

Carol Akers Klug, ASA Election Biography

ASA Member since 1996. Accredited Senior Appraiser. Business Valuation Discipline since 06/11/2003.

Regional Governor (2012-2016)

- ASA International Virtual Chapter – Initial officer and President (2015-2016), current member. Our team of RGs developed IVC.
- Co-sponsored the OnDemand Initiative to record POV courses in all disciplines for everyone - everywhere.
- Co-Sponsored a Mentor Bank where members could “opt in” to serve as a mentor when they pay dues.

Board of Governors (2012-2016)

- ASA Constitution & Bylaws Committee (Member, 2016-2021)
- ASA Investment Committee (Member, 2013-2016)
- ASA Strategic Planning Committee (Member, 2015-2016)
- ASA Budget & Finance Committee (Observer, 2012-2016)

ASA BV Conference Planning Committee (2013)- San Antonio

ASA Educational Foundation (Chair 2023-2024, Director 2019-2024)

Houston Chapter:

- Houston Energy Valuation Conference – Co-Chair (5+ years) and Planning Committee (13 years to present)
- Houston Chapter - President (2006-2007), Officer

Professional:

- The Appraisal Foundation – Business Valuation Resource Panel (2023/2024)
- Financial Industry Regulatory Authority (FINRA), Former Industry Arbitrator

Employment: I am currently sole practitioner dba Carol Akers Klug ASA MBA located in Houston, Texas.

- Business Valuation (1989-Present). Accredited Senior Appraiser (2003-Present)
 - dba Carol Akers Klug ASA MBA (2006-present)
 - Employed by two regional valuation providers (1995-2005)
- Investment Analyst & Senior Portfolio Manager (1976-2000)
 - Bank of America entities (1981-2000). [BOA Private Bank – Houston; Security Pacific Investment Managers – LA; Gibraltar Savings Association – Houston; Merrill Lynch Asset Management – NYC]
 - Akers Investment Advisors (1989-1995)
 - American General Companies (1976-1980) [AIG]

Education:

- BBA, marketing and finance – The University of Texas at Austin

- MBA, finance and accounting – The University of Texas at Austin

Affiliations:

- Houston Bar Association Auxiliary: Lifetime Member, Past Treasurer
- Kappa Kappa Gamma Charitable Foundation: Business Manager 2005-2015
- Kappa Kappa Gamma Alumnae Association: Past By-Laws Chair
- Museum of Fine Arts Houston: Bayou Bend Docent, Class of 2007-present
- Rice University: Shepherd School of Music Advisory Council & Captain James Addison Baker Society

Why do you feel you are qualified for this position? Include information on past volunteer positions with ASA and other organizations.

My qualifications to serve as ASA Secretary/Treasurer are based on over a decade of service to ASA in leadership positions as:

- Region 3 Governor – four years.
- ASA Board of Governors – four years.
- National level committees – nine years.
- As initial officer and co-developer of ASA International Virtual Chapter, which is now ASA's largest chapter.
- I've devoted thirteen years to developing a sustainable model for Houston's ENERGY VALUATION CONFERENCE together with a great team and chapter including over five years as a very active Co-Chair.
- As Director and Current Chair of the ASA Educational Foundation we provide grants for needs-based scholarships and develop appraisal books – including required POV textbooks.
- Past President and Officer of the ASA Houston Chapter, which is one of ASA's largest and most active chapters.

Through my service to ASA:

- I understand ASA's financial model, its governance documents, and governance model – and can be immediately productive.
- I have a successful record of cultivating international educational offerings – and this is what we need more of.
- I have experience in co-marketing with other professional associations to spread multi-disciplinary education. ASA needs to share its premier educational offerings with members of other professional associations.
- As Baby Boomers are retiring at a faster rate than young professionals are joining ASA, we need to get POV methodology introduced on the college level. The Energy Valuation Conference has invited students and professors from 4 universities to attend our conference, and one professor agreed to introduce POV methodology into his finance course.

On a personal level, I like to keep things simple, focused, and straightforward.

- I am responsive and responsible for completing tasks.
- I appreciate that we are all volunteers.

- When building a team, I like to give responsibility and titles to encourage success. (EVC has 6 Chairs.)
- I appreciate that it is our differences that what make us better together.
- I follow-through to ensure a fruitful outcome is achieved in concert with ASA's goals, principles and objectives.

This I pledge to continue as ASA Secretary / Treasurer, if elected. It is truly an honor to have been nominated, and if elected, I will work tirelessly for ASA's members.

What contributions have you provided ASA as a member or to a comparable organization(s)?

