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# Public Policy and Advocacy in a New Era

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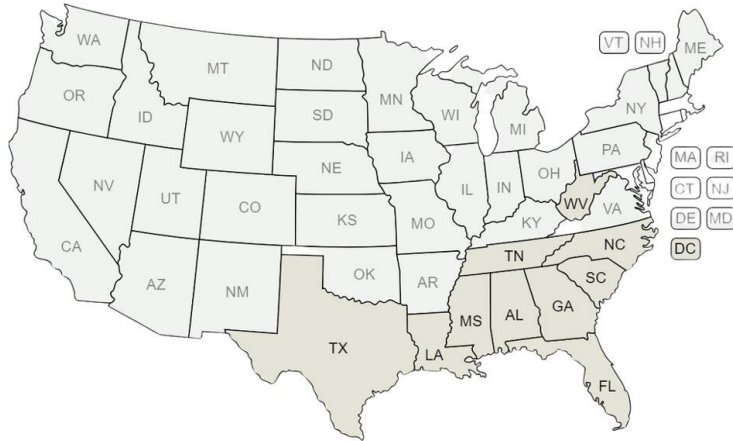


# Agenda

- Overview of Regulatory Actions during Trump's First Hundred Days
- Key Challenges and Strategic Responses
- Case Study: St. Jude Children's Research Hospital
- St. Jude's Approach to Managing a Period of Policy Uncertainty and Disruption
- Questions/ Discussion



## Our Footprint



### GOVERNMENT RELATIONS



### CAMPAIGN & PAC MANAGEMENT



### STRATEGIC COMMUNICATIONS



### ASSOCIATION MANAGEMENT





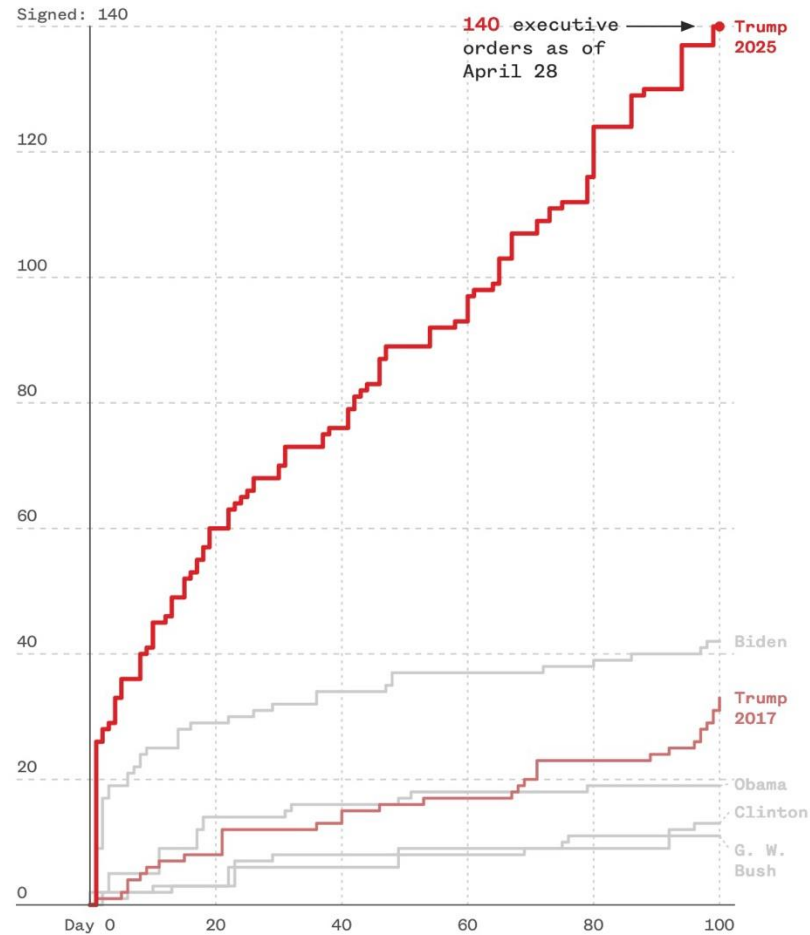
## TRUMP'S FIRST 100 DAYS

- President Trump signed more than 120 executive orders in the first 3 months of his second term.
- Franklin D. Roosevelt signed the most executive orders, with over 3,700 during his 12 years in office.
- William Henry Harrison signed the fewest executive orders, with zero during his 30 days as president.

