vice president and head of international affairs Myron Brilliant, at \$1.7 million, came close. ■

ASSOCIATION ROUNDUP

A summary of recent news stories to keep you informed about what's happening at a range of groups

The number of people registered to lobby the federal government is continuing its steady decline, although that doesn't necessarily mean there are fewer people engaged in lobbying work, according to a recent analysis by the **Center for Responsive Politics**.

A total of 9,726 people were registered to lobby during the second quarter of 2016, the government watchdog group reported on its website OpenSecrets.org. That's the first time the number of registered lobbyists has dipped below 10,000 since 1998. The figure has been falling since it peaked at nearly 15,000 in 2007.

Several factors could be behind the decline, the report's authors said. President Barack Obama has put in place policies designed to curb lobbying. Gridlock in Congress also could be causing less demand for lobbyists. However, the most likely scenario is fewer people are registering even though they are continuing to do work that many people would consider lobbying.

Total spending on lobbying has also

dropped, decreasing to \$1.6 billion so far this year from \$1.65 billion at this point last year. The pharmaceutical and health products industry continues to throw the most money into lobbying, spending \$129 million during the first half of the year. The insurance industry came in second, spending \$76 million in the same time frame.

A new survey by one of the advertising industry's largest trade groups has found that half of women in the profession have been sexually harassed in the workplace at least once during their careers.

The survey by **4A's (American Association of Advertising Agencies)** comes after a number of high-profile incidents in which male advertising executives have either been accused of sexual harassment or have denied that it is a problem.

4A's CEO **Nancy Hill** has been vocal in trying to call attention to the issue, saying more work needs to be done to educate the industry

about the extent of harassment.

"Work that someday soon, hopefully, would mean a senior executive in a position of power wouldn't think of publicly refuting, and frankly ridiculing, what many of us hold to be true: The ad industry is not an equal workplace for men and women," she said.

The survey found that 33 percent of female respondents said they had been passed over for important projects or promotions because of their gender. Some 42 percent said there were times they were not included in important decision making because of discrimination. Half of respondents said they have been harassed at least once. ■

For a daily briefing on news important to associations, visit CEOupdate.com.

Look for the CEO DATELINE label under the header, Latest News.

Sloan to make leap from trade group to professional society

SOCMA CEO to head American Industrial Hygiene Association, capitalizing on his experience in for-profit and nonprofit worlds

By Walt Williams

The American Industrial Hygiene Association has tapped Society of Chemical Manufacturers and Affiliates CEO Larry Sloan as its next leader, effective Oct. 17.

Sloan has led the \$6 million-revenue SOCMA since 2010. He leaves the trade group at a time of transition as it relocates offices from Washington, D.C., to Arlington, Va., early next year. The move also represents a shift in his career, as he goes from being head of a business trade association to the top of a professional society—a job often filled from within the profession the group represents.

“I thought I was the black sheep candidate because I was coming from a trade group,” Sloan told CEO Update.

AIHA is a \$16 million-revenue group based in Falls Church, Va. Sloan will fill the vacancy left by former CEO Peter O’Neil, who last year became head of ASIS International, an Alexandria, Va.-based organization for security professionals.

Before Sloan joined SOCMA, he spent five years as president of the Adhesive and Sealant

Council, having risen from the position of director of member services. He previously worked at his father’s company selling water and wastewater systems. His mix of nonprofit and for-profit experience—AIHA administers three for-profit LLCs—helped win over AIHA’s board of directors.

Sloan said he doesn’t foresee many problems moving from a trade group representing member companies to a professional society.

“Our SOCMA membership is made up of people,” Sloan said. “Our companies are not faceless identities. And I go out around the country and I meet with members at their facilities.

“So when I was positioning myself for the new job I said ‘Look, there are obviously differences in the value proposition between a trade association and a professional society, but at the end of the day we’re dealing with people, we’re dealing with education’ ... So I feel my communication with the corporate members can easily be relayed into the communication



Sloan

abilities at the new place,” he said.

Sloan is leaving SOCMA a leaner organization than the one he inherited six years ago. The association has whittled staff down from about 30 to 20 people and its new Arlington headquarters will be about half the size of its D.C. offices. Those cuts have helped SOCMA be on solid financial footing as Sloan moves on.

“It is very exciting time for (SOCMA) because it has been a six—almost seven—year process of right-sizing the organization while creating new programs that are of value to the membership,” Sloan said.

Recruitment firm Heidrick & Struggles assisted in AIHA’s search for a new leader. SOCMA has formed an executive committee to search for Sloan’s replacement and has released a position description. ■

More Departures & Arrivals, page 20

PEOPLE UPDATE

Game for golf, from Rainier to Rio



Standing atop glacier-capped Mount Rainier, **Rhett Evans** pulled an expandable golf club from his backpack and hit a small white ball into the icy wind.

Just a few weeks later, Evans stood on the 18th green in balmy Rio de Janeiro, site of the first Olympic golf competition in 112 years. As CEO of the **Golf Course Superintendents Association of America**, Evans packs enthusiasm for his sport wherever he goes.

Evans said golf’s return to the Olympics “exceeded all expectations” with intense

competition and a great course. About 50 GCSAA volunteers from around the world helped maintain the course. Among the unique challenges: very large grass-nibbling rodents known as capybaras.

GCSAA is based in Lawrence, Kan., and has about 18,000 members.

Evans joined the professional society as COO in 2009 and became CEO in 2011. Despite his job, Evans said he doesn’t get to play golf as much as he would like. He stays fit through running, cycling and mountain climbing.

Several years ago a group of friends decided they needed a goal to keep them motivated physically. In 2013 they climbed Mount Kilimanjaro, which rises to 19,341 feet above sea level in Tanzania. Last year they took on 14,405-foot Mount Whitney in California. On July 21, the group made it to the top of Washington’s 14,416-foot Mount Rainier.

Evans said the weather was intense, with a windstorm making the snow feel like sideways hail. As on previous climbs, he brought along his club and balls.

“The good thing about hitting a golf ball on top of Mount Rainier, when there’s about 20 feet of visibility, is that you never know whether it’s a good shot or not,” Evans said. “You can just say it’s an excellent shot.”

Evans said stretching physical and mental limits helps him in his work and life.

“There’s certain places in the world that you can stand that, in my view, change the way you look at things forever,” he said.

In other people news ...

Beth Solomon, former CEO of the **National Association of Development Companies**, started a new job in August as an organizer for Hillary Clinton and other Democratic campaigns in North Carolina. Solomon worked most recently for U.S. Bank Global Corporate Trust Services. ■

Trade groups in damage control as Trump tanks in polls

Get-out-the-vote efforts stress importance of casting ballots for races other than president; employee registration week Sept. 26-30

By **Lori Sharn**

With the clock ticking down toward election day, business trade groups are increasingly worried that public antipathy toward the presidential candidates will affect voter turnout for down-ballot races.

Associations are fine-tuning and ratcheting up their get-out-the-vote campaigns to take into account the potential blowback.

The Business-Industry Political Action Committee—which counts more than 300 companies and national associations as members—is targeting turnout with the theme “every vote counts.” Posters intended for workplace bulletin boards include examples of how some races were won by just a small number of votes. BIPAC and its partners will sponsor an employee voter registration week again this year in late September. A dozen national trade groups have already signed on as partners, including Associated General Contractors, American Forest & Paper Association and Food Marketing Institute.

New this year: BIPAC plans a mid-October push to convince registered voters to actually go to the polls.

“Everybody’s on pins and needles right now with this presidential election. It is such a unique and different kind of year than we’ve been used to,” said BIPAC CEO Jim Gerlach. “Everyone’s still trying to get their head around it and plan accordingly to try to get the best people elected.”

“As this presidential race unfolds, I think there’s even more focus on how to maintain a pro-business majority in both the House and Senate,” Gerlach said.

Dennis Slater, president of the

Association of Equipment Manufacturers, said his group is focusing on issues and statewide races with the employees of his group’s 900 members. Slater said AEM’s years of effort on the “I Make America” campaign has helped with employee outreach, but it’s been a challenge to fight “sound bites and rhetoric.”

“It’s weird that it becomes news when one of the candidates is going to give a policy speech,” Slater said.

Polls show Republican nominee Donald Trump—under attack for his incendiary comments—losing more and more ground to Democrat Hillary Clinton, even in traditional GOP strongholds. Republicans have 24 seats in the U.S. Senate up for re-election, compared with just 10 for Democrats, prompting increasing fears among some groups that the Senate could return to Democratic control.

The U.S. Chamber of Commerce launched a campaign in May to “save the Senate.” According to watchdog group Center for Responsive Politics, the Chamber has already put \$18 million into independent expenditures to bolster Republican incumbents such as Sens. Kelly Ayotte of New Hampshire and Rob Portman of Ohio.

