

**NASHVILLE, TENNESSEE**

We know we need a public member, but why exactly? And how do we go about it?

Wednesday, November 17, 2021, 8:30-9:30 am (CT) Nashville, TN

Suggested References and Resources

The resources listed below provide valuable information and background related to the role of the public member on credentialing boards.



**Institute for
Credentialing Excellence**

Community. Competence. Credibility.

I.C.E.

<https://www.credentialingexcellence.org/>

1. Public Member Community website
 - a. <https://www.credentialingexcellence.org/Community/Public-Members>
2. LeBuhn, R and Swankin D.; “*Obligations to the Public and Other Stakeholders*,” Certification: The ICE Handbook; 3rd edition (2019); pg. 31- 44.
 - a. This chapter looks closely at the identity of stakeholders and at the nature of obligations owed to them. It deserves restating that the obligations of ICE as an association and the obligations of its member certifying bodies are synonymous, as is their shared stake in upholding the stature of professional and occupational credentialing and its relevance to commerce and public protection. The authors of the chapter bring a public interest perspective to the subject. They are co-founders of the Citizen Advocacy Center (CAC), a nonprofit section 501(c)(3) organization that serves as a resource for public members serving on health professional regulatory boards and credentialing organizations' board of directors. While this chapter is written from the perspective of a program that does not yet exist, the concepts also can be incorporated into the ongoing development of an existing program. credentialing organization boards of directors.
 - b. <https://www.credentialingexcellence.org/Career-Competence/ICE-Handbook>

3. LeBuhn, R and Miller Murphy, C.: "Public Members," Certification: The ICE Handbook; 2nd edition (2016); pg. 42-65
 - a. The purpose of this chapter is to assist organizations in maximizing the benefits of having public members on their boards. The chapter describes the evolution of public membership, the rationale for NCCA's requirement, and the views and experiences of ICE members related to public membership. This chapter discusses the roles and contributions of public members, citing many illustrations drawn from the experiences of public members and those who work with them. The chapter also looks at public members from the point of view of the boards on which they serve, first exploring the reasons boards benefit from having public members and subsequently providing recommendations for how to locate qualified candidates, how to help integrate them into board operations, and how to establish the conditions most likely to maximize their positive impact.
 - b. <https://my.credentialingexcellence.org/ice-product-details?id=cfc911d3-8036-ec11-a3ee-0003ff840213>
4. Fundamental Topics in Certification
 - a. Use I.C.E.'s *Fundamental Topics in Certification* online modules as training tools for new certification staff or as on-boarding tools for volunteer leaders. Set up your staff and volunteers for success by providing them basic knowledge and good practices for administering a certification program.
 - b. Topics include: The Business of Certification, Program Governance and Operations, Policies and Procedures; Psychometric Concepts and Analyses; Assessment Development and Delivery; Legal Concepts Related to Credentialing
 - c. <https://www.credentialingexcellence.org/Education/Online-Courses/certification-101>
5. ICE Academy
 - a. <https://www.credentialingexcellence.org/Education>
6. Professional Certification Coalition
 - a. <https://www.credentialingexcellence.org/Resources/Government-Affairs/Professional-Certification-Coalition>



Citizen Advocacy Center (CAC)

<https://www.cacenter.org/>

1. The Role of Public Members
 - a. Based on a webinar presentation by CAC's co-founder and Board Chair Rebecca LeBuhn, co-sponsored by CAC and CLEAR on June 13 and 14, 2016.
 - b. <https://www.cacenter.org/files/TheRoleofPublicMembers.pdf>
2. Tapping the Full Potential of Public Members: A Toolkit for Boards and Community Based Organizations; 2009
 - a. A publication of a grant project entitled "Strengthening the Community's Voice on California's Health Care Licensing Board"
 - b. <https://www.cacenter.org/files/TrainingToolKit.pdf>
3. Implementing Continuing Competency Requirements for Health Care Practitioners; 2006
 - a. <https://www.cacenter.org/files/ImplementingContinuingCompetencyRequirements.pdf>
4. Regulatory Management of Chemically Dependent Healthcare Practitioners: A Forum Convened by the Citizen Advocacy Center June 17, 2009
 - a. <https://www.cacenter.org/files/RegulatoryManagement.pdf>
5. Public Representation on Health Care Regulatory, Governing and Oversight Bodies: Strategies for Success; Proceedings of a Workshop convened by CAC; 1994
 - a. <https://www.cacenter.org/files/PublicRepresentation.pdf>

CFP BOARD

CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC.

**ORGANIZATION, POSITION
DESCRIPTION, AND PERSONAL
PROFILE FOR THE POSITION OF
PUBLIC MEMBER OF THE
BOARD OF DIRECTORS**

The Organization:	CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC.
Position:	Public Member – Board of Directors
Position Term:	4-year Term to begin in 2020
Website:	CFP.net

ABOUT CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC. (CFB BOARD)

The mission of Certified Financial Planner Board of Standards, Inc. (CFP Board) is to benefit the public by granting the CFP® 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.

Certified Financial Planner Board of Standards Inc. is the professional body for personal financial planners in the U.S. CFP Board sets standards for financial planning and administers the prestigious CFP® certification – one of the most respected certifications in financial services – so that the public has access to and benefits from competent and ethical financial planning. CFP Board, along with its Center for Financial Planning, is committed to increasing the public’s awareness of CFP® certification and access to a diverse, ethical and competent financial planning workforce. Widely recognized by firms as the standard for financial planning, CFP® certification is held by over 85,000 people in the United States.

