



Virtual™

# Make Your Mark on the World.

We do more than support organizations.  
**We drive them.**

# Our Brand Promise

You formed your organization with purpose.

Your objectives are well defined. Your commitment is unwavering. Your group is filled with like-minded people willing and able to put in the work required to Make Your Mark on the World.

But purpose alone isn't enough. To turn vision into momentum—and momentum into lasting impact—you need a partner who delivers more than support. You need strategic insight, operational excellence, and a deep commitment to your success.

At Virtual, we go beyond the basics. We bring a consultative mindset, proven expertise, award-winning solutions, and a results-driven global approach to everything we do. We work alongside you to support your mission, solve challenges, and create sustainable progress that drives your organization forward.



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# Our Story

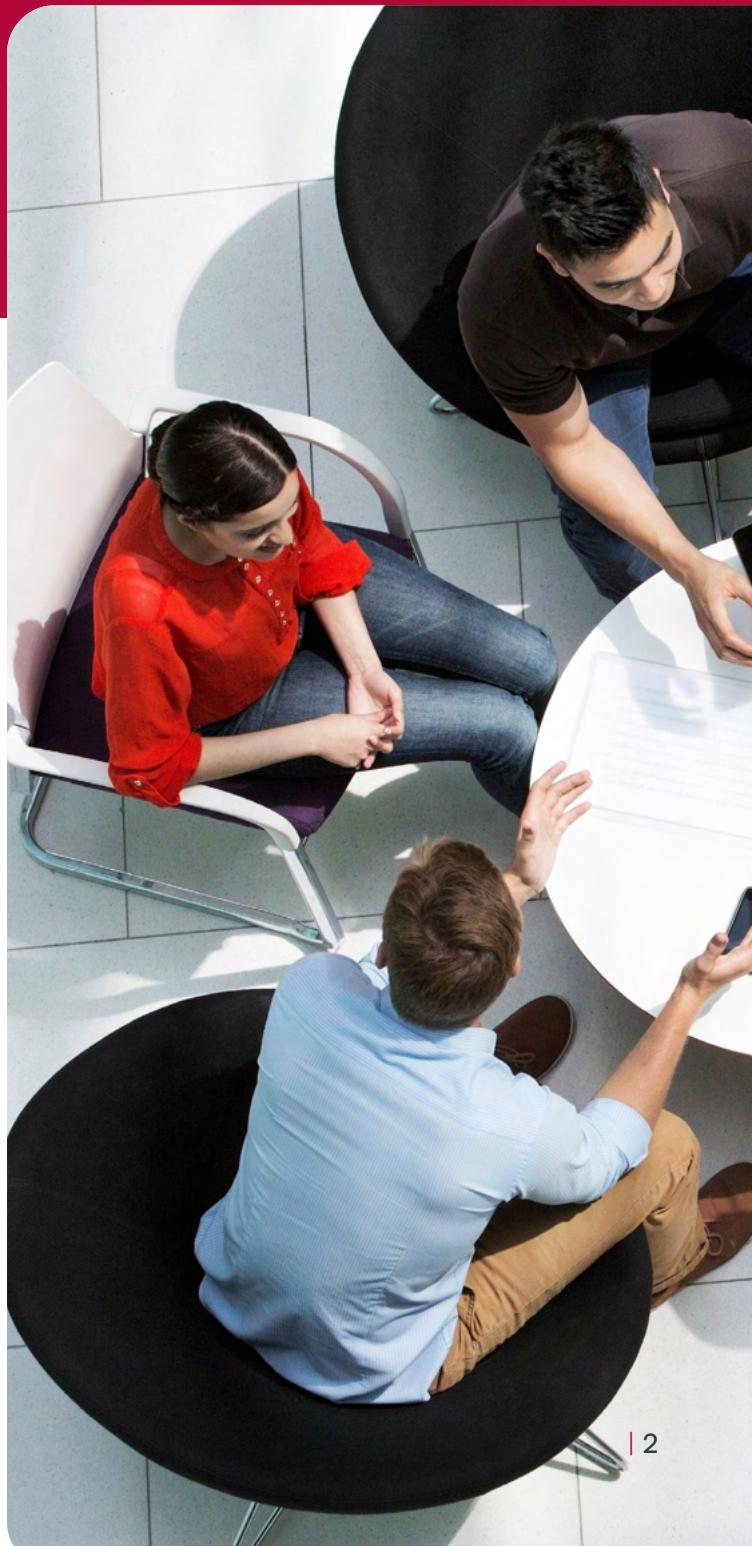
**At Virtual, Inc., we are more than “business as usual.”  
We turn visions into reality.**

For 25 years, Virtual has helped some of the world’s leading global membership organizations Make Their Mark on the World. Whether bringing new groups to life or getting existing groups unstuck, we deliver extraordinary results and game-changing growth for our global portfolio of clients.

You bring the mission. We bring the strategy, tools, and relentless drive to make it happen. We supercharge membership-based organizations and deliver tailored management solutions that drive success.

We’ve launched new groups that change the face of technology, revived stalled organizations and driven explosive membership growth. When we come on board, we’re in it to change the game.