U.S. Rep. Reid Ribble of Wisconsin, who becomes CEO of the National Roofing Contractors Association after his term ends in January,



Gerlach



Slater

was an early critic of Trump. He is also among more than 100 Republicans who have signed a letter urging the Republican National Committee to stop spending money on Trump’s candidacy.

Fears that a Trump presidency would damage the nation—let alone the GOP—have even spurred some Republicans at trade groups to support Hillary Clinton.

Lezlee Westine, CEO of the Personal Care Products Council and former aide to President George W. Bush, publicly endorsed Clinton in an Aug. 7 statement provided to her campaign.

“Our nation faces a unique set of challenges that require steady and experienced leadership,” Westine said in the statement. “That is why today I am personally supporting Hillary Clinton. She has the expertise and commitment to American values to grow the economy, create jobs and protect America at home and abroad.”

Westine also contributed \$2,700 to Clinton’s campaign in June. During the Republican primaries, she made contributions first to Jeb Bush and then to John Kasich.

A U.S. Chamber of Commerce staffer co-founded the group Republican Women for Hillary. Jennifer Pierotti Lim, director of health policy in the Chamber’s Labor, Immigration and Employee Benefits Division, even spoke at the Democratic National Convention. In her brief remarks July 28, she said Trump’s comments about women were too “loathsome” and “crass” to repeat, but too important to ignore. She also lauded Clinton’s “long record of public service.”

BIPAC’s voter-education materials include information about three candidates—Trump, Clinton and Gary Johnson. The Libertarian Party candidate and former New Mexico governor is on the ballot in all 50 states, and might even qualify to participate in the presidential debates if his polling numbers continue to climb toward 15 percent. His average in mid-August was about 10 percent.

Johnson is “going to have an impact on the outcome in a number of critical states, so it’s important to highlight him as well,” Gerlach said. ■



“Everybody’s on pins and needles right now with this presidential election.”

—JIM GERLACH
CEO, BIPAC



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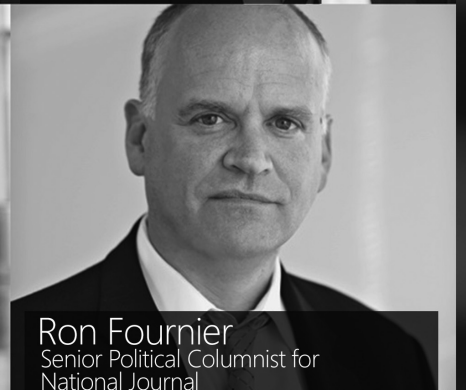
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How small associations can ride larger trade show trends

Anatomists use meeting to boost profession in public eye; specialty toy retailers create hands-on experience to help members compete

By William Ehart

Associations are increasingly treating their meetings as strategic assets rather than just revenue generators.

Shows are becoming a focal point to raise industry awareness and boost advocacy—and technology is more important than ever to enhance attendee experience and demonstrate how members can do business better.

But how can smaller associations participate in those trends?

The \$2 million-revenue American Association of Anatomists and the \$1.8 million-revenue American Specialty Toy Retailing Association are two examples of smaller groups finding ways to keep their shows vital to members.

Spreading the word

The anatomist society earmarks \$35,000 annually for an outside communications firm to raise awareness and change perceptions of its profession in conjunction with Experimental Biology, an annual meeting hosted by six scientific groups including AAA.

AAA had PR success in 2015 with a tale about seahorse tails and how they may contain lessons for the design of prosthetic limbs, among other potential applications.

An article on the Science Daily website mentioned AAA and the upcoming Experimental Biology meeting, and quoted an AAA member on the seahorse research he was to unveil at the event. The topic also earned a mention in The New York Times, Popular Science and Smithsonian Magazine.

“I have a line item in my budget for a third-party PR firm to help us bring attention to the members, the research and what we are doing as an organization,” said AAA Executive Director Shawn Boynes.

“I know some groups, once you talk about money and hitting the bottom line, just aren’t able to do that. What I’ve heard is that some of them rely on social media, and that’s OK, but trying to break through the clutter nowadays is tough,” he said.

Drumming up media coverage is not easy. Retaining a PR firm is an investment with uncertain prospects.

“You can put stuff out as much as possible, but

sometimes you just never know (whether media will be interested). It’s the luck of the draw. And for some organizations when you’re taking a look at investing \$30,000 in something that may or may not bring a return, it’s tough,” he said.

“For us, it’s important. We are trying to elevate the visibility of anatomy as a scientific profession and helping people to understand that anatomy is more than gross anatomy and cadavers. It’s a perception problem that the board has decided we really want to focus on changing,” Boynes said.

Playing up technology

The American Specialty Toy Retailing Association primarily represents independent toy stores and smaller manufacturers.

Its members need a lot of help competing against bigger rivals and online retailers.

Part of the mission of ASTRA—and its Marketplace & Academy trade show—is to help members embrace change and new technology.

“We are taking a step back and looking at our trade show as one of our most strategic assets,” said ASTRA President Kim Mosley.

“We want to take it to the next level, the trade show of the future,” she said.

ASTRA Director of Meetings and Strategic Partnerships Amanda Zawad said, to a certain extent, her group is emulating the \$50 million-revenue National Retail Federation’s Big Show.

NRF CEO Matthew Shay spoke in a CEO Update Association Newsmakers video interview about turning his show into an asset, embracing technology and creating an experience.

“We are in the business of play,” Zawad said.



Boynes



Mosley



Zawad

“So we have events that are focused on hands-on play and demonstrations.”

New technologies can help small toy-sellers play to their strengths—personalized service and knowledgeable sales advice—while combining certain aspects of the online experience, she said.

One example: bar codes customers can scan with their smart phones when entering a store to pull up reviews and other information, Zawad said.

“It gives customers that personalization they receive online but marries it with the in-store experience,” she said.

“We want to help members with ideas that they may not have thought of, that will make their store unique. It’s different from the Big Show but the concept is to introduce them to this technology and this innovation in a way that isn’t too overwhelming,” Zawad said.

Mosley said ASTRA intentionally keeps its show smaller than it could be to preserve a sense of community and relationship-building. She noted that the group also is present every year at the \$19 million-revenue Toy Industry Association’s Toy Fair.

“As a small organization, that’s one of our plusses,” Mosley said. “Our big brother is TIA and theirs is a very large show. But we’ve heard from our members that they use that show to preview and figure out what’s out there, and then they use our show to actually place orders.” ■

“We are taking a step back and looking at our trade show as one of our most strategic assets. We want to take it to the next level, the trade show of the future.”

—KIM MOSLEY

AMERICAN SPECIALTY TOY RETAILING ASSOCIATION

ASAE16: Social issues amid learning, networking and fun

(Continued from page 1)

years past, but down from Nashville two years ago.

“(Salt Lake City) really has done a great job for us,” Graham said. “We’re very happy with those numbers and we have exceeded our financial goals for this meeting.”

“The city is showing well, the convention center is showing well and the members are happy, the energy is high and they feel like they’re getting value,” Graham said.

Many attendees shared Graham’s enthusiasm, praising the education sessions and keynote speeches, which they said were entertaining and moving, and to which they gave standing ovations. Twin astronauts Scott and Mark Kelly opened the meeting while former Ugandan refugee Derreck Kayongo gave the closing keynote. Kayongo, founder and CEO of the Center for Civil and Human Rights, also founded the Global Soap Project, through which discarded bars of hotel soap are recycled to help prevent disease in the developing world.

But some gave mixed reviews for Salt Lake City (population of just 190,000) as a meeting destination. On the plus side, the capital of Utah features great natural beauty, as it is surrounded by steep mountains. It has a clean downtown core, hip restaurants to rival Brooklyn and a close-by airport. But some ASAE16 attendees said there was a lack of things to do in town, especially on Sunday when most stores and restaurants were closed at least part of the day. Others griped about waiting in line for weak drinks. (Utah has strict alcohol laws, including a limit on the amount of liquor in each drink.)

At the closing session, ASAE board Chair Abe Eshkenazi, CEO of APICS, passed the baton to Chair-elect Scott Wiley, CEO of the Ohio Society of CPAs. National Retail Federation CEO Matthew Shay—who was not present and addressed the audience in a recorded video—will be the new chair-elect. Wiley and Shay will take their new posts Sept. 1.

ASAE’s new anti-discrimination policy stems from the enactment of a religious liberty law in Indiana last year that would have permitted businesses to deny service to patrons based on sexual orientation. (However, that law has since been amended and Graham said the changes are sufficient to meet ASAE’s policy.)

Laws in other states still pose problems, though.

“Being proactive right now, we probably would not hold a meeting in North Carolina,” Graham said at his annual news conference in response to a question. That state adopted a law last year that, among other things, requires people to use public toilets in accordance with the gender on their birth certificates.

“Our (diversity and inclusion) policy is very clear: We have absolutely zero tolerance for discriminatory practices,” Graham said.

