

# CEO UPDATE

THE SOURCE FOR ASSOCIATION NEWS AND EXECUTIVE CAREERS

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## Association CEOs travel many pathways to the corner office

*Five executives recall the career decisions that led them to the top job*

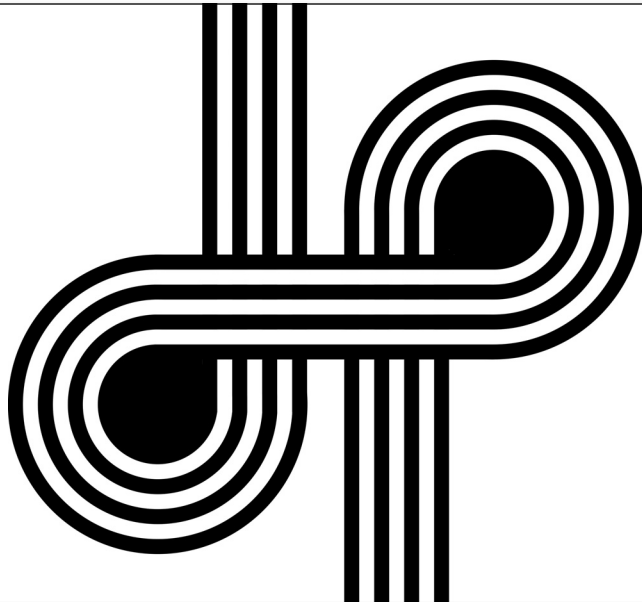
By **Walt Williams**

Frank Fortin spent two decades as a journalist and PR consultant, and more than 17 years as a communications staffer at a state medical society, when he decided to shoot for something higher. He wanted to be a CEO.

"I really felt there was another act to my career," said Fortin, who became executive director of the Society of General Internal Medicine in June. "I didn't want to continue the rest of my career doing the same thing."

Fortin's reinvention is not uncommon in the association world, although communications specialists rarely end up leading a group. Rather, CEOs

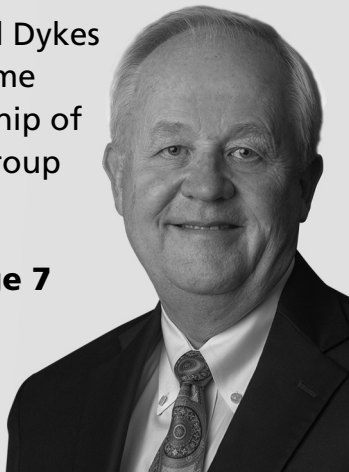
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## Former lobbyist for Monsanto set to head IDFA

Michael Dykes to assume leadership of dairy group in 2017

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## New ethics rules for federal recruits

*Regulations update, clarify conduct when executive branch employees seek new jobs*

By **Lori Sharn**

Federal employees seeking new jobs—and the associations keen on hiring them—have updated ethics regulations to consider before even starting a conversation.

As a result, more potential recruits may say "no thanks" to unsolicited overtures. But the Office of Government Ethics also offers first-time guidance on using social media to network and look for jobs. Posting a profile on LinkedIn, for example, does not mean someone is "seeking employment" and so does not trigger conflict of interest safeguards.

The regulations, which took effect Aug. 25 and cover 2.7 million civilian executive branch employees, are timely coming out shortly before

a presidential election sets off the usual job churn among political appointees. The U.S. Senate and House each have their own ethics and disclosure rules on seeking post-government employment.

The OGE rules incorporate provisions of the 2012 STOCK (Stop Trading On Congressional Knowledge) Act and also clarify what types of communications are covered by the ethics standards. Federal employees who do not immediately reject an inquiry about a potential job are considered to be seeking employment, and may need to recuse themselves from working on certain government matters.

"If associations or their headhunters are

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**WHEN SHOULD CEO CANDIDATES SEEK TO SPEAK WITH PREDECESSORS?**

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**FALL FLY-INS**



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**JOB LISTINGS: (MORE POSTED ONLINE EACH BUSINESS DAY)**

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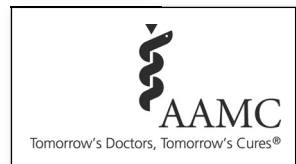
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Schoenbrun



Hoopes



Ashe

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## ASSOCIATION ROUNDUP

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

The **Generic Pharmaceutical Association** is urging lawmakers to pass policies promoting competition in the industry as a means of holding down drug prices—an announcement coming as one of the group's largest members is facing questions about price hikes for EpiPens.

In an Aug. 29 statement, GPhA CEO **Chip Davis** didn't mention EpiPens by name but acknowledged the current controversy about rising drug prices. He suggested policies that allow more generic drugs in the marketplace would encourage competition in the pharmaceutical industry and hold down prices.

"There are policy and regulatory changes that, if enacted, would further enhance competition, create more access, and drive improvements and enhancements to the current prescription drug market," he said.

EpiPens are an auto-injection system designed to deliver precise doses of epinephrine into the bloodstreams of people having severe asthma and allergic reactions. The cost of the devices has risen from \$57 for a single EpiPen to \$600 for a pack of two in nine years.

Drug manufacturer Mylan produces

EpiPens. Company CEO Heather Bresch is currently chair of GPhA's board of directors. The **American Medical Association** and **Pharmaceutical Care Management Association** both issued statements critical of Mylan, with the former saying the company is making poor parents choose between keeping their children safe and paying for other necessities.

The **National Waste & Recycling Association** has formed an alliance with one of its Australian counterparts to represent the industry in both countries.

NWRA recently announced a new partnership with the **Waste and Recycling Industry Queensland** to share resources, knowledge and information to advance the waste and recycling industries in the U.S. and Queensland, a state in northeast Australia.

