

RYAN DONOVAN, CUDE

CHIEF EXECUTIVE OFFICER | STRATEGIC ASSOCIATION LEADER NATIONAL ADVOCATE FOR COOPERATIVE FINANCIAL INSTITUTIONS

Astute Executive ~ Trusted Strategist, Board Advisor, Catalyst Leader

Demonstrated Record of Success in Navigating Political and Economic Environments

Track Record of Excellence in Advancing the Priorities of Credit Unions and Federal Home Loan Banks

Visionary and influential executive with a career marked by more than 2 decades of success strengthening public and legislative policy, driving meaningful change, and advancing the priorities of the credit unions, federal home loan banks, and financial services industry through high-impact advocacy at the national level.

Dynamic leader and persuasive lobbyist who is an expert in amplifying the voice of member institutions across ever-evolving political and economic landscapes. Leverage a disciplined and results-driven approach to advocacy and regulation; excel in navigating the complexities of public policy, financial technology disruption, eroding consumer trust, and supporting economic growth.

- **Distinction as top lobbyist;** recognized for significant legislative success by *The Hill*; expertly aligned with the organization's mission and overall vision and championed top priorities.
- **Reputation for stellar leadership and strategic planning abilities.** Conceived, developed, and executed CUNA's 360-degree advocacy strategy; directed the highly successful operational revitalization of CUNA advocacy.
- **High-achieving trade association leader well known for expertise in partnering strategically with stakeholders** to drive enterprise-wide advocacy solutions and deliver exceptional results for cooperative financial institutions. Notable success in instilling confidence and increasing the visibility and credibility of member financial organizations.
- **Legislative leader, global public speaker, and persuasive communicator whose influence impacts credit unions, financial services, politics, Congress, and the state and federal government.** Earned distinction as a prolific writer and public speaker; invited to deliver keynote addresses/presentations at 1K+ conferences, meetings, and schools.
- **Expert in organizational development and creating cultures of excellence,** with a history of success in building high-performing teams across geographies, developing key leadership, and advancing mission-critical imperatives.
- **Well-versed in driving mission-critical initiatives and strategic changes** that maximize operational, financial, and programmatic performance and consistently engage/retain members, build value, and inspire trust.

AREAS OF EXPERTISE & EXECUTIVE STRENGTHS

Organizational Development; Strategic Planning & Implementation; Financial Management; Growth Strategies; Trade Association Administration; International & Political Advocacy; 360-Degree Advocacy Strategy; Strategic Congressional Engagement; Litigation and Regulatory Advocacy; Board and Governance Relations; Enterprise Reputation Management; Public Policy Forecasting and Scenario Planning; Cultural Transformation; Federated System Stewardship; Ethical Stewardship; Member Engagement; Global Communications; Policy Analysis; Stakeholder Relations; Media & Public Relations; Change Management; Cross-Collaborative Team Leadership; Risk Mitigation; Congressional Briefings; Presentations; Storytelling; Performance Reporting

PROFESSIONAL EXPERIENCE & IMPACT

COUNCIL OF FEDERAL HOME LOAN BANKS (FHLBanks), Washington, DC
President and Chief Executive Officer

2022-Present

Brought on board to guide member organizations, lead operations, maintain the organization's financial strength, devise and implement growth strategies, and position the council for long-term success. Engage in steering the FHLBanks at 100 initiative, reshaping the council's unified advocacy approach, outlining advocacy priorities, and positioning the council to engage the Trump administration.

Leadership Highlights

- Set ambitious objectives, shape the organization's brand and champion its priorities, and streamline operations, processes, and systems to achieve targets.
- Develop and lead high-performing teams, and create a culture focused on excellence.
- Track political, regulatory, and industry-related trends and anticipate stakeholder needs. Serve judiciously while representing members; recommend actions that protect member interests and remain aligned with advocacy strategies and imperatives.
- Demonstrate the ability to remain politically impartial.