None of ASAE’s planned future meeting sites—including Toronto, Columbus, Ohio, and Atlanta—have laws that would violate the policy. But the new contract language is intended to help persuade future destinations not to adopt such statutes.

Graham emphasized that the anti-discrimination policy—meant as a framework for other associations—is “aspirational” and not “hard and fast.”

“We haven’t had the opportunity to decide whether, if some hotel says it won’t sign (a contract with the new language), that means we are not going to go there. That will be another opportunity for a decision.”

Graham said the association is unlikely to get more deeply involved in social policy.

“I don’t think you’re going to see ASAE take a position on gun control or abortion or other types of issues,” he said.

An association’s decision to relocate its annual meeting because of a discriminatory state law was one of the issues discussed at an ASAE16 educational session entitled, “Facing the media and winning at confrontation.”

The American Counseling Association earlier this year moved its 2017 annual meeting from Nashville to San Francisco because of a new Tennessee law that allows therapists to refuse service to gay and transgender patients.

Session panelist Natasha Rankin, COO of ACA, called the law “an attack on our code of ethics.”

But the group’s decision unleashed a torrent of media

attention, including persistent inquiries from “attack dog” reporters.

Rankin said, in considering whether to speak to such reporters, association executives need to assess the least bad outcome because “you’re damned if you do and damned if you don’t.”

The other panelists were Greg Fine, CEO of the Turnaround Management Association, Sharon Kneebone, executive director of the National Society for Histotechnology and Stacy Tetschner, CEO of the National Speakers Association. The event was moderated by Adele Cehrs, CEO of Epic PR.

Cehrs asked the panelists about the first thing to cross their minds when they become aware of potential trouble.

“The first thing is to clear the deck,” Rankin said. “Everything you thought that day, the next week, the next month was going to look like, they are going to look nothing like it.”

“Grieve for the lost time, put it aside and focus your attention on what needs to happen,” she said.

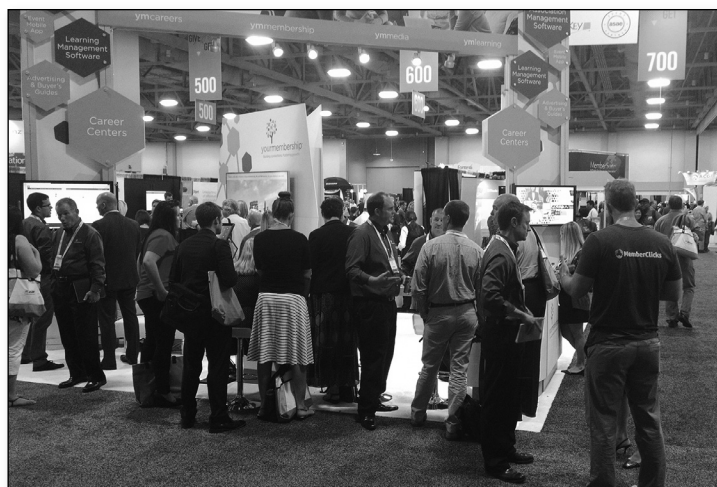
Tetschner said he considers legal implications first.

“The first thing I think about is, ‘Do I need to call a lawyer?’” he said. “In a lot of this, you go right to general counsel. The other thing I think about is, ‘Do I need to call Adele or my PR person to even just say, ‘Get ready, start thinking, I may call you back.’”

Cehrs said that crisis communications requires a combined legal and public relations strategy.

“(Lawyers) think in legalese and that’s not necessarily bad, but it’s not what the public wants to hear,” she said. “You can sound cold and detached.”

ASAE16 concluded Aug. 16 with the closing celebration at scenic Red Butte Garden. ■



New ASAE chair vows to support ‘unique value proposition’

Wiley sees group as risk-taker, ‘innovation incubator’ and model for the association community; praises anti-discrimination policy

By William Ehart

SALT LAKE CITY—Incoming ASAE Chairman Scott Wiley, CEO of the Ohio Society of CPAs, said his mission is to keep the group focused on its agenda and to make sure staff has the resources to implement it.

“It’s an exciting time to be an association professional and ASAE is driving so much of that excitement given the initiatives that we are undertaking, whether related to our organizational model or the work we are doing in diversity and inclusion, global growth and certainly the bold research agenda (through the ASAE Foundation),” he said.

Outgoing Chairman Abe Eshkenazi, CEO of APICS, passed the baton to the 38-year-old Wiley at the closing general session of the ASAE Annual Meeting & Exposition at the Salt Palace Convention Center Aug. 16. Wiley will officially take the post Sept. 1.

Wiley told CEO Update that ASAE plays a role no other association can play.

“The unique value proposition that ASAE provides to the association profession and the

community of professionals who are part of it is two-fold,” he said.

“One, ASAE is the community’s innovation incubator. By that I mean that as a member of ASAE, not just a volunteer leader, I have come to expect and count on ASAE being out front in taking risks—thoughtful risks, trying new things, understanding where the pitfalls might be and then how do we power through and create wins as a result of that?”

“The second piece that is vitally important, particularly in the public policy arena, is that ASAE has a unique role as the profession’s and community’s convener.

“When you look at the myriad issues we’ve seen over the last year from the (Department of Labor) overtime rule to federal employees attending meetings to tax reform, ASAE has the power and really the authority to bring the community together and mobilize it to act in the best interests of its constituencies,” he said.



Wiley

Wiley follows in the footsteps of his predecessor at the OSCPA, Clarke Price, the 23-year leader of the group who was ASAE board chair six years ago. Price retired in 2012.

A veteran of 15 years in non-profits, Wiley previously led the Delta Sigma Phi fraternity.

National Retail Federation CEO Matthew Shay will replace Wiley as ASAE chair-elect and chair of the ASAE Foundation. He is currently secretary-treasurer.

Wiley hailed ASAE’s new policy against discriminatory laws in meeting venues as important to him.

“Associations at heart are about people,” Wiley said.

“This is an organization that’s inclusive by nature. We need to make sure we don’t just say those things, but model those things. If we’re about bringing people together then we can’t stand for when the people we want to partner with exclude people.” ■

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Need to right-size, update HQs pushes some groups to sell

Redevelopment trend helps fuel higher sale prices, lower rental costs in Washington area; tougher market for sellers in Chicago suburbs

By **Lori Sharn**

The American Society of Addiction Medicine paid cash for an office condo in 1994, and the investment helped keep the group's operating costs low for many years. But as the number of staffers grew, the 3,500-square-foot workspace in Chevy Chase, Md., got more and more cramped.

So ASAM—like a number of other associations in the Washington, D.C., area—is selling the condo and will lease space for its headquarters instead.

“Because we are small and growing so quickly, we just really felt that flexibility (of a lease) was what we needed most at this point,” said COO Carolyn Lanham.

Associations that recently switched from longtime owner to renter include the American Association of University Women and the American Beverage Association. Similar moves are in the works for the American Coatings Association and the National Stone, Sand and Gravel Association.

Such decisions underscore the realities of the Washington market right now. Sale prices are trending high, while leasing costs remain soft.

“Tenant improvement dollars and rate-abatement periods can offset that relocation cost, build out, furniture, everything,” said Mindy Saffer, managing principal at Cresa Washington DC. “Many landlords are doing major renovations—fitness centers, rooftop decks—in order to attract tenants.”

For the first time in more than 75 years, the American Association of University Women is leasing office space rather than occupying its own building. On June 13, AAUW moved into the top three floors of 1310 L St. NW.

In 2014, AAUW began analyzing whether to renovate its 45-year-old building at 1111 16th St. NW, purchase a new building or rent. Upgrading would have cost from \$8 million up to \$21 million, Interim CEO Mark Hopkins said in statement emailed to CEO Update.

D.C.'s redevelopment boom scooped up both AAUW's building and the building next door, owned by the American Beverage Association. Development firm Akridge and Star Investments plan to turn the properties into one “trophy-class” office building. A purchase price has not been disclosed. (ABA moved into leased space at 1275 Pennsylvania Ave. NW.)

Hopkins said the board decided to lease, rather than purchase another office, based mostly on financial and market conditions.

“The new HQ space offers state of the art communications, teleconferencing and meeting facilities and allows AAUW to continue to be the D.C. location for many collaboration meetings dealing with our mission and purpose,” Hopkins

said. “The staff and members of the organization are unanimously pleased with the result of the relocation and there was a very positive effect on the organization's balance sheet.”

Earlier this year, the American Coatings Association sold its historic Scott Circle mansion—which it had occupied since 1940—to Hungary for a new embassy. The price: \$16.5 million. Six levels and

quirky spaces made it both difficult for staff and for showcasing the industry. ACA will move into 17,000 square feet of leased space at 901 New York Ave. NW later this year.