Our global client lineup is a who’s who of tech leaders, standards trailblazers, certification bodies, open-source powerhouses, and professional societies—many comprised of some of the largest brands in the world.



# Our Mission

**Powering secure payments around the globe.**

**Shaping the next era of the web.**

**Turning billions of cell phone taps into instant connections.**

**Redefining what next-gen connectivity looks like.**

**Raising the bar for global professional standards.**

Big goals? Absolutely. And beyond just talking about them—we partner with world-changing organizations to make them happen.

Virtual is more than your typical professional services firm. We're the behind-the-scenes force powering some of the boldest moves in tech, standards, and innovation. We provide strategy, execution, and everything in between.

Our team? They are our fuel. We are high-caliber strategic thinkers and operational gurus relentless in the pursuit of excellence. We bring the spark, the strategy, and the muscle to move your mission forward.

**We're here to rewrite the rules—and help you Make Your Mark on the World.**

**50+**

consortia and  
associations  
launched

**60+**

clients under  
management

**150+**

full-time  
professionals

**25+**

years  
in business



# Advancing Technological Standards

## Making Their Mark

At Virtual, we don't simply deliver top-tier services to our client associations, consortia, and other membership-based groups. We partner with our client organizations to help them grow, achieve desired results, and deliver impact. In other words, we play a key role in helping groups Make Their Mark on the World.

## Securing Payment Transactions Worldwide

The PCI Security Standards Council (PCI SSC) is a global forum that brings together payments industry stakeholders to develop and drive adoption of data security standards and resources for safe payments worldwide. Virtual has been PCI SSC's management partner since its inception. Through that partnership, we have helped the Council drive its ever-important security standards; develop its assessor framework and network; and bring its highly engaged Community Meetings to countries across the globe.

## Guiding The Future of the Web

Virtual played a key role in helping the World Wide Web Consortium (W3C) transition from an academic host model to an industry consortium structure. This significant transformation required careful planning and a range of integrated services. Our engagement included strategic development to guide the transition, implementation of advanced technology solutions, and comprehensive finance and accounting services. Additionally, we provided HR support to ensure a smooth transition for staff. Our multi-faceted approach enabled W3C to navigate this complex change effectively, positioning them for ongoing success in their industry.

## Tap-Based Connectivity for Billions of Devices

The NFC Forum brings the convenience of near-field communication (NFC) technology to life. The group empowers organizations to deliver secure, tap-based interactions with an intuitive, reliable experience to users around the globe. Virtual has been the Forum's management partner since its inception. We helped create the group's operational infrastructure and guided the design and implementation of its standards and certification programs. Virtual has also led the marketing efforts that have helped NFC technology become one of the most ubiquitous connectivity protocols in the world.

## Bringing Openness to Network Technology

The Telecom Infra Project (TIP) is a global community of companies and organizations working together to accelerate the development and deployment of open, disaggregated, and standards-based technology solutions that deliver the high-quality connectivity that the world needs, especially in those parts of the globe that are marginally connected. We helped the organization design the structure of the organization; create an effective project group model; establish a scalable technology infrastructure; and design the strategy around its global network of test labs.

# Elevating Mission Impact and Growth

## **Micro Focus. Macro Impact.**

The Microscopy Society of America (MSA) is a scientific community dedicated to enabling discoveries that positively impact the course of humanity. This organization is dedicated to the promotion and advancement of all microscopic imaging, analysis and diffraction techniques in support of pursuits and research in biology, materials, medicine and physical sciences. Virtual is a strategic partner to MSA, providing leadership, operational support, global events management and marketing services to underpin the organization's growth and impact.

## **A Healthy Partnership**

The Nurse License program works with the Massachusetts Board of Registration in Nursing to help license nurses that want to practice in the state. The program works with the Board to ensure nurses meet the required standards of education, competency, and ethical practice. The program plays a crucial role in maintaining the quality and safety of nursing care provided to the public. Through our Professional Credentialing Solution arm, Virtual is the administrator of record for all the program's licensing types. Whether for nurses at the start of their career, or those transferring into the state, our company prides itself on taking good care of those critical healthcare workers on their licensing journey.



# Our Six Enablers of Client Success

We bring the strategic insight of a top-tier professional services firm—backed by deep industry knowledge and decades of experience helping organizations launch, grow, and lead. We become a true extension of your team, aligning with your vision, guiding key decisions, and staying relentlessly focused on results. We take on your most pressing challenges and mission-critical needs with urgency and purpose—delivering service excellence with solutions that are not only effective but built to last.

## Core Services

- Finance & Accounting
- Membership Management
- Human Resources
- IT Infrastructure

## Technology

- Collaboration Community
- Technology Advisory
- Technology Solutions

## Operations

- Program & Project Management
- Group Secretariat
- Day-to-Day Management

## Strategic Advisory

- Executive Director Services
- Strategy Facilitation
- Growth Planning

## Global Engagement

- Marketing & Creative
- PR & Media Relations
- Global Events Management

## Certification & Credentialing

- Program Design
- Administration
- Back-Office Support

# Core Services

Members and money are the core assets of your organization, and the two go hand in hand. Our company excels in providing advanced membership and finance services on a world-class IT infrastructure.