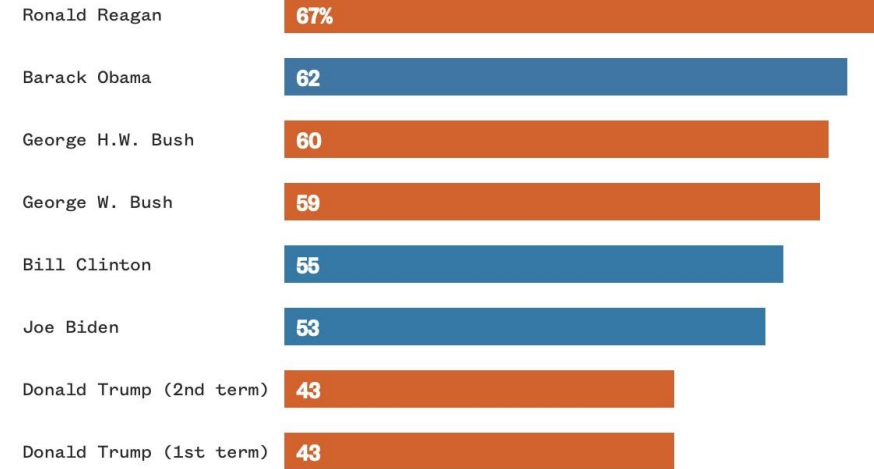


## Executive orders, per day

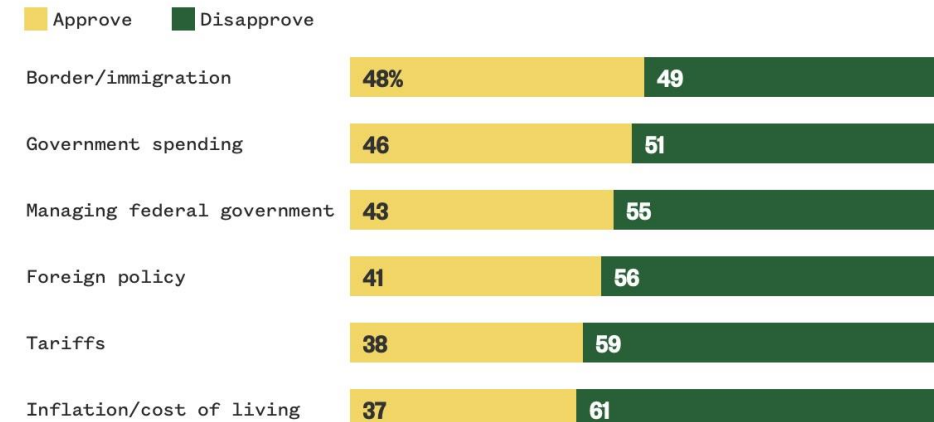
Trump signed more executive orders in his first day than most of the recent presidents did in their first 100 days.



## Presidential approval ratings at 100 days in office



## How Americans are rating Trump's handling of key issues





# DOGE

## PRESIDENT TRUMP SIGNS TWO EXECUTIVE ORDERS ESTABLISHING AND EXPANDING THE DEPARTMENT OF GOVERNMENT EFFICIENCY (DOGE)

- "Establishing and Implementing the President's Department of Government Efficiency," an executive order signed by President Trump, assigns DOGE the responsibility of "modernizing federal technology and software to maximize government efficiency and productivity."
- "Implementing the President's 'Department of Government Efficiency' Cost Efficiency Initiative," another executive order signed by President Trump, assigns DOGE the responsibility of enhancing transparency and getting rid of unnecessary spending of public funds.
- Technology, law, and management professionals have been assigned by DOGE to identify and recommend reductions in bureaucratic waste within federal executive agencies.
- DOGE has saved taxpayers \$140 billion through asset sales, contract cancellations, fraud interceptions, interest reduction, regulatory reforms, and workforce reduction, resulting in \$869.57 per taxpayer.
- DOGE has uncovered numerous instances of pernicious federal grants and contracts, including an almost \$400,000 Department of Agriculture program to educate queer, trans, and BIPOC urban farmers and consumers about "food justice" and "values-aligned markets."
- DOGE has implemented regulatory reforms to reduce fraud, including prohibiting the Social Security Administration from altering senior citizens' bank account information over the phone, which accounts for 40% of fraud that occurred at the agency.