Inefficient space also prompted the National Stone, Sand and Gravel Association to put its building in Alexandria, Va., on the market. The 13,000-square-foot, three-story building includes zoning-required retail space on the ground floor. NSSGA's 24 staffers occupy the other two floors. CEO Mike Johnson said this layout is not conducive to a collaborative work environment.

“When I joined NSSGA three years ago, the building came with the job,” Johnson said. “I took a look at the vision statement and mission and nowhere did I see building operator or landlord.”

The group has a contract for the building (listed at \$450 a square foot, or nearly \$6



Under contract: National Stone, Sand and Gravel Association, Alexandria, Va.

In negotiations: American Society of

million) and a letter of intent to lease about 8,000 square feet in Alexandria's Canal Center development. Johnson said NSSGA would have preferred to purchase an office condo, but could not find one that met its location and space needs.

Tom Fuge, assistant vice president at West, Lane & Schlager Realty Advisors, said the market for selling office buildings is strongest in downtown Washington, Old Town Alexandria, and the Rosslyn to Ballston Metro corridor in Arlington, Va. To a lesser extent, the market is strong in the close-in Maryland suburbs, such as Silver Spring and Bethesda.

The market for office condos is very tight, Fuge said, with only a few being sold each year in downtown Washington.

Occasionally a D.C.-based association will purchase an entire building. The National Association of Broadcasters—located at 1771 N St. NW near Dupont Circle since 1947—will sell its headquarters and purchase a 10-story building under construction near the Nationals Park baseball stadium. NAB will occupy the top few floors and lease the rest to tenants.

Selling—or not—in Chicago area

Most buildings owned by associations in the Chicago area are not downtown but in the suburbs, where the market is not so strong now for sellers, said Gregg Witt, senior vice president at CBRE, and Chicago nonprofit practice leader. Some groups have outgrown their space but find

they are stuck with older buildings in need of renovation. In some cases, the value of the building may be less than the debt, Witt said.

“These buildings don't trade at anywhere near their replacement value,” Witt said. Groups that are building new headquarters have very specific strategic goals, such as medical societies with a need for educational and conference space.

For groups that do have buildings that are no longer ideal for them, be sure to evaluate all the options, Saffer said: “Don't make any decisions until you understand all the costs associated with keeping the building versus buying a new building or going into a leasing situation.”

ASAM could no longer fit into its current office condo. Lanham said the staff has nearly doubled since 2010 to 28 people, and she has an immediate need to hire one or two more people.

“I literally have no place to put them,” she said. Private offices are doubled up, and both the conference room and reception area have been turned into office space. The situation was becoming a concern for employee acquisition and retention.

Getting board support for a move was critical. Lanham said some board members had never been to the office, because it was too small for meetings. So a field trip was



Lanham

arranged during a board meeting in Washington, D.C.

“They were amazed at how we have functioned with such a small resource,” she said.

The society embarked on the long process of indentifying the pros and cons of four options: sell and buy, sell and lease, lease the current space and buy new space, lease the current space and lease new space.

ASAM determined that if it were to buy a new space, it would need to acquire more space than it currently needed to accommodate future growth, and then sublease that extra space.

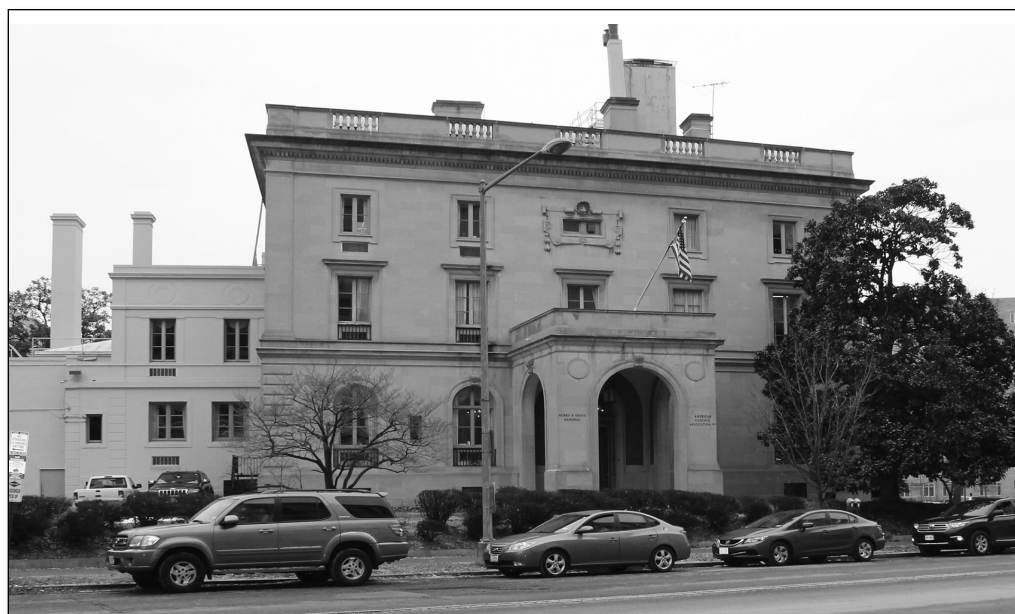
Purchasing a new space would also cost considerably more than the condo, which is on the office level connected to a residential high-rise at 4601 North Park Ave. and listed for sale at \$1 million. ASAM is negotiating a letter of intent with a buyer for the condo, and has identified about 7,800 square feet of space to lease—more than double the current office. (Although the new office will be roomier, Lanham said staffers will miss the condo's 1,500-square-foot outdoor terrace.)

The strategy now is to preserve as much principal as possible from the sale, and look at options again in eight years, Lanham said.

“Owning has been wonderful for ASAM,” Lanham said. “It has been cost-beneficial. Everyone should consider both options.” ■



Addiction Medicine, Chevy Chase, Md.



Sold: American Coatings Association, Washington, D.C.

Relocating association offices doesn't need to be a nightmare

Moving usually takes years of preparation, but even in shortened time frames, careful planning, communications will save the day

By **Walt Williams**

The Electronic Transactions Association had no plans to move from its old headquarters in Washington, D.C., when it got word last year that the building's owner—the American Beverage Association—struck a deal to sell the property so it could be razed to make room for new office space.

“Just a year prior, we had expanded our existing space with ABA and renegotiated our existing lease,” ETA COO Pam Furneaux said. “We were not hoping to move again.”

ETA suddenly found itself scrambling to find a new home. But the association turned what could have been a logistics disaster into an opportunity, mainly because the group spelled out needs from the start, gave staff the ability to participate in the process, and made some IT decisions that allowed a seamless transition of work capabilities.

Relocating an association's headquarters doesn't have to be a migraine, even when working on a tight timeline, the group learned. Oddly enough, it can be kind of fun, Furneaux said.

“For me, it was a chance to be creative and get involved in design work,” she said.

Fun is not always how associations view relocation planning. Most groups usually hand the job to the CFO or equivalent, who works in tandem with the CEO but balances the hunt for a new office with other duties, said Eric West, founding principal of tenant representation firm West, Lane & Schlager.

The CFO and CEO also don't operate in a vacuum, he added. They must answer to a board or committee and to the organization's members.

“All those different constituencies are going to weigh in at some point about the real estate decision,” West said.

That dispersal of authority affects associations in two ways, according to West.

First, they must give themselves plenty of time for the search. Two to three years is needed to articulate a vision for the move, do all required research and tee up members to get behind the idea.

“That is something people don't internalize well: how much time it takes,” he said. “Not searching for space or negotiating space, but organizing the internal constituencies.”

Second, associations must do significant internal homework about how new office space will enhance an organization's vision, West said. That means working with a real estate broker and architect to understand and rank an association's goals then put a price estimate on those priorities.

Race to find a new HQ

ETA compressed what is usually a multiyear process into 14 months. The association started by prioritizing the key features for the new office, according to Furneaux.

Near the top of the list: location. The group only wanted to shift by a few blocks to minimize disruption to staff commutes. It also wanted a newer building with more amenities.

The association then formed a “dream team” to execute the project, starting with hiring tenant representation firm Cresa. An architect, construction firm and furniture vendors were also eventually brought in. One step early in the process was to survey the 16 staffers on what they wanted from a new HQ, with the commute topping their list of concerns, Furneaux said.

List in hand, the COO began a walking tour of available properties. The association eventually settled on the third floor of 1620 L Street NW in D.C. The new space, occupied June 1, was just around the corner from the previous location, but came with a free gym for staff, a shared conference room and, perhaps most importantly, an \$85-per-square-foot tenant improvement allowance.

“I used the move—since it was a total buildout—to reflect our culture and our brand image in a better way,” Furneaux said. “When I did the building tours around the city, I made note of space designs that were really cool and would help reflect our brand better. It gave me ideas about how to design our space and help guide the architects.”

One factor that aided in the move: ETA had previously instituted a “digital-forward” paperless mandate, which meant most IT functions and documents were cloud-based. As a result, employees worked from home the day of the move. The next day they were in



Furneaux

the new offices, up and running within a few hours.

