

**CFP BOARD**

**POSITION  
DESCRIPTION  
MEMBER  
BOARD OF  
DIRECTORS**

APPLICATION DEADLINE: JUNE 10, 2021

**The Organization:** CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC.

**Position:** Member – Board of Directors

**Position Term:** 3-year Term to begin January 1, 2022

**Website:** [CFP.net](http://CFP.net)

## **CALL TO SERVE**

This year, the Nominating Committee of CFP Board's Board of Directors is seeking self-nominations of individuals with CFP® certification, or those with a deep professional understanding of the financial planning industry, to answer the call to serve the public through board representation.

## **ABOUT CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC. (CFP BOARD)**

The mission of Certified Financial Planner Board of Standards, Inc. (CFP Board) is to benefit the public by granting the certification and upholding it as the recognized standard of excellence for competent and ethical personal financial planning. As a 501(c)(3) non-profit organization acting in the public interest by fostering professional standards in personal financial planning, CFP Board establishes and enforces education, examination, experience and ethics requirements for CFP® professionals. CFP Board's accountability is to the public, and its work plays an important role in building the financial planning profession.

CFP Board establishes and enforces standards for educational institutions that enhance the knowledge, skills and abilities that form the body of professional knowledge required to practice financial planning. The organization works alongside membership organizations that provide support to professionals who provide financial planning services to the public. CFP Board is engaged with the more than 88,000 CFP® professionals across the country who benefit the public directly when they demonstrate the high standards of competence and ethics of the CFP® certification through their services to clients.

## **THE ROLE OF THE BOARD OF DIRECTORS**

The Board of Directors (Board), as the strategic governing body of the organization, is the policy-making and oversight body responsible for furthering CFP Board's mission, and it acts on behalf of the public, CFP® professionals and other stakeholders. There are currently 16 members of the Board, including four public members. The majority of the members are professionals who have earned the CFP® certification. These Board members from within the profession represent a wide portfolio of financial planning experiences and client representation.

The culture of the Board of Directors is a lively and collaborative one. The Board prides itself on being very much a governing board, as opposed to a management board, and is highly invested in successful Board outcomes. Due to the busy professional and personal lives of 16 members, a high value is placed on the efficient use of Board time. Fortunately, the support provided by the exceptional staff leadership of CFP Board, especially via an outstanding CEO, makes the work of the Board much more efficient and effective than it would otherwise be.

The Board conducts three (3) in-person meetings per year, typically meeting on a Wednesday, Thursday and half day Friday in March, July and November. Additionally, there are usually 2 - 3 Board teleconferences throughout the year. Each Board member also serves on at least two committees – which entail several conference calls per year, as well as in-person Committee meetings held in conjunction with the full Board’s three in-person meetings. Committee chairmanship requires an additional time commitment.

## **THE BOARD’S WORK IS FURTHERED THROUGH THE WORK OF SIX BOARD COMMITTEES:**

- The **Audit & Risk Committee** assists the Board of Directors in fulfilling its oversight responsibilities relating to CFP Board’s financial reporting, the system of internal controls over financial reporting, the external audit process, enterprise risk management, and compliance with applicable laws and regulations related to financial reporting.
- The **CEO Oversight & Compensation Committee** assists the Board of Directors in fulfilling its responsibility to select and retain a qualified CEO, monitor the CEO’s performance and to ensure it is aligned with CFP Board’s vision, mission, and key objectives, and the policies set forth in the Board’s Governance Policy Manual.
- The **Governance Committee** assists the Board of Directors in fulfilling its responsibilities to ensure that the Board governance system performs effectively. In particular, this Committee is responsible for making recommendations on Board policies and procedures and institutionalizing best practices in corporate governance.
- The **Finance & Investments Committee** assists the Board of Directors in fulfilling its responsibility to monitor the financial health of the organization and ensure that its assets are protected and its resources are used properly.
- The **Code & Standards Enforcement Committee** is charged with the duty to review and recommend changes to the Board regarding the *Code and Standards, Procedural Rules, Sanction Guidelines and Fitness Standards*, and decide all appeals in accordance with the Procedural Rules.
- The **Nominating Committee** assists the Board of Directors in fulfilling its responsibility to identify qualified individuals to serve on the Board.