I have actively contributed to ASA while Regional Governor and on the ASA's Board of Governors. Please note that all of the following were accomplished with a great team of Regional Governors.

- i. I co-sponsored the OnDemand Initiative which mandated that every discipline record its POV courses in online format, available for everyone, everywhere, anytime. (Before the pandemic, few POV courses were offered online.) Online learning is critical to ASA's growth in membership headcount, and best with access to instructors.
- ii. Our team of Regional Governors inherited a newly formed Virtual Chapter, which we converted into the International Virtual Chapter (the "IVC") for the purpose of building a global bridge and giving a voice, and education to every-member, every-where, in every-discipline. This enabled our international members to speak one-on-one with practitioners in America and world-wide. We also invited internationals to serve as directors, and many those now serve as Chapter Officers. And IVC is now ASA's largest chapter – so it is working well! This strengthened ASA's brand worldwide.
- iii. I co-sponsored the Mentor Bank which added a "check box" to dues statements for members to sign-up to volunteer as a mentor. Many candidates and AMs simply do not have the time to finalize their report to advance to ASA. Having a mentor helps. A high percentage of our members are still Candidates or AM status.
- iv. While on the Strategic Planning committee, we surveyed international members, who confirmed they liked ASA's education and certification, but preferred the abbreviated initials of ASA.
- v. I co-sponsored a resolution that Increased PA hours to encourage participation on the chapter level.

My service on ASA's national level includes the following:

- Constitution and Bylaws Committee Member: I gained a solid understanding of ASA's governance model in the course of reviewing and updating ASA governance documents.
- Investment Committee Member: I gained a working knowledge of ASA's financial model through monitoring ASA's investment portfolio and assisting in the selection of a new investment manager.
- Strategic Planning Committee Member: Our team better positioned ASA for growth in a world-wide market by strategizing on new growth concepts for ASA, and surveying internationals and candidate.
- Budget & Finance Committee Observer: I observed how funds were allocated and integrate in ASA's financial model.

- ASA Educational Foundation: We administer grants for scholarships and development of appraisal books, gather donations for our annual Silent Auction to replenish funds. These have the potential to increase membership headcount. I also co-sponsored and contributed matching funds to establish Houston's POV Scholarship Fund.
- On the San Antonio International BV Conference Planning Committee Member, I learned how international conferences come together, and implemented these procedures with Houston's Energy Valuation Conference.

On the chapter level, I have devoted over 13 years (including over five years as Co-Chair) to building a sustainable model for Houston's Multi-Disciplinary ENERGY VALUATION CONFERENCE ("EVC") - together with a great team and chapter. The procedures we put in place during my Co-Chair can easily transfer to benefit ASA on a larger scale:

- EVC co-markets with multiple professional associations.
- Up to 40% of 2023 EVC's attendees were NOT ASAs, but professionals in other disciplines. These attendees are interested in ASA learning and can be interested in membership or an affiliation with ASA.
- Houston's EVC invites students and professors to introduce them to the appraisal industry and to ASA. One professor offered to introduce POV techniques into his class at The University of Texas at Austin which could translate into new ASA members. Growth in membership headcount counts!

These contributions focus on increasing membership headcount, and expansion of appraisal education.

What do you wish for ASA's members?

ASA is grown and developed by you, its members. It all starts at the chapter level. Chapter officers strive to work with integrity, to include everyone, and listen to diverse goals and opinions.

- It is by "thinking outside of the box" that we expand our horizons, and
- It is our different skill sets that combine to make us stronger together.

My wish is for all members to share, in some small way, by serving on a committee, or by bringing an associate or student to a chapter event.

My visions for you, as ASA members are:

- To Expand ASA's Brand Recognition which draws prospective clients and increases your business.
- To Enhance the Value of ASA's Designation – which is our most valuable professional asset.

How do we do this? The first step is to Increase ASA's Membership headcount, and we do this by:

- A. Introducing POV Methodology into college courses, and at large firms.
- B. Young professionals and international members should identify that a career in valuation and appraisal is engaging, entrepreneurial, and exciting. How many of us knew about ASA when we went to college? CPA and CFA courses were taught at the college level, and students learn about those career paths. ASA needs to follow the same path to earn new members. That translates into Increased ASA Membership headcount.

- C. We need to make POV courses available online to everyone everywhere anytime – best with access to instructors. I've done this before through the OnDemand Initiative.
- D. We need to co-market ASA's pre-eminent Educational Courses through Alliances and Affiliations with other professional associations. I've done this before with the Energy Valuation Conference.
- E. Mergers are another expedient way to increase membership, albeit more difficult to negotiate.
- F. Advertising ASA Educational Programs to prospective members, referral sources, and professional associations works too. Advertising encourages cross-referrals which draws prospective clients.