## DEFUNDING DEI EO 1451

### Administrative Action:

"Ending Radical And Wasteful Government DEI Programs And Preferencing"

This EO is the subject of four pending federal lawsuits, one filed in the U.S. District Court for the District of Maryland (case number: 1:25-cv-333), one filed in the U.S. District Court for the District of Columbia (case number: 1:25-cv-00471), one filed in the U.S. District Court for the Northern District of California (case number: 3:25-cv-1824), and one filed in the U.S. District Court for the Northern District of Illinois (case number: 1:25-cv-2005).

### Overview:

Requires the Director of OMB, assisted by the Attorney General and the Director of the OPM to terminate all DEI and diversity, equity, inclusion, and accessibility (DEIA) mandates, policies, programs, preferences, and activities in the Federal Government. Also provides that Federal employment practices, including Federal employee performance reviews, "shall reward individual initiative, skills, performance, and hard work and shall not consider DEI or DEIA factors, goals, policies, mandates, or requirements."

### Agencies Receiving Instructions:

Director of OMB;  
Attorney General; and  
Director of OPM



# WITHDRAWAL FROM THE WORLD HEALTH ORGANIZATION

## **PURPOSE: To withdraw from the World Health Organization (WHO).**

“The United States noticed its withdrawal from the World Health Organization (WHO) in 2020 due to the organization’s mishandling of the COVID-19 pandemic that arose out of Wuhan, China, and other global health crises, its failure to adopt urgently needed reforms, and its inability to demonstrate independence from the inappropriate political influence of WHO member states. In addition, the WHO continues to demand unfairly onerous payments from the United States, far out of proportion with other countries’ assessed payments. China, with a population of 1.4 billion, has 300 percent of the population of the United States, yet contributes nearly 90 percent less to the WHO.”

**ACTIONS:** The United States intends to withdraw from the WHO.

- The Presidential Letter to the Secretary-General of the United Nations signed on January 20, 2021, that retracted the United States’ July 6, 2020, notification of withdrawal is revoked.
- Executive Order 13987 (Organizing and Mobilizing the United States Government to Provide a Unified and Effective Response to Combat COVID-19 and To Provide United States Leadership on Global Health and Security), which, among other things, called for “engaging with and strengthening the World Health Organization” is revoked.
- Assistant to the President for National Security Affairs shall establish directorates and coordinating mechanisms within the National Security Council apparatus as necessary and appropriate to safeguard public health and fortify biosecurity.

**What Happens Next/Implications:** President Trump initiated a process to withdraw from the WHO during his first term in office, a process that takes a year to finalize, and halted funding. This time period was not met when President Biden took office and he reversed this decision and restored funding. Now, after issuance of a formal letter of withdrawal United Nations and WHO, the process will be initiated once again. Such a [letter](#) has been issued, indicating that membership will end as of January 22, 2026.

Per the Executive Order, U.S. government representatives may not work with WHO, and will likely mean that there will be no U.S. official at key upcoming WHO-based meetings, including the next Executive Board meeting (the U.S. is a member of the Executive Board) and Pandemic Treaty negotiations, both scheduled for February. As the largest donor to WHO providing approximately 16%-18% of the organization’s revenue, the absence of U.S. funding will have an impact WHO’s operations, as will the loss of U.S. technical expertise.

## ESTABLISHING MAHA COMMISSION EO 14212

"Establishing the President's Make America Healthy Again Commission"

- Asserts that it is the policy of the Federal Government to aggressively combat critical health challenges, including the rising rates of mental health disorders, obesity, diabetes, and other chronic diseases. Requires executive departments and agencies that address health or healthcare to focus on reversing chronic disease.
- Provides that all federally funded health research should empower Americans through transparency and open-source data, and should avoid or eliminate conflicts of interest that skew outcomes and perpetuate distrust.
- Provides that NIH and other health-related research funded by the Federal Government should prioritize gold-standard research on the root causes of why Americans are getting sick.
- Directs agencies to work with farmers to ensure that U.S. food is the "healthiest, most abundant, and most affordable in the world."
- Directs agencies to ensure the availability of expanded treatment options and the flexibility for health insurance coverage to provide benefits that support beneficial lifestyle changes and disease prevention.
- Establishes the President's Make America Healthy Again Commission. Requires the Commission submit a "Make our Children Healthy Again Strategy" to the Presidents within 180 days of the release of the EO.