Winning over the board

While the time frame of ETA's move was compressed because of circumstance, the Society of Chemical Manufacturers and Affiliates followed a more traditional path in finding a new headquarters. The association plans to move from its current

offices on M Street in Washington, D.C., to 1400 Crystal Drive in Arlington, Va., early next year.

Reasons for the move were straightforward, said CEO Larry Sloan. The society currently leases about 14,500 square feet, nearly twice what's needed, given current staff size. The group will realize a significant rent reduction both from reducing the amount of space it leases and from moving out of D.C.'s high-priced market into cheaper Alexandria, from \$51 to \$45 per square foot.

(Sloan will step down from SOCMA in October to be CEO of the American Industrial Hygiene Association. See story page 5.)

The process started with Sloan forming a team to guide the location, which included himself, the association's CFO and vice president of government relations. By the end of 2014 they had selected a tenant rep firm and the search began in earnest.

“We whittled down one by one” until a decision on a property was made, Sloan said. “When I sat down with the executive committee last September, I brought the broker, Cresa, to the meeting and I asked them to run through the decision-making process. ... We wanted Cresa to help make the case for our executive committee to buy in.”

SOCMA hasn't announced the move to the full membership yet, but Sloan said the executive committee has been kept apprised at every step. The decisions about which broker and architect firms have been his to make, which so far has worked out well.

“When we selected an architect, (the executive committee) deferred to Cresa's and our judgments,” he said. “We said ‘Here is the architect we are going to use. Here is their track record. If you have any questions, give me a call.’ Of course, nobody did.” ■

Designing a workspace where employee health comes first

American Society of Interior Designers shoots for new wellness architecture standard to provide an example for other organizations to follow

By **Walt Williams**

Randy Fiser may be CEO of the American Society of Interior Designers, but that doesn't mean he gets his own office.

Fiser and ASID's roughly 40 employees gave up private spaces when the professional society moved into its new headquarters in Washington, D.C., earlier this year. Instead, employees can sit at any workstation. Even sitting is optional as every desk can be turned into a standing one with the touch of a button.

"If you do research on most offices, people are literally at their desks, at the low end, 40 percent of the time and, at the high end, 60 percent of the time, and the rest is spent in meetings and other places," Fiser said. "So having a dedicated space for somebody when they have all these different meetings and other things begs a question: Is that the best utilization of space in your office?"

ASID is aiming to become one of the first office spaces in D.C. to earn platinum WELL certification, a relatively new architectural standard that grades workplaces on design that promotes employee health and well-being. The absence of assigned workstations is only one of many innovative designs incorporated into the society's new offices. Others include lights that mimic the natural pattern of sunlight throughout the day, sophisticated air and water filtration systems, and plenty of plants to help employees connect with nature.

The wellness philosophy even extends to the non-architectural elements. The office kitchen, for example, is stocked with plates only eight inches wide, which research has shown reduces the amount of food people eat while still leaving them feeling full.

ASID can't say with certainty yet which of the design choices will have tangible benefits. Its staff will essentially be guinea pigs in coming months and years as the society studies the effects on their health and productivity. But the organization hopes that by setting an example, it can change how people think about interior design when it comes to workspace.

"Really what we want is to shift the conversation from a cost per square foot to value per square foot," Fiser said.

Looking at the bigger picture

The WELL Building Standard is administered by the International WELL Building Institute, a public benefit institute founded

by many of the same players who created the better-known LEED certification standard for environment-friendly architectural design.

The main difference between WELL and LEED is that the former focuses on human health, emphasizing interior design and workplace policies that encourage healthy eating habits, give employees opportunities to engage in physical activity, provide distraction-free environments, and support mental and emotional health.

The WELL standard "causes you to think really carefully about everything that goes into the project," said Ken Wilson, principal at Perkins+Will, the architecture firm that designed ASID's new offices. "You can't say, 'We used that on the last project, let's use it again.' You have to consider every individual thing and also consider the synergies of things."

ASID got the opportunity to shoot for certification when the decision was made to sell its D.C. office building and channel the money to lease a space that could be designed with employees in mind. The total cost of the project was \$1.8 million, but the society received \$700,000 in a tenant improvement allowance from the building owner and an additional \$530,000 in in-kind donations or discounts from several companies in the form of electronics, office furniture, carpets and other furnishings.

Cost of designing an office space to WELL standards may be more up front, but ASID is thinking longterm. The society estimates that if the new design results in one fewer sick day per employee per year, and in a 5 percent increase in worker productivity, the organization will gain \$2.8 million in value from the space in the course of its 10-year-lease.

ASID also sees the new offices as a recruitment tool. A well-designed workplace has proven just as important for attracting young talent as the organization's reputation and even salary, Fiser said.

"Your recruitment of new talent is going to be correlated with how office space is designed," he said. "It is a differentiating factor when people have a choice of where they are going to work." ■

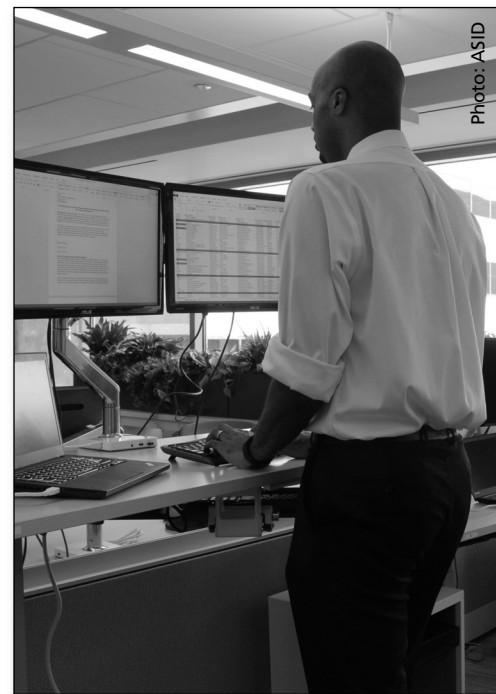


Photo: ASID

Every desk at the American Society of Interior Designers can be transformed into a standing desk in an effort to encourage more physical activity among staffers.

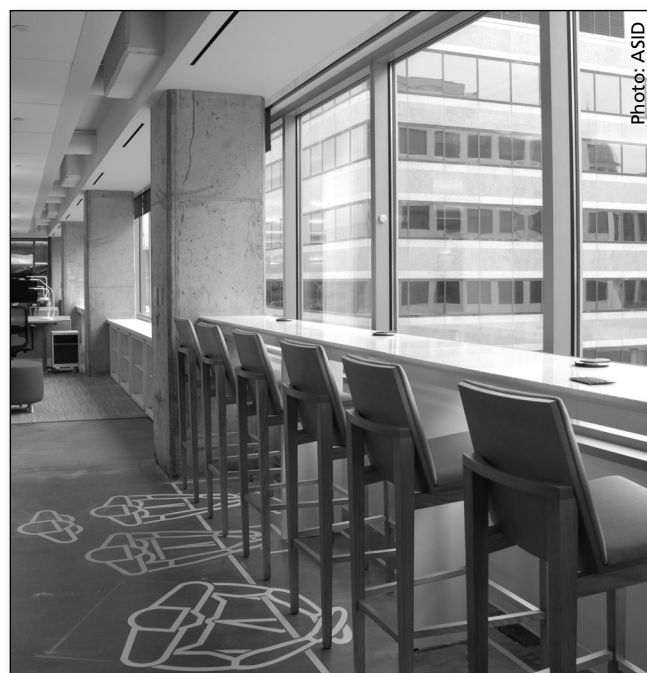


Photo: ASID

ASID's new offices include plenty of window seating for staff, based on research indicating that natural lighting improves health and productivity of workers.

Many associations cozy up to Capitol Hill when moving

CEO Update data shows many D.C.-based groups shifting their offices eastward in recent years to get closer to lobbying action

By **Walt Williams**

Federal officials and staff now have a new term for many associations that lobby them: “neighbors.”

CEO Update looked at current office locations for 163 Washington, D.C.-based associations, compared with the same groups’ addresses roughly a decade ago. While not a comprehensive accounting of groups in the District, the data clearly shows a shift eastward from the core of downtown D.C. to locations closer to Capitol Hill and nearby agencies.

The shift has been years in the making and is the result of both more office space becoming available and tenants requiring less room than they did in the past, leaving more space for landlords to fill.

While asking rents around Capitol Hill and the surrounding area are among the highest in the District—typically more than \$50 per square foot—an organization’s size doesn’t seem to be a determinant on whether it moves closer to the advocacy action. The \$85 million-revenue

American Beverage Association recently moved to 1275 Pennsylvania Avenue after selling its headquarters at the corner of 16th and K Streets NW. Also relocating was the \$2 million-revenue Natural Products Association, which moved from its headquarters north of D.C.’s Dupont Circle to new offices at 440 1st St. NW.

