

MICKEY MOUSE

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SENIOR EXECUTIVE PROFILE

President ▪ Chief Executive Officer ▪ Executive Director

Creating Shared Visions, Uniting Stakeholders, Motivating Teams, Driving Organizational Success

- ❑ **History of turnaround success, public policy victories, and business growth** as strategic executive leader and catalyst for change, achieving strategic and financial performance improvements at national and state associations.
- ❑ **Lauded for uniting stakeholders** to transform underperforming programs and drive revenue and net income growth, propelling change management buy-in to galvanize new strategy, mission, and culture of accountability and quality.
- ❑ **Dynamic leadership style to overcome steep challenges** with acuity spanning strategy, finance, staffing, program and project management, operations, media and public relations, sales and marketing, and benefit and product creation.

Executive Acumen

Strategic Planning
Change Management
Legislative Advocacy
Performance Improvements
Budget Administration
Stakeholder Relationships
Board Development
Team Building & Coaching

PROFESSIONAL EXPERIENCE

EXECUTIVE VICE PRESIDENT

Association X

2011 – present

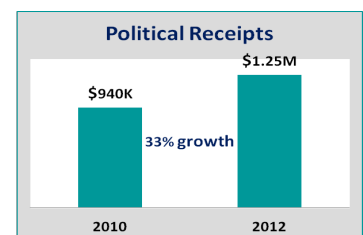
Association X is a 501(c)3 charitable organization focused on helping industry business members; represents 380+ locations across the United States; \$90M in annual revenues and 300 employees. Association X operates ABCDE of \$10M in annual revenues and 20 employees.

Recruited as executive change agent by President/CEO to stagnant Association with strategic, operating, and political issues and splintered stakeholder relations. Took on executive mandate to shore up underperformance in political and grassroots operations, public affairs, and board operations, including strategic planning and Foundation oversight. Act as Chief Strategy Officer of Association and Chief Staff Executive of Foundation, driving key growth strategies. Member of 8-person Executive Council overseeing ABCDE Enterprise of \$100M in combined annual revenue.

Rebuilding Association X from the Ground Up

Re-strategized and re-ignited Association X into a focused lobbying force for the industry and foodservice industry in DC and state capitals, uniting Board of Directors, executive team, and other stakeholders under a flag of strategic change aligned with new direction for Association while managing multiple, intensive program improvement projects. Governed all state industry association relationships and related activities.

- **Rebuilt and rebranded Association X's political action committee** (Association X PAC) and created sophisticated CRM grassroots advocacy platform (PPAC) improving Association X's engagement in government affairs and increasing political receipts 33% between 2010 and 2012 election cycles.
- **Repaired fractured state/local government affairs relations** among Association X, state industry associations, and chain industry community, galvanizing a powerful advocacy network and driving a proactive, coordinated approach on future issues, including successful multi-state effort to pre-empt adoption of city labor ordinances.
- **Spearheaded enterprise-wide strategic planning process**, leading 30-person internal cross-functional team to research, develop, and build consensus for new strategic direction. Solicited feedback, won buy-in, and built support with board of director's Strategic Plan Task Force. Association X and Association X boards unanimously adopted new strategic plan, which became the blueprint for comparable plans in the state industry association community.
- **Modified board governance system** to reflect directional change and align 120+ board members with new strategic plan. Led Governance Task Force in rewriting bylaws, operating procedures, and committee structure. Board unanimously approved all changes, resulting in higher board member satisfaction, engagement, and positive strategic impact.
- **Led renegotiation of \$11M worth of contractual arrangements** governing shared business operations, including reciprocal membership, with leadership of all 50 independent state industry associations, which adopted new contracts.
- **Took the helm to transform Association's 2 charitable foundations** (Education, Military) in 2012, which were struggling with declining revenues, board dissention, rotating executive leadership, geographic dispersion, and lack of organizational cohesion. Built consensus to merge both into a single entity strategically integrated with Association activities as well as the independent network of 50 state industry associations.