Secretary of HHS; Assistant to the President for Domestic Policy; Secretary of Agriculture; Secretary of Housing and Urban Development; Secretary of Education; Secretary of Veterans Affairs; Administrator of the Environmental Protection Agency (EPA); Director of OMB; Assistant to the President and Deputy Chief of Staff for Policy; Director of the National Economic Council; Chairman of the Council of Economic Advisers; Director of the Office of Science and Technology Policy; Commissioner of Food and Drugs; Director for the Centers for Disease Control and Prevention (CDC); Director of NIH; and other members of the Administration invited to Participate.



## HERITAGE PROJECT 2025:

Project 2025 is a historic movement that was created by over 100 organizations from the conservative movement with the goal to defeat the Deep State and return the government to the people. Its Mandate for Leadership: The Conservative Promise, published in April 2023, offers policy suggestions to address America's challenges and put our country back on track.

This includes:

- Secure the border, finish building the wall, and deport illegal aliens
- De-weaponize the Federal Government by increasing accountability and oversight of the FBI and DOJ
- Unleash American energy production to reduce energy prices
- Cut the growth of government spending to reduce inflation
- Make federal bureaucrats more accountable to the democratically elected President and Congress
- Improve education by moving control and funding of education from DC bureaucrats directly to parents and state and local governments
- Ban biological males from competing in women's sports

# FUNDRAISING & FINANCIAL MANAGEMENT

## Key Challenges:

- **Federal Funding Uncertainty:** The Trump administration has implemented a pause on federal grants and loans, affecting programs like AmeriCorps and foreign aid.
- **Tax Policy Shifts:** Potential changes to charitable deductions and estate tax exemptions may influence donor behavior and giving patterns. [2025 United States federal government grant pause](#)

## Strategic Responses:

- **Diversify Revenue Streams:** Explore alternative funding sources, including individual donations, corporate partnerships, and donor-advised funds.
- **Enhance Financial Transparency:** Strengthen financial reporting and accountability to build donor trust and comply with evolving regulations.



# TECHNOLOGY ADOPTION

## Key Challenges:

- **Regulatory Scrutiny:** Tighter data privacy and security regulations may impact how nonprofits manage donor and beneficiary information .

- **Funding Constraints:** Reduced federal funding may limit resources available for technology investments. [Wipfli](#)

## Strategic Responses:

- **Invest in Cybersecurity:** Prioritize data protection to comply with regulations and maintain stakeholder trust.

- **Leverage Cost-Effective Tools:** Utilize affordable technology solutions to enhance operational efficiency and service delivery.





# STAFFING & HUMAN RESOURCES

## Key Challenges:

- **Hiring Freezes:** A federal hiring freeze may delay IRS processing of tax-exempt status applications and audits .
- **Immigration Enforcement:** Stricter immigration laws could impact staffing, especially for nonprofits serving immigrant communities. [Arnold & Porter](#)

## Strategic Responses:

- **Plan for Delays:** Anticipate longer timelines for regulatory approvals and compliance checks.
- **Review Workforce Composition:** Assess staffing needs and consider the implications of immigration policies on your workforce. [Arnold & Porter](#)

# INCREASED SERVICE DEMANDS

## Key Challenges:

- Program Cuts:** Reductions in federal programs like AmeriCorps have led to service disruptions and increased demand on local nonprofits .

**Community Needs:** Economic pressures and policy changes may heighten the demand for services in areas such as housing, education, and healthcare. [Iowa nonprofits reeling from federal AmeriCorps cuts - Axios Des Moines](#)

## Strategic Responses:

- Enhance Community Partnerships:** Collaborate with other organizations to share resources and expand service delivery.

**Advocate for Support:** Engage with policymakers to highlight the essential role of nonprofits in meeting community needs.



# MARKETING & COMMUNICATION

## Key Challenges:

- **Policy Shifts:** Changes in federal policies may affect messaging, especially for organizations focused on diversity, equity, and inclusion (DEI) .
- **Donor Engagement:** Evolving tax policies may influence donor engagement strategies and communication approaches. [glassladdergroup.com](https://glassladdergroup.com)

## Strategic Responses:

- **Adapt Messaging:** Align communication strategies with current policy landscapes while maintaining organizational values.
- **Strengthen Donor Relationships:** Focus on building long-term relationships with donors through personalized engagement and transparent communication.