“The new location is something that has been a long time coming,” NPA CEO Daniel Fabricant said in a statement. “We are excited to be closer to Capitol Hill and have members of Congress visit the office with a short walk instead of giving them a bus pass.”

Still, the comparative dataset doesn’t capture all the movement in the District. Gary Stein, EVP and co-regional manager for real estate services firm Savills Studley, said he hasn’t seen any groundswell of movement toward Capitol Hill by associations, although he acknowledged it is attractive territory for groups that lobby.

“The way our data is segmented, the Capitol Hill market is kind of small,” Stein said. “There are only seven Class A buildings in that market. It is low inventory.”

Savills Studley and other real estate firms divide the area around Capitol Hill into four markets. There is the Capitol Hill market, directly north and east of the Capitol Building. North of Union Station is NOMA, while to the west between the Capitol Building and the White House is the East End. The fourth market, called Southwest, is immediately south of the National Mall.

CEO Update data shows many of the groups that moved ended up in the East End, although there are several closer to Capitol Hill.

While office space available immediately around Capitol Hill is tight, Stein and other real estate experts say the overall office market in the entire District continues to favor tenants, as landlords scramble to fill an elevated rate of vacancies. For associations planning to move, that translates into generous improvement allowances and other perks.

“Landlords are buying tenants out of leases in order to fill their buildings up,” Stein said, citing one example of the perks available. “So I would encourage all tenants to be mindful of the opportunities out there.” ■



Filling technology need begins with an honest assessment

Experts say lack of clarity between what associations require and what they request can lead to problems when dealing with outside vendors

By **Walt Williams**

When associations need tech help, they often outsource the work. But sometimes there is a big gap between what groups need and what they pitch to vendors, and that could lead to costly problems down the road, according to people familiar with the process.

“Right off the bat, one of the biggest problems associations have is they don’t know what they want,” said Bill Grubb, former senior vice president of finance and administration at the International Franchise Association.

The solution, according to Grubb and others, is careful planning and good communications, which start before associations begin shopping for services. A well-written request for proposals can reduce the chances of scale creep, in which the size and cost of a project continues to climb because the organization has no clear ideas about its objectives. It can also help avoid putting out another RFP down the road just to fix unanticipated problems.

“(Associations) may not know how to do it

but they need to know what they want as far as the goal is concerned, and then they have to get agreement internally before they waste anyone else’s time externally,” Grubb said.

The first step in fulfilling a technology need is for the association to assess its resources, which includes both infrastructure and staff, according to Chad Stewart, principal of software consulting firm SmartThoughts Solutions. Knowing your staff capabilities is particularly critical, as most groups don’t have a chief information officer or IT staff with tech experience.

“First and foremost, make sure you have either in-house or outsourced the experience you need to go through the (RFP) process appropriately,” he said.

Stewart recommends any analysis heading into an RFP start with the basics: “What are we and what do we do?” From there, spell out the organization’s priorities both from the CEO level looking over the whole group and from the level of each individual department.

One thing to keep in mind while going through the process: What makes your association unique? Different organizations have different skills, different people, different processes and different strategic visions. Those differences need to be reflected in any proposals submitted to vendors, Stewart said.

“Oftentimes what happens is (associations) don’t pull out enough of their uniqueness to put the color in their RFP to say who they are, what they are trying to do and what they are trying to accomplish,” he said.

Stewart recommended that before releasing an RFP, associations first put out a request for information to ascertain the capabilities of various vendors. That said, the success of the effort still largely depends on the people leading the project.

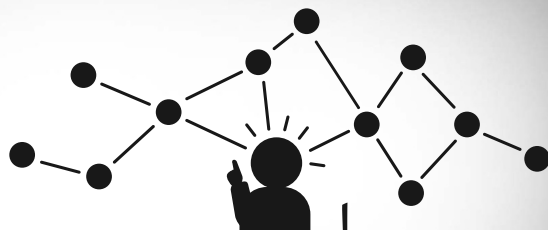
“Nobody does this very often, so you need to seek some counsel to either do this externally or beef up internally to hire those people to help you,” he said. ■



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10 TOOLS

How association CEOs can build their executive teams

Third in a recurring series of columns for association executives interested in growing their organizations and their own careers

By **Seth Kahan**

In the 1990s, when I worked at the World Bank, I witnessed the phenomenon of the lone genius. Here was a leader who had exceptional capacity in a specialized area, capable of extraordinary results, but leading alone. Along came the internet. Collaboration increased. Interconnectivity enabled teams to share information in real time. It was a sea change: Teams of leaders outperformed the lone genius. Similarly, in today's associations, the CEO is augmented by the leadership team. We still need leaders at the top, but a capable executive team multiplies impact.

The senior team is not always what it can be. That is why I have paid close attention to creating that super group where everyone works independently and as a team player. These tools can raise the bar on your executive team's performance:

1. Continuously tune

Your leaders at the top drive impact, so make continuous improvement. If things slide, you will find dysfunction where it hurts most—your members and mission. When team members expect periodic tune-ups, they will come to appreciate the opportunity to put them to good use.

Everyone loves being part of a winning team. Groups that generate great performance take working together seriously. Give your team experiences they can use to improve. Once a month, there should be a team-building exercise. For example, identify principles that lead to superior performance, then apply them to a contentious topic. Or share tough situations from the past month and role-play. Try sharing lessons learned from previous jobs in a different arena.

2. Provide your team with an assessment

It doesn't matter if it's Myers-Briggs, DISC, StrengthsFinder or another of the established tools. Pick one. Even do a different one every year—none claim to be flawless. Everyone enjoys a framework that makes visible each person's quirks and proclivities. It's not just the tool that leads to better performance. Conversations and insights they prompt add a great deal. In these discussions you and your team will get closer and build a sense of what works.

3. Time away from the office

Inside your building it is impossible to escape the commotion of day-to-day operations. Plan a day—or better, an overnight—to take your team away and reflect on what's working, what's not,

and new actions to try. It's important to have time for uninterrupted conversations, and the distance needed for reflection. A short trip can do wonders. An overnight provides insight, appreciation, and discernment. Take the time that makes time.

4. Bring in an outside facilitator

Detachment is irreplaceable when upgrading group execution. Get a neutral perspective. Bring in a professional with the sole task of helping your group get to another level of efficacy. Begin with one-on-one interviews to learn from each one in the privacy of a personal conversation. From those conversations alone you are likely to find easy wins that take the group's abilities up a notch. A skilled facilitator will make it easier for everyone to achieve better results.

5. Cross-train

Most teams treat this with incredulity. How could the chief information officer take over for the chief marketing officer? Can anyone else actually fill the chief financial officer's shoes? Probably not, but it's a heck of a lot of fun and learning when you give it a go! Have a day where roles are switched. If people feel they just won't be able to hack it, give them a day in advance to prepare. They can mentor each other, teaching what's necessary to succeed in their roles. This is a great way to enhance appreciation for everyone and at the same time build capacity to cover each other when needed. You may find that one leader can solve a problem another has been wrestling with for weeks, or will craft a solution completely out of the box. Latent talent becomes visible.

6. Send your execs to other organizations

So much can be learned by how other leaders get work done. New strategies and tactics are conveyed. Different mindsets generate helpful insights and provoke creative solutions.

I once brought together senior managers from the American Association of University Women, the American Nurses Association and the National Affordable Housing Management Association to help each other with high visibility, national programs. We did an exercise in which one group described a challenge it faced and everyone else brainstormed ways to resolve it. The first thing that happened was a reality check. Clarifying questions were asked and weak spots quickly became apparent. Fresh solutions emerged and many were embraced.

7. Teach everyone finance basics

There are execs who say laughingly, "I really

don't understand a simple balance sheet. I can't do the numbers at all!" That's not OK. Understanding finances is a basic requirement for leaders. Send everyone to a class and then have the CFO run a monthly brown bag to show what is going on with an eye to new ideas and improvements. Chances are you will see innovations inside 60 days. As a side benefit, knowledge of your business model will spread across the organization.

8. Grow great communicators

Reward your senior team for sharing knowledge with subordinates, members and each other. Provide regular opportunities to speak and write. Powerful communicators are at the heart of every great organization. You can start with something as simple as Toastmasters or an introductory Dale Carnegie course. They emphasize core communication skills. If you cannot communicate, you cannot lead. And leading is what being on the executive team is all about.

9. Expect execs to mentor

Mentoring is a rewarding experience for both mentee and mentor. Lessons flow in both directions. The experience provides personal growth, as each leader takes time to understand the individual challenges a mentee faces, then offers guidance. Many CEOs mentor rising stars outside their organization as a way to ensure tomorrow's association leaders become the best they can be.