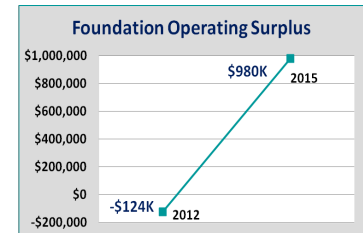
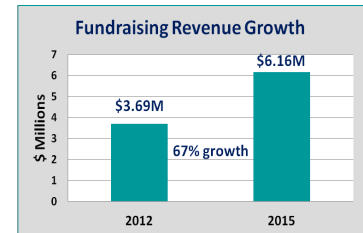


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Reinventing and Bolstering the Newly Built Association Y

Spearheaded strategic repositioning of Association X in 2012 and appointed permanent leader of Foundation in 2013, reporting directly to Board of Trustees, spearheading all strategic and operational activities, staff (20), and \$10M budget.

- **Re-strategized Foundation** and relocated it from Chicago to DC, mobilizing board buy-in to restructure organization design, mission, culture, and staff to amplify impact.
- **Increased fundraising revenue 67%** in 3 years by building fundraising operations, diversification, go-to-market strategy, and aggressive team to engage C-suite leaders.
- **Reversed operating loss (-\$124K) to a \$980K surplus** by 2015 through rigorous budgeting, forecasting, resource reallocation, and new review process, ensuring efficient utilization of funds and prioritization of strategic, high-impact activities.
- **Expanded flagship ProStart education program** to all 50 states and grew student count 47% in 3 years by improving quality, expanding outreach, and instituting metrics.
- **Marshaled unanimous board support for expansion and repurposing** to embrace military personnel, opportunity youth, and research and communications functions, elevating Foundation's ability to attract and advance industry workforce.
- **Recognized as a gifted strategist and facilitator**, refreshing board relations, rectifying deficiencies, increasing reach, and achieving 108%+ of annual Dashboard goals.



PRESIDENT & CEO

1993 – 2011

Maryland Industry Association (MRA), Maryland Industry Association Educational Foundation (MRAEF)

Nonprofit statewide industry trade association governed by a 5-member Board of Directors; \$3.5M in annual revenue; 25 employees.

Recruited to reignite Association following turbulent period of executive mismanagement, crumbling financial base, declining membership base, and disengaged board. Directed complex turnaround strategy, instilling new vision, navigating stakeholder agendas, hiring and restructuring staff, recruiting new board members, and energizing a fused focus on achievement.

- **Grew total revenues 540%**, from \$500K to \$3.2M (10.9% CAGR), increasing MRA's net worth 300%, consistently attaining a balanced operating budget, yielding 15 straight years of revenue, profit, and organizational growth.
- **Propelled growth of membership base** from 2,000 to 4,200 by developing and motivating sales force, driving consistent marketing, amplifying advocacy presence, and expanding member benefits.
- **Developed MRA into one of Maryland's 5 most powerful trade association lobby groups**, bolstering advocacy through vibrant grassroots network, strong member base, expert public policy team, and political and financial resources.
- **Created successful member-owned workers compensation company**, growing annual premiums \$10M+ with 1,000+ participating members, producing additional \$400K+ in annual net revenues to Association.
- **Drove 10-fold increase in PAC fundraising**, building Maryland Industry Association PAC into a \$250K per cycle entity, and positioning it as one of the 10 largest trade association PACs in the state.
- **Championed HQ relocation to one block from the State Capitol** and spearheaded entire real estate development project and capital fundraising, resulting in an enhanced image for both Association and foodservice industry.

LEGISLATIVE REPRESENTATIVE — National Industry Association (ASSOCIATION X)

1990 – 1993

Recruited as federal lobbyist. Enhanced presence on Capitol Hill, strengthened coalition development, boosted board support.

- **Created concept for new Section 45B FICA tax credit**, winning its inclusion in House and Senate legislation and ultimately into law and tax code, saving industry industry billions of dollars in reduced tax obligations since its adoption.

LEGISLATIVE ASSISTANT — United States Senator Robert Kasten

1983 – 1990

Hired as intern and promoted 4X while attending college. Improved constituent response rates and exposure for Senator.

- **Facilitated successful campaign to repeal newly enacted IRS Section 89** as lead staffer through extensive research, coalition building, media relations, grassroots efforts, and United States Senate parliamentary procedures.

EDUCATION & COMMUNITY LEADERSHIP

MBA Coursework, John Hopkins University ▪ **BA in Economics**, University of Maryland
Past Chair, Current Board Member, International Society of Industry Association Executives ▪ **Past Treasurer**, Council of State Industry Associations ▪ **Past Board Member**, Maryland Society of Association Executives, Maryland Chamber of Commerce ▪ **Member**, American Society of Association Executives (ASAE)