## CONCLUSION

The Trump administration's policies present both challenges and opportunities for nonprofits. By proactively adapting strategies in fundraising, financial management, staffing, service delivery, technology adoption, and communication, organizations can navigate these changes effectively and continue to fulfill their missions.



# A Case Study: St. Jude Children's Research Hospital

## February 4, 1962

Memphis, Tennessee

St. Jude opened its doors to advance cures and means of prevention, for pediatric catastrophic diseases through research and treatment.

Consistent with the vision of founder Danny Thomas, no child is denied treatment based on race, religion or a family's ability to pay.

“No child should die in the dawn of life.” – Danny Thomas, founder

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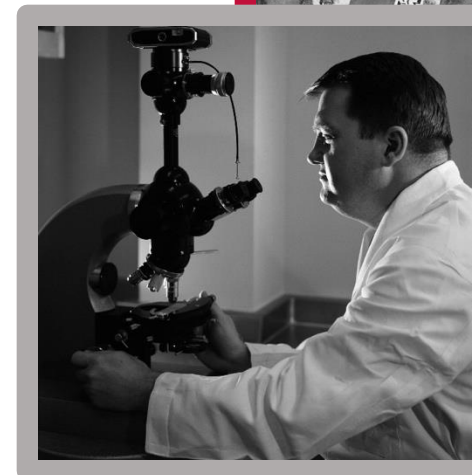
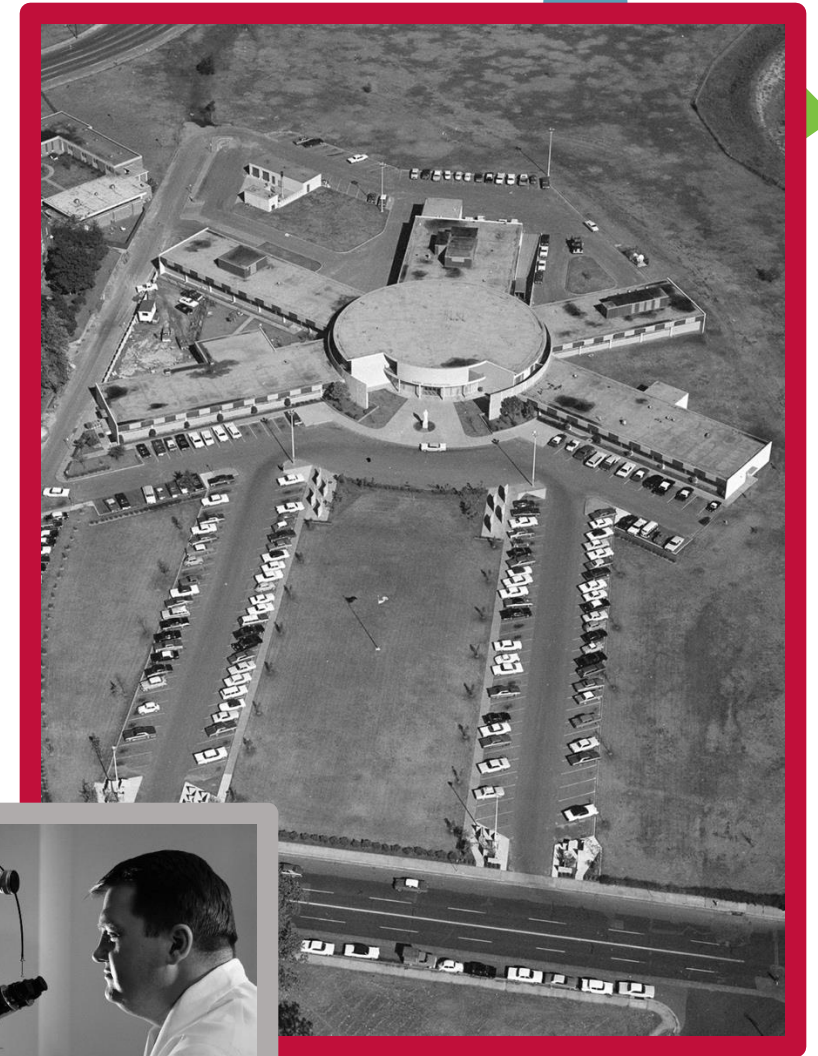
## A light in the dark

- **80%** of children with cancer perished.
- Only **4%** survived acute lymphoblastic leukemia, the most common cancer.
- Sickle cell disease patients lived from pain crisis to pain crisis.
- Infectious diseases threatened young lives.