We help organizations establish a reliable, analysis-oriented business foundation that empowers our client leaders to be knowledgeable and data-driven in their strategic decision making. For organizations that want to maintain a core nucleus of subject matter experts on staff, Virtual provides an innovative employee hosting service and other HR capabilities such as recruiting and performance management solutions.

## Finance & Accounting

### Providing the financial rigor you need to execute with confidence.

Data drives decisions. Our Finance & Accounting services give you the power of a fully-fledged finance department, with experts handling every aspect of the work. Our services include fractional CFO-level engagement, cutting-edge tools and workflows, uncompromising security and controls, meticulous budgeting, strategic financial planning, and comprehensive audits ensuring that every dollar is accounted for and optimally utilized.

We offer tailored financial advice and insights, helping you navigate complex financial landscapes and make informed decisions. Our focus is to always provide you with a clear view of your organization's finances, so that you can focus on your organization's strategic objectives.

Virtual not only helps you maintain financial health but also identify opportunities for growth and efficiency, ensuring your organization is always moving forward.

#### Our Finance & Accounting services include:

- Streamlining banking and merchant account operations to optimize electronic transactions, enhancing security and efficiency
- Driving vendor bill processing, expense management, and accounts payable operations while ensuring seamless member payment workflows
- Leading general ledger oversight, financial operations, and strategic budgeting for organizational excellence
- Delivering impactful financial reporting on a monthly and quarterly basis, ensuring robust budget analysis and accuracy
- Ensuring financial health through cash forecasting and executive-level reporting tailored for leadership and Board decisions
- Spearheading annual budgeting processes and securing comprehensive financial record retention
- Overseeing year-end close activities and tax preparation in collaboration with CPA partners, ensuring full compliance with all tax regulations
- Managing grant finances, international VAT recovery, and investment accounts to maximize growth and compliance opportunities

## Membership Management

### Accelerating your membership growth.

Virtual's strategic approach to membership management drives both growth and engagement. Whether they're individuals or entities, your members are your organization's lifeblood. We ensure that every interaction reinforces loyalty, drives growth and fuels engagement — guaranteeing they remain members over the long term.

Virtual's Membership Management Services offers world-class member experience and provides your group with the data and insights needed for informed decisions. We handle everything from onboarding and renewals to front-line customer service and data-driven reporting.

#### Our Membership Management services include:

- Recruiting new members by identifying prospects, targeting potential members, and managing follow-ups
- Providing onboarding kits to welcome new members
- Ensuring compliance with legal documents such as bylaws and IPR policies
- Delivering front-line customer service and call center support
- Retaining members by analyzing membership benefits and needs, developing new resources, and running renewal campaigns
- Providing monthly reports on membership status and activities

“ The Virtual Team have been incredible. They have consistently supported our needs and have always been proactive in guiding us in the right direction. I genuinely appreciate the team and feel fully backed by them. These last few years have been challenging, but with Virtual's help, we have made significant progress. ”

**Ann Crittenden**

President

Women Marines Association (WMA)

## Human Resources

### Applying the human touch to your organization's growth.

At Virtual, we believe that organizational success is driven by having the right people doing the right things and treating people the right way. To that end, we have a team of experts who provide best-in-class services, focused fully on ensuring your organization has top executive talent and delivers outstanding employee experience.

We provide the key services most groups need to help build and cultivate world-class teams. Our People & Culture team provides comprehensive employee hosting services for client leaders and key subject matter experts (SMEs), ensuring seamless integration and operational excellence. Our highly effective recruiting strategies place the right talent in critical roles, setting the foundation for success. Through focused engagements in performance management and team building, we help organizations strengthen their teams, accelerate growth, and drive lasting results.

#### Our People & Culture services include:

- Recruiting top experts to drive organizational success
- Ensuring high performance through effective management
- Analyzing and supporting compensation strategies to attract and retain talent
- Gaining insights to enhance employee experience
- Processing global payroll to accommodate talent worldwide
- Managing HR compliance to handle critical details
- Delivering training programs to educate employees on key topics
- Evaluating benefits to secure the best fit for your organization
- Strengthening teams through professional development initiatives
- Enabling retirement savings by managing 401k plans

## IT Infrastructure

### Helping you stay ahead in an ever-changing world.

Technology should enable, not hinder. Smart technology is critical for any organization that wants to Make Its Mark on the World. Our Technology Solutions team helps your organization identify the right technology strategy, systems, and applications for your needs; helps implement those tools; and then provides ongoing support.

While our team is tool-agnostic, we offer our clients access to our powerful Salesforce platform for membership data management and member collaboration to keep your organization agile and effective. At Virtual, we don't just use technology—we maximize it. Our team of experts and entrepreneurs harnesses the power of AI and automation to supercharge innovation, streamline efficiency, and deliver results that move your organization forward.