10. Teach your team how to lead change

Change can be one of the hardest and most valuable proving grounds. It requires being a role model, telling compelling stories, facing resistance, understanding multiple perspectives, taking on new ways of working. Ultimately this is what distinguishes leadership from management: the ability to influence the way people behave. It need not be an expensive endeavor. Many bestsellers address the skill. Two that come to mind are John Kotter's "Leading Change," and my own "Getting Change Right." The cost is the price of the book plus the time to discuss. When your entire executive team learns to lead change, you will have a formidable group to tackle the toughest challenges and go after the biggest opportunities. ■



Seth Kahan is a consultant specializing in organizational innovation and strategy. Clients of his firm, Visionary Leadership, include more than 100 leaders engaged in tackling the changing demands of today's business environment.

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DEPARTURES & ARRIVALS

Departures

Pathologists looking for new leader

The \$183M-revenue **College of American Pathologists** is searching for a new top executive after parting ways with CEO **Charles Roussel** in July.

Roussel led the Chicago-area group for more than seven years. He previously was founding director of the disadvantaged children and youth program at the Atlantic Philanthropies in New York City and managing partner at management consulting firm Accenture.

COO and CFO **Stephen Myers** has been appointed interim CEO.

Hallman exits university women association

Linda Hallman has retired as CEO of the \$11M-revenue **American Association of University Women**.

Hallman joined AAUW in 2008. She previously was CEO of the **American Medical Womens' Association**.

Mark Hopkins has been appointed interim CEO of AAUW. He most recently was chief strategy officer. The association is searching for a new leader to replace Hallman.

Embattled Girl Scout leader steps down

Anna Maria Chávez has resigned as CEO of the \$95M-revenue **Girl Scouts of the USA** to return to public service, the New York City-based organization recently announced. Board member **Sylvia Acevedo** has been named interim CEO while the organization searches for a new leader.



Hopkins



Donlin

Chávez became CEO of the national organization in 2011 after leading its southwest Texas chapter for two years. She previously was deputy of chief of staff for Urban Relations and Community Development for former Arizona Gov. Janet Napolitano.

Chávez's five years at Girls Scouts were controversial, the Chronicle of Philanthropy reported. The nonprofit has lost revenue in recent years as membership declined, so the CEO last year slashed the organization's staff by 25 percent.

In announcing her resignation, Chávez said she plans to return to public service but gave no other details. The board has begun a search to find her successor.

Pratt leaving consumer data association

Stuart Pratt will step down as CEO of the \$4M-revenue **Consumer Data Industry Association** in September to join a still-unnamed private company as business leader of its global public policy and industry relations teams.

Pratt joined CDIA in 1985 and became CEO 13 years ago. Recruitment firm Korn Ferry is assisting in the search for Pratt's successor.

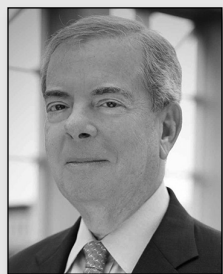
Arrivals

Veterinary group taps vet as CEO

The \$38M-revenue **American Veterinary Medical Association** has named **Janet Donlin** EVP and CEO, effective Sept. 12. She will replace **Ron DeHaven**, who is retiring after having led the Chicago-area organization for nine years.

OF NOTE

Former CEO of Federation of American Hospitals dies



Bromberg

Mike Bromberg, who led the Federation of American Hospitals for 25 years, died Aug. 12 of leukemia at his New York City home. He was 78.

Bromberg headed FAH from 1969 to 1994 and remained vice chairman of the association's board of directors after his retirement. During his tenure as CEO, he earned a reputation as a respected health care lobbyist and was credited with building FAH into the organization it is today. Today the group represents more than 1,000 private hospitals and health systems.

"Mike was a trailblazer whose career spanned the most dynamic years of policy development and growth of the American health care system," current FAH CEO Chip Kahn said in a statement.

Bromberg came to Washington, D.C., in 1965 as a staffer for former Rep. Herbert Tenzer (D-N.Y.). Four years later he joined the recently formed FAH, where he pushed for the group to become a single voice for various health care interests.

Bromberg also had a talent for music. In college, he performed in an a cappella singing group alongside Art Garfunkel, who would later become one half of the famous duo Simon & Garfunkel.

Head of public health schools association killed



Spencer

Harrison Spencer, CEO of the Association of Schools and Programs of Public Health, was stabbed to death in his Georgetown home Aug. 10, according to Washington, D.C., police. His 32-year-old son Peter Spencer was arrested and charged with first-degree murder while armed.

Spencer, 71, became the first full-time CEO of the Washington, D.C.-based ASPPH in 2000. The organization, which reported 40 staff and \$15 million in revenue on its most recent tax records, issued a statement saying the CEO "was a humble man who made a significant impact on the lives of countless people."

Spencer was a medical doctor who was an expert on tropical medicine. Earlier in his career, he was dean of the London School of Hygiene & Tropical Medicine and the Tulane University School of Public Health and Tropical Medicine in New Orleans. He also worked for the Centers for Disease Control and Prevention, having founded and directed the CDC research station in Nairobi, Kenya.

D.C. police provided no motive for the stabbing, but media outlets reported the younger Spencer called 911 and said voices had told him to kill his father.

Donlin is a veterinarian who is currently CEO of the **AVMA Professional Liability Insurance Trust**. She was on AVMA's staff from 1991-2007, then was a chief vet for Hill's Pet Nutrition.

"(Donlin) has an outstanding record of success in both the veterinary association arena and in the animal health industry," said Tom Meyer, elected AMVA president.

AMVA's bylaws once required that both the EVP and assistant EVP of the organization be veterinarians, but the association's membership recently changed the rules to allow either position to be filled by a nonvet as long as the other is a vet. Donlin is the first veterinarian to earn the Certified Association Executive credential, according to AVMA.

Donlin received her veterinary degree from the University of Minnesota.

Recruitment firm Tuft & Associates assisted in the search.

MacRae to lead emergency nurses

Nancy MacRae has joined the \$20M-revenue **Emergency Nurses Association** in Des Plaines, Ill., as executive director.

MacRae most recently was SVP, governance and operations, at the **American College of Chest Physicians**. She previously was CEO at the Health Economics Research Institute and VP, advocacy operations, at the **American Medical Association**.

Recruitment firm Association Strategies assisted in the search.

Moore to head physical therapy association

Justin Moore was recently promoted to CEO of the \$46M-revenue **American Physical Therapy Association** in Alexandria, Va. He has been acting CEO since April, when **J. Michael Bowers** stepped down after leading the group for more than two years.

Moore most recently was EVP of public affairs at the association. He joined APTA in 1999 as associate director, state affairs, and has held a number of positions at the organization since then.

Moore has a doctor of physical therapy degree from Simmons College in Boston.

Pendergast to head CRE Finance Council

Lisa Pendergast has been named executive director of the \$8M-revenue **CRE Finance Council**, a New York City-based association representing the commercial real estate finance industry.

Pendergast most recently was managing director at investment banking firm Jeffries. She is a member of the association's board of directors and is a past president of the body.

Her new management team will include **Michael Flood**, deputy executive director, who was named earlier this year. He previously had been the group's VP of policy research and VP of government relations from 2010 to 2013. He most recently was director of advocacy for the **Structured Finance Industry Group**.

Carter to lead steel institute

Charles Carter has been promoted to president of the \$21M-revenue **American Institute of Steel Construction** in Chicago. He will succeed **Roger Ferch**, who is retiring in December.



MacRae



Caradine-Poinsett

Carter previously was VP and chief structural engineer for AISC. He joined the organization in 1991 as a staff engineer.

He has a Ph.D. in civil engineering from the Illinois Institute of Technology.

Prosthodontists name new director

The \$4M-revenue **American College of Prosthodontists** has hired **Linda Caradine-Poinsett** as executive director of both the organization and the **ACP Education Foundation**, effective Sept. 12.

Caradine-Poinsett joins the Chicago-based ACP from **Society of Cardiovascular Anesthesiologists**, where she has been executive director since 2014. She previously was associate director of the section of litigation with the **American Bar Association**.

She has a Ph.D. in organizational leadership and structure from The Chicago School of Professional Psychology.

Recruitment firm Leonard Pfeiffer & Co. assisted in the search.

New CEO at Financial Managers Society

Danielle Holland has been named CEO of the \$2M-revenue **Financial Managers Society** in Chicago. She replaces **Dick Yingst**, who retired after leading FMS for 28 years.

Holland most recently was SVP for communications, marketing and research at the **Insured Retirement Institute**.

She has a bachelor's degree in political science from Marymount University in Arlington, Va.

Recruitment firm Vetted Solutions assisted in the search.

Principato to pilot aeronautics group

The \$1M-revenue **National Aeronautic Association** has named **Greg Principato** president and CEO, effective Oct. 20. He replaces **Jonathan Gaffney**, who is resigning after leading the organization for nine years.

