FPA
FINANCIAL
PLANNING
ASSOCIATION

Financial Planning Association
Alliance Forum Chapters
Operations Assessment

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INTRODUCTION

FPA is a highly complex constellation of 96 legal entities (1 national organization and 95 local organizations) with approximately 1000 volunteers rotating in and out of their leadership positions.

Coalescing the passion and commitment of volunteer leaders around one purpose is a remarkable way of leveraging the power of a group of individuals towards the realization of a shared vision. It is also a great challenge to effectively synchronize so many individuals and their points of view on the policies, strategies, projects and resource allocations that best serve a large volunteer-driven organization's mission.

As a consequence of the number of leaders and complexity in the decision-making relationships in non-profit associations like FPA, coordinated and worthwhile change does not come easily. Yet due to an array of challenges in the association landscape (e.g., new sources of competition, shifting member needs, increasingly diverse demographics, and rapid technological advances), effective change is exactly what is needed in most associations.

Aware of the challenges that associations like FPA are facing, and the difficulties of even considering change of any significance, we commend FPA leaders for coming together to undertake this assessment project.

SCOPE

The scope of the engagement was:

To examine the operational effectiveness of Alliance Forum chapters, focusing on the alignment, relationships, and responsibilities of chapter executives, rotating boards and FPA National.

Each of Alliance Forum's 12 chapters is an independent entity with a distinct set of personalities, history, culture, and organizational attributes. A separate operational effectiveness assessment of each chapter was outside the scope of this assessment. Our focus was to discover common themes and potential options to improve effectiveness across the Alliance Forum chapters. While the focus of the assessment was on the Alliance Forum chapters, we expect that much of the information gleaned from this assessment can be extrapolated and applied to FPA's 81 other chapters.

METHODOLOGY

We used a survey instrument and follow-up telephone group interviews to collect the information for the assessment. We distributed the surveys to three stakeholder groups: Alliance Forum chapter leaders, Alliance Forum chapter executives, and National volunteer leaders and staff.

For Alliance Forum chapter board presidents, 12 out of 14 surveys distributed were completed. For Alliance Forum chapter executives, 13 out of 13 surveys distributed were completed. For National, three volunteer leaders from the Executive Committee and four staff completed the surveys.

Several different types of survey structures were employed to gain insight and perspective into operational effectiveness issues. Intentionally, some of the issues were covered multiple times in different parts of the survey.

As with most surveys, the purpose of the survey was to uncover macro issues that could then be explored in more detail in the follow-up interviews.

We conducted phone interviews in groups. We held four interviews with chapter presidents and four interviews with chapter executives. We held one interview with National leaders. Because the scope of the assessment was the operational effectiveness of Alliance Forum chapters and not the operational effectiveness of one chapter, small group interviews of stakeholders provided a more reliable check and balance conversation to discover areas of commonality or disagreement.

Although chapter executives were a key stakeholder group, a performance evaluation of chapter executives was not within the scope of the assessment. Instead, systemic issues related to chapter executives was one of several areas of inquiry.

REPORT FRAMEWORK

The assessment report is constructed around four core system dynamics:

- ➢ Strategic Dynamic
- ➢ Leadership Dynamic
- ➢ Governance Dynamic
- ➢ Resource Dynamic

We also used these four system dynamics in developing the survey and group interview questions. These four system dynamics reveal the array of issues and relationships that impact operational effectiveness for any association, and provide an appropriate lens through which to assess the AF chapters in the overall FPA association context.

For each dynamic, we provide an Overview and Observational Themes.
The **Overview** describes the significance of this dynamic and how it relates to operational effectiveness.

The **Observational Themes** relay relevant information and observations that emerged from the surveys and group interviews. It is important to note that these are "themes." As observational themes, and not definitive facts, the best use of the information in this report is to build general awareness of the current reality of chapter operations, and to stimulate further inquiry and conversation.

We offer **Recommended Next Steps** all together at the end of the report.
In making recommendations, we are drawing on 1) the opinions of those surveyed and interviewed about what is needed, and 2) our opinions as organizational consultants (therefore reflecting our own biases as observers).

The report finishes with a short summary followed by an Appendix.
The Appendix is an integral part of the report, enabling the reader to review data from the survey instrument that is relevant to each of the observational themes presented.

When using the term "FPA" in the report, it refers to the whole of FPA, including National and all of the chapters. Alliance Forum is abbreviated as AF. When referring to chapters in the report, unless specifically stated otherwise, the reference is to Alliance Forum chapters.

In order to maintain confidentiality, none of the comments in the report can be attributed to specific individuals.

I. STRATEGIC DYNAMIC

Overview

The strategic dynamic refers to the level of alignment on mission and strategy among the individuals and groups within the organization. Clarity and alignment on mission and strategy significantly enhances operational effectiveness. Conversely, when there is a lack of strategic alignment—in other words disagreements about purpose, policies, and strategies—there is a gap in achieving operational effectiveness.

Operational effectiveness is not just a question of whether things are being done right, but equally a question of whether the right things are being done. While the question of which strategies and programs are right for the organization is outside the scope of this assessment, the extent to which there is agreement and alignment on mission and strategy is important to assess.

Within an entity, it is always better for more alignment to exist among the leaders and staff. Whether strategic alignment is beneficial *across entities*, such as between FPA National and the chapters, is an important conversation.

Generally, assuming the various entities embrace the same mission, strategic alignment will leverage the limited time of leaders and staff and limited funds and result in the possibility for greater operational effectiveness.

It is possible, for the betterment of the organization, for local entities to have strategic autonomy from the national organization. Even if some autonomy is deemed to be beneficial on a strategic level, it is important to define which strategic areas should be autonomous and which should be integrated. Assuming that there must be alignment on overall organizational purpose, how much autonomy should chapters have on policies, strategies, programs and/or external communication?

Our observations in this section therefore address the strategic alignment within chapters between volunteer leaders and paid executive/administrative staff; and the strategic alignment between chapters and FPA National.

Strategic Dynamic Themes

1. **General Alignment on Mission and Strategy**
2. **Conflicting Perspectives on Messaging and Policy Alignment**
3. **Chapter Executive Strategic Involvement Supports Continuity**

1. General Alignment on Mission and Strategy

In general terms, chapters and National are aligned in mission. AF chapters all have written mission (and in some cases vision) statements somewhere on their websites, with similarity, but not uniformity, in language.

From cursory reviews of websites, and interviews with chapter executives and board presidents, it appears that chapters generally align their programs with the "four lines of service" outlined in the FPA Strategic Framework's Value Proposition. However, only one chapter prominently advertises this.

National sees the chapters as essential for delivering value to members, and wants to create more accountability and uniformity across chapters in terms of what they're delivering, and the standards for delivery. "Roadmap to Success" is an example of an effort to do this. However, it is not being used effectively by chapters as a pro-active guide, but often more as an afterthought (e.g., filling out forms to apply for awards).

Chapters and National generally agree that there are strategic best practices that can be followed across the chapter spectrum, and that some coordination and consistency is important to have; but that there also must be flexibility for the chapters to adjust to the needs of their local membership, especially in terms of educational content.

Notable observations on Chapter/National strategic alignment:
- Almost all AF chapter executives, but only half of the board presidents, say they are aware of and aligned with the outcomes of National's strategic planning efforts.
- National acknowledges that it could more effectively share its strategic planning efforts with chapters.
- Chapters say they are being informed of National's strategic direction, but not involved in its development.
- Those chapters who sent delegates to the Chapter Leaders Conference had a more in-depth understanding of FPA's strategy, and also enjoyed stronger supportive relationships with National staff, and across chapters.

2. Conflicting Perspectives on Messaging and Policy Alignment

Chapter executives, presidents, and National leaders/staff all agree that messaging and policy alignment are very important to the success of FPA. However, while chapters believe they are highly aligned with National in this regard, National disagrees. This is an area that warrants further dialogue in order to explore the reasons for differing perceptions, and create mutual understanding of what alignment looks like and how it is actualized or not.