"Earlier this year, we engaged in discussions with WRIQ regarding NWRA's experience in policy, operations and best practices serving the U.S. industry and we found such common ground on a full range of issues facing our respective industries which led to the formation

of this unique collaborative agreement," NWRA CEO **Sharon Kneiss** said.

The U.S. Department of Homeland Security is proposing that foreign travelers seeking U.S. visas first turn over information about their social media accounts, but the **Internet Association** says such a move would violate people's privacy.

DHS announced in June a proposal to require visa applicants to disclose what social media sites they use along with their usernames. The agency would then screen their social media posts for comments and images expressing sympathy for terrorist organization.

The Internet Association—which represents tech giants like Google and Facebook—said people often post sensitive details about themselves, from their political beliefs to sexuality, the news publication Politico reported. The U.S. would be setting a bad example for other countries if it required travelers to turn over access to such information, the group said.

The agency is still reviewing the proposed rule. ■

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UPDATE

# Dykes named head of International Dairy Foods Association

Former Monsanto lobbyist to be first outsider to lead organization, which was created and administered by Connie and Tip Tipton

By Walt Williams

Former Monsanto lobbyist Michael Dykes has been appointed president and CEO of the \$13M-revenue International Dairy Foods Association. He will replace CEO Connie Tipton, who is retiring at the end of the year after leading the organization for more than a decade.

Dykes is a longtime Washington, D.C., figure and one of Capitol Hill's most notable agricultural lobbyists. He spent nearly 19 years working for agribusiness giant Monsanto, retiring from the company earlier this year as vice president of government affairs. In that role, he crafted the company's advocacy strategy and worked with trade associations in promoting agriculture policy.

In a statement, IDFA said Dykes would start transitioning to his new role in October. He will work with Tipton during the final few months of the year and officially become CEO in January.

"I've known Michael for more than 20 years," Tipton said in a statement. "His friendly manner and deep background in the food and agriculture industry will give him a running start for what I know will be a successful tenure with IDFA."

Dykes is a licensed veterinarian who received a veterinary medicine degree from Auburn University in 1982. His previous job at Monsanto put him front and center at one of the most contentious agriculture policy battles in recent years—labels on genetically modified foods. Monsanto is the corporation organic food advocates love to hate and, as its chief lobbyist, Dykes fought efforts to mandate labels on GM foods.

Congress passed a new law mandating GM labels earlier this year, after Dykes had retired. IDFA and other industry groups supported the legislation because it gave food companies great flexibility on the form labels take. The federal law also supersedes more restrictive state labeling laws, like a Vermont law that went into effect in July.

Dykes will be the first outsider to lead IDFA since the group's founding in 1990. Connie Tipton took over the association after her husband Tip Tipton retired in 2004. Tip Tipton died in 2013.

"Michael's policy experience, combined with his food and animal science background, could



Dykes

not be a better fit for IDFA" said Jeff Kaneb, an IDFA member who chairs the association's transition committee. "He brings energy, enthusiasm and a track record of success to IDFA."

Connie Tipton joined the staff of the Milk Industry Foundation and the International Ice Cream Association in 1981. Both groups later became two of three organizations that now make up IDFA, the other being the National Cheese Institute. Tipton met her late husband while working for the groups. Together the couple would go on to launch several successful industry events, including the Capitol Hill Ice Cream Party and the International Sweetener Colloquium and Dairy Forum.

Among Tipton's accomplishments was passage of legislation in 1990 that established the Milk Processor Education Program, the organization behind the famous "Got Milk?" ad campaign. She received the Bryce Harlow Foundation's Business-Government Relations Award in 2014 in recognition of her advocacy efforts.

Recruitment firm Russell Reynolds Associates assisted in the search. ■

## PEOPLE UPDATE

### CEO balances the office with the dojo



Schoenbrun

**Lois Schoenbrun** may spend much of her time sitting behind a desk as executive director of the **American Academy of Optometry**, but she still can hold her own in a fight.

Schoenbrun is a fifth-degree black belt in taekwondo as well as an international judge in the Korean martial art. The sport is one of two passions in her life; the other is leading a professional society. And she has spent the past two decades expanding her skills at both.

"My son is now 29 but when he was 4 he wanted to be a Ninja Turtle," Schoenbrun said.

"So I found a martial arts school that was just five minutes from my house that is just fabulous. My son was hooked instantly and I asked if I could take class with him. So I was Ms. Lois in a little kids class for about six months, and I have continued for 25 years."

Schoenbrun joined AAO in 1996 as the organization's first full-time employee. She was previously deputy executive director of the **American Medical Women's Association** and, before that, membership director and deputy executive director of the **National Abortion Federation**.

Schoenbrun had been searching for an organization to lead when she saw

that AAO was seeking an executive director. She viewed the job opening as the perfect fit with her own background in medical societies and the fact that she came from a family of optometrists. Once hired, she went to work growing the group, which now has 15 staffers and, in recent years, dramatically increased the size of student membership and attendance at the annual meeting.

"We took a hard look at our meeting's design schedule—it was too long, it didn't allow for networking," she said. "We made some changes to the scheduling and updated the kind of education we provide to be more in line with how adults learn. That has attracted more people to our meeting and they say in turn 'Oh, I really do want to be part of this organization.'"

As for her other passion, Schoenbrun's son eventually left taekwondo, but the executive director stuck with the martial art. She joked that she has two families: her family in Maryland, where she still spends her time when she is



not running AAO's headquarters in Orlando, and her taekwondo family.