Prior to the meetings, Board members receive detailed materials to prepare them for the meetings, so time (approximately 3-5 hours) should be allotted for pre-meeting preparation.

## **STRATEGIC PLAN**

Currently, the Board has been engaged in a robust (2017-2021) strategic plan that is based on four Strategic Priorities:

- Growing **Awareness** of CFP® certification as the recognized standard for competent and ethical financial planners and of financial planning as an attractive career choice;
- Expanding **Access** to competent and ethical financial planning by increasing the number and diversity of CFP® professionals and delivery of pro bono financial advice to underserved communities;
- Assuring **Accountability** by holding CFP® professionals to rigorous standards, recognition of financial planning as a profession, and effective oversight of financial planners; and
- Serving as the respected **Authority** for the profession by setting standards, certifying financial planners and by advancing the Center for Financial Planning.

## KEY RESPONSIBILITIES OF THE BOARD

According to its Bylaws, CFP Board's Board of Directors has specific responsibility to:

1. Develop, articulate, maintain and further the mission of the organization.
2. Demonstrate commitment to the organization's core values and beliefs which include:
  - a. Accountability to the Public
  - b. Trust derived from Standards
  - c. Commitment to Excellence
  - d. Dedication to the principles: integrity, objectivity, competence, fairness, confidentiality, professionalism and diligence that exemplify professional behavior.
3. Serve as an outward-looking, future-oriented strategic governing body.
4. Ensure the fiscal sustainability of the organization to include:
  - a. Develop investment policy statements.
  - b. Oversee the management of financial assets.
  - c. Ensure, by working with the CEO, that appropriate financial controls are in place.
  - d. Independently audit the financial statements.
  - e. Approve the budget and ensure that financial resources are properly allocated in alignment with the mission.
5. Provide oversight of the organization to include:
  - a. Ensure that Committees established by the Board are functioning in keeping with their stated objectives.
  - b. Ensure compliance with By-laws and governance policies.
  - c. Review policies to ensure they properly reflect the position of the Board.
  - d. Establish strategic performance expectations, provide clear and formal feedback and manage the employment and performance of the CEO.
6. Determine policies consistent with appropriate legal and regulatory requirements that guide the actions of the organization as it carries out its work.
7. Establish and engage in ongoing and rigorous examination, debate and revision of the governance policies when appropriate to keep the organization consistent with the Board's values and perspectives.
8. Create the link between the public and the organization through:
  - a. **Needs Assessment:** identifying needs of current and prospective financial planning consumers as related to the organization's activities and scope of influence, and
  - b. **Advocacy:** act as the representatives of current and prospective financial planning consumers to the organization.
9. Facilitate effective communication between the Board, the public, and other stakeholders.
10. Develop and implement an annual agenda that drives the strategic objectives of the organization.
11. Create and maintain policies for developing the Board of Directors, including recruitment, tenure, leadership, board structure and composition and board evaluation.
12. Direct and oversee the six committees established by and reporting to the Board.
13. Commit to ongoing governance education and training.

## WHAT CFP BOARD SERVICE OFFERS TO ITS INDIVIDUAL BOARD MEMBERS

While all Board members volunteer their time, talent and energy without pay, the current and past members will attest to the fact that their personal and professional rewards are substantial. Specifically, these individuals have articulated the following benefits:

- An opportunity at the forefront to attain an insider's perspective and directly shape the future of the profession.
- Extensive peer-to-peer personal and professional development in national board governance.
- An opportunity to give back to society and have true impact on a profession that affects millions of people, families, and communities for generations to come.
- A chance to build a national network of some of the best and brightest minds in the financial planning arena while gaining the ultimate credential as a CFP® professional.
- An opportunity to learn a variety of best financial planning practices through the lens of a winning and growing organization and industry.
- A sense of relevancy in a forum where each voice is heard and respected.
- The attainment of some of the finest nonprofit board training in the nation through the organization's extensive onboarding and orientation.