“My motivation was emotional, rather than intellectual. Those children suffered agonies beyond the imaginable; but even worse, they were considered lost causes.”

– Donald Pinkel, MD, founding medical director

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# St. Jude Today

Laboratory  
Science

Preclinical  
Modeling

Clinical Trials

Clinical Care

Community  
Health

Global Health



Bringing together the top pediatric scientists and healthcare providers, on one campus, to discover breakthrough cures for catastrophic pediatric diseases.



Identifying unique solutions, such as industry partnerships and on-site advanced manufacturing, to expand and improve pediatric disease treatment options.



Engaging in every step of the biomedical innovation pipeline from basic discovery to clinical translation to cancer survivors' population studies to global pediatric health.

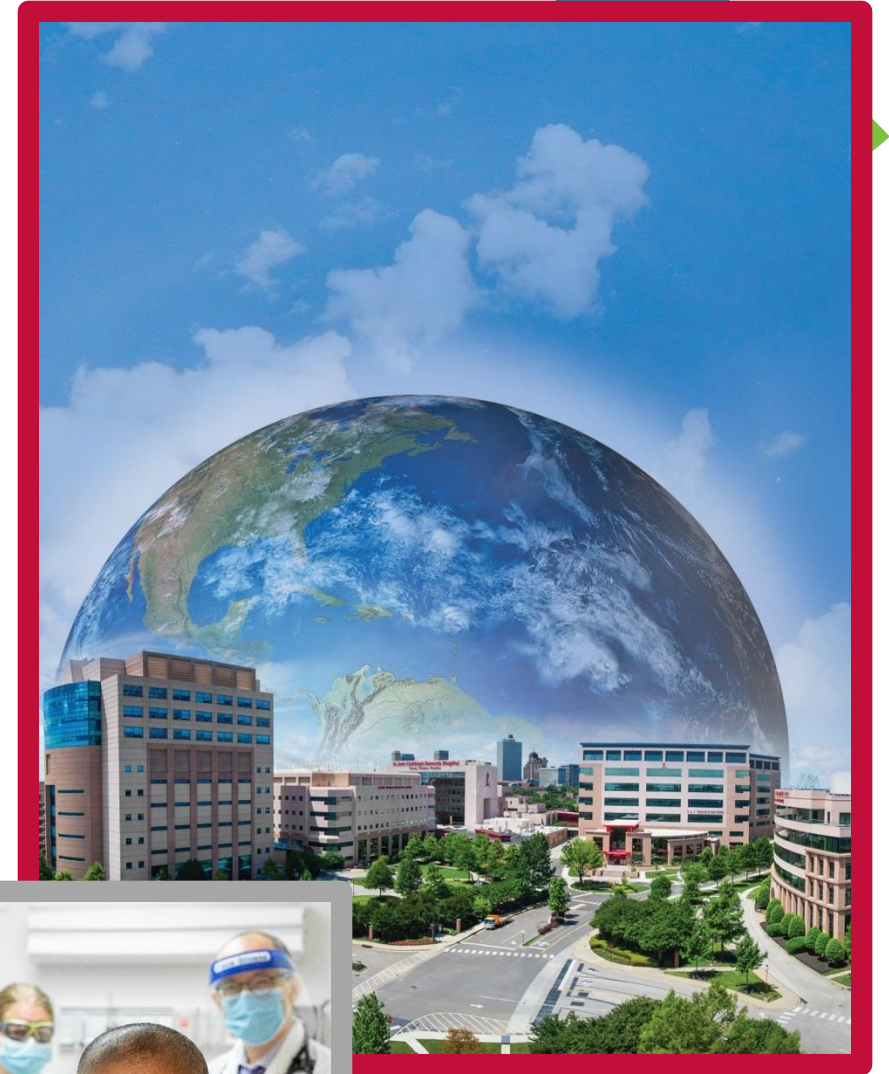
## Model for the world

### Global resource for the research and treatment of childhood catastrophic diseases

- 70% of efforts dedicated to pediatric cancer
- 15% dedicated to non-malignant hematology
- 15% dedicated to infectious diseases

### Nearly 6,500 patients treated annually

- No family receives a bill for treatment, lodging, transportation or food.
- Patients treated on an outpatient basis as part of ongoing research programs.