"It is a family and it is discipline. It is focus. I have learned so much from it over the years," she said. "And it is an opportunity to constantly give back because there is someone always behind you." ■

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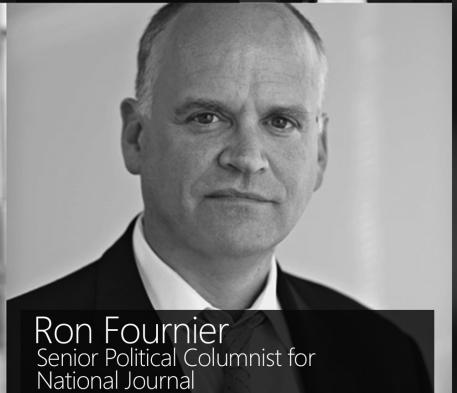
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# Assessing when—and whether—to approach predecessor

*CEO candidates can benefit from insights before final interview or before accepting job, but don't circumvent recruiter, search committee*

By William Ehart

When seeking a corner office job, you know how important due diligence is—you study 990s and financial statements, quiz the executive recruiter, speak to people familiar with the hiring association, maybe even ask for board minutes.

But do you reach out to the incumbent or preceding CEO?

Recently placed association leaders and search consultants told CEO Update that approaching your predecessor can be a smart move—but only should be done in the right circumstances and at the right time. And the executive recruiters strongly prefer that you consult them first.

“Speaking to the exiting CEO can be a very good thing, depending on the circumstances,” said Leslie Hortum, managing director of the Washington, D.C., office for executive search firm Spencer Stuart. “It’s often part of the process with finalist candidates. However, there are times when the CEO is not leaving on good terms, which makes it tricky.

“I would suggest the candidate always coordinate with the recruiter. If he or she is perceived to be going around either the recruiter or the search committee, it wouldn’t be seen in a good light,” Hortum said.

## ‘A great conversation’

Alison Bodor contacted predecessor Kraig Naasz before she was hired to lead the \$24 million-revenue American Frozen Food Institute in April. (Naasz himself had spoken with predecessor Peter Cressy last year before being hired as CEO of the \$16 million-revenue Distilled Spirits Council.)

Larry Sloan approached Peter O’Neil, former CEO of the \$16 million-revenue American Industrial Hygiene Association, as well as AIHA interim CEO Nancy Green, while interviewing for that position. (Sloan, currently CEO of the \$6 million-revenue Society of Chemical Manufacturers and Affiliates, starts at AIHA on Oct. 17.)

Both Bodor and Sloan said the conversations were helpful, but mainly to confirm facts and conclusions they already had reached themselves.

In Bodor’s case, she did not speak to Naasz until after learning she was the top candidate. Their talk helped convince her that the job was right for her.

“I called Kraig and had a great conversation with him toward the end and he was able to confirm my observations and thoughts rather than influence them, and he had some new

perspectives in a couple of areas about the membership, which was very helpful to me,” Bodor said.

Bodor already had had her final interview, in which she was asked to provide her vision for AFFI going forward.

Sloan spoke with O’Neil and Green prior to his last interview, when he was asked to assume he had been AIHA CEO for a year and look back on his accomplishments and areas that needed additional focus.

“I was encouraged to reach out to both by (search consultant) Heidrick & Struggles,” Sloan said. “I spoke with Peter a couple times just to understand what some of the challenges might be for somebody coming in to the position. He gave me a few insights that were very helpful.”

Sloan communicated with Green via email.

## ‘Limited and appropriate’

O’Neil said four of the five finalists for the AIHA job contacted him, “in a limited and appropriate way.”

“It was more verifying numbers and facts,” he said. “I did not and would not talk about board or staff except to say good things, and I didn’t get asked any questions like that,” he said. “Larry had a couple of structural questions because AIHA has an odd, complex structure with two (c)(3) organizations and three LLCs.”

O’Neil, now CEO of the \$32 million-revenue ASIS International, did not contact his predecessor there, in part because they were not personally acquainted.

Sloan said O’Neil and Green gave him a good picture of the landscape at AIHA.

“AIHA is a very diverse organization with a lot



Bodor



Sloan

of moving parts,” Sloan said. “There are very well established people in senior roles on the staff and very established leaders on the board. Both Peter and Nancy impressed upon me the importance of respecting boundaries and making

sure I listened carefully to the perspectives of my direct reports and the volunteer leaders, and not jump to conclusions.”

Clearing such conversations with the recruiter and search committee is important.

“That makes everything up front and above board,” said executive coach Tom Dolan. “I think that a search committee would want finalists to talk to the incumbent CEO. If I was applying for a job I certainly would want to, so I’d make that request.”

Julian Ha, government affairs and trade association practice leader at Heidrick & Struggles, who oversaw the AIHA search, said CEO finalists should probe deeply if they are advised by the recruiter not to contact the incumbent or preceding CEO. But they should respect the recruiter’s advice rather than “going rogue.”

“From the candidates’ perspective, they would have to make sure that the answer the recruiter gives them carries water and is credible. It’s then incumbent on the search firm to give them a reason.

“If the predecessor was fired, we’ll probably address that in the beginning. So the question would be, ‘Why are they calling that CEO?’ Is it to prepare for the final interview? Is it to verify something? What’s the motivation?”

“I’d probably just want to understand why you want to call that person. Is it something I can help you find out?” Ha said. ■

“Speaking to the exiting CEO can be a very good thing, depending on the circumstances. It’s often part of the process with finalist candidates.”

—LESLIE HORTUM  
MANAGING DIRECTOR  
SPENCER STUART

# Association CEOs travel many pathways to the corner office

(Continued from page 1)

generally follow two paths to the top. Many cut their teeth lobbying, often after an earlier job in government. Others climb the administrative ladder, spending several years as COO or in another executive position before getting the chance to run an organization.

CEO Update interviewed five CEOs about the choices that led them to where they are today. The interviews focused on how their chosen career path prepared them for their current jobs—and what steps they took to fill in those gaps in skills needed to lead an association.