3. Chapter Executive Strategic Involvement Supports Continuity

For chapters in which the chapter executive is more involved strategically (how to best deliver value to members), this seems to help leverage the time and energy of volunteer leaders to deliver value. While strategic involvement of the executive could conceivably detract from effectiveness if it were to create conflict and misalignment, this potential downside does not appear to be showing up. Those executives who are more involved strategically tend to be those with longer tenures and more experience and historical perspective, and in those cases volunteer leaders find it helpful to look to their executives for strategic input.

Chapter executive strategic involvement and input tends to take three primary forms that appear to be helpful:
- Providing knowledge on effective processes, and perspective on what has worked programmatically well and less well in the past, saving time and energy and keeping volunteers from having to reinvent the wheel as they rotate into positions.
- Communicating with other AF chapters and National to share best practices, and bring those best practices back to the volunteer leadership.
- Assisting with annual strategic planning and volunteer training.

II.   LEADERSHIP DYNAMIC

Overview

As mentioned previously, an association is a very complex network of relationships. The level of complexity is immense within an association system like FPA with a 1000 volunteer leaders in 96 entities rotating in and out of leadership positions.

The leadership dynamic refers to the clarity and relative health of all the key relationships within the organization. The more clarity, appropriateness and acceptance of the roles and responsibilities of the leadership players involved within an entity and across entities within the overall organization, the greater the opportunity for operational effectiveness.

Creating an exceptional leadership dynamic not only involves the quality of relationships but also leadership support specifics such as written agreements, orientation structures, leadership development and succession protocols, training, etc. While samples of association leadership documents, structures and processes are available for review; every association needs to tailor processes and structures to the culture and needs of the organization.

National associations have different needs and cultures then its local associations and local associations have different needs and cultures from each other. On its face, institutionalizing and integrating leadership systems among local entities appears to be a worthwhile endeavor. However, automation and uniformity requires a level of coordination and relinquishing of control that local entities may resist. As with the strategic dynamic, critical conversations need to be conducted to understand which leadership protocols and structures can be systematized across local entities and why it is beneficial for the sake of operational effectiveness to do so.

The two key leadership categories in most every association are the volunteer leaders and the paid staff. As a consequence of volunteer leaders having neither the time nor the inclination/motivation/expertise to manage effectively the day-to-day strategic and operational issues of the association, the most important single decision that a Board of Directors makes other than clarifying the overall mission of the organization is the selection of the chief staff executive. All Alliance Forum chapters have a paid chapter executive. Most of FPA's 95 chapters have some level of paid staff support. Determining how the chief staff executive is hired, trained, reviewed, assigned responsibilities, etc. is one of the most significant duties of an association Board of Directors and has a huge impact on operational effectiveness.

<u>Leadership Dynamic Themes</u>

1. **Volunteer/Board Recruitment, Training and Guidance Optimized when Pro-actively Planned**
2. **Chapter Executive Succession and Contingency Planning Could Benefit from Best Practice Templates and Annual Review**
3. **Chapter/National Delineation of Roles and Responsibilities Clear to Some, but not to Others**
4. **Chapter Executive Key Role Can be Further Strengthened**

1. Volunteer/Board Recruitment, Training and Guidance Optimized when Pro-actively Planned

There is an operational capability (knowing the ropes) issue at the board level. Some chapters have a well-oiled system for volunteers to move up through the ranks, prepared to lead committees and programs. Some are less systematized.

- While filling board and committee positions is a challenge for most chapters, two-thirds of chapters say they have effective processes for recruiting volunteers. The chapters that struggle with volunteer recruitment are often challenged by geographic distance.
- A key issue is getting volunteers the experience they need to run the programs well. There are good models in the Alliance Forum for volunteer training and succession. Some chapters have processes for shadowing, and grooming volunteers to move up into higher roles, which help with continuity. These processes should be shared and emulated more widely and effectively.
- On the whole, board and volunteer roles and responsibilities are sufficiently defined and understood. But there appears to be a lack of powerful protocols for training new volunteers. Best practice exchange could be highly beneficial in this area.
- Another challenge appears to be having an effective process for evaluating volunteer leadership, or correcting lapses in task accountability.

The chapters that conduct training days annually experience them as very valuable. These days/workshops tend to be a combination of strategic planning and training, setting up the chapter for success for the year.

2. Chapter Executive Succession and Contingency Planning Could Benefit from Best Practice Templates and Annual Review

Among AF chapters, there is a wide variation of preparedness to replace an executive while maintaining continuity. This is an issue universally recognized as important, but one that tends to be a higher concern and therefore priority for chapter presidents than executives. While it is of concern to them, chapter presidents are mostly either unclear about, or ill equipped to drive the succession planning process. While best practice models are available among AF chapters, they are not currently being optimally shared and utilized.

3. Chapter/National Delineation of Roles and Responsibilities Clear to Some, but not to Others.

AF chapter executives, and the staff at National that interfaces with them—those closest to the day-to-day operations and thus aware of "who is taking care of what"— are overall not confused about roles, and generally experience them as appropriate.

Leaders at the board level (both chapter and National) on the other hand, are concerned about the clarity and appropriateness of the existing delineation of roles and responsibilities. It is unclear whether or not there is an actual problem or not. What is clear, however, is that there is a gap between the staff perceptions and board perceptions around roles and responsibilities. This indicates a need for greater dialogue around roles and responsibilities between boards and staff (at both the chapter level and National level)—especially around what they feel to be the appropriate division of roles and responsibilities that will optimize effectiveness.

4. Chapter Executive Key Role Can be Further Strengthened

The role of the chapter executive is perhaps the greatest single factor in chapter operational effectiveness. All parties greatly appreciate the level of performance of chapter executives, and the critical role they play in delivering on the mission of FPA. At the same time, there are aspects of the executive role that warrant attention.

- Chapter boards and executives are in general agreement about the responsibilities that the executives currently and ideally take on. Where there is some disparity in perception, chapter executives tend to experience themselves as taking on more responsibility (currently and ideally) than board presidents do. Executives see this particularly in the areas of volunteer orientation and training, board and committee recruitment, board agenda development, continuing education, and media coordination. Executive involvement here helps with continuity.
- The role of chapter executive as liaison with National could be strengthened, with both parties responsible to create clearer lines of communication. Attendance at the Chapter Leadership Conference tends to boost liaison effectiveness significantly.
- It appears, based on the interviews with both executives and board presidents, that some chapter executives have more leadership capability and inclination than others, enabling them to operate more pro-actively as strategic partners to their boards.
- Boards generally have confidence in their ability to oversee the role of the chapter executive. Executives have less confidence in boards' ability to oversee their role.
- Some chapters acknowledge the role of the executive in developing and maintaining a culture that is attractive to volunteer leaders. There is an opportunity for other chapters to learn from these chapters' experience.

III. GOVERNANCE DYNAMIC

Overview

In the governance dynamic, the key theme is the balance of local chapter autonomy with coordination across the various chapters and National. The question is how to orchestrate this balance of autonomy and coordination to best support leaders (volunteer and staff) to effectively perform their roles (leadership dynamic) and the organization to align its various entities behind its value proposition (strategic dynamic).

There are very mature professions where the relationship between the national organization and the local entities is cordial but completely autonomous with very little or no legal, strategic or programmatic attachment. In these situations, the local entities are very well resourced and are able to provide the complete array of services necessary to attract and retain its member market. There are other professions that are completely national centric where local entities don't exist or where local entities have little or no autonomy or independence in decision-making.

Whether FPA's current chapter structure is the most effective structure to serve FPA's organizational purpose is beyond the scope of this assessment. In dealing with FPA's current chapter system reality, clearly the governance dynamic is hyper relevant and needs to be addressed. The AF structure, which is a volunteer-generated alliance of the largest chapters within FPA, and not part of National's sanctioned governance structure, may or may not have governance needs separate and apart from the chapters outside the AF.