#### Our IT Infrastructure services include:

- Developing technology strategies and designing tailored solutions to organizational needs
- Supporting front-line systems and applications for seamless operation
- Utilizing Salesforce to create client operating platforms
- Implementing secure SaaS solutions for membership and financial transactions
- Providing collaboration systems ensuring secure member interaction
- Posting and managing corporate documents for accessibility
- Administering online event registration systems to streamline planning and monetization
- Creating mobile applications to boost member engagement
- Maintaining and enhancing your organization's public web presence
- Managing contracts and resolving issues with web hosting providers
- Updating content for public and member websites to ensure relevance
- Delivering web traffic data and performance reports for informed decision-making

# Operations

## Program & Project Management

Effective program and project management is essential for driving organizational success, ensuring that complex initiatives are executed with precision and aligned with strategic objectives. By employing structured frameworks and flexible methodologies, our program and project management services enable our clients to navigate challenges, optimize resources, and deliver tangible outcomes.

### Our Program & Project Management services include:

- Developing comprehensive project plans that align with organizational goals
- Implementing risk management strategies to address potential challenges
- Helping clients allocate and optimize resources
- Monitoring progress ensuring milestones are met on time and within budget
- Facilitating effective communication among stakeholders
- Conducting post-project evaluations to identify lessons learned and improve future initiatives

## Group Secretariat

Industry alliances succeed when member participants can focus on the work at hand, not the administrative and logistical details. It's also important that processes and procedures across your organization's workstreams are consistent and efficient. Our services offer professional administrative and governance support for a diverse range of collaborative bodies, including Boards, committees, working groups and task forces.

### Our Group Secretariat services include:

- Maintaining the rosters for the groups
- Scheduling meetings and conference calls in coordination with the leadership of the groups
- Centrally manage the selected web meeting tools
- Providing front-line support for member participants regarding their participation in the groups
- Working with the group leaders to distribute the agendas and reference materials for each meeting
- Attending meetings and coordinate attendance/roll call
- Ensuring the group is clear on decisions made and action items assigned
- Preparing and filing minutes for each meeting
- Tracking and monitoring action items proactively, ensuring timeline completion

# Global Engagement

## Marketing & Creative

### Telling your story effectively is key to your success.

It's how you build credibility, engage your audience, educate stakeholders, and ultimately drive growth. Effective communication keeps your members informed, motivated, and active.

From strategy to execution, Virtual's award-winning marketing and creative team delivers clear messaging and eye-catching content that moves the needle.

We understand the unique needs of membership organizations and create integrated marketing communications plans tailored to your goals—seamlessly blending marketing, public relations, and social media to drive measurable impact.

Whether you're aiming to expand your global reach or boost event attendance, we ensure every communication is working overtime to achieve your desired results.

#### Our Marketing & Creative services include:

- Developing digital marketing communication strategies
- Creating designs and visual branding, including logo designs and branded assets
- Managing ongoing media and industry analyst relations
- Producing and executing email marketing programs and campaigns
- Driving all aspects of event marketing, including promotion, onsite collateral, signage, and conference branded elements
- Coordinating development of white papers and webinars
- Arranging speaking opportunities and conference panel participation
- Managing online advertising campaigns and improving SEO to increase exposure to highly targeted audiences
- Creating podcast series to enhance thought leadership channels
- Producing a variety of video services and animations
- Building websites and landing pages
- Driving social media campaigns to build followers and engage audiences



# Global Engagement

## Global Event Management

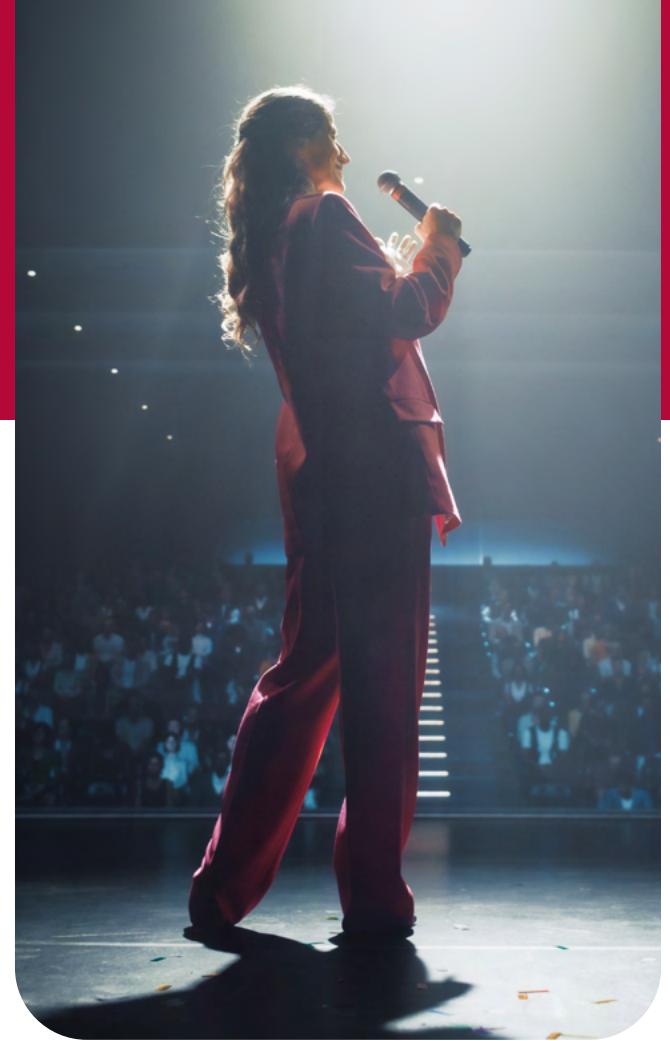
### Inspire and connect with your membership.