“If I had to boil it down to one thing, get a coach, whether it is a formal job search coach or someone who is going to tell the truth to you even if it is not what you want to hear,” Fortin said.

## Build a knowledge base

When Fortin decided he wanted to become a CEO, he knew he had a lot of work ahead of him.

“I started a really candid self-assessment with a lot of advisers: Do I have what it takes to get to that level?” he said. “If yes, what does it take to make myself a credible candidate for someone who has risen no higher than senior staff? I didn’t even have a VP in my title.”

Fortin was chief digital strategist and communications director for the Massachusetts Medical Society when he began his transition into a CEO around 2010. He knew from the beginning the job hunt would be a years-long process that would likely mean he would relocate from Boston to the Washington, D.C., area. He spent that time working with career coaches, earning CAE certification, making himself visible in the volunteer community, and using every opportunity to present at ASAE events to raise his profile.

Fortin started applying for jobs in 2014, “exercising more patience than I ever thought I would exercise,” he said. Cover letters went unanswered. Expressions of interest were not returned. Each application required much homework about the organization with the job opening.

The CEO finally landed at the \$4 million-revenue SGIM by proving to council members he shared their profession’s values and had a good grasp of the changes taking place in the field. But perhaps most importantly, he laid out a vision for the organization.

“The ultimate question (from board members) is ‘can this person lead us to the next level?’” he said. “They may start in different places but they

always end up at that same place.”

## Understand the industry

By his own account, Kris Kiser followed a well-traveled path to becoming an association CEO. He moved to Washington, D.C., from his native Indiana in the early 1980s to work as a staffer for former Rep. Lee Hamilton (D-Ind.). After leaving the Hill, Kiser held advocacy jobs at American Forest & Paper Association and Alliance of Automobile Manufacturers before moving to the Outdoor Power Equipment Institute in 2007. Four years later he was the \$7 million-revenue association’s CEO.

The key to getting the top job at any association is to understand the business it represents as best you can, Kiser said. For instance, when the CEO worked for the paper association, he spent time at a “paper school” in Bangor, Maine, learning about the fundamentals of the industry.

“I think (board members) recognize pretty quickly your interest in the industry and, frankly, if you understand how it works,” he said. “You don’t have to be an expert. You just need sort of a general purpose understanding.”

Kiser’s background in politics helped him move up the executive ladder given the groups he worked for were looking for the policy insight he brought. Other than that, the CEO didn’t seek outside training, such as CAE certification. Instead, he was always willing to take on extra assignments beyond those that fell under whatever title he held at the time.

“Always be willing to take something else on,” he said. “There is usually an opportunity to do more work or to help somebody else in another department.”

## Know yourself

Bob Rusbuldt landed the job of CEO of the Independent Insurance Agents & Brokers of America in 2001, or roughly 15 years after he first came to the organization as a lobbyist.

“Being CEO is something I never aspired to do. When I joined the association, I had never even given it much thought,” he said.

Rusbuldt worked his way up through the \$16 million-revenue organization’s executive



Fortin



Rusbuldt



Stumpf



Hoey



Kiser

hierarchy, eventually becoming EVP and COO. While becoming head of the organization wasn’t necessarily his end goal, he realized at the time the administrative duties he took on as COO likely put him in the running for the top job. That happened three years later when former CEO Paul Equale stepped down to focus on his role of chair of the now-defunct Business Council of the Democratic National Committee.

“I had the advantage of having the experience and learning in areas I hadn’t been involved in before becoming CEO, so it wasn’t fire hose to the mouth,” Rusbuldt said.

Rusbuldt’s stint as COO gave him a leg up on any competition for his current job, but he is careful to say that same route would not work for everyone. There are so many ways to become a CEO and the correct pathway depends on the organization in question, he said.

“You’ve got to look at what are the internal skills you need; what are the external skills you need,” he said. “You have to know the association and know it well. And you need to know the membership of the association: the needs, the challenges, the opportunities.”

## Work on your weaknesses

Dominique Stumpf had been employed at the National Pest Management Association for nearly two decades when she was promoted to

CEO in March. She first joined the group in 1997 as an executive assistant, rising to vice president of conventions and later COO.

Stumpf dove straight into the \$7 million-revenue association after earning a master's degree in political science. Her advice for others wanting to climb the executive ladder within their organizations? Always pursue opportunities for career development, both internally through volunteering to take on new assignments and externally by joining professional organizations like ASAE.

"I found it to be extremely valuable meeting a lot of people who were CEOs and in other positions with associations," she said. "They offered a lot of mentoring opportunities."

One challenge Stumpf faced when she was in the running for CEO was overcoming the bias boards have against internal candidates. Board members sometimes believe they need to shake things up by bringing in a CEO from outside.

"I had to show them that I just wasn't somebody from inside—I could do the job," Stumpf

said. "I identified the areas I hadn't shown my strengths in, or hadn't developed in my prior years, and made a point of working on those."

One area Stumpf recognized as a potential weakness was public speaking, since it was not a skill needed by a COO. She made a point to seek out speaking opportunities at association events, both to improve her oratory skills and to show others she was up to the task of being the organization's spokesperson.

"A positive attitude, identifying the areas you can grow in, and quickly assessing how you can make an impression within that search period is really valuable," she said.

### Seek out challenges

Douglas Hoey first joined National Community Pharmacists Association in 1996 to oversee the organization's student chapters. Hoey, a pharmacist, thought he would only work there a couple years before heading back to the profession. Twenty years and several promotions later, he is now the \$17 million-

revenue group's CEO.

"This sounds corny, but I believe in what we are doing," Hoey said when asked why he stayed. "I believe in pharmacy. I believe in small business. This is the perfect marriage of both."