The governance dynamic in FPA is complicated by the fact that the chapter system was never intentionally designed, but grew out of a complex merging of two organizations and many local entities, emerging in the present form. While this fact explains some of the complexity of the organization, it does not have to be limiting, and can even perhaps open up opportunities for re-visioning aspects of organizational structure.

<u>Governance Dynamic Themes</u>

1. **Chapters Value Autonomy, Acknowledge Benefit of Greater Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**
5. **Strengthening Relevant Support for Chapters**
6. **Options for Optimizing Chapter Executive Governance**
7. **Differing Perceptions Contribute to Competition over Cooperation**

1. Chapters Value Autonomy, Acknowledge Benefit of Greater Coordination

While chapters seem somewhat wary of coordination, they recognize its value, especially with National, to the overall effectiveness of FPA. Chapter boards and executives think the level of strategic, business, and message coordination with National should be enhanced. But they also feel their current level of decision-making autonomy is appropriate, and want to maintain it for two primary reasons:
- Chapters believe that the value provided to FPA members is derived primarily (by a large margin) from their chapter membership. Thus, they think it is important to largely maintain control of their value-delivery programs so they can meet their local/regional members' needs as they see them.
- Chapters seek to avoid requirements or dictates from National that chapters experience as not contributing to their value proposition and/or as being cumbersome.

2. National Desires Greater Coordination

While National recognizes the importance of chapters being able to customize their programs to serve their local members, National wants to see coordination among chapters and with National boosted significantly.
- National believes that higher coordination of its brand and image is important to attract and retain members.
- National believes that a higher level of National/chapter coordination is essential for a consistent stand and messaging on policy issues in the best interest of the financial planning profession.

3. Customization can Lead to Diffusion

On the issue of how to enhance chapter effectiveness, responses from chapter presidents varied widely and were at times in contradiction. This underlined the complexity involved for National to support local chapters in a more customized manner, with chapters having different (and at times contradicting) needs or emphases. Multiply that by 95 chapters, and the potential for National's diffusion of effort is enormous. Their attempt to serve chapters in a customized manner is likely to be both unmanageable and ineffective (not to mention costly).

In a competitive market place it is important that associations focus on the areas that most powerfully contribute to member value and focus their resources (time, money, energy) on those areas to maintain relevance and competitive edge. A high level of coordination and big picture strategic planning and guidance is therefore advisable to maximize the association's resources.

4. Opportunities for Autonomy/Coordination Win/Win

While chapters and National may naturally place different emphases on autonomy and coordination, they do not see autonomy and coordination as mutually exclusive. Both show an openness and willingness to consider opportunities to create a win/win relationship rather than get bogged down in a competitive, unhelpful, ineffective dynamic.
- In the area of sponsorships, where some chapters currently experience National as encroaching on their territory, there is an opportunity to jointly approach sponsorships differently to create a cooperative win/win approach, versus a sense of competition.
- Chapters perceive that at times National makes decisions that impact the chapters without first consulting them. By entering collaborative dialogue on these issues, National and its chapters can increase mutual understanding, trust and win/win approaches.
- There are opportunities across the strategic and operational spectrum for National and chapters to discover and implement best practices while maintaining flexibility to meet local needs.
- Chapters generally appreciate the dedicated staff National makes available to them for support. These relationships can be strengthened to even more effectively meet both National's focus on proactive coordination with chapters, and chapters' focus on operational support. Both parties need to explore the issue of effective communication between them.

5. Strengthening Relevant Support for Chapters

In practice, National needs its chapters to carry out the FPA mission, and the chapters need support from National to operate effectively. There appears to be a split among chapter executives on the perceived effectiveness of the current level of support (strategic/policy, admin/management and financial) provided by National—some finding support effective, others less so. When prompted however, chapters point to several areas in which support could be strengthened, to help enhance local effectiveness.

- Provide and facilitate best practices on chapter executive succession and contingency planning, and board and volunteer succession and training.
- Assist with membership recruiting.
- Assist with membership data management (push membership data reports)
- Secure high caliber speakers at best possible rates
- Provide guidelines and technical support (e.g., insurance, legal considerations) for core programs such as pro bono.

6. Options for Optimizing Chapter Executive Governance

For a number of reasons, including creating an optimal balance between autonomy and coordination, Alliance Forum leaders are interested in creating dialogue around options for modifying the structure of chapter executive governance to include a more centralized approach. Options might look like:

- Greatly expanding formal networking among executives, and communication with National, with an enhancement of standardized procedures, while supporting and enhancing customization to meet local needs.
- Chapter executives working together as part of a 3rd party association management firm, while staying completely responsive to, and in partnership with, their individual boards.
- Chapter executives reporting directly to National, while staying completely responsive to, and in partnership with, their individual boards.

Drivers for exploring a change in the structure of chapter executive governance are potential benefits such as:

- Optimizing the time, energy and skills of chapter volunteer leaders by freeing them up from some of the day-to-day running of chapters that they are currently involved with.
- Enabling chapter volunteer leaders to more exclusively focus on member value delivery, as well as volunteer recruitment and mentoring.
- Enabling chapter executives and volunteer leaders to fully take advantage of operational best practices.
- Enhancing technical (e.g., website and membership database) support, integration, and efficiencies, making chapter executives' administrative responsibilities easier to perform.
- Ensuring continuity, and minimal disruption, in the case of an unexpected departure of a chapter executive.
- Enabling chapter executives to be more effective liaisons between National and chapter boards, helping to avoid some of the problems currently caused by less than stellar communication.
- Enhancing the FPA brand, and membership value, by creating more consistency in messaging, policy, programming and member service across the country and entire chapter base.
- Enabling chapters to more effectively align with and carry out FPA strategic direction.
- Facilitating greater sharing, collaboration and camaraderie among chapters.

7. Differing Perceptions Contribute to Competition over Cooperation

In considering potential changes in governance structure that could enhance overall chapter operational effectiveness, the role of perceptions among individuals, and within National and chapter cultures, cannot be underestimated. Perceptions, depending on how FPA leaders manage and work with them, can enhance or limit the collaborative decision-making and the change process. The following are a few areas in which the role of perceptions is important to consider.

- Chapter and National appear to hold differing perceptions of who is in the lead and who is in a supporting role, tending to set up a sense of competition, rather than mutual appreciation, trust, and collaboration.
- While chapters believe that they by far provide more value than National to FPA members, a recent member loyalty survey indicates that in actuality, a third of FPA members attribute more value to their chapter, a third attribute more value to National, and a third see the value as equal.
- While National communicates that it sees the chapters as the "lifeblood" of the organization, and despite best intentions to communicate and act accordingly, on occasion chapters feel undervalued.
- There is some lingering institutional memory of perceived heavy-handedness from National to chapters, which contributes to mistrust, and can be a lens through which chapters interpret National intentions and communications. Despite the historical perception, there was also a frequently repeated perception that the level of coordination and communication has improved significantly over the past two years.

Becoming aware of and shifting perceptions through skillful communication and conscious efforts to build understanding and trust, is essential for allowing the FPA organization to collaboratively and openly consider and debate new governance/structural arrangements.

IV. RESOURCE DYNAMIC

Overview

Associations are challenged more than ever to make optimal use of limited resources—namely, people, time and money. With the pool of money and the amount of volunteer time available shrinking, the central question of the resource dynamic is one of efficiency. How is FPA making the best use of volunteer time and expertise to deliver on it value proposition?

More specifically, how should dollars be distributed, used, shared, and stretched among National and the chapters? And, how can investments and changes in technological infrastructure create greater efficiencies?

The resource dynamic is addressed last in this report because of its interdependence with all three of the previously addressed dynamics. Potential changes aimed at optimizing any and all of the other three dynamics will have financial and technological implications.