All of these enhance the value of our brand. ASA is stronger together as we are multi-disciplinary.

I have spoken with many of you personally over the years, and wish to thank you for joining, for volunteering, and for the work you have contributed to enhance the value of ASA. Here is a short list:

- candidates, applicants, AMs, and ASAs for volunteering time to further our professional association.
- international members for serving as Directors and members of the International Virtual Chapter.
- chapters and members for contributing to ASAEF's Silent Auction which results in scholarship grants.
- attendees who have attended and/or sponsored Houston's ENERGY VALUATION CONFERENCE.
- Region 3 members for allowing me to assist with your chapter needs.

I value each of you for your strengths and differences – because this is what makes us stronger together. I pledge you my service if elected.

What do you wish for ASA in the profession?

My wish for ASA centers on Education and Growth in Membership which enhances the value of our ASA brand.

Every student and professional should know that the ASA Brand represents pre-eminent education which equates to highly trained skilled practitioners.

My wish-list for the profession is that:

- Every student and professional knows how engaging, entrepreneurial, and exciting a career in appraisal is, and that ASA education is the most expedient path to professional excellence.

Baby-Boomers are retiring at a faster rate than young professionals are joining ASA.

I wish to jump-start growth in membership by:

- making all POV courses available online – with access to instructors.
- inviting professors to introduce ASA's POV methodology into their courses at the college level.
- offering ASA instructors opportunities to teach appraisal methodology at large firms.

There are many alternative appraisal associations, and I strive to enhance the Brand Recognition of ASA. We can do this by co-marketing ASA's specialized education courses through Alliances and Affiliations with other professional associations. Co-marketing benefits both associations.

- I wish to spread the word that ASA is Stronger as it is multi-disciplinary. Synergistic value comes with cross-referrals. ASA is the only major appraisal organization representing all disciplines of appraisal specialties. It is our differences that make us stronger together.
- I hope each chapter knows how important it is. ASA could benefit by strengthening its international presence and small chapters. As Secretary/Treasurer, I would seek ways to enhance educational offerings for you.
- My wish is that each member could invite a student or professor to attend a chapter event. This introduction opens doors to new young members and encourages professors to teach ASA's POV methodology – which is what we need.

These wishes are not new yet need our continual attention. Tiny steps make great progress. By Enhancing ASA's Brand Recognition, we all benefit.

Why should members vote for you?

Why should you choose to vote for me, Carol Akers Klug? I believe in promoting ASA's Members First. ASA's strength rests with you, and your contributions to your clients. This translates into enhancing ASA's brand.

My goal as Secretary/ Treasurer, should you choose me, is to help members by furthering ASA's educational outreach.

- We simply need to introduce POV methodology at the college level to maintain our membership headcount.
- Students need to identify that a career in appraisal is engaging, entrepreneurial, and exciting.
- Our instructors need opportunities to teach POV courses at large firms.
- We need to make POV courses available online – with access to instructors.

Why should you vote for a business valuation ASA who works tirelessly to provide you with multi-disciplinary education worldwide, and is also a decorative arts docent? The reasons are:

- I have a solid understanding and experience in growing ASA's education - and I pledge to continue.
- I understand ASA's financial inner-workings and governance model – and can be immediately productive.
- I have offered my vision:
 - to increase ASA membership nationally and internationally, and
 - to enhance the ASA Brand – and I hope you will join me in fulfilling it.
- I have had lots of experience in leading through challenge. One challenge, for example as Co-Chair of Houston's Energy Valuation Conference, was to pivot from "in person" to an "online only" in 2020, and back to "hybrid" in 2022. Of course, this took a great team and chapter.
- I have a successful track record of cultivating international educational offerings through developing the International Virtual Chapter and Houston's Energy Valuation Conference.

- I have experience in co-marketing with other professional associations to spread multi-disciplinary education.
- I hope I've added value to you:
 - as an officer of the International Virtual Chapter,
 - in gathering donations for the ASA Educational Foundation's Annual Silent Auction fund raiser,
 - Perhaps I have assisted you in applying for a needs-based scholarship grant,
 - Or registered you to attend or sponsor Houston's Energy Valuation Conference,
 - Perhaps we just had coffee at a Conference.

I pledge you my service as Secretary/Treasurer, should you choose me. Together, we can enhance the value of our designation. Please join me!

Call me, text me, or email me with your suggestions and questions.

I ask for your vote. Let's Enhance the Value of ASAs Brand Together.

Thank you!

Carol