Hoey spent six years as COO before being named CEO in 2011. His end goal wasn't necessarily the corner office. Instead, Hoey focused on seeking out opportunities to grow as an association professional and challenge himself. That way, when the opportunity to become CEO arose, he was in the best position possible to have the skill set needed for the job.

"I think for those who get fixated on becoming CEO of a certain association, that can stagnate growth rather than spur growth," Hoey said. "My advice is to never be satisfied—which sounds cliché—but to always be stretching your skills and stretching what you can do."

"If that ends up landing you an association CEO job, that's great," he added. "But if not, be happy and satisfied you have grown and stretched your skills." ■

## Advocacy experience helpful, not critical for aspiring CEOs

*Recruiters say candidates for the top job should sell their strengths, seek out ways to develop skills outside their current career path*

### By Walt Williams

Anyone seeking to one day become an association CEO doesn't need to come from a lobbying background, but in many cases it certainly helps, according to executive recruiters.

"Whether they are lobbyists or policy people, I would say that (background) tends to be what we see matriculating into those C-suite positions more often than, say, a COO who is responsible more for the running of the day-to-day ops of an organization," said Liza Wright, managing partner of Lochlin Partners.

Association CEOs come from various backgrounds, but often they either started as lobbyists or worked their way up from non-advocacy administrative positions, like COO. Many groups—especially those in the Washington, D.C., area—seek out top executives with lobbying experience, but that doesn't mean other candidates are out of the running.

The kind of CEO an association wants really depends on the group's mission, Wright said. And what strengths and weaknesses a person brings to that job comes down to the individual. So while a background in advocacy may be in-

mand at many associations, it doesn't necessarily prepare candidates with the management skills they need to oversee the more mundane operations of an organization.

"I would tell a candidate who wants to be a CEO, 'You got to look at all the competencies that boards typically look for in a CEO and identify where you have weaknesses,'" Wright said. "In some cases, you can work with your own manager or leader of an organization to start identifying ways you can develop those skills."

"I always tell candidates, when you are looking at a job, what's the endgame? What do you ultimately want to do?" she added. "Make sure whatever steps you take in the interim are helping round out the skills you will need to get that job."

Candidates without a lobbying background still can land a CEO role at an association



Wright



Zaniello

where advocacy is a big focus, if they can demonstrate what it is that they can bring to the group, according to Jim Zaniello, president of Vetted Solutions.

"If they are working in a trade association where there is a strong advocacy

focus, being able to say, 'Even though I didn't lead the advocacy efforts, here is what I did learn by being a part of the senior staff team in driving overall organizational strategy,'" he said. "Here's how I transferred that knowledge into leading and advancing the association."

Regardless of their background, every candidate should sell their strengths first, Zaniello said. That could be revenue generation, member engagement or knowledge of the industry.

"They've got to make sure they highlight the aspects they bring to the table and then address the aspects they need to develop a little bit," he said. ■



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## UP &amp; COMER

# Diversity group leader diversifies his portfolio at AAMC

*Juan Amador of Association of American Medical Colleges takes mentor's advice on assessing, addressing gaps in experience*

By Lori Sharn

When it came time to choose a mentor, Juan Amador swung for the fence.

He asked to be paired with Susan Neely during his two-year term as scholar in ASAE's Diversity Executive Leadership Program. To his surprise, the CEO of the American Beverage Association agreed.

"What she and I discussed, and is still something I hold dear, is ... you've always got to take that risk," said Amador, a 14-year staffer at the Association of American Medical Colleges. "When you look at your professional career, what's missing?"

Neely and Amador had met for the first time at ASAE's 2012 annual meeting, and he requested her as a mentor a few months later. Neely once headed communications at AAMC, so they had a connection there.

Amador was already well established in the area of diversity programs before joining the DELP class of 2012-2014. He had taken on development of a minority student medical career fair in conjunction with AAMC's annual meeting, growing it from 200 student

attendees to 1,500. In 2009, Amador was tasked with establishing a new affinity group for members, the Group on Diversity and Inclusion. He led members in crafting the group's strategic plan, structure, guiding principles and to elect leadership.

What was missing in Amador's background was experience in communications and government relations. That's changing now.

AAMC launched its new constituent engagement unit on July 1—centralizing 20 of the association's 23 affinity groups—with Amador as one of the eight directors forming the core

leadership team. He also took on a different and larger affinity group. As the director for the Group on Institutional Advancement, he works with professionals at medical schools and teaching hospitals in the areas of alumni relations, communications, development, marketing and public affairs. His focus also includes working with members to align grassroots support with AAMC's government-relations goals.

Amador sees himself eventually as the executive director of a nonprofit where he gets to be the leader, "but more important, I get to build a team to help that organization grow." ■

## UP CLOSE

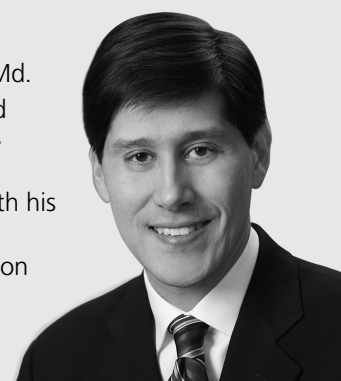
**First job:** Shelving books as a library page in Silver Spring, Md.