# St. Jude Children's Research Hospital Office of Government Affairs

## Mission

To collaborate with policy decision-makers at the federal, state, and local levels to uphold the hospital mission of advancing cures, and means of prevention, for pediatric catastrophic diseases through research and treatment by advocating for legislation and policies that will advance the institution's work.

## Vision

To be a trusted and sought-after public policy resource for St. Jude and our collaborators.

# Why Does St. Jude Need an Office of Government Affairs?

- Isn't the government our friend?
- Manage interactions
  - Cultivate and maintain relationships
  - Senior management direction
  - Staff implementation
- Focused, proactive discipline
- Benchmark with peer institutions
- Continuous feedback loop





# Primary Functions of a Successful Government Affairs/Legislative Advocacy Program

- Identify policy priorities for the company/agency.
- Monitor legislation and policies at the federal, state and local level.
- Establish and maintain relationships with key elected officials and other public policymakers and their staff.
- Coordinate company/agency's response to calls for action from outside organizations in the areas of grassroots advocacy, grasstops advocacy and media advocacy.
- Serve as the company/agency's liaison to allied professional organizations and advocacy groups.





# Approach to Managing a Period of Policy Disruption and Uncertainty



# Pre-Inauguration Threats and Opportunities Assessment

1. Identify Trump campaign policy priorities
2. Summarize potential outcomes based on the administration's stance during the campaign
3. Organize into trackable categories
4. Assess the potential threats and opportunities for St. Jude
5. Prepare for any potential actions/ responses
6. Brief leadership





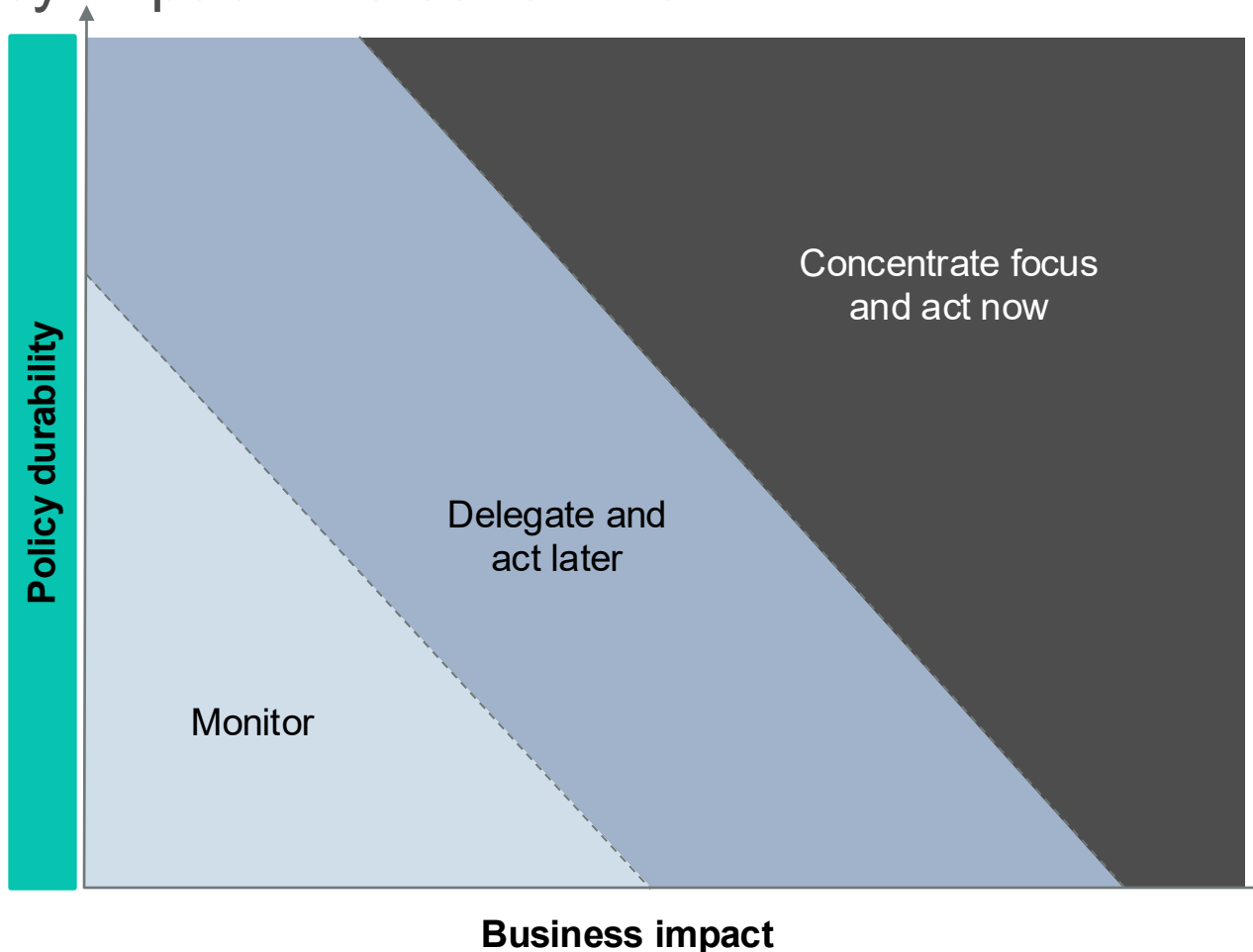
# Post-Inauguration Monitoring of Presidential Actions and Briefings for Leadership