Your events and meetings are more than just touchpoints—they are opportunities to share information and build relationships. We know how to maximize the power of an event by delivering a memorable experience for every attendee—whether you have 50 or 3,000. Our team meticulously plans and flawlessly executes as we know that great meetings are a bit art and science.

We also understand there are no “do-overs” for events, we are relentlessly focused on ensuring that your event runs perfectly, from start to finish, in-person, online, or hybrid. Our dedicated team of global event professionals have planned and executed over 1,200 memorable conferences and events in more than 35 countries across six continents for some of the most demanding clients in the world. Whether it's a 20-person strategy session or a 2,000-attendee week long event, we don't just seek to make your event a success; we aim to blow attendee expectations away.

### Our Global Event Management services include:

- Developing experiential event designs and strategies that captivate audiences
- Crafting compelling, strategically-aligned agenda programs and session content
- Recommending creative methods to build excitement and introduce fun elements
- Handling comprehensive planning and logistics, including venue searches and onsite staffing
- Managing every project detail, from food and beverage to A/V setups
- Overseeing budget management and maintaining financial oversight
- Planning and managing attendee registration
- Organizing exhibitions to maximize engagement and visibility
- Recruiting and managing sponsorships to enhance event funding
- Engaging and coordinating internal and external speakers effectively
- Sourcing thought leaders, celebrities, and keynote speakers to elevate impact
- Overseeing stage design, remote participation setups, and overall production quality



# Technology

Technology is the backbone of collaboration and communication for any membership-based organization. It brings global stakeholders together, enabling them to exchange ideas, create deliverables, and drive world-changing impact. The right technology facilitates engagement, enables data-driven decisions, and maintains trust and security.

## Collaboration Community

Based on our Salesforce operating platform and its deep integration with Microsoft Office365, our Collaboration Community is Virtual's own secure, web-based environment where participants within a client organization can drive the work of their group. Our Collaboration Community offering provides a suite of best-in-class productivity functions and the ability to connect to an array of third-party external systems and tools.

- Discreet group areas for Boards, committees, working groups, etc.
- Document management (including versioning and co-editing)
- Online group calendar (with email invites)
- Balloting tool
- Roster management
- Email lists

## Technology Advisory

Our clients are working to make impact in many ways, and the technology they need to do so can vary greatly. Technology for any modern organization is certainly not a one-size-fits-all proposition. Our technical advisors work alongside our clients to craft smart strategies and actionable plans that address their specific technology needs. The goal: to forge solutions that are designed to empower organizations to thrive in a digital-first world.

- Technology architecture design
- Requirements sessions and workshops
- Comparative reviews of tools and applications
- Licensing and cost analysis
- Workflow and systems optimizations
- Data modeling
- Project planning and design



## Technology Solutions

Often working hand-in-hand with our advisory group, we help client organizations execute their strategies and plans. Through our in-house team and deep network of expert partners, we specialize in custom development, integrations, configurations, and optimizations to bring these strategies to life. By working across a wide range of systems and applications, we ensure that every technological component operates seamlessly to support our clients' goals. From enhancing existing platforms to building tailored solutions, we focus on delivering measurable impact and long-term value.

- Custom programming and development
- System configurations
- Code management and SDLC
- End-to-end project management and planning
- Application and platform integrations and connections
- Data-flow solutions
- Vendor management

# Strategic Advisory

Our services make our client organizations go, but it's our advisory capabilities that help ensure our client organizations drive their missions and deliver impact. Our advisors bring a collective breadth of experience, expertise and wisdom that is unmatched in our space. They come from globally recognized organizations, and they themselves have been staff leaders, board members, and key volunteers. Most importantly, they center their work on practical and actionable outcomes, not lofty and complicated thought pieces.

## Our Strategic Advisory services include:

- Facilitating strategic planning
- Designing organizational structures
- Optimizing governance frameworks
- Developing growth strategies
- Coaching change management processes
- Planning new organizations
- Creating program designs

“ The Virtual team has been absolutely wonderful partners. They're always very kind, patient, and helpful. I'd recommend them to any organization. ”

**Josh Balk**

CEO

*The Accountability Board (TAB)*



# Certification & Credentialing

We help ensure your credentialing and certification programs meet the highest standards for credibility, performance, and reliability. We offer proven strategies, robust systems, and expert support. Our experience includes diverse certification frameworks, data management, and personalized candidate assistance. Additionally, we work with top-tier test development partners and with our proprietary certification and credentialing system, you avoid high licensing and onboarding costs.