**Pivotal career moment:** Recognizing that his voice had influence with the 500 members and executives in AAMC's Group on Diversity and Inclusion

**Proudest achievement:** Raising a daughter (now 7) with his partner to be a "strong, fearless and resilient leader"

**Dream job:** Executive director of an association, foundation or other nonprofit

**Words of wisdom:** When opportunity knocks, embrace it and learn from it.



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## ASSOCIATION FLY-INS

*Preview of some upcoming Capitol Hill action planned by groups for their members converging on Washington, D.C.*

**International Facility Management Association**  
Advocacy Day & Public Policy Forum  
September 6-7

**Asian American Hotel Owners Association**  
Fall National Advocacy Conference  
September 6-7

**HR Policy Association**  
Washington Policy Conference  
September 7-8

**Aviation Technician Education Council**  
Washington Fly-In  
September 8-9

**National Association of Graduate-Professional Students**  
Advocacy Summit  
September 10-13

**American Academy of Dermatology Association**  
Legislative Conference  
September 11-13

**Public Housing Authorities Directors Association**  
Legislative Forum  
September 11-13

**American College of Cardiology**  
Legislative Conference  
September 11-13

**National Farmers Union**  
Fall Legislative Fly-In  
September 11-14

**International Franchise Association**  
Franchisee Power Summit  
September 12-13

**Ambulatory Surgery Center Association**  
Capitol Fly-In  
September 12-13

**American College of Rheumatology**  
Advocates for Arthritis  
September 12-13

**National Stone, Sand and Gravel Association**  
Safety & Environment Committee Meetings & Advocacy Fly-In  
September 12-14

**American Association of Christian Schools**  
National Legislative Conference  
September 12-14

**United Fresh Produce Association**  
Washington Conference  
September 12-14

**Computing Research Association**  
Congressional Fall Fly-In  
September 13-14

**American Society of Plastic Surgeons**  
Northeast & West Fly-In  
September 13-14

**Geosciences Congressional Visits Day**  
American Geosciences Institute, American Geophysical Union and other groups  
September 13-14

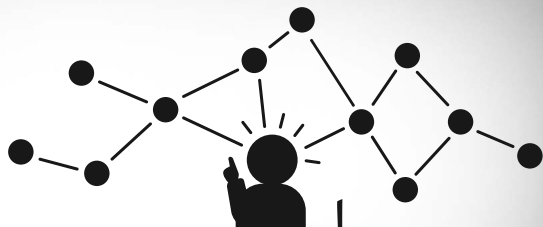
**National Confectioners Association**  
Washington Forum  
September 13-15

**American Planning Association**  
Policy and Advocacy Conference  
September 18-20

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**National Association of Federal Credit Unions**  
Congressional Caucus  
September 18-21

**Growth Energy**  
Advocacy Conference  
September 18-21

**American Occupational Therapy Association/American Society of Hand Therapists**  
Capitol Hill Day  
September 19

**Vinyl Institute**  
Vinyl 360 Conference and Congressional Fly-In  
September 19-21

**National Automobile Dealers Association**  
Washington Conference  
September 20-21

**National Association of Plan Advisors**  
DC Fly-In Forum  
September 20-21

**Argentum—Expanding Senior Living**  
Public Policy Institute & Fly-In  
September 20-21

**Hardwood Federation**  
Fall Fly-In  
September 20-22

**Electronic Transactions Association**  
Payments Fly-In  
September 21

**Rally for Medical Research**  
American Association for Cancer Research and other organizations  
September 21-22

**National Head Start Association**  
Fall Leadership Institute  
September 25-29

**Association for Unmanned Vehicle Systems International**  
Hill Day  
September 27

**National Independent Automobile Dealers Association**  
National Leadership Conference & Legislative Summit  
September 26-29

**Association of Educational Service Agencies**  
Educators' Call to Action: Federal Advocacy  
September 27-29

**Commission on Adult Basic Education**  
Capitol Hill Day  
September 29

**National Dance Education Organization**  
Annual National Conference  
October 6-10

**Society for Public Health Education**  
Advocacy Summit  
October 15-17

**American Legislative Exchange Council**  
States and Nation Policy Summit  
November 30-December 2

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EBS15-0351



# New ethics rules for federal recruits

(Continued from page 1)

recruiting senior-level government officials ... they shouldn't be surprised if (the officials say) they aren't ready to move yet and aren't interested in talking to anybody," said Ivan Adler, who specializes in recruiting lobbyists at The McCormick Group. "Potential candidates have been instructed to act a certain way, and people shouldn't be taken aback if they do."

In addition to recusing themselves, 26,000 "public filers"—those senior-level executives who file financial disclosure reports—must notify their agency's ethics officers within three days of commencing negotiations or coming to an agreement with *any* employer. This requirement was part of the STOCK Act. Negotiations are broadly defined as a discussion or communication "mutually conducted with a view toward reaching an agreement regarding possible employment." This point is usually reached long before any talk about salary, benefits or other terms.

These new regulations are the first major revision to Subpart F—the ethical conduct standards on seeking post-government jobs—since 1993. OGE has issued legal advisories over the years on Subpart F, including guidance on complying with the STOCK Act. But the final rule published on July 26 pulls all this guidance into one place, along with clarifications, updated examples and technical corrections.

Federal employees who violate the rules could face administrative penalties or even criminal prosecution.

"The regulations themselves tend to be updated too infrequently, so if you look at the regulations you may be missing what the actual current guidance is," said Robert Kelner, chair

of the election and political law practice at Covington & Burling.

"In general, the ... so-called revolving door rules are not widely understood or even widely known about," Kelner said. "Every year we end up advising clients who have a problem because they hired somebody without being aware of these rules."

Kelner said some national trade groups are very sophisticated about hiring government officials but others are not.

Some more highlights of the rules:

■ **Recusal:** The regulations clarify that federal employees must recuse themselves in a "particular matter of general applicability," not just on matters dealing directly with the potential employer. OGE provides an example of a Food and Drug Administration employee needing to withdraw from crafting regulations affecting the approval of prescription drugs because she has begun employment discussions with a pharmaceutical company.

■ **Notification:** The senior-level officials required to submit notification of employment negotiations include presidential appointees in the Executive Office of the President and employees classified above pay grade GS-15. Though the rule gives employees three days to submit the notification, the guidance also encourages these executives to file even before



Adler



Kelner

negotiations have started to get the benefit of ethics department input.

