

## Position and Candidate Specification

The logo for the Certified Financial Planner Board of Standards (CFP Board). It features a yellow rectangular background. In the center, there is a black-bordered rectangle containing the text "CFP BOARD" in bold, black, sans-serif capital letters.

Certified Financial Planner Board of Standards

### Chief Executive Officer

**PREPARED BY:**

Sarah Burley Reid  
Leslie Hortum  
Thomas Rhodes  
Katherine Stellato

September 2025  
Assignment: 61309-002

# About the Organization

CFP Board is the professional body for more than 106,000 CFP® professionals in the United States. It sets, administers and upholds standards for the CERTIFIED FINANCIAL PLANNER® certification. Today, approximately 1 in 3 U.S. retail financial advisors holds the CFP® mark. The community of CFP® professionals has more than doubled over the past 19 years, reflecting broad recognition of the certification's rigor, relevance and the confidence it inspires among consumers, employers and the broader financial advice ecosystem.

Beyond certifying and upholding standards for CFP® professionals, CFP Board is a convener at the center of the profession, engaging certificants, thousands of candidates pursuing CFP® certification, financial services firms of all sizes and business models, colleges and universities, continuing education sponsors, policymakers, regulators and investor advocates. Because of this unique position, CFP Board has an unparalleled ability to bring together people and organizations to advance financial planning for the benefit of the public.

Headquartered in Washington, DC, CFP Board operates with an annual budget of approximately \$85+ million and a team of 130+ professionals.

Momentum is strong. The July 2025 CFP® Certification Exam was the largest July administration in CFP Board's history, as was the March 2025 exam. Last year, CFP Board certified a record number of new CFP® professionals, including a record number of women.

CFP Board consists of two affiliated nonprofits united by a vision for a future where every American has access to competent, ethical financial planning. In 2023, CFP Board evolved into:

- **CFP Board of Standards (501(c)(6)):** Credentials competent and ethical financial planners, upholds CFP® certification as the recognized standard and advances the financial planning profession.
- **CFP Board Center for Financial Planning (501(c)(3)):** Advances competent and ethical financial planning and expands CFP® professional diversity for the benefit of the public.

A volunteer Board of Directors, including both CFP® professionals and public members, governs both organizations. In 1995, CFP Board became the first non-health related certification program to receive accreditation from the National Commission for Certifying Agencies (NCCA).

The organization's strategy is organized around five priorities, the **Five Blocks**:

1. **Standards & Certification:** Set, administer and enforce certification standards that warrant public trust.
2. **Access:** Expand public access to competent and ethical financial planners by increasing the number and diversity of CFP® professionals.
3. **Workforce:** Develop a sustainable and diverse financial planner workforce.
4. **Awareness:** Increase awareness of CFP® certification as the must-have financial planner credential for consumers and advisors.
5. **Community & Regulatory Engagement:** Engage the financial advice ecosystem and influence policy to benefit the public and advance the profession.

Since launching in 2011, CFP Board's Public Awareness Campaign has established a national mindset around the value of financial planning and the importance of working with a competent, ethical CFP® professional. Unaided awareness has climbed from 17% at launch to 47% today, and consumer preference to work with a CFP® professional has risen to 89% (up from just 22%). The campaign includes a robust annual \$30 million national advertising effort with fall and spring broadcast windows, complemented by year-round paid media, public relations and consumer outreach.

CFP Board Center for Financial Planning strengthens the profession's future by tackling workforce development, expanding opportunity and producing research that advances the field's body of knowledge. Since 2015, the Center has raised nearly \$30 million and awarded 755 scholarships totaling \$2.8 million.

With long-serving and highly respected CEO Kevin R. Keller, CAE preparing to retire in April 2026, CFP Board seeks a next CEO who will build on this momentum and shape the next era of financial planning. The ideal leader will translate Board priorities into exceptional execution; align financial and human capital to mission; champion the public interest; and harness data, technology and partnerships to widen access to competent, ethical advice. This is a rare opportunity to steward a trusted national standard and galvanize a vibrant community of planners, firms, educators and advocates so that every household has a clear path to financial confidence and well-being.

For more information, please visit <https://www.cfp.net/>.

# Position Summary

CFP Board

CFP Board has transformed from a respected but relatively unknown organization into a market leader and conduit for progress across the entire financial advice ecosystem. It sits at the intersection of the colleges and universities that train the next generation of financial advisors, the firms that employ them and the membership organizations that support ongoing learning and development.

CFP Board uses its unique position to convene advisors, firm leaders, membership and public interest organizations, academics and many others to advance financial planning and the profession for the benefit of the public.

As CFP Board's long-serving and deeply respected Chief Executive Officer (CEO), Kevin Keller, enters retirement, CFP Board seeks in its next CEO a stellar executive who drives success, aligns the organization's financial and human resources (HR) with the board of directors' priorities, leads staff and engages stakeholders to secure the organization's continued position and impact.

