

**CFP BOARD**

**POSITION  
DESCRIPTION  
MEMBER  
BOARD OF  
DIRECTORS**

APPLICATION DEADLINE: JUNE 9, 2023

**The Organization:** CFP BOARD

**Position:** Member – Board of Directors

**Position Term:** 3-year Term to begin January 1, 2024

**Website:** [CFP.net](https://www.cfp.net)

## **CALL TO SERVE**

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 complement the current directors – given the mission and future strategic direction of the organization.

As a result of this analysis, the Nominating Committee anticipates identifying two to three individuals. The Committee will favor candidates with one or more of the following characteristics:

- Client-facing CFP® practitioner
- A public member with financial regulatory and/or enforcement background

CFP Board maintains its longstanding commitment to diversity, equity and inclusion in all aspects of its mission and activities at all levels of the organization, including the Board of Directors, believing that diversity of experience and perspective will strengthen the organization's impact. To that end, the Board of Directors should reflect a collective mixture of human and organizational assets including race, color religion, national origin, age, sex, disability, veteran status or sexual orientation – all while leveraging the power of diversity, equity and inclusion.

## **ABOUT CFP BOARD**

CFP Board is the professional body for personal financial planners in the U.S. CFP Board consists of two nonprofit affiliated organizations focused on advancing the financial planning profession for the public's benefit. **CFP Board of Standards** sets and upholds standards for financial planning and administers the prestigious CERTIFIED FINANCIAL PLANNER™ certification – widely recognized by the public, advisors and firms as the standard for financial planners – so that the public has access to the benefits of competent and ethical financial planning. CFP® certification is held by more than 95,000 people in the U.S. **CFP Board Center for Financial Planning** addresses diversity and workforce development challenges and conducts and publishes research that adds to the financial planning profession's body of knowledge.

The mission of CFP Board of Standards, a 501(c)(6) nonprofit organization, is to credential competent and ethical financial planners, uphold CFP® certification as the recognized standard and advance the financial planning profession.

The mission of CFP Board Center for Financial Planning, a 501(c)(3) nonprofit organization, is to advance competent and ethical financial planning and expand CFP® professional diversity for the benefit of the public.

## THE ROLE OF THE BOARD OF DIRECTORS

The Board of Directors (Board) is the policy-making and oversight body of CFP Board. The Board's role is to act on behalf of the public, CFP® professionals and other stakeholders to further the missions of CFP Board of Standards and CFP Board Center for Financial Planning.

The Board is the governing authority for CFP Board Center for Financial Planning and the Board of Directors and sole voting members of CFP Board of Standards. There are currently 14 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 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 14 directors, 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 efficient and effective.

The Board conducts three (3) in-person meetings for CFP Board of Standards and CFP Board Center for Financial Planning held at the same time per year, typically meeting on a Wednesday, Thursday and half day Friday in March, July and November. Additionally, there are usually 2 - 3 Board virtual meetings throughout the year. Each Board member also serves on at least two committees – which entail several conference calls per year. 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*.
- 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 4-6 hours) should be allotted for pre-meeting preparation.

## CFP BOARD'S 2022-2026 STRATEGIC PRIORITIES

To give focus to CFP Board's work to further its mission, CFP Board's Board of Directors and executive leadership team develop multi-year strategic plans for the organization's operations, built around a framework of strategic priorities. The collaborative development of the plan aligns CFP Board's governance and policies with the operations of CFP Board.

The framework consists of five strategic priorities, aka The Five Blocks.



## KEY RESPONSIBILITIES OF THE BOARD FROM POSITION DESCRIPTION

According to CFP Board's governance documents, each Director is expected to:

1. Commit to and practice ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum, and abide by the organization's Code of Conduct & Ethics, which is a component of CFP Board's Volunteer Agreement, attached as Appendix C.
2. Act with the diligence, care, and skill a reasonably prudent person would exercise in the same context, and with obedience to the organization's values, mission, and policies. The parameters of the standard of care required by each Director is further determined by the organization's legal requirements.
3. Attend, come prepared for, and actively engage in deliberations and discussions at Board and Board Committee meetings.
4. Exercise their best independent judgment in executing all Director duties.
5. Consider only the best interests of the public and the organization in making decisions.
6. Maintain the confidentiality of CFP Board information in accordance with the Code of Conduct and Ethics.
7. Understand the organization's governing policies and apply them consistently.
8. Respect the independent exercise of duties and judgment of other Directors irrespective of any reporting relationship.
9. Not attempt to exercise individual authority over the organization or CEO except when the Board explicitly authorizes such authority in accordance with this Manual.
10. Sign CFP Board's Volunteer Agreement.
11. Be aware of and disclose potential or actual conflicts of interest initially and as they arise over time, and in the event of a conflict, abstain from participating and/or voting as appropriate, and abide by the Organization's Conflicts of Interest Policy, which is a component of CFP Board's Volunteer Agreement.
12. Remain in good standing in their respective professions and communities as well as with the organization.
13. Support and accurately represent the Board's positions and decisions.
14. Not speak for the Board in interactions with public, press or other entities except to restate Board positions and decisions.
15. As requested by the Board or the CEO, appropriately represent CFP Board to the public, the media, and other stakeholders.
16. Maintain knowledge on current and potential future issues that may affect the organization and help the organization prepare for them.
17. Apprise the CEO and/or Chair of the Board of meaningful stakeholder sentiment.
18. Manage expenses responsibly and complete expense reports on time, and adhere to the attached Travel Policy, attached as Appendix D.

## 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.

## OVERALL EXPERIENCE AND QUALIFICATIONS FOR PUBLIC MEMBERS

While a majority of Board members hold the CFP® certification and have significant senior-level industry experience, CFP Board's Bylaws require that at least two Board members specifically represent the voice of the public at all times. These Public Members should bring seasoned and external experience from other organizations in order to ensure continuing diversity of thought. The Public Members must be prepared to actively participate as full Board members in regularly scheduled

Board and committee meetings. They must value the importance of cooperative and constructive engagement, do all the preparation required for meetings and participate in any ad hoc meetings that arise.

CFP Board defines a Public Member as an individual who is not a CFP® professional and, in the past five years, has not (1) provided professional financial planning services, or (2) primarily provided, either in an individual capacity or through a firm, goods or services to (a) financial services clients or (b) individuals or firms that primarily serve the financial services industry.

All directors interact extensively with the Chair, the CEO and other members of the Board to provide strategic leadership for CFP Board. The Public Members will recognize, at times, that the industry members may, consciously and subconsciously, bring their professional industry perspective and interests into the boardroom. It is the Public Members' responsibility via their unique outsider role and perspective to continually remind their fellow Board members of their collective core mission to serve the public.

The Public Members have a significant opportunity to participate in guiding the policy direction of the organization as it moves into the future and effectively meets the needs of a variety of stakeholders. The Public Members consistently support CFP Board's missions and serve the public by ensuring the CFP® certification is upheld as the recognized standard of excellence for personal financial planning across America.

This coming election cycle, the Nominating Committee has targeted the need for a Public Member with an expertise with deep financial regulatory and/or enforcement background.

The Public Members are constant reminders of CFP Board's public constituency.

## **WHAT CFP BOARD OFFERS TO THE PUBLIC MEMBERS**

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

- An opportunity to give back to society and have significant impact on a profession that affects millions of people, families, and communities for generations to come,
- An opportunity at the forefront to attain an insider's perspective and directly shape the future of the profession of financial planning,
- 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,
- Extensive peer-to-peer personal and professional development in national board governance,
- A chance to build a national network of some of the best and brightest minds in financial planning,
- Through the organization's extensive onboarding and orientation, the attainment of some of the best 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. Spouses/partners are welcome to attend the social activities during the board meetings.*



## PERSONAL ATTRIBUTES

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

- A wholehearted and passionate commitment to the missions of CFP Board of Standards and CFP Board Center for Financial Planning.
- 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 9, 2023
• Nominating Committee thoroughly reviews applications	June/July 2023
• Nominating Committee determines “short list” of candidates	July 12, 2023
• First-round virtual interviews with select members of the Nominating Committee	August 7-19, 2023
• Second-round in-person interviews with the Nominating Committee	October 3-4, 2023
• Board elections	November 16 or 17, 2023
• Public announcements	Week of November 20, 2023
• New Board terms begin	January 1, 2024
• New Board orientation in Washington, DC	January 25-26, 2024

*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)