There is no specific provision in the STOCK Act that says these notifications must be made available to the public. However, they might be accessible

through Freedom of Information Act requests. Craig Holman, government affairs lobbyist at Public Citizen, called the notification requirement for senior officials "sweeping."

"Now we're actually going to see what's going on with all negotiations of future employment," Holman said. He noted that executive branch rules regarding disclosure of employment talks are "far superior" to the rules for members of Congress and Hill staffers.

■ **Social media:** Online resume distribution services are treated similar to traditional employment search firms. The federal worker is not considered to be seeking employment—and therefore subject to recusal requirements—until the service tells the worker who received his or her resume.

■ **Volunteering:** Unpaid service on a corporate board is considered employment, and subject to the ethics rules. Serving meals at a soup kitchen does not create a business relationship, so is not considered employment.

OGE also reminded employees that their specific agencies could have established more restrictive rules. ■

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UPDATE

# DEPARTURES & ARRIVALS

## Departures

### McKinley to exit defense association

**Craig McKinley** will retire as president and CEO of the \$27M-revenue **National Defense Industrial Association** at the end of year.

McKinley is a retired four-star U.S. Air Force general and former member of the Joint Chiefs of Staff. Before joining the Arlington, Va.-based NDIA in 2015, he was CEO of the **Air Force Association**.

"After 42 years in the Air Force and leading associations that serve as conduits for collaboration between government and industry, the time is right to transfer leadership of NDIA to a new generation and shift my focus to a series of personal and philanthropic endeavors," McKinley said in a statement.

McKinley has a master's degree in management and economics from Webster College in St. Louis.

Recruitment firm Korn Ferry is assisting NDIA in the search for McKinley's replacement.



McKinley

to discuss whether to shutter the group or merge with another financial industry association.

### Fish and Wildlife director to lead zoo group

The \$10M-revenue **Association of Zoos and Aquariums** has appointed U.S. Fish and Wildlife Service Director **Daniel Ashe** as its next CEO, beginning in January. He will replace **Jim Maddy**, who retired earlier this year after leading the Silver Spring, Md.-based organization since 2006.

The U.S. Senate confirmed Ashe as FWS director in 2011. He previously was the agency's deputy director for policy and, earlier, worked as science adviser to the director.

Before joining FWS, he spent 13 years as staff member for the former Committee on Merchant Marine and Fisheries in the U.S. House of Representatives.

"For over 20 years, Director Ashe has been working within and leading the U.S. Fish and Wildlife Service, an important conservation partner of AZA, its members, and those committed to protecting the natural world," said Vik Dewan, chair of the association's executive search committee.

Ashe has a master's degree in marine affairs from the University of Washington.

Recruitment firm Isaacson, Miller assisted in the search.



Hoopes

## Arrivals

### Hoopes to head online lending group

**Nat Hoopes**, former executive director of \$5M-revenue **Financial Services Forum**, has been tapped as the first executive director of the newly formed **Marketplace Lending Association**.

Hoopes joined the Financial Services Forum in 2013, having previously worked as legislative director for former Sen. Scott Brown (R-Mass.). He also spent six months as VP of government relations for the **Fix the Debt Campaign**, a nonpartisan group trying to call attention to the growing national debt.

MLA was launched in April by three of the largest online lenders to represent the growing financial technology, or "fintech," industry. Online lending has come under increasing scrutiny by policymakers and the media, but it has also thrown a lifeline to small businesses that are having increasing difficulty obtaining loans from traditional banks.

"As interest in marketplace lending continues to grow and different lending models emerge, there is a need for more education and awareness around the unique advantages of this industry to ensure its responsible growth," Hoopes said in a statement.

He has a master's degree in international affairs from Tufts University in Medford, Mass.

The executive director's departure from the Financial Services Forum comes at a time when the future of the organization is in doubt. The group hasn't had a permanent CEO since **Rob Nichols** left last year to head the **American Bankers Association**.

Politico recently reported the forum's members will meet in October



Ashe

### Former CSMA board president to lead group

The \$4M-revenue **Case Management Society of America** has named **Kathleen Fraser**, past president of the association's national board of directors, executive director, effective Aug. 1.

Association management firm Consulting Management Innovators previously administered the Little Rock, Ark.-based CMSA, with CMI CEO **Cheri Lattimer** as executive director.

With the management change, Lattimer will become the group's chief policy officer.

Fraser most recently was regional team manager for Zurich Financial Services.

She has a master's degree in health care administration from Texas A&M University and a master's degree in nursing from St. Joseph's College of Maine.

### New leader named at ULI-South Carolina

**Amy Barrett** has been named executive director for **Urban Land Institute-South Carolina**. Barrett has spent two decades in the real estate development sector.

Before joining ULI, she was director of the Business & Neighborhood Services Division, overseeing West Ashley revitalization initiatives in the City of Charleston, S.C.

She has a master's degree in urban and environmental planning from the University of Virginia.

Expand HR Consulting assisted in the search.

## Government affairs

**Shervan Sebastian** has joined \$14M-revenue **Airports Council International-North America** as senior manager of government and political affairs.

Sebastian most recently was a legislative analyst for the **Corporation for Enterprise Development**, a Washington, D.C.-based nonprofit that works to expand opportunities for low-income people.

He previously was manager of federal relations for the **American Institute of Architects**.

He has a bachelor's degree in journalism, creative writing and political science from CUNY-Baruch College.

**Mario Salazar** has been appointed external mobilization manager at the \$233M-revenue **American Petroleum Institute**, a position from which he will assist the oil and gas industry association's advocacy efforts.

Salazar most recently was Western regional field director at the Democratic Congressional Campaign Committee. He previously worked at the U.S. Public Interest Research Group as federal legislative director.