Resource Dynamic Themes

1. Equity and Transparency in Financial Allocation
2. Technological Resources Need to be Leveraged

1. Equity and Transparency in Financial Allocation

- The chapters see the dues structure, particularly the dollar allocation in relation to value creation, as inequitable. National is also not entirely happy with the current dues structure. It clearly needs to be carefully evaluated and adjusted.
- While no one is particularly happy with the dues structure and allocation of money, chapters say that on the whole they are doing fine financially.
- If chapters received more money from dues, their spending priorities would be to secure more impressive speakers, charge less for events, and send executives and volunteer leaders to the Chapter Leadership Conference.
- Chapters do not know how dues money is spent at National. National also does not know how dues money is spent at the chapter level. FPA as a whole could benefit from greater transparency from both National and the chapters on financial positions and spending.
- Chapters would like to see National use its national status and clout to secure discount rates for larger name speakers and program venues.
- Chapters with greater ability to secure sponsorships on their own are concerned about National's most recent emphasis on a centralized approach to sponsorships.
- Chapters note that the website encourages new and renewing members to skip the additional dues assessment, which potentially hurts their budgets.

2. Technological Resources Need to be Leveraged
Efficiencies in technological resources free up time and capability, at both the National and chapter levels, to deliver on the value proposition.
- Both chapters and National would benefit from greater website coordination.
- Chapters would appreciate better, more proactive support in membership database management.
- While some technological support is available, e.g., FPA Connect, not all chapters are up to speed with how to use it.
- Chapters are aware that National offers a variety of support (trainings, best practice conference calls, and more) via technological means. At times chapter executives feel inundated and overwhelmed by the amount of information they receive. A review of how best to deliver communication could be a helpful exploration.

RECOMMENDED NEXT STEPS

Note:

Task forces may be appropriate in order to further any of the recommended next steps. Where a task force is called for, it is important that all stakeholder groups be represented—chapter leaders, chapter executives, and national leaders. This is critical to building trust and respect among the stakeholders, which will allow for potential changes to be discussed appropriately and eventually implemented successfully. Consideration should also be given to adding non Alliance Forum chapter leaders to task forces where appropriate. In forming and supporting effective work of a task force, it is also important to consider whether a third party facilitator is warranted.

1. Make Chapter Leaders Conference Attendance Mandatory to Strengthen Strategic Alignment and Chapter Support

Make attendance at the Chapter Leadership Conference mandatory for the presidents-elect and chapter executives of every chapter. However this is paid for, mandatory attendance should not impact the chapter budgets.

While chapter customization and autonomy is important, so is unity. FPA needs to figure out how to honor the need for customization with the strength and operational efficiencies inherent in greater coordination. Having all presidents-elect and chapter executives attend Chapter Leaders Conference would be a start.

It is also important to involve presidents and chapters executives on <u>quarterly update teleconferences</u> that would include a 'give and take'/Q & A segment in addition to any significant updates. While the importance of in-person chapter visits cannot be overstated, FPA needs to also make use of technology efficiently to deal with so many volunteer leaders and chapter executives.

2. Support Strategic Planning/Training Days to Enhance Board Transition Effectiveness

Task National with providing support, in a more systematic way, for chapter strategic planning/training days that take place annually at the chapter locations. This could mean providing facilitation, bringing in outside facilitators, or providing hands-on training and facilitation manuals for chapter executives and leaders to help them conduct successful training days for their volunteer members.

3. Implement Best Practice Templates for Succession, Transitioning, and Executive Role

Task National, in collaboration with AF chapters, to develop and provide templates and processes for succession/contingency planning, based on the best plans already in operation at several AF chapters, and designed to be flexible enough to be customized for each chapter.

Also task National to provide templates and processes, based on the best practices of AF chapters, combined with expertise at National, to guide board recruitment and transitioning.

Create a task force to review all aspects of the chapter executive role, and create a best-practices handbook focused on all things chapter executive related. The handbook would include forms, procedures and processes related to all aspects of the work of chapter executives, from sample contracts to succession planning preparation and from standardized practices to leadership development.

4. Convene Annual House of Delegates for Joint Ownership of Strategic Planning

In some form/process, involve chapter leaders in National's annual strategic planning. This might look like a type of "house of delegates," where current chapter presidents or their designated representatives are invited, and funded, to participate in National's strategic planning process.

5. Strengthen Messaging and Branding Consistency

Create a task force to look carefully at consistency of messaging, branding and public image, with the goal of establishing an ongoing process to facilitate this consistency, perhaps located in a centralized staff position (within National or somewhere else) or a joint chapter/National committee.

Create a task force to raise awareness, mutual understanding, and actualization of speaking with one voice in policy and external communications related to the overall message of FPA.

6. Explore Options to Optimize the Chapter Executive Role

Chapter executives play a lynchpin role in FPA effectiveness at a local level. They are charged with the smooth running of day to day local chapter activities *as well as* being the primary liaison between chapters and National. It therefore is important for FPA to review how this crucial role can be ideally structured for optimal effectiveness and positive impact on FPA's value delivery to members at a local, on-the-ground level.

The stakeholders—chapter executives themselves, chapter volunteer leaders, and National leaders/staff—vary widely (between stakeholder groups, as well as within them) in their perspectives on what makes the chapter executive role most effective. With this variety of perspectives at play, a thorough review on how to bring the myriad aspects of the chapter executive role together in a well-supported and clearly directed whole is an important way to bring convergence to National and local interests. To that end, we recommend FPA convene a task force with representatives from each of the three groups (chapter executives, chapter board leaders, National) to explore:

- Standardization of *minimal (as well as ideal) expectations* of the chapter executive role and responsibilities across all FPA chapters
- Relevant and optimal *support from National* that is practically beneficial to local chapters and easy to manage for the chapter executives
- Agreement on expectations and responsibilities of chapter executives as effective and reliable *liaisons* between National and local chapter Boards
- Design of standardized *annual review* of chapter executive performance and which parties' input is sought in such a review
- Potential *modification and/or enhancement of the governance structure* of chapter executives. Salient points to be considered in any change in governance structure:
  - o Executive role remains highly responsive to the chapter board.
  - o Direct reporting structure remains with chapter boards, or might occur through a third-party association management firm or through National.
  - o Chapters have significant say in the restructuring vision and process.

(For observations most directly related to this recommendation, please see items *#4 in the Leadership Dynamic Themes*, and *#6 in the Governance Dynamic Themes*.

We recommend that this essential and delicate exploration is undertaken with expert third party facilitation, that can skillfully and sensitively ensure that all voices are heard and respected and so guide the various parties toward deeper understanding, appreciation, creativity and synergistic solutions.

7. Disseminate the Operations Assessment Report beyond Alliance Forum

While we have addressed this report to Alliance Forum and National leaders based on analyses specific to Alliance Forum chapters, the observations and recommended next steps have potential impact for all FPA chapters. And while any changes may be beta tested with Alliance Forum chapters, consideration should be given proactively to the impact the assessment and potential changes may have on the rest of the chapters. One way to begin incorporating the chapters beyond AF would be to disseminate the report, or a summarized version of the report, to other chapter leaders and chapter executives.

SUMMARY

FPA is facing unprecedented challenges, as are all similar associations. Even those associations that have enjoyed success for many decades currently experience decreasing market share and financial hardships. It is absolutely essential that associations engage in continuous improvement in order to stay relevant. To succeed, they must genuinely evaluate existing strategies and structures and then muster the courage and discipline to make necessary changes.

The AF Chapter Operations Assessment is a piece of the continuous improvement puzzle. It is a tool to help FPA leaders across the board engage productively in potentially-challenging but necessary conversations about:
- What is working and should be emulated and built on.
- What is not working optimally, and either needs to change on a structural level, or be optimized within existing structures.