## Our Certification & Credentialing services include:

- **Eligibility Review & Processing:** Streamlined application and review processes with absolute precision.
- **Candidate-Centric Support:** Customer service teams designed to enhance candidate satisfaction and success.
- **Workflow Management:** Full-cycle management to ensure smooth, efficient certification operations.
- **Top-Tier Testing Partnerships:** Collaborations with industry-leading testing providers to maintain compliance and quality.



“ The Virtual staff are collaborative, knowledgeable and efficient. ”

**Rick Bassett**

*President, Board of Directors*

*National Association of Clinical Nurse Specialists (NACNS)*

# Our People. Our Culture.

Virtual is led by a group of visionaries who bring decades of experience from fields such as association management, strategic consulting, professional services and standards development.

We are more than a professional services firm. We are committed to innovation and client success and steer our company and clients as true servant leaders.

## Global Talent

We are a team of 150+ passionate professionals dedicated to our clients' success.

## Tech-Driven Excellence

We are powered by proven and reliable platforms like Microsoft 365, Salesforce, and QuickBooks Online.

## AI Supercharged

We are experts and entrepreneurs who leverage AI and automation to drive innovation, efficiency and results.

## Values-Led Culture

We are proud to be a best place to work, guided by integrity, collaboration, and client-first values.

# Meet Our Team



## Andy Freed

### Chief Executive Officer

Andy sets the strategic vision for Virtual and leads high-performing teams that support associations, non-profits, and membership-based organizations around the world. With over 30 years of executive management experience, he has partnered with organizations of all sizes—from startups to global enterprises. Before joining Virtual in 2001, Andy served as Vice President and CIO of the Massachusetts Hospital Association and held senior roles in state, local, and national political campaigns. He holds a bachelor's degree in government and a master's degree in public policy, both from Harvard University.



## Greg Kohn

### President

Greg leads strategic initiatives across Virtual and its client organizations, helping chart their course for long-term success through effective planning, organizational design, and change management. With more than 25 years of experience at the intersection of standards development and association management, he has advised dozens of global consortia and standards groups across the different aspects of their life cycles. Before joining Virtual in 2011, Greg held various leadership roles at the Institute of Electrical and Electronics Engineers (IEEE) in its standards group. He has a bachelor's degree in journalism from The College of New Jersey and a master's degree in communications from the New Jersey Institute of Technology.

“ Virtual has been a driving force behind CyberUSA’s successful re-launch—delivering strategic insight and hands-on operational leadership that set us up for success. ”

### Laura Baker

*Executive Director -  
CyberWyoming  
CyberUSA Advisory  
Board Member*

“ Virtual has consistently delivered exceptional work, exhibiting a remarkable attention to detail and unparalleled customer service. Our organization has thrived under their expert guidance and support. Thanks to Virtual, our Community Meetings have become standout events in the payments industry. Their dedication to client satisfaction is truly impressive, as they continually go above and beyond expectations. Working with Virtual is always a pleasure. ”

## **Mark Meissner**

*SVP, Education and Engagement  
Payment Card Industry Security  
Standards Council (PCI SSC)*



## **Mauro Lance**

### **Chief Financial Officer**

Mauro leads Virtual's team of finance and accounting professionals, driving financial sustainability and ensuring accurate reporting for both the company and its clients. He brings 30 years of financial and operational experience, having lived and worked in Chile, China, France, and the United States. Prior to joining Virtual in 2021, Mauro held senior roles at the PCI Security Standards Council, MIT Media Lab, and World Wide Web Consortium. He is a Fulbright Scholar and has a bachelor's degree in business administration from Pontificia Universidad Católica de Valparaíso and a master's degree in business administration from Suffolk University.



## **Lynne Feldstein**

### **Chief of Staff**

Lynne drives operational excellence at Virtual by aligning strategic priorities with execution, shaping company culture, and overseeing initiatives that strengthen internal operations and talent strategy. She leads cross-functional efforts that support employee engagement, internal communications, and organizational effectiveness. With 25 years of experience in chief of staff roles, program management, and operations, she is a trusted advisor to the CEO and a catalyst for change. Before joining Virtual in 2022, Lynne held senior leadership positions at Amgen and Boston Consulting Group (BCG). She holds a bachelor's degree in biology from Roger Williams University.



## Stacey Comito

### Senior Vice President, Marketing Communications & Events

Stacey oversees the strategic planning and execution of innovative marketing and event programs that drive client success. She leads Virtual's corporate marketing initiatives to enhance brand equity and support business growth. She is an accomplished and award-winning executive with deep expertise bringing ideas from concept to reality. With more than 25 years of experience, she has effectively built and led high-performing, internationally recognized teams for their excellence in marketing, digital communications, and creativity. Stacey successfully delivers unforgettable event experiences that inspire attendees and engage key stakeholders while delivering measurable results and creating powerful brand moments. Prior to joining Virtual in 2016, Stacey held senior leadership roles at Nuance Communications (now Microsoft), AOL, Pegasystems, Third Screen Media, and Boston Communications Group. She earned a bachelor's degree in business administration and marketing from the University of New Hampshire.