## KEY RELATIONSHIPS

**Reports to** Board of Directors

**Direct reports** Chief Financial Officer  
Chief Operating Officer  
Chief of Staff  
Chief Program Officer  
General Counsel  
Head of Enforcement  
Head Technology Officer

**Other key relationships** Membership organizations and financial planning bodies (i.e., FPA, NAPFA, FPSB, CFA Institute, AICPA, Investment Adviser Association, FSI and IRI)  
CFP Board  
Governmental/Regulatory Agencies (i.e., SEC, FINRA, DOL, NASAA and CFPB)  
Public Interest Organizations (i.e., AARP, Friends of Fiduciary, CFPB, Investment Advisor Oversight Coalition)  
Trade and Consumer Media  
Academic and Industry leaders  
CFA Professional Organization  
CPA Professional Organization  
Key Industry Leaders  
Center for Financial Planning Volunteers

## DESIRED OUTCOMES

The CEO of CFP Board will be accountable for delivering outcomes that ensure the organization's long-term sustainability, impact and leadership in the financial planning profession. The successful leader will achieve the following:

### Strategic Leadership and Vision

- Establish clarity and alignment with the board of directors and staff around CFP Board's strategic plan and vision, ensuring financial sustainability and advancing the organization's distinction.
- Effectively steward and champion public awareness and other initiatives that promote the CFP® mark to the public.

### Standards and Public Advocacy

- Uphold and enforce the highest competency and ethical standards for CFP® certification.
- Lead CFP Board's advocacy efforts, representing the profession's and the consumers' interests in public policy matters.

### Growth and Access

- Expand the number of CFP® certificants, increasing the public's access to competent and ethical financial planners.
- Build and sustain relationships with universities and academic programs to strengthen the certification pipeline and play a visible role in addressing industry-wide workforce challenges.

### Stakeholder Engagement

- Engage effectively with all stakeholders including certificants, the public, large financial firms, regulators and policymakers—to build trust, foster collaboration and raise CFP Board's visibility and stature.

### Organizational Culture and Talent

- Cultivate an internal culture of communication, collaboration and transparency.
- Promote staff stability, career development and an environment that attracts and retains top talent.

### Innovation & Future Readiness

- Position CFP Board as a leader in leveraging artificial intelligence (AI) and other emerging innovations within the financial planning profession.

## IDEAL EXPERIENCE

### **Executive-level management experience**

Strong business acumen and experience leading and managing an organization of similar size, scope and complexity, with diverse constituencies.

### **Knowledge of / appreciation for the financial planning function**

Exposure to CFP® professionals and the financial planning function or a strong desire to support the field. At a minimum, a proven ability to quickly come up to speed on the industry and issue set.

### **Experience driving impact and growth**

Has developed and implemented innovative strategies and programs that further the mission of an organization with a distinct set of values.

### **Experience serving as the face and voice of an organization**

A skilled spokesperson and politically astute advocate with experience representing an organization or industry before a variety of audiences, including policymakers and the media.

### **Advanced degree preferred**

Bachelor's degree (B.A./B.S.) degree required; a master's degree and/or CAE preferred.

## CRITICAL LEADERSHIP CAPABILITIES

### **Acting Strategically**

The CEO will provide the leadership necessary to advance the organization's work while also partnering with the board and staff to develop strategy by:

- Developing and effectively communicating business plans to achieve organizational objectives, as well as identifying resources, anticipating obstacles, assessing risks and making adjustments as appropriate;
- Collaborating with the board of directors to create a business plan that enhances CFP Board's value proposition and competitive position;
- Seeking opportunities to work with other individuals and organizations to produce synergies that will enhance CFP Board's capacity to achieve its objectives; and
- Identifying human potential, investing in personnel development, recognizing and rewarding achievement to create high-performing teams.

### **Collaborating and Influencing**

The CEO will be an effective, inspirational and persuasive public spokesperson and chief advocate for the organization and for the ethics and standards of the financial planning profession by:

- Clearly articulating CFP Board's vision and value proposition to key stakeholder groups and the public and serving as the consistent and credible face and voice of CFP Board;

- Driving CFP Board's overall communications strategy, using all of the available tools and resources to effectively represent and advance CFP Board's messages and appropriately position its mission and goals; and
- Defending and advocating for the CFP® marks and serving as the consummate educator on CFP Board's role and services.

### Driving Results

The CEO will clearly understand and implement professional management procedures to ensure the successful and fiscally responsible operation of CFP Board by:

- Assessing CFP Board's programs and services and identifying areas for growth, improvement and change;
- Champion a philosophy and agility to identify and resolve problems and issues likely to impact organizational priorities;
- Pursuing opportunities to advance financial planning as a client-focused profession;
- Recruiting, retaining, enabling and empowering top-notch talent to implement CFP Board's strategic objectives, fostering a culture of excellence, service and teamwork; and
- Leveraging technology and operations practices throughout the organization to enhance efficiencies and create a culture that demands excellence, accountability and performance measurement.

### OTHER PERSONAL CHARACTERISTICS

- A dynamic, friendly and approachable person who can communicate, inspire and connect with a broad range of stakeholders.
- A visionary, positive, diplomatic, collaborative and energetic leadership style.
- The highest standards of personal and professional ethics and integrity.
- Willingness to travel 25 percent to 40 percent of the time.

### SEARCH PROCESS

The base salary range for this position is \$800,000 to \$1,000,000, with final determination of compensation made after consideration of qualifications and experience.

CFP Board is being assisted in this process by Spencer Stuart and welcomes nominations or expressions of interest. If you wish to submit your own application materials or nominate someone to serve as the next CEO, please send an email message with supporting materials to: [CFPBoardCEO@SpencerStuart.com](mailto:CFPBoardCEO@SpencerStuart.com).

*CFP Board believes that diversity of experience and perspective are strengths and seeks to continue to grow a highly committed, skilled and collaborative staff. CFP Board is an Equal Opportunity Employer.*