If anything is clear, it is that consensus is impossible. Difficult decisions will need to be made that will not please everyone. The alternative—to making difficult decisions and meaningful change—is stagnation. The potential and likely cost of stagnation is declining effectiveness and decreasing relevance to members.

What is essential—and foundational—to having the necessary and complex conversations, and taking constructive action, is:
- Inclusion of all stakeholders—chapter volunteers and executives, and National leaders/staff.
- Open, direct, and skillful communication, inviting expert facilitation where appropriate.
- Strengthening the triangle of relationships that is chapter executives, chapter volunteers and National. Including building trust, and collaborative intent and skill.
- Understanding, appreciating, and leveraging the respective strengths of the various stakeholders.

When all is said and done, the bottom line is this:
- Increase chapter/National coordination where that coordination focuses resources and enhances efficient and effective value delivery.
- Honor customization at the chapter level, not for its own sake, but where it meets diverse needs of the FPA membership
- Identify and create synergies among all stakeholders that enable FPA as a whole to deliver on its value proposition.

Personal/Professional note from Burke Miller and Sandra Visser

It has been our pleasure and privilege to engage with Alliance Forum and National leaders in this project. We are inspired by your dedication to the financial planning profession and to the critically important work of FPA. Through this process, we have become keenly invested in your success.

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Alliance Forum Chapter Operations Assessment
Final Report
Appendix

Purpose

The Appendix provides the raw data from the surveys completed by chapter executives and board presidents. The purpose of the Appendix is to enable readers to cross reference observations in the main body of the report with data from the surveys.

Please note that not all observations in the report will directly reflect data from the surveys. Some observations are based on phone interviews, which are too cumbersome and detailed to capture in this report.

Organization

The appendix data is presented under the same headings as the Observational Themes in the main body of the report. These headings are:

  I.   **Strategic Dynamic**
  II. **Leadership Dynamic**
  III. **Governance Dynamic**
  IV. **Resource Dynamic**

Scale

For the survey items asking respondents to score a statement on a scale of 1-6:

  1 = completely disagree, 2 = strongly disagree, 3 = mildly disagree
  4 = mildly agree, 5 = strong agree, 6 = completely agree

These items are displayed in tables that show:

- **Respondent**
- **Mean**
- **Range**
- **Distribution in range**
- **Comment**

Respondents also filled out forced choice items. These items are displayed in tables that show:

- **Respondent**
- **Forced choice responses**, indicating the number of selections for each choice.

Respondents also completed open-ended questions. These items are displayed in tables that show:

- **Respondent**
- **Open-ended response**

I. STRATEGIC DYNAMIC
1. General Alignment on Mission and Strategy

*Our chapter is **AWARE OF** the outcomes of National's strategic/business planning efforts*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.1	3–6	2 x 3, **9 x 4**, 1 x 5, 1 x 6	Most mildly agree
Board Leaders	3.4	2–5	2 x 2, 4 x 3, **5 x 4**, 1 x 5	**SPLIT**

*Our Chapter **ALIGNS** with the outcomes of National's strategic/business planning efforts*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.2	3–6	1 x 3, **9 x 4**, 2 x 5, 1 x 6	Most mildly agree
Board Leaders	3.2	2-5	**5 x 2**, 1 x 3, **5 x 4**, 1 x 5	**SPLIT** Mildly agree/strongly disagree

Our Board uses FPA's Strategic Directive in strategic planning and messaging

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.3	1–6	1 x no answer, 1 x 1, 2 x 3, 2 x 4, **5 x 5**, 2 x 6	Most strongly agree
Board Leaders	4.0	2-5	2 x 2, 1 x 3, 4 x 4, **5 x 5**	Most mildly to strongly agree

Our chapter has a highly effective process for developing an annual strategic/business plan that determines the budget and allocation of resources for the year

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.6	3-6	2 x 3, 3 x 4, **6 x 5, 2 x 6**	Most strongly/completely agree
Board Leaders	4.7	3-6	2 x 3, 2 x 4, **6 x 5, 2 x 6**	Most strongly/completely agree

Our chapter discusses and codifies a set of business goals and/or success measures each year

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.0	2-6	1 x 2, 1 x 3, 2 x 4, 2 x 5, **7 x 6**	Most strongly/completely agree
Board Leaders	4.3	3-6	3 x 3, **5 x 4**, 1 x 5, 2 x 6	Most on the side of agreement

National shares effectively with Alliance Forum chapters the outcomes of its annual strategic and business planning efforts.

Respondent	Mean	Range	Distribution in range	Comment
National	3	2 - 4	1 x 2, 1 x 4	**SPLIT** Board mildly agrees Staff strongly disagrees

I. STRATEGIC DYNAMIC
2. Conflicting Perspectives on Messaging and Policy Alignment

*It is very **important** for National and the chapters to speak with one voice on policy issues*

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.4	3-6	1x3, 5 x5, **7 x6**	Strong to complete agreement
Board Leaders	5.0	4-6	3 x4, **6x5**, 3 x6	Strong to complete agreement
National	6	6	2 x 6	Board and staff completely agree

Our chapter and National speak with one voice on Policy issues

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.2	3-6	1 x3, 1 x4, 5 x5, **6 x6**	Strong and complete agreement
Board Leaders	4.1	3-6	**5 x3**, 2 x4, **4 x5**, 1 x6	**SPLIT** leaning toward agreement
National	3	3	2 x 3	Board and staff slightly disagree

Our Chapter and National are highly ALIGNED in external communications and messaging

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.2	2-5	1 x 2, **7 x 4**, 5 x 5	Mildly to strongly agree
Board Leaders	4.0	2-5	1 x2, 3x3, 3 x4, 1x4.5, **4x5**	Most on side of agreement
National	2	2	2 x 2	Board and staff strongly disagree

I. STRATEGIC DYNAMIC
3. Chapter Executive Strategic Involvement Supports Continuity

The Chapter Executive is currently highly involved with the strategic planning and policy setting efforts of our chapter

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.6	2 –6	1 x 2, 1 x 3, 3 x 4, **5 x 5** and 3 x 6	Most strongly/completely agree
Board Leaders	5.1	3 –6	1 x 3, 3 x 4, 2 x 5, **6 x 6**	Most strongly/completely agree

It is appropriate for the Chapter Executive to be highly involved in strategic and policy planning

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.5	3-6	1 x 3, 4 x 5, **8 x 6**	Most strongly to completely agree
Board Leaders	5.5	4 – 6	2 x 4, 2 x 5, **8 x 6**	Most strongly to completely agree

Current responsibilities of a Chapter Executive – strategic/policy or administrative

Respondent	Forced choice responses
Executives	• **9 x primarily admin** • 5 x admin and strategy involvement
Board Leaders	• **10 x primarily admin** • 2 x admin and strategy involvement

Appropriate responsibilities for Chapter Executive – strategic/policy or administrative

Respondent	Forced choice responses
Executives	• **7 x yes, appropriate** • 4 x more involvement strategic • 1 x primarily admin • 1 x don't know
Board Leaders	• **6 x yes appropriate** • 1 x more strategy • 3 x less strategy • 2 x don't know

II. LEADERSHIP DYNAMIC
1. Volunteer/Board Recruitment, Training and Guidance Optimized when Pro-actively Planned

Our chapter has a highly effective process for recruiting volunteers

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.0	2 –5	3 x 2, 2 x3, **8 x5**	Most strongly agree
Board Leaders	3.8	2 –5	1 x 2, 3 x 3, **5 x 4, 3 x 5**	Most mildly to strongly agree

Our chapter has a highly effective orientation and training process for new board members

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.5	2 –5	**4 x 2**, 2 x 3, 4 x 4, **3 x 5**	**SPLIT** between disagree and agree
Board Leaders	3.3	2 –4	3 x 2, 2 x 3, **7 x 4**	**SPLIT**, but slightly stronger on mildly agree