## Shannon Taylor

### Senior Vice President, Client Experience

Shannon oversees Virtual's client services, membership, events, and sponsorship teams, ensuring seamless execution and high-quality service across all client engagements. With more than 20 years of experience, she excels at aligning client needs with team strengths to foster long-term relationships and deliver measurable results. Earlier in her career, Shannon held roles at GaiaTech and the Hall of Fame Fitness Center. She has a bachelor's degree in liberal arts from Malone University.



“ Working with the Virtual team has been an exceptional experience. They have demonstrated a profound understanding of our organization’s mission and have been instrumental in helping us achieve our goals. The team is consistently engaged, organized, thorough, and responsive. It has been a true pleasure collaborating with everyone at Virtual. ”

**Kris Hammock**

*Vice President of the Board  
The Association for Responsible  
Alternatives to Workers’  
Compensation (ARAWC)*



**Jennifer Williams**

**Senior Vice President, Operations**

Jennifer oversees Virtual’s licensure and certifications group, known as Professional Credential Services, as well as the operations and analytics department. With more than 20 years of experience in operations management and client services, she supports organizational growth through process improvement, team development, and a strong focus on customer satisfaction. Prior to joining Virtual in 2018, Jennifer served as Director of Client Services at Quorum Health Resources. She has a bachelor’s degree in merchandising from the University of Kentucky and a master’s degree in business administration from Strayer University. She is also a certified Lean Six Sigma Black Belt.



**Jaci Cochran**

**Vice President, Finance**

Jaci leads Virtual’s corporate accounting team, overseeing internal accounting, financial reporting, audit, compliance, and tax functions to ensure the company’s operational foundation is strong and scalable. She has more than 25 years of finance experience spanning public accounting, Fortune 500 companies, and small business environments. Prior to joining Virtual in 2016, Jaci held roles in accounting, audit, and financial management in a variety of industries. She has a bachelor’s degree in business administration from Auburn University and a master’s degree in accountancy from Belmont University. Jaci is a Certified Public Accountant (CPA) and a Certified Fraud Examiner (CFE).



## Ashley Costello

### Senior Director, Growth Strategy

Ashley leads growth strategy initiatives across Virtual's client portfolio, providing strategic direction, go-to-market planning, and team leadership to drive innovation, enhance client experience, and support long-term success. She has more than 15 years of experience in strategy, sales enablement, and commercial marketing, with a focus on helping mission-driven organizations scale and adapt. Before joining Virtual in 2022, Ashley held roles at Philips Healthcare, Stackpole & Partners, Tufts Health Plan, and Dun & Bradstreet. She has a bachelor's degree in communications and marketing from Bryant University and a certificate in designing high-impact solutions from MITdesignX.



## John Lessard

### Senior Director, Business Development

John leads business development efforts at Virtual with a focus on helping organizations build sustainable value, grow revenue, and strengthen client relationships. With 25 years of experience across professional services and small business ownership, he brings a unique, entrepreneurial perspective to every engagement—taking a holistic, customer-first approach to help clients stand out and make a lasting impact. Before joining Virtual in 2019, John successfully operated a multi-unit franchise business. He has a bachelor's degree in English from Brandeis University and a certificate in screenwriting from Emerson College.



“ As a member of AMAT, I have had excellent experience working with Virtual, Inc. Their team is incredibly responsive, professional, and proactive in supporting our needs across various areas including membership management, events, website and IT support, and strategic planning. Their expertise and attention to detail have significantly contributed to AMAT’s growth and operational efficiency. Virtual’s ability to adapt to our evolving needs and provide tailored solutions has greatly enhanced our association’s impact. ”

**Ieesha Johnson**

President

*The Association for Multicultural Affairs in Transplantation (AMAT)*



### **Adam Rak**

#### **Head of Strategic Partnerships & West Coast Initiatives**

Adam leads strategic partnerships and business development efforts to drive growth opportunities for Virtual’s technology and standards client portfolio. He has more than 25 years of experience in promoting initiatives and partnerships across the technology landscape, with deep expertise in government relations, public policy, and organizational strategy. Prior to joining Virtual in 2025, Adam held senior roles at Trustwave Government Solutions, TechAmerica, Symantec, and Potomac International Partners. He has a bachelor’s degree in international affairs from George Washington University.



### **Barbara Soifer**

#### **Director, Client Marketing Strategy & Engagement**

Barbara leads marketing strategy and client engagement initiatives for Virtual’s technology and professional association clients, helping drive strategic value, visibility, and impact. With more than 25 years of experience in integrated marketing, brand strategy, and digital communications, she brings a creative, data-informed approach to delivering high-performing campaigns. Before joining Virtual in 2024, Barbara held senior marketing roles at Synchronoss Technologies, The Solutions Group, and IEEE, and served as a consultant to organizations across the tech, nonprofit, and healthcare sectors. She has a bachelor’s degree in English and American studies from Rutgers University.



## Lyndsay Shea

### Director, Global Events

Lyndsay leads the planning and execution of global events for Virtual clients, overseeing conferences, meetings, and strategic gatherings that advance organizational goals and create meaningful experiences for attendees. With more than a decade of experience in event design, budget management, and cross-functional coordination, she brings a detail-driven approach to every engagement. Prior to joining Virtual in 2024, Lyndsay held senior event leadership roles at Corium and Unbridled. She has a bachelor's degree in American Cultural Studies from Bates College.



