



Carol Akers Klug, ASA

Election Biography

ASA Member since 1996

Accredited Senior Appraiser, Business Valuation since 6/11/2003

Houston Chapter Member – President, 2006/2007

ASA International Vice President (2025/2026)

Ends Review Task Force, Chair

Governance Education Committee, Chair

ASA International Secretary / Treasurer (2024/2025)

Audit Committee, Chair

Investment Committee, Chair

Budget & Finance, Chair

ASA Regional Governor (2012-2016)

ASA International Virtual Chapter – Initial Officer, President

Co-sponsored the OnDemand Initiative to record POV courses online

Co-Sponsored the Mentor Bank for members to assist Candidate members attain their ASA

ASA Board of Governors (2012-2016)

ASA Constitution & Bylaws Committee, Member

ASA Investment Committee, Member

ASA Strategic Planning Committee, Member

ASA Budget & Finance Committee, Observer

ASA BV Conference Planning Committees - San Antonio (2013), Fort Worth (2026)

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

ASA Houston Chapter

ASA Houston Energy Valuation Conference – Co-Chair (6 years), Planning Committee (16 years to present)

Houston Chapter - President (2006-2007), Officer



Professional

The Appraisal Foundation – Business Valuation Resource Panel (2023 to present)
Financial Industry Regulatory Authority (FINRA), Industry Arbitrator, lapsed

Employment:

Business Valuation (1989-Present). Accredited Senior Appraiser (2003 to Present)

Sole practitioner dba Carol Akers Klug ASA MBA (2006-present)

Business Valuation Manager at two regional valuation providers (1995-2005)

Investment Analyst & Senior Portfolio Manager (1976-1995, 2000)

Bank of America entities (1981-2000)

Akers Investment Advisors (1989-1995)

American General Companies (1976-1980) [AIG]

Education

BBA and MBA – The University of Texas at Austin

Professional 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 Decorative Arts Docent, (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 are based on years of service in ASA leadership positions.

My experience as ASA Vice President, Secretary/Treasurer, Regional Governor and on international committees has given me a solid understanding and working knowledge of ASA's operations, its financial model, and governance documents which are required to perform the duties of International President. I have revised ASA's governance documents and have a working knowledge of its governance principles and governance policy model. I have worked tirelessly to further ASA's goals forth in the Ends.



Providing Value Worldwide

- As ASA Vice President, I chaired the Ends Review Task Force where we defined the “Ends” which provide the measurable expectations for our CEO, and specify ASA’s organizational goals, intended beneficiaries, and priorities that our CEO is expected to achieve.
- While Vice President, I chaired the Governance Education Committee whose members are recording videos to educate members on the duties and responsibilities of positions and opportunities to serve ASA on the international level.
- While Secretary/Treasurer, we expanded the financial presentations provided to the Board increasing transparency.
- While Regional Governor, I co-sponsored the OnDemand Initiative expanding ASA’s domestic and international educational offerings with the goal of increasing membership.
- On the chapter level, I have served on a dedicated team for 16 years (6 years as Co-Chair) which has developed a sustainable model for ASA Houston’s Award-Winning ENERGY VALUATION CONFERENCE (“EVC”) by co-marketing with other professional associations, and inviting multi-disciplinary valuation speakers in every sector of the energy market. The skills acquired have increased education for ASA, and introduced ASA to up to 250 professionals world-wide annually. As 40% are NOT ASAs, EVC may increase membership and enhance ASA’s brand.
- On a personal level, I like to keep things simple and focused. I am responsive and responsible for completing tasks. I seek shared collaborative resolutions, and appreciate that we are all volunteers. I follow-through to ensure a fruitful outcome in concert with ASA’s goals and principles. This I pledge to continue as ASA International President.

It is truly an honor to be nominated, and if elected I will continue to work tirelessly for ASA’s members.



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

My contributions while serving as ASA International Secretary/Treasurer, Vice President, and Regional Governor must be measured with those of my fellow Officers and Governors.

- i. On the Executive Committee:
 - a. As Vice President and Chair of the Ends Review Task Force, we collaborated and proposed “Ends Statements” that members will have access to the tools and resources necessary to achieve the highest level of professionalism including Education, Standards, Resources, Brand Recognition, Credentialing, Code of Conduct and Networking opportunities. These were approved by the Board.
 - b. As Vice President and Chair of the Governance Education Committee, we educated members by recording videos describing the purpose of Region and Discipline Governors, the Constitution and Bylaws Committee, The Appraisal Foundation, The ASA Educational Foundation, and the Carver Policy Governance Model.
 - c. As Secretary/Treasurer and Chair of the Investment and Audit Committees, we increased transparency by expanding financial presentations provided to the Board.
 - d. As Regional Governor, our team expanded educational offerings:
 - o We sponsored the OnDemand Initiative mandating every discipline record its POV courses in online format to increase membership.
 - o We developed the International Virtual Chapter (the “IVC”) to build a global bridge, give a voice, and education to every-member everywhere, strengthening ASA’s worldwide brand.
 - o We sponsored the Mentor Bank for members to assist Candidates in their path to ASAs.



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- o We secured increased PA hours to encourage participation on the chapter level.
- ii. On the chapter level, I have devoted 16 years (6 as Co-Chair) to develop a sustainable model for ASA Houston's Multi-Disciplinary Award-Winning ENERGY VALUATION CONFERENCE ("EVC"). The model can be replicated to benefit ASA.
 - a. EVC co-markets with other professional associations which enhances the value of ASA's brand.
 - b. 40% of EVC attendees are NOT ASAs which enhances branding and may increase membership.
- iii. While on the ASA Educational Foundation, I initiated Houston's POV Scholarship Fund for needs-based chapter members by donating funds to match contributions from the ASAEF and Houston Chapter.
- iv. As Chair and Director of the ASAEF, we granted needs-based scholarships, developed textbooks, and raised scholarship funds.