He has a law degree from New York Law School.

The \$36M-revenue **National Shooting Sports Foundation** in Newtown, Conn., recently hired three staffers as well as promoted three current staffers.

**Diane Cihota** was hired as director of government relations-federal affairs. She most recently was a legislative director for Rep. Jeff Miller (R-Fla.).

**Dana Pacelli** was hired as director of digital marketing and analysis. She previously was marketing manager for financial technology company Higher One in New Haven, Conn.

**Elizabeth Zadora** was hired as salesforce administrator.

**Jake McGuigan** was promoted to senior director of government relations-state affairs.

**Trevor Santos** was promoted to director of government relations-state affairs.

**Tisma Juett** was promoted to manager of recruitment and retention.

## PR & communications

**Daniel Rhea** has joined the \$24M-revenue **American Frozen Food Institute** as director of communications, effective Aug. 22.

Rhea most recently was communications director for Rep. Joe Barton (R-Texas) as well as finance and media director for the Congressman Joe Barton Committee.

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

In addition, **Ron Davis** recently stepped down as manager of communications and government affairs at AFFI to become public relations representative for Progressive Insurance.

He joined the association in 2013, having previously worked as a legislative intern for Sen. Chuck Schumer (D-N.Y.).

## Administration

**Sudip Parikh** has been named SVP and managing director for **DIA Americas**, a division of the \$23M-revenue **Drug Information Association** in Horsham, Pa.

Parikh most recently was VP and general manager of health and consumer solutions at science and technology development company Battelle.

He previously spent nine years as science adviser and professional staff to the U.S. Senate Appropriations Committee.

He has a Ph.D. in macromolecular structure and chemistry from The Scripps Research Institute in La Jolla, Calif.

**Ron Schreiber** will retire as SVP-strategic direction at the \$6M-revenue **National Association of Wholesaler-Distributors** in early September after working at the organization for 39 years.

Schreiber will be replaced by **Patricia Lilly**, whose new title will be SVP-thought leadership and executive director of the NAW Institute for Distribution Excellence.

Schreiber has been responsible for instituting many programs at NAW. In a statement, CEO **Dirk Van Dongen** said Schreiber "has made huge contributions to the wholesale distribution industry."

Lilly most recently was a senior account executive for Thompson Management Associates, where she provided leadership for three of the company's client associations. She also is a past chair of NAW's Association Executives Council. ■

## OF NOTE

### Former Edison Electric Institute president dies

William McCollam, who led the Edison Electric Institute as president from 1978 to 1990, died July 30. He was 91 and natural causes were cited.

During his 12 years as head of EEI, McCollam helped shape the organization into the policy powerhouse it is today. One legacy was the hiring of his successor, current President Tom Kuhn, then head of the organization that would later become the Nuclear Energy Institute.

Kuhn said in an interview with CEO Update that he took the job even though it was a demotion, since he was originally hired as executive vice president. But EEI was a much larger organization, representing a broader range of electric utilities. A few years earlier McCollam had moved most of EEI's New York City operations to Washington, D.C., as part of a renewed focus on policy.

"He was a great manager and organizational guy, putting together two very different cultures, and made EEI a very effective organization," Kuhn said.

McCollam was a graduate of the U.S. Military Academy at West Point and a U.S. Army veteran who earned two Bronze Star medals during the Korean War. After his military career—which included returning to West Point as an instructor—he became an energy industry executive. He joined EEI after several years as president of New Orleans Public Service, an electric utility and former mass transit provider that is now a subsidiary of energy company Entergy.

In addition to his military service, McCollam had a master's degree in engineering from the Massachusetts Institute of Technology.

## Expected CEO searches

4A's (American Association of Advertising Agencies)  
Advertising Research Foundation  
American Association of University Women

American College of Chest Physicians  
American Public Transportation Association  
Association of Fundraising Professionals  
College of American Pathologists

Girl Scouts of the USA  
National Air Transportation Association  
National Association of Sports Commissions  
National Ground Water Association

## Search firm CEO activity

### Association Options

Seafood Harvesters of America

### Cabot Consultants

**NEW** Securities and Exchange Commission  
Historical Society

### Consensus Management Group

Washington State Nurses Association

### Development Resources

American Research Center in Egypt  
Hunter's Hope

### Diversified Search

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  
JCC Association  
New York Center for Living

### Heidrick & Struggles

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

### Isaacson, Miller (cont.)

Next Fifty Initiative

### JDG Associates

**CLOSED** Independent Electrical Contractors

### Kittleman & Associates

**CLOSED** American Academy of Periodontology

### Korn Ferry

Alliance for Regenerative Medicine  
American Cleaning Institute  
American Psychological Association  
Association for the Advancement of Medical Instrumentation  
Consumer Data Industry Association  
Enactus  
Institute for Educational Leadership  
NAFSA: Association of International Educators  
National Association of Independent Schools  
**NEW** National Defense Industrial Association  
National Futures Association  
National GEM Consortium  
National Investor Relations Institute  
Pathfinder International  
United States Telecom Association

### Leonard Pfeiffer & Co.

Academy of General Dentistry  
National Mobility Equipment Dealers Association

### Major, Lindsey & Africa

**NEW** District of Columbia Bar

### Russell Reynolds Associates

Center for Global Development  
**CLOSED** International Dairy Foods Association  
Marine Spill Response Corp  
Parkinson's Foundation  
United States Russia Foundation

### SearchWide

International Ticketing Association

### Slesinger Management Services

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  
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  
Society for Laboratory Automation and Screening

### Vetted Solutions

American Association for Laboratory Accreditation  
**CLOSED** Flexible Packaging Association  
**NEW** International Legal Technology Association  
**CLOSED** The 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 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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