## Jennifer Ashoooh

### Senior Director, People & Culture

Jennifer leads strategic HR initiatives for Virtual, partnering across teams to drive engagement, talent management, and align people strategies with business goals. With more than 25 years of experience in strategic HR leadership, she brings deep expertise in business partnership, learning and development, and change management. Before joining Virtual in 2020, Jennifer held senior HR roles at Comcast and OneBeacon Insurance. She has a bachelor's degree in Business Management and Hospitality Management from the University of New Hampshire and a master's degree in Human Resources Management from Rivier University.



## Justin Wade

### Senior Director, Financial Planning & Analysis

Justin leads financial planning and analysis at Virtual, providing data-driven insights and strategic support to help guide company decision-making and long-term planning. With more than 20 years of experience in budgeting, forecasting, and financial operations, he brings deep analytical expertise and a strategic, solutions-focused mindset to his role. Prior to joining Virtual in 2014, Justin spent over a decade at MIT, where he led finance teams supporting research activity at the Research Laboratory of Electronics (RLE) and the Computer Science and Artificial Intelligence Laboratory (CSAIL). He has a bachelor's degree in business administration and economics from Carnegie Mellon University.



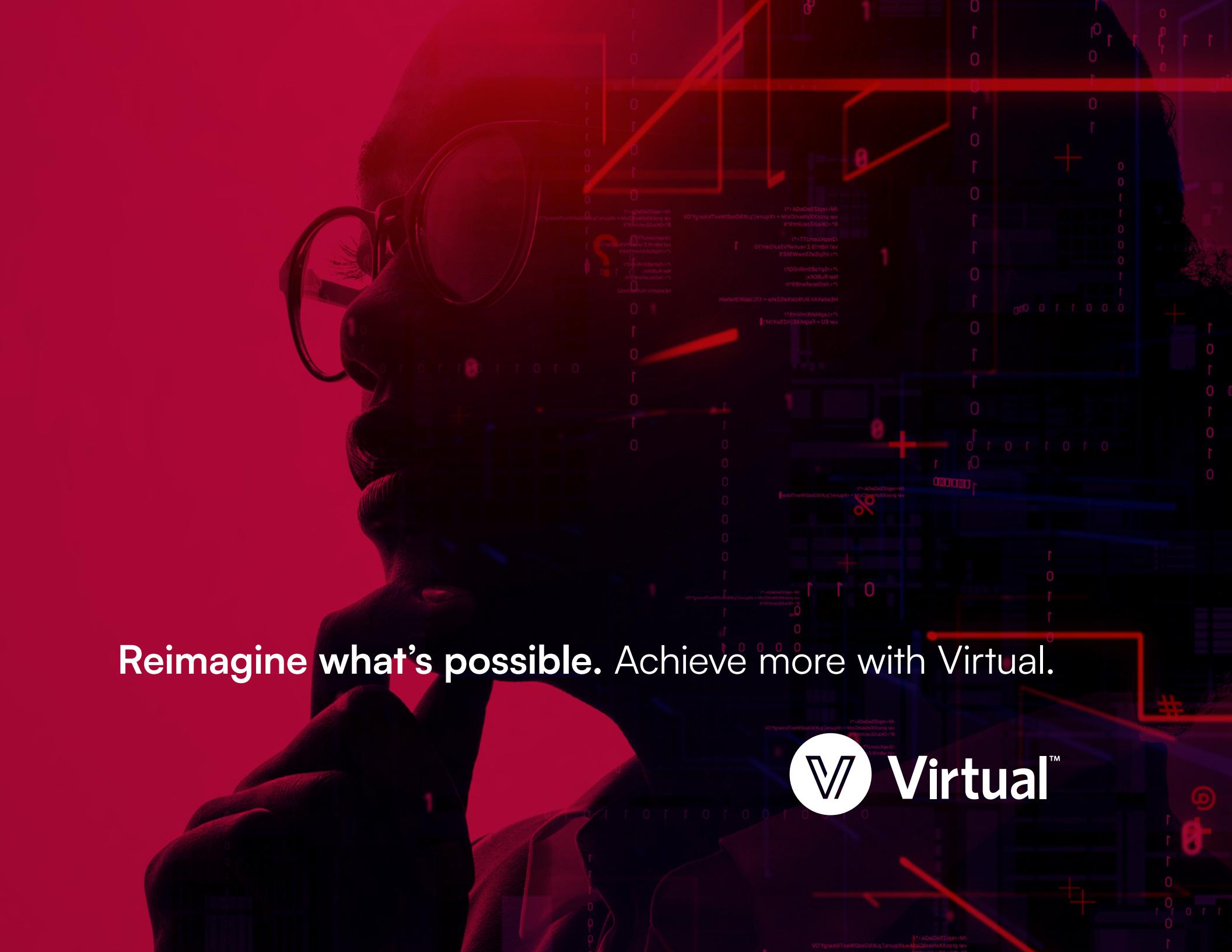
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