Principato has held several executive positions within the aviation association sector, including CEO of the **National Association of State Aviation Officials** and CEO of **Airports Council International-North America**.

He has a master's degree in international relations from the University of Chicago.

Fyntrilakis to head Massachusetts insurance agents

Nicholas Fyntrilakis has been appointed CEO of the **Massachusetts Association of Insurance Agents**.

Fyntrilakis previously was chairman, president and CEO of MassMutual Foundation and VP, life company marketing for Massachusetts Mutual Life Insurance Company.

Recruitment firm Vetted Solutions assisted in the search.

Government affairs

Three lobbyists for **Pharmaceutical Research and Manufacturers of America** are leaving the \$209 million-revenue organization as CEO **Steve Ubl** shakes up his advocacy team.

Chuck Clapton, SVP of federal advocacy, and **Pam Smith**, VP of

DEPARTURES & ARRIVALS

federal advocacy, have left PhRMA. Also gone is VP of Federal Affairs **Jennifer Romans**, who recently became senior adviser for pharmaceutical company Eli Lilly and Co.

PhRMA has not confirmed the departures, though at least two media outlets reported the changes, citing anonymous sources. One publication said more could be coming.

Clapton joined PhRMA in 2014 after having previously worked as a partner at law firm Hogan Lovells.

Smith also joined the association in 2014. She previously was deputy director of U.S. government relations for the **Bill & Melinda Gates Foundation**.

Before joining PhRMA in 2011, Romans was senior director of federal affairs at Medco Health Solutions.

Hilary Moffett has joined the \$233M-revenue **American Petroleum Institute** as director of federal relations.

Moffett most recently was director and assistant counsel of government affairs at the **Portland Cement Association**. She previously was assistant counsel for the U.S. Senate Committee on Environment and Public Works.

She has a law degree from the University of Oklahoma.

PR & communications

Anita Brikman has joined the \$30M-revenue **Consumer Healthcare Products Association** as VP, communications and public affairs, and executive director of the **CHPA Educational Foundation**, effective Sept. 6.

Brikman currently is SVP of strategic communications at the \$15M-revenue **National Hospice and Palliative Care Organization**. She previously spent two decades as a health reporter and news anchor in Philadelphia and Washington, D.C.

Daniel Rhea has joined the \$24M-revenue **American Frozen Food Institute** in McLean, Va, as communications director.

Rhea most recently was communications director for Rep. Joe Barton (R-Texas).

He has a master's degree in public policy from George Mason University.

Maggie Seidel has stepped down as assistant VP of media relations and communications and the \$10M-revenue **Consumer Bankers Association**.

Seidel joined CBA in 2015. She previously was a communications director at the U.S. House of Representatives.

Administration

Marc Cadin was recently promoted to COO of \$11M-revenue **Association for Advanced Life Underwriting** in Reston, Va.

Cadin joined AALU in 2001 as associate director of legislative affairs and has held several positions at the organization since then.

He has a law degree from The Catholic University of America.

The \$9M-revenue **Independent Sector** has named **Victor Reinoso** COO. Reinoso was Washington, D.C.'s deputy mayor from 2006 to 2010. He has an MBA from the Massachusetts Institute of Technology.



Reinoso

Independent Sector is a nonprofit that acts as a leadership network for nonprofits, foundations and corporations.

The \$89M-revenue **National Restaurant Association** has hired **Kevin Steele** as CIO.

Steele most recently worked at Cars.com, where he was VP and chief technology officer. He previously was director of internet marketing technology for Allstate Insurance.

He has a bachelor's degree in applied technical studies, computer science and marketing from Southern Illinois University.

Meetings, education & programs

The \$66M-revenue **National Association of Broadcasters** has appointed **Dan McDonald** VP of research.

McDonald most recently was executive director of program and consumer outreach at National Geographic Channels. He previously worked at Comcast Spotlight as a divisional director of research.

Mary Cadwallader has joined the \$5M-revenue **International Bridge, Tunnel and Turnpike Association** as director of membership and business development. She previously was VP and associate publisher of CQ Roll Call.

Recruitment firm Vetted Solutions assisted in the search.

The \$602M-revenue **American Chemical Society** has named **Robin Preston** director of ACS meetings.

Preston previously was assistant executive director of conferences, meetings and customer service at the **National School Boards Association**.

Recruitment firm Vetted Solutions assisted in the search.

The \$20M-revenue **Institute of Food Technologists** has appointed **Corrine Calice** as senior director, knowledge and learning experiences.

Calice most recently was director of online learning and instructional design at the **American Health Information Management Association**.

Recruitment firm Vetted Solutions assisted in the search.

Ron Rosenbaum has joined \$32M-revenue **ASIS International** as chief global marketing and business development officer.

Rosenbaum most recently was an independent contractor. He previously had been COO of the **American Gaming Association**.

In addition, **Elisa Brewer Pratt** has joined ASIS as chief global membership engagement officer.

Pratt most recently was executive director, chapter development and stakeholder relations, at **Associated General Contractors of America**.

Recruitment firm Vetted Solutions assisted in the searches.

Laura Walker has joined the **North American Veterinary Community** as SVP of sales and publishing. NAVC is a Gainesville, Fla.-based nonprofit that provides professional development and support services for the veterinary industry.

Recruitment firm Vetted Solutions assisted in the search. ■

Expected CEO searches

4A's (American Association of Advertising Agencies)

NEW Advertising Research Foundation

NEW American Association of University Women

American College of Chest Physicians
American Public Transportation Association

Association of Fundraising Professionals

NEW College of American Pathologists

NEW Girl Scouts of the USA

National Air Transportation Association

NEW National Association of Sports

Commissions

NEW National Ground Water Association

Search firm CEO activity

Association Options

NEW Seafood Harvesters of America

Association Strategies

American College of Nurse-Midwives

Consensus Management Group

NEW Washington State Nurses Association

Development Resources

NEW American Research Center in Egypt

NEW Hunter's Hope

Diversified Search

NEW Association of Theological Schools

Chinese-American Planning Council

Corporate Council on Africa

DRG Executive Search

Alzheimer's Drug Discovery Foundation

Homeless Solutions

Interagency Council of Development

Disabilities Agencies

NEW JCC Association

New York Center for Living

Heidrick & Struggles

CLOSED American Industrial Hygiene Association

Baltimore Symphony Orchestra

Chicagoland FOOD (Firms Organizing for Opportunities and Development)

Education Outside

Intelligence Squared U.S.

Solar Energy Industries Association

Isaacson, Miller

American Association of Clinical Endocrinologists

Chemical Heritage Foundation

Education Trust

Families USA

Modern Language Association

National Board of Medical Examiners

National Communication Association

Next Fifty Initiative

Isaacson, Miller (cont.)

Partnership for College Completion

South Carolina Campaign to Prevent Teen Pregnancy

JDG Associates

CLOSED Academy of Integrative Health and Medicine

Independent Electrical Contractors

Kincannon & Reed

National Biodiesel Board

Kittleman & Associates

American Academy of Periodontology

Korn Ferry

NEW Alliance for Regenerative Medicine

American Cleaning Institute

NEW American Psychological Association

Association for the Advancement of Medical Instrumentation

NEW Consumer Data Industry Association

Communities In Schools

Enactus

Institute for Educational Leadership

NAFSA: Association of International Educators

National Association of Independent Schools

National Futures Association

National GEM Consortium

National Investor Relations Institute

Pathfinder International

Reading Is Fundamental

United States Telecom Association

Leonard Pfeiffer & Co.

Academy of General Dentistry

National Mobility Equipment Dealers Association

Russell Reynolds Associates

Center for Global Development

CLOSED Global Alliance for Improved Nutrition

International Dairy Foods Association

NEW Marine Spill Response Corp

NEW Parkinson's Foundation

CLOSED Regulatory Affairs Professionals Society

Russell Reynolds Associates (cont.)

NEW United States Russia Foundation

SearchWide

International Ticketing Association

Slesinger Management Services

National Community Reinvestment Coalition

NEW NatureServe

Taxpayers Against Fraud Education Fund

Spencer Stuart

Consumer Specialty Products Association

National Quality Forum

Nuclear Energy Institute

Sterling Martin Associates

American Rental Association

Maryland Food Bank

CLOSED Professional Retail Store Maintenance Association

Texas Society of Association Executives

Texas Society of CPAs

Transition Management Consulting

Federation of American Societies for Experimental Biology

Tuft & Associates

American Society of Neuroradiology

Vetted Solutions

American Association for Laboratory Accreditation

Flexible Packaging Association

National NeedleArts Association

Research Chefs Association

TESOL International Association

Waverly Partners

Berks Alliance

Center for Health Affairs

Kansas Medical Society

Witt/Kieffer

District of Columbia Hospital Association

NEW For details, see CEO Searches, beginning on page 24.

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?

Email mcnutt@ceoupdate.com.