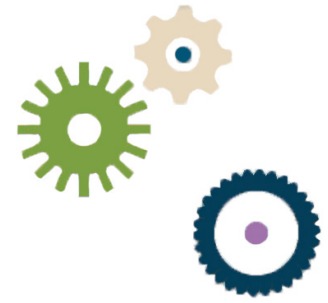


ASSOCIATIONS in the U.S.



A look at the role of associations and their leaders

THERE ARE MORE THAN 66,000 ASSOCIATIONS IN THE U.S. TODAY

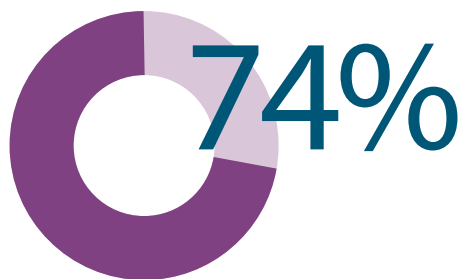


Over the recent past, associations have become more like multinational corporations. People no longer join associations for personal networking but seek “demonstrable return on investment.”

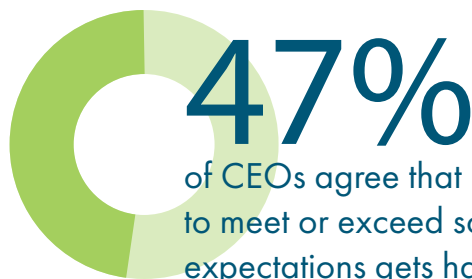
Top challenges that become more difficult over time:
Being able to retain and grow membership
Being able to define a vision

Top areas that get easier over time:
Defining the mission of the organization
Ability to communicate effectively with stakeholders

69% OF CEOs HAVE SEEN A CHANGE IN THEIR ROLE OVER THE LAST 3 YEARS



74% of CEOs said they doubt themselves when making a major decision that contains a high degree of uncertainty and high stakes



47% of CEOs agree that being able to meet or exceed social media expectations gets harder over time

Fundraising Ability is the single most challenging characteristic for CEOs. The most difficult decisions they face are in the areas of *Senior Personnel*, *Financials*, and *Big Bets for the Association*.

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