Give an example of a time you helped a group make a difficult strategic decision. How did you contribute to the discussion and to reaching a decision?

I believe in taking a collaborative approach to resolving difficult strategic decisions. Here are two examples:

- i. As Chair of the Ends Review Task Force, there were those who envisioned the Ends must be stated "This Way #1" or "That Way #2". As Chair, I divided the task by assigning different Ends to each task force member to edit and present to the group. ASA's CEO and ASA's governance consultant were consulted. The task force then reviewed each member's edited assigned Ends and collaborated as a group. The task force decided to prepare two alternatives (#1 and #2) for the Board to consider. The Governors collaborated and voted to choose #2 with a few edits. Collaboration extended the process, but everyone's voice was heard, and everyone's input was considered. In the end, the Board of Governors spoke with one voice.



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- ii. Another example of collaboration is the ASA Houston Chapter's Energy Valuation Conference where I've served on the planning committee for 16 years – including 6 years as Co-Chair. As the team and conference grew, my Co-Chair and I saw certain members had developed expertise in specialized areas – specifically inviting sponsors, designing our website, envisioning the platform for our 8 speakers, conversing with the location, and administrative tasks of which there are many. We gave those individuals the title of Chair and a team. All of the Chairs embraced their responsibility and added an improvement each year. Over my 6 years as Co-Chair, there were difficult strategic decisions and problem-solving issues each year including going to ONLINE ONLY during COVID, back to HYBRID before others, and explaining our vision and model to those outside our team. The team of 12 bonded strongly over the years, and some members continued their ASA membership just to remain on the EVC team. We continue to work as a family with one vision, and every voice is heard and considered.

I do believe in listening to every voice, and considering everyone's opinions. I believe in encouraging those who have shown expertise and interest in certain areas, and in giving those individuals the responsibility to work toward ASA's common goal. I value effective actions, harmonious interactions, productive results, and working with others to meet a shared goal. This I pledge to you as International President.

Looking ahead three to five years, what do you see as the most important issues this board should be focused on?

In the next three to five years as International President, if elected, I pledge to assist the ASA Board of Governors and CEO in collaboratively strengthening its path to achieve the Global (Broadest) Ends which include:

- i. Providing the *Tools and Resources* necessary for members to achieve the highest level of professionalism through ASA's Educational Courses, Standards, Credentialing, Reaccreditation and Membership.
- ii. Strengthening the public's recognition of the ASA Brand, its Credentials and Standards;



- iii. Strengthening the Professionalism practiced by Society members throughout their activities, efforts and endeavors, in concert with the Society's Code of Conduct.
- iv. Strengthening the Networking opportunities with appraisers of other appraisal disciplines and locations through chapters and the Society's international activities. The aforementioned help members gain value, skills and contacts.

Under the Carver Policy Governance Model that ASA adopted some years ago, ASA's Board is responsible for setting the above Ends, and the CEO is tasked with the Means, or delivering ASA on the path to achieve its Ends.

If elected, I pledge to listen to each of you, and collaborate with ASA's Board of Governors as its International President, and work to further the important issues listed above, in concert with our CEO.

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. I value each of you for your strengths and differences.

I ask for your vote, and pledge my service if elected. Let's enhance ASA's Brand Recognition together!

Why should members vote for you?

ASA is a remarkable society of professionals, and I have dedicated years to contribute to its future. My goal as ASA President is to help ASA's members enhance the value of our designation through the strength of the Carver Policy Governance Model, and to further ASA's educational outreach in concert with our CEO.

Why should you vote for an ASA in business valuation who is also a decorative arts docent and works tirelessly to provide multi-disciplinary education to MTS, BV, ARM, PP, CPAs, CFAs, petroleum engineers and others?



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- I have given years of service to ASA, and have a solid understanding and experience in growing ASA's education - and I pledge to give the same to you as International President of ASA.
- I understand ASA's financial inner-workings, its governance documents, and policy governance policy model – and will be immediately productive.
- I have offered my vision to increase ASA's membership nationally and internationally, and enhance the ASA Brand – and hope you join me in fulfilling it.
- I have experience in collaboratively leading to resolve difficult strategic decisions as detailed in #3 above.
- I have demonstrated a successful record of cultivating international educational offerings through developing the International Virtual Chapter, ASA Houston's EVC, sponsoring the OnDemand Initiative to record POV courses online – always collaborating with great teams. Success is always measured by teamwork.
- I have experience in co-marketing with other professional associations to spread multi-disciplinary education.
- I hope I've added value for you during my terms as International Vice President, International Secretary/Treasurer, officer of the International Virtual Chapter, in gathering donations for ASAEF's Silent Auction, in helping you secure a needs-based scholarship grant, in registering to attend or sponsor ASA Houston's Energy Valuation Conference, or perhaps just sharing thoughts at an ASA Conference.

It is an honor to be nominated, and I pledge my service to you as incoming International President of the American Society of Appraisers. Together, we can enhance the value of our designation.

Please call me, text me, or email me with your suggestions and questions. I am here to serve you.

I ask for your vote. Come join! Let's Enhance ASAs Brand Together.

Carol Akers Klug 713-664-KLUG (5584) caklug@swbell.net