THE ROLE OF THE BOARD OF DIRECTORS

The Board of Directors (Board), as the strategic governing body of the organization, is the policymaking 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 15 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 experience and client representation. They also highly value the perspective of the Public Members; many of the critical and innovative ideas the Board has addressed have been introduced and stewarded by Public Members.

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 15 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, 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 two committees – which entail 3 - 4 to 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 Committee** assists the Board of Directors in fulfilling its responsibilities relating to CFP Board's financial reporting, the system of internal controls over financial reporting, the external audit process, and compliance with applicable laws and regulations.
- The **CEO Oversight Committee** assists the Board of Directors in fulfilling its responsibility to monitor the Chief Executive Officer's performance and to ensure it is aligned with CFP Board's vision, mission, and key objectives, and the "Policies of CFP Board's Board of Directors."
- The **Governance Committee** assists the Board of Directors in fulfilling its responsibilities to ensure that the Board governance system performs effectively. In particular, the Committee is responsible for making recommendations on Board policies and procedures, 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 **Appeals Committee** has as its primary duty the final authority to decide any appeal of a matter in which CFP Board's Disciplinary and Ethics Commission has decided to discipline a CFP® professional.
- 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 is 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
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.

THE ROLE OF THE PUBLIC MEMBER ON THE BOARD

As stated in the CFP® Board bylaws:

“At all times, no less than a majority of the elected Directors shall be CFP® professionals, and at least two Directors shall be “public members,” as defined by the Board.” A “public member” is an individual who is not a CFP® professional and is not in the business of providing any of the following services to retail or institutional clients: financial planning, brokerage, investment advice, or insurance. Potential “public member” candidates include, but are not limited to, individuals who: (1) Have a background in public interest, certification and/or enforcement; (2) Have expertise in issues impacting seniors; or (3) Are professors of law, economics, finance or a related field.”

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 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.

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 mission to serve the public by ensuring the CFP® certification is upheld as the recognized standard of excellence for personal financial planning across America.

In summary, the Public Members are constant reminders of CFP Board’s mission and its public constituency. Looking to the future, a greater emphasis will be placed on the roles and responsibilities of the Public Members and their essential contribution to the organization.

WHAT CFP BOARD OFFERS TO THE PUBLIC MEMBERS

While all Board members, including the Public Members, volunteer their time, talents and energies 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 true impact in 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.

SPECIFIC GOAL OF ADDING A PROFESSIONAL WITH FINANCIAL ENFORCEMENT/REGULATION EXPERTISE TO THE 2020 BOARD

CFP is seeking a public (independent) Board Member who has experience and expertise in the world of financial enforcement/regulation.

Currently, the CFP Board has one Public (independent) board member who has financial regulatory expertise. That particular board member is currently completing her fourth and final year on the Board. CFP Board is committed to ensuring that the Board maintains at least one or two Directors at all times with a strong financial regulatory/enforcement background.

This expertise on the Board is particularly important in 2020 because CFP Board's new *Code of Ethics and Standards of Conduct (Code and Standards)* was approved in March 29, 2018, became effective October 1, 2019 and will be enforced starting in June 30, 2020. The new Code and Standards reinforces the value of CFP® certification with a broader application of the fiduciary standard that elevates public trust in CFP® professionals.

EXPERIENCE AND QUALIFICATIONS FOR PUBLIC MEMBERS

Successful candidates should possess the following:

- A specific expertise in financial services enforcement and regulation.

In addition, the following criteria would be attractive to the organization:

- Proven nonprofit or government leadership experience.
- A history of visionary contributions in terms of strategic organizational goal setting.
- A well-regarded and established reputation 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.
- A multi-dimensional career trajectory that represents both private and public sector professional experiences is a plus.

PERSONAL ATTRIBUTES

Successful candidates should possess a majority of the following attributes:

- Wholehearted commitment to the mission of CFP Board and its vital role in representing and protecting the public.
- Demonstrated accountability to a high ethical standard that serves as the pillar that has served the CFP® professional community since its founding.
- An informed, reasoned approach to complex problems.
- A forward-thinking mentality bringing energy and enthusiasm for new ideas.
- An awareness of the dynamics of change and the need to anticipate 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.
- A personal level of confidence as, at times, the single voice or advocate when representing the public viewpoint.
- An ability to sit back and reflect upon the unintended consequences of Board decisions.
- A unique ability to engage in effective and collaborative problem-solving.
- 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 targeted timeline for this Public Member/financial regulator executive search is as follows:

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|---|-------------------|
| • Active candidate recruitment | Through Dec. 2019 |
| • Candidate slate presented to Nominating Committee | Early January |
| • First round telephone interviews with the Nominating Comm. | Early January |
| • Second round in-person interviews with the Nominating Comm. | Mid-January |
| • Invitation is sent to the finalist candidate | Late -January |
| • New Board Member Orientation | TBD February |
| • First Official Board meeting in Washington, DC | March 11-13, 2020 |
| • Second Official Board meeting in Deer Valley, Utah | July 8-10, 2020 |
| • Third Official Board meeting Nashville, TN | Nov. 4-6, 2020 |

Note: Due to the high ethical standard 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 Public Member of CFP Board's Board of Directors, please email your cover letter addressing your reasons for being attracted to the position and specific qualifications as outlined in this position description to: (XXX). Please include a resume organized in chronological order. As the Public Member positions are highly competitive, please be aware that all applicants will have their materials thoroughly reviewed but not all applicants will be awarded an interview.



CERTIFIED FINANCIAL PLANNER BOARD OF STANDARDS, INC.

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