*Note: While there is no cash compensation, CFP Board does cover the cost of travel, meals and accommodations for all Board-related travel.*

## OVERALL EXPERIENCE AND QUALIFICATIONS FOR MEMBERS

The Nominating Committee, in its sincere efforts to recruit a diverse national board, who look like and represent the fabric of all Americans, seeks individuals with:

- A CFP® certification in good standing or, as an alternative, a deep understanding of the CFP professional world and its development as a profession via a financial background.
- Demonstrated leadership experience from within their professional and/or personal universe via volunteer CFP Board or foundation committee work or community nonprofit board or volunteer service.
- A history of visionary contributions in terms of strategic organizational goal setting.
- A well-regarded and established reputation within their peer group as a person with the highest ethical standards.
- A successful track record of presenting a risk management approach to decision-making and conflict resolution on multiple levels.
- A solid working understanding of the delicate balance between board and professional staff roles and responsibilities.
- An established financial literacy in terms of standard financial statements and financial data analysis.
- The required time and energy to adequately prepare for, and attend, three on-site board meetings per year along with ongoing virtual work throughout the year, as needed and necessary.

## **BOARD RECRUITMENT PRIORITIES FOR 2021**

In preparation for selecting CFP Board's next class of board directors, the Nominating Committee conducted a detailed gap analysis. The Committee identified professional experiences, skills and/or business models that would best compliment the current directors—given the mission and future strategic direction of the organization.

As a result of this analysis, the Nominating Committee anticipates identifying up to four individuals, a majority of which will be CFP® professionals. The Committee will favor candidates with one or more of the following characteristics:

- A representative from a major national Registered Investment Adviser;
- A representative from a national direct retail financial services firm;
- A representative from a large wirehouse;
- A program director or faculty member from a CFP Board Registered Program.

Additional considerations include candidates with expertise in one or more of the following:

- Strategic planning
- Board governance
- Financial compliance, regulatory, enforcement or discipline
- Executive experience
- Technology expertise and adoption of digital advice

CFP Board maintains its longstanding commitment to diversity and inclusion in all aspects of its mission and activities and at all levels of the organization, including its Board of Directors. To that end, the Board of Directors should reflect a collective mixture of human and organizational assets - all while leveraging the power of diversity and inclusion.

## **PERSONAL ATTRIBUTES**

Leading candidates should possess a majority of the following personal attributes:

- A wholehearted and passionate commitment to the mission of CFP Board and its vital role in representing and benefitting the public.
- Demonstrated accountability to a high ethical standard.
- Critical thinking – capable creative problem solving, and an ability to adjust one's thinking as needed or necessary.
- Emotional intelligence.
- A futurist approach. A forward-thinking, outward mentality that brings energy and enthusiasm for new ideas coupled with an awareness of the dynamics of change and the need to anticipate and/or capitalize on opportunities that will propel CFP Board into the future.
- An engaged approach to the boardroom, while serving as a supportive resource and naturally assuming an active participant role even from the very start of one's term.
- A genuine interest in leadership and in the future of leadership coupled with dedication to lifelong learning.
- Excellent communication skills with an ability to keep on message and be cognizant of others' time and viewpoints.
- An appreciation of the sophistication of fellow Board members and the breadth of the Board's combined knowledge base.
- No hesitation whatsoever to commit the necessary time it will require to be an active and engaged Board member.

## APPLICATION PROCESS AND TARGETED TIMELINE

The timeline for this Board member selection process is as follows:

• Self-nomination applications are due on or before	June 10, 2021
• Nominating Committee thoroughly reviews applications	June 2021
• Nominating Committee determines “short list” of candidates	Week of July 12, 2021
• First-round telephone interviews with the Nominating Committee	Aug. 12 - Sept. 3, 2021
• Second-round in-person interviews with the Nominating Committee	October 12 & 13, 2021
• Board elections and board acceptances	November 3 & 4, 2021
• Public announcements	November 15, 2021
• New Board terms begin	January 1, 2022
• New Board orientation in Washington, DC	January 27 & 28, 2022

*Note: Due to the high ethical standards of the organization, professional referencing and an official public record check will be conducted on all leading candidates.*

To submit your application for consideration as a Board Director of CFP Board, please connect to the following link: [CFP.net/Board-Application](https://www.cfp.net/Board-Application). As Board positions are highly competitive, please be aware that while all applicants will have their materials thoroughly reviewed, not all applicants will be awarded a first-round interview and possibly a second-round interview.

Questions? Please contact Christy Callaway at [ccallaway@cfpboard.org](mailto:ccallaway@cfpboard.org)