Selected Accomplishments & Impact

- Spearheaded the FHLBank system strategy on the Federal Housing Finance Agency's FHLBanks at 100 initiative, an expansive review of the mission, governance, and operations of the federal home loan bank system.
- Convened 11 council member CEOs to align messaging and voice, consider voluntary reforms including a 50% increase in affordable housing program (AHP) contributions and 30+ housing/community development initiatives, engage 800+ stakeholders, establish a proactive media strategy that repositioned the system, and lead development of legal analyses related to regulatory overreach and balanced oversight.
- Credited for role in protecting the FHLBank system from changes to its structure and mission, reinforcing the system's role in liquidity crisis, and reshaping media and policymaker perceptions.
- Devised and implemented strategies that were successful in transforming the council's advocacy approach from passive to assertive.
- Positioned the FHLBank system to successfully engage a new presidential administration. Headed a 3-month strategic planning process; convened 11 FHLBanks and government relations officers and developed guiding principles, advocacy strategies, and nonnegotiable redlines.
- Developed a strategic relationship with FHFA director nominee, provided detailed background for Senate confirmation/post-confirmation, and engaged with OCC, NCUA, FDIC, and Federal Reserve heads to reinforce interagency alignment and secure support.
- Played a key role in adoption of recommendations, including suspending rulemakings and eliminating non-statutory functions. Earned recognition as a trusted voice from new leadership and gained support from prudential regulators reinforcing the FHLBank message with FHFA. Pursuing second wave of ambitious policy reforms currently.

CREDIT UNION NATIONAL ASSOCIATION (CUNA), Washington, DC

2007-2022

Executive Vice President and Chief Advocacy Officer, 2015-2021

Senior Vice President, Legislative Affairs, 2011-2015

Vice President, Legislative Affairs, 2007-2011

Principal Lobbyist; drove the association to new heights and strengthened CUNA's reputation as a leader in the trade association/advocacy industry. Analyzed current public policy issues, identified trends, enriched the policymaking process, and worked alongside members of Congress, regulators, and staff on credit union advocacy priorities. Expertly led a team of 45 internally (as EVP/CAO) and offered leadership to the state credit union leagues' government affairs professional.

Selected Accomplishments & Impact

- Established and executed the credit union advocacy agenda; transformed advocacy by leveraging a 360-degree advocacy strategy. Assembled cross-functional teams of lobbyists, attorneys, state government staff, policy analysts and communications professionals; directed strategies to break down internal silos, which resulted in a successful cultural shift focused on teamwork and transparency.
- Implemented cooperatively with credit unions and state credit union leagues and associations.
- Analyzed and improved the credit union charter and facilitated the policymaking process; liaised with the CUNA board, state credit union leagues, system partners, advocacy committee, additional CUNA committees and credit unions.
- Recognized as a top lobbyist nationally and expert on credit unions. Earned Ballast Research recognition of the CUNA/league system as one of the strongest policy brands in the nation; achieved a #1 rating among associations in "unified voice" in three of the last five years.
- Developed innovative strategies to address the member business lending cap through the enactment of empowering legislation and the removal of regulatory barriers, resulting in additional business lending capacity beyond the long-term legislative initiative.

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- Offered advisement and direction while serving as subject matter expert and key spokesperson for meetings and conferences supporting the World Council of Credit Unions, CUNA, leagues, credit unions, and financial services industry organizations.
 - Expanded credit unions' reach and messaging through content and quotes across media outlets, including the Wall Street Journal, the New York Times, the Washington Post, American Banker, MarketWatch, Politico, the Hill, Roll Call, Credit Union Times, and the Credit Union Journal.
 - Credited for leading CUNA's D.C. office relocation. Leveraged position as a cultural leader in the D.C. office to listen to colleagues' concerns, represent them to executive management, incorporate feedback into office features, manage expectations, and establish a collaborative culture in the new office space.

CALIFORNIA AND NEVADA CREDIT UNION LEAGUES, Washington, DC

2005-2007

Director of Federal Government Affairs, 2006–2007

Director of the Washington Office, 2005–2006

Drove strategies that strengthened political and legislative advocacy and substantiated the Credit Union Leagues' full-time Washington presence in California and Nevada.

Selected Accomplishments & Impact

- Cultivated and expanded mutually beneficial interactions between members of Congress and the staff by developing and implementing the Hike the Hill at Home program while coordinating numerous in-person meetings in Washington.
- Fostered member-directed conversations focused on advocacy advancement initiatives, including credit unions featuring congressional supporters in newsletters and a formal appeal by the first partisan communication for credit union members to vote for a Congressional candidate.

Earlier successes include serving as Acting Chief of Staff, Legislative Director, and Legislative Assistant at the Office of Representative Brad Sherman. Began career as a Staff Assistant and progressed from Legislative Correspondent to Executive Assistant while serving in the Office of House Democratic Leader Richard Gephardt.

EDUCATION

JOHNS HOPKINS UNIVERSITY, Baltimore, MD

Master of Arts, Government

TRUMAN STATE UNIVERSITY, Kirksville, MO

Bachelor of Science, Political Science