1. Assign legal and government affairs staff policy topics with identified threats/opportunities
2. Develop a more detailed analysis and a 1-3 sentence summary of each new development
  - e.g. New Executive Order, litigation or court order, agency implementation of a presidential order, etc.
3. Assemble all shortened summaries into an organized 2-4-page briefing
4. Circulate briefing to senior leadership team every 3-4 days



# Evaluating the Potential Impact of Executive Orders on St. Jude

## Policy Impact Evaluation Matrix



Source: Gartner

Is the policy temporary, a negotiating tactic or otherwise not intended to last?

Is the policy likely to face a strong legal or legislative challenge?

Is the designated authority legally empowered and able (e.g., funded, staffed) to act on the policy?

Does the policy require urgent action?



# Internal Workforce Engagement

- Email communications from leadership to staff describing: the policy topics being monitored, St. Jude's stance/ response on each topic, contact information for more info on each topic, and general reassurance
- Monthly presentations with policy updates from the Office of Government Affairs to staff involved with implementing regulatory guidance
- Two-part institution-wide Grand Rounds presentation from the Office of Government Affairs
- Office of Government Affairs Professionals Day to socialize how the office can serve as a resource and reassure staff that St. Jude is engaging in gov affairs



# Government Affairs Efforts

## How to engage/respond in a difficult political landscape

- **Maintain your network:** identify key stakeholders across the federal government and monitor any movement (e.g. federal worker layoffs)
- **Power in numbers:** engage with coalitions, alliances, societies, etc.
- **Meet face to face:** folks are more willing to share information, and agree to working with you, in person than over email/ virtual calls
- **Tell your story:** highlight real examples of how any disruptions are impacting your business processes
- **Use data:** support any asks with real numbers, congressional/ federal agency staff appreciate quick, meaningful facts they can share





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# The Power of One



# WWDD??



***"Life is not about waiting for the storm to pass,  
it's about learning to dance in the rain."***

***"Be a thermostat, not a thermometer. Instead of reacting to the  
environment, set the temperature and create change"***

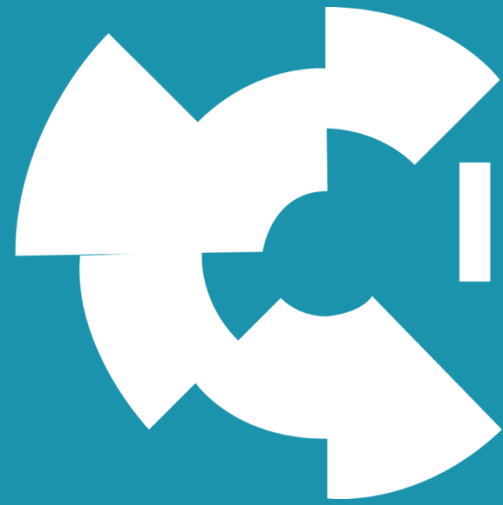
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**Thank you!**  
Questions?





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