Our Chapter Board is clear about what it needs to accomplish for whom

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.2	3-6	2 x 3, **5 x 5, 6 x 6**	Most strongly/completely agree
Board Leaders	4.8	3 – 6	1 x 3, 2 x 4, **6 x 5**, 2 x 6	Most strongly agree

The roles and responsibilities of board members and other volunteers are clearly defined in writing

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.5	2-6	2 x 2, 2 x 3, 1 x 4, **4 x 5, 4 x 6**	Most strongly/completely agree
Board Leaders	4.7	3 – 6	1 x 3, **4 x 4, 5 x 5**, 2 x 6	Most mildly to strongly agree

Our board members and volunteers clearly understand their roles and responsibilities

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.2	2 – 6	2 x 2, 1 x 3, **5 x 4**, 3 x 5, 2 x 6	Most on side of agreement
Board Leaders	4.6	3 – 6	2 x 3, 2 x 4, **7 x 5**, 1 x 6	Most strongly agree

Our chapter has a highly effective process for evaluating the effectiveness of our board and volunteer leadership

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.5	2 – 6	3 x 2, 3 x 3, **5 x 4**, 1 x 5, 1 x 6	Most mildly agree or LESS
Board Leaders	3.3	2 – 5	**4 x 2, 3 x 3**, 2 x 4, 3 x 5	Most mildly to strongly disagree

II. LEADERSHIP DYNAMIC
2. Chapter Executive Succession and Contingency Planning
Could Benefit from Best Practice Templates and Annual Review

*Our Chapter has a highly effective **succession** plan for Chapter Executive position*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.2	1-5	1 x 1, 3 x 2, 2 x 3, **6 x 4**, 1 x 5	**SPLIT**, but most mildly agree
Board Leaders	3.1	2 –6	**7 x 2**, 1 x 3, 1 x 4, 2 x 5, 1 x 6	Most strongly disagree

*Three ways that NATIONAL feels it can assist AF chapters with **succession** planning:*

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)

National	Board:
	   • Have a detailed FPA Guidebook for CEs in place to help boards bridge the gap in the event that they lose their chapter exec.
	   • Create job description and training for CE and Board members. Help make chapter revenue model better so they can hire who they need
	   • Facilitate hiring of Chapter Execs at local level: recruitment/interviewing or hiring as FPA employee
	Staff:
	   • Improved Training and Development
	   • Onboarding template
	   • Document sharing

*Our Chapter has highly effective **contingency** plan for the Chapter Executive position, if the position is suddenly vacated*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.4	1-5	2 x 1, 2 x 2, 1 x 3, **5 x 4**, 3 x 5	Most mildly to strongly agree
Board Leaders	3.3	1-6	1 x 1, **5 x 2**, 1 x 3, 1 x 4, **3 x 5**, 1 x 6	**SPLIT**

Is your performance as Chapter Executive formally reviewed on a regular basis

Respondent	Forced choice responses

Executives	• 2 x no review
	   • **6 x once a year**
	   • 5 x ongoing

Board Leaders	• 3 x no review
	   • **6 x once a year**
	   • 2 x ongoing
	   • 1 x no answer

II. LEADERSHIP DYNAMIC
3. Chapter/National Delineation of Roles and Responsibilities Clear to Some, but not to Others

The delineation of responsibilities between our chapter and National are clear

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.3	3-6	3 x 3, **5 x 4**, 3 x 5, 2 x 6	Mildly to strongly agree
Board Leaders	3.4	1–5	1 x 1, **6 x3/1x3.5**, 2x4, 2x5	Most mildly disagree
National	3	2 - 4	1 x 2, 1 x 4	**SPLIT** Board strongly disagrees Staff mildly agrees

The delineation of responsibilities between our chapter and National are appropriate

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.2	3-6	4 x 3, **4 x 4**, 3 x 5, 2 x 6	Most on side of agreement
Board Leaders	3.2	1 – 5	2 x1, 2 x 2, 3 x 3, 2 x 4, 3 x5	**SPLIT**
National	3.5	2 – 5	1 x 2, 1 x 5	**SPLIT** Board strongly disagrees Staff strongly agrees

Four functions that local chapters perform more effectively than National

Respondent	**Open-ended responses** (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Local networking 2. Member engagement 3. Local meetings: CE and study groups 4. Local member communications 5. Local news 6. Local website
Board Leaders	1. Member education (monthly) 2. Local sponsorship 3. Volunteer recruitment 4. Meeting coordination and registration 5. Engaging members/build community

National	Board
	  1. Chapter Board meetings/CE programming
	  2. Networking
	  3. Conferences/symposiums
	  4. Pro bono and advocacy at local level
	Staff:
	  1. Local networking and personal engagement through CE courses, social events
	  2. Pro Bono efforts
	  3. Mentoring
	  4. Local grassroots advocacy

II. LEADERSHIP DYNAMIC
3. Chapter/National Delineation of Roles and Responsibilities Clear to Some, but not to Others

Functions that National can perform more effectively than chapters

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Legislative Voice 2. FPA Connect – connection with other chapters 3. Webinars 4. Dues collection 5. Managing & updating the member database 6. Top quality conferences 7. Quality publications
Board Leaders	1. Public Awareness 2. Policy & Lobbying 3. Best practices/standard procedures 4. Chapter coordination 5. Outreach to CPF Board and large companies 6. Membership data 7. Website 8. Speakers
National	Board: 1. Setting organizations vision, strategy, direction; 2. FPA brand development/message/national PR; 3. Training/management of executive director; 4. National sponsorship with big firms that benefits national and chapters; 5. Create turnkey programs at competitive prices (databases, insurance, affinity programs, sponsorships etc) Staff: 1. National Media campaigns; 2. CPF Board and Coalition work; 3. Dues collection; 4. Broader Nationwide communications platform – FPA Connect, FPA All member email messages and mailers etc

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

I am clear what I, as Chapter Executive, need to accomplish and for whom

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.5	4 -6	2 x 4, 3 x 5, **8 x 6**	Most strongly/completely agree
Board Leaders	5.0	3 –6	2 x 3, 1 x 4, 4 x 5, **5 x 6**	Most strongly/completely agree

I am/Our Chapter Executive is clear about her/his role and responsibilities as a Chapter Executive

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.4	4 -6	2 x 4, 4 x 5, **7 x 6**	Most strongly/completely agree
Board Leaders	4.8	3 –6	2 x 4, 4 x 5, **7 x 6**	Most strongly/completely agree

Our Chapter Board is clear about the Role & Responsibilities of the Chapter Executive

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.3	2 -6	2 x 2, 4 x4, **6 x 5**, 1 x 6	Most strongly agree
Board Leaders	4.3	2 –6	1 x 2, 4 x 3, **5 x 5**, 2 x 6	Most strongly agree

There should be more consistency in roles and responsibilities among Alliance Forum chapter executives.

Respondent	Mean	Range	Distribution in range	Comment
National	5.5	5 -6	1 x 5, 1 x 6	Board – completely agree Staff – strongly agree

There should be more customization/differentiation in roles and responsibilities among Alliance Forum chapter executives.

Respondent	Mean	Range	Distribution in range	Comment
National	1.5	1-2	1 x 1, 1 x 2	Board – strongly disagrees Staff – completely disagrees

(CONT.)

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

The relationship between National and Alliance Forum chapter executives is highly effective.

Respondent	Mean	Range	Distribution in range	Comment
National	3.5	3 - 4	1 x 3, 1 x 4	Board – slightly disagrees Staff – slightly agrees

Alliance Forum chapter executives are highly supportive and helpful liaisons between National and Alliance Forum chapters.

Respondent	Mean	Range	Distribution in range	Comment
National	3	3	2 x 3	Board – slightly disagrees Staff – slightly disagrees

The guidance and training that Alliance Forum chapter executives receive from National is highly effective.

Respondent	Mean	Range	Distribution in range	Comment
National	4	4	2 x 4	Board – slightly agrees Staff – slightly agrees

Is your Chapter Executive the primary liaison between your Chapter and National, and do you receive all the information and training that is available from National

Respondent	Forced choice responses (themes only – ranked in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	• 2 x liaison and passing on all info and training • **10 x primary liaison** but not sure if receiving all training/info from national
Board Leaders	• 2 x primary liaison and receiving all info • **5 x primary liaison but not sure if receiving all info/training** • 1 x primary but not receiving all info • 4 x not primary liaison

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

List three responsibilities that are most challenging to perform (in your local chapter)

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)

Executives	Divergent responses across the board.
	1. Volunteers
	    a. Recruitment of volunteers
	    b. Orientation and training of volunteers
	    c. Getting volunteers to do their portion of the job
	    d. Creating passion and accountability
	2. Board and committees:
	    a. Implementing Board's strategic planning goals
	    b. Facilitating/supporting board without micro-managing them
	3. Member data and chapter demographics
	4. Continuing Education
	5. Website management and updates

Board Leaders	1. Board member recruitment and training of volunteers 2. Website management 3. Strategic analysis

The three responsibilities that are currently shared (between Executives and Board), that are the most difficult to coordinate

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Orientation and training of Volunteers – could FPA have handbook or virtual seminar to cover basic responsibilities? 2. Board and Committee recruitment 3. Newsletter development 4. Website
Board Leaders	1. Meeting coordination 2. Member communications 3. Media coordination: newsletter, website, social media 4. Strategic Planning/Budget development/Board agenda development 5. Orientation and Training volunteers 6. Cross chapter info sharing

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

List 3 responsibilities that, if a change were made in who performs them (Board or Executive), would most enhance the operational effectiveness of the chapter

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Board involvement in meeting 2. Orientation and training of volunteers
Board Leaders	1. Operational analyses 2. Access to member data 3. New member on-boarding 4. Website

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

*Our Board has the **expertise** to know what's expected from Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.1	2 –6	2 x 2, 1 x 3, **5 x 4**, 4 x 5, 1 x 6	Most mildly/strongly agree
Board Leaders	3.9	1 –6	1 x 1, 2 x 2, 1 x 4, **5 x 5**, 3 x 6	Most strongly agree

*Our Board has the **skill set** to oversee the Roles & Responsibilities of Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.3	2- 6	2 x 2, **5 x4**, 4 x5, 2 x 6	Most mildly to strongly agree
Board Leaders	4.5	1 –6	1 x 1, 2 x2, 1 x4, **5 x5**, 3 x6	Most strongly/completely agree

*Our Board has the **capacity** (time and energy) to oversee the Roles & Responsibilities of the Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.6	1 –6	2 x1, 3 x3, **5x4**, 2 x 5, 1 x 6	Most on the side of agreement
Board Leaders	3.8	1 –6	1 x 1, 3 x 2, 1 x 3, 1 x 4, 1 x 4.5, **4 x 5**, 2 x 6	Most on the side of agreement

Is your performance as Chapter Executive formally reviewed on a regular basis

Respondent	Forced choice responses
Executives	• 2 x no review • 6 x once a year • 5 x ongoing
Board Leaders	• 3 x no review • 6 x once a year • 2 x ongoing • 1 x no answer

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

List up to two things that you would like to see change in National's relationship with Alliance Forum Chapter Executives

Respondent	Open-ended responses (themes only – ranked in order of # of recurring responses) (No singular responses from chapters, only from National)
National	Board: 1. Working towards a common good /agreeing to work toward aligned goals so that we can share in the work and success 2. Consistent and integrated communication – chapter executives agree to take national messages back to chapters Staff: 1. More trust/openness/receptiveness 2. Improved communications and follow through

List up to 2 things that you would like to change in your agreements or relationship with your chapter executive

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Board Leaders	1. Back-up process/Disaster Plan/ Succession Plan that we can rely on (if something happens 2. Exclusivity of our chapter executive 3. Clear evaluation process/job description 4. Salary/compensation/benefits

List up to two things that you (as Chapter Executive) would like to see change in your agreements or relationship with your Chapter...

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Solutions to work not being performed by committees: targeted hourly expectation of work; increased executive hours; creation of a leadership manual with expectations; payment penalty for work turned in late; staff organizational chart and to-do list 2. Being PART of the team be a partner, not admin staff member; be in the loop of all communications on the team (difficult after Board change over); move responsibility for minutes back to treasurer; active participation in BOD selection and orientation.

(CONT.)

II. LEADERSHIP DYNAMIC
4. Chapter Executive Key Role Can be Further Strengthened

Are you/is the Chapter Executive an employee or independent contractor?

Respondent	Forced choice responses
Executives	• 2 x Employee • **11 x Independent Contractor**
Board Leaders	• 1 x Employee • **11 x Independent Contractor**

Do you/does your Chapter Executive work for other FPA chapters or other associations?

Respondent	Forced choice responses
Executives	• 3 x Other FPA chapters • **5 x Other Associations** • 3 x Neither • 2 x Both
Board Leaders	• **4 x Other FPA chapters** • 3 x Other Associations • 3 x Neither • 2 x Both

On average, how much time do you/does your Chapter Executive devote to your chapter per week?

Respondent	Forced choice responses
Executives	• 2 x 6 – 10 hours • 1 x 11- 15 hours • 3 x 16 – 20 hours • 1 x 21 – 25 hours • 4 x 26 – 30 hours • 2 x over 30 hours
Board Leaders	• 2 x 6 – 10 hours • 3 x 11- 15 hours • 2 x 16 – 20 hours • 3 x 21 – 25 hours • 2 x 26 – 30 hours

III. GOVERNANCE DYNAMIC
1. **Chapters Value Autonomy, Acknowledge Benefits of Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**

Do chapter members generally receive more benefit from their chapter affiliation or National, or equal?

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	• **12 x Chapter** • 1 x no response
Board Leaders	• **10 x chapter** • 1 x equal
National	• **Equal** (backed up Member Loyalty Survey data)

Our chapter has a high level of autonomy (independent decision making authority) relative to National

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.2	4-6	2 x 4, **6 x 5, 5 x 6**	Strong/complete agreement
Board Leaders	5.2	5-6	1 x 4, **8 x 5, 3 x 6**	Strong/complete agreement
National	5	5	2 x 5	Strong agreement

With the best interest of FPA as a whole in mind, assess the ideal level of autonomy (independent decision making authority) of your chapter to National

Respondent	Forced choice responses
Executives	• **13 x at appropriate level**
Board Leaders	• **10 x appropriate level** • 2 x should be decreased
National	• should be decreased (both Board and Staff)

For the betterment of the FPA, it is important that, from a policy, strategic and operational standpoint, coordination and integration of Chapters and National is

Respondent	Forced choice responses
Executives	• 1 x in unison, • **11 x customized**
Board Leaders	**SPLIT:** • 5 x in unison, • 7 x customized
National	• **2 x Unison**

(CONT.)

III. GOVERNANCE DYNAMIC
1. **Chapters Value Autonomy, Acknowledge Benefits of Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**

Our (AF) chapter is highly effective in managing its human and financial resources

Respondent	Mean	Range	Distribution in range	Comment
Executives	5.0	3–6:	2 x 3, 2 x 4, 3 x 5, **6 x 6**	Mostly strong to completely agree
Board Leaders	4.4	3–6	4 x 3, 1 x 4, **5 x 5**, 1 x 6	Mostly agree
National	3	3	2 x 3	Board and staff **mildly disagree**

*Our chapter would be more effective if financial, HR, Operational processes were coordinated in a more systematic way **with National***

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.0	1-6	1 x 1, 3 x 3, **4 x 4, 4 x 5**, 1 x 6	More on side of agreement
Board Leaders	3.6	2-6	5 x 2, 1 x 3, 2 x 4, 2 x 5, 2 x 6	**SPLIT**
National	5	4-6	1 x 4, 1 x 6	Staff mildly agrees Board completely agrees

*Our chapter would be more effective if financial, HR and operational processes were coordinated in a more systematic way **with other AF chapters***

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.0	1–6	1 x 1, 3 x 3, **4x4, 4 x 5**, 1 x 6	More on side of agreement
Board Leaders	3.7	1–6	1 x 1, 2 x 2, 2 x 3, 3 x 4, 3 x 5, 1 x 6	**SPLIT**
National	5	5	1 x 5, 1 x maybe	Board strongly agrees, Staff says maybe

National and the AF chapters have a high level of strategic and business coordination

Respondent	Mean	Range	Distribution in range	Comment
National	2.5	2-3	1 x 2, 1 x 3	Staff strongly disagrees Board mildly disagrees

III. GOVERNANCE DYNAMIC
1. **Chapters Value Autonomy, Acknowledge Benefits of Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**

The level of strategic, business and message coordination and integration with National and our Chapter should be...

Respondent	Forced choice responses
Executives	• **9 x should be enhanced** • 3 x just right • 1 x should be reduced
Board Leaders	• **9 x should be enhanced** • 2 x just right
National	• **should be enhanced** (both Board and Staff)

In the interest of reducing duplication and enhancing efficiency, the level of coordination among AF chapters...

Respondent	Forced choice responses
Executives	• **9 x should be increased** • 3 x just right
Board Leaders	• **8 x should be increased** • 3 x just right
National	• Board: **should be increased** • Staff – don't know

In the interest of reducing duplication and enhancing efficiency, the level of coordination among AF chapters and non AF chapters...

Respondent	Forced choice responses
Executives	• **9 x should be increased** • 2 x just right
Board Leaders	• **10 x should be increased** • 2 x just right
National	• **Board: should be increased** • Staff: don't know

(CONT.)

III. GOVERNANCE DYNAMIC
1. **Chapters Value Autonomy, Acknowledge Benefits of Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**

*Functions that are most important for your **chapter and National to coordinate***

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Membership: dues, recruitment & retention 2. Input on legislation 3. Keeping Board informed 4. Alignment national and local campaigns 5. Website 6. Membership data integration
Board Leaders	1. Membership recruitment and engagement 2. Support with transitioning Execs 3. Best practice 4. Strategy/vision/unified voice 5. Media coordination
National	Board: 1. Creating one brand/one voice/ consistent messaging for the organization 2. Strategic direction that integrates coordinated value propositions and enhances membership development 3. Raise revenue for FPA to fund national and chapter initiatives Staff: 1. Promotion of the CFP mark 2. Advancement of the Profession 3. Pipeline (student and new professionals) effort

(CONT.)

III. GOVERNANCE DYNAMIC
1. **Chapters Value Autonomy, Acknowledge Benefits of Coordination**
2. **National Desires Greater Coordination**
3. **Customization can Lead to Diffusion**
4. **Opportunities for Autonomy/Coordination Win/Win**

If there were up to 2 things you could change in your agreements or relationship with National, what would they be?

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Timely communications (BEFORE the event/changes need to be implemented) 2. Share dues more with Chapters 3. Better membership data collection
Board Leaders	1. More dialogue/transparency 2. Better revenue sharing
National	Board: 1. Much improved coordination between national and its chapters in being 'One FPA' – one strategy, one brand, one clear message 2. Proactively working on trust = continue to nurture open/direct dialogue with AF chapters and other FPA chapters Staff: 1. For the Alliance Forum chapters to consider how to best leverage their expertise and knowledge by topic/service, not just size

III. GOVERNANCE DYNAMIC
5. Strengthening Relevant Support for Chapters

*Our chapter receives high level of **admin/management support** from National through quality communication and training in areas affecting the chapter's ability to perform their functions well.*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.8	2-5	1 x 2, **5 x 3**, 3 x 4, 4 x 5	**SPLIT** Though most mildly agree
Board Leaders	2.9	1 – 4	1 x1, 3 x2, **4 x3**, 4 x4	Most mildly disagree and below
National	3.5	3 – 4	1 x 3, 1 x 4	Board mildly disagrees Staff mildly agrees

*Our chapter receives a high level of **strategic/policy support** from National through clear and consistent communication about key strategy and policy issues impacting National and Chapters.*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.6	2-6	2 x 2, 4 x3, **5 x 4**, 1 x 5, 1x 6	**SPLIT** Though most mildly agree
Board Leaders	3.3	2-4	1 x 2, **6 x 3**, 5 x 4	Mildly disagree
National	3	3	2 x 3	Mildly disagree

*Our Chapter receives **appropriate financial support** from National through fair distribution of the financial resources that FPA receives*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.4	1-5	1 x 1, 1 x 2, **6 x 3**, 2 x 4, 3 x 5	Most mildly disagree and less, but **SPLIT**
Board Leaders	2.8	2-4	**5 x 2, 5 x 3**, 2 x 4	Most mildly to strongly disagree
National	3.5	3–4	1 x 3, 1 x 4	Board mildly disagrees Staff mildly agrees

III. GOVERNANCE DYNAMIC
5. Strengthening Relevant Support for Chapters

List up to three areas or functions where National excels in supporting Alliance Forum chapters:

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
National	**Board:** 1. Giving a voice to AF (through surveys like this one), listening and being available to hear concerns. 2. Providing dedicated staff at national to assist chapters in their success and helping to facilitate best practices between chapters 3. Assisting with legal and relational issues at chapter level when needed **Staff:** 1. Negotiating Web and technology support 2. Annual Chapter Leaders Conference 3. Providing community through FPA Connect or meeting space at FPA events

List up to three areas or functions where National faces its greatest challenges or barriers in supporting Alliance Forum chapters:

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
National	**Board:** 1. Lack of organizational trust that is perpetuated through an "us vs. them" narrative that has gone unchecked. 2. History of autonomy since the inception of FPA; Our concern is that the current chapter structure is not one that was consciously created after the merger in 2000. Instead it was something that evolved and because it was not nurtured has resulted in confusion of roles/responsibilities, bickering about money and general misunderstanding of how, if we worked together, we could be a great organization. 3. Supporting varied strategic directions of 93 chapters rather than rallying around one mission and strategy and helping 93 chapters implement it. **Staff:** 1. The structure itself – the Alliance Forum is not officially sanctioned by FPA 2. Lack of inclusion on communications and in calls/meetings 3. Capacity - 80 other FPA chapters to serve

III. GOVERNANCE DYNAMIC
5. Strengthening Relevant Support for Chapters

List three areas where (your) chapter faces its biggest challenges/barriers:

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Communications: PR/social media/website 2. Board succession & planning 3. Volunteer recruitment 4. Membership integration over large area 5. Volunteer time management
Board Leaders	1. Increasing and retaining members 2. Board recruitment 3. Chapter Exec succession planning 4. Membership data
National	Board 1. Managing Chapter Executives/day to day operations of chapter; 2. Continuity from year to year (Due to Board transition); 3. Financial resource management (managing revenue sources, working with sponsors, recruitment/retention of members Staff 1. Membership growth/retention 2. Succession planning/new volunteer leader recruitment 3. Website/technology needs or issues

What one thing, if it could change, would have the largest impact on improving your chapter's operational effectiveness

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Clearly defined roles for Board and Chapter Execs 2. Volunteers held accountable 3. National to push membership data reports 4. More money
Board Leaders	**No consistent responses**
National	Board: 1. FPA could employ chapter executives to allow chapter Boards to focus on member engagement and membership drivers at the local level; Staff: 1. More integration, less autonomy

III. GOVERNANCE DYNAMIC
6. Options for Optimizing Chapter Executive Governance

*Our Board has the **expertise** to know what's expected from Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.1	2 –6	2 x 2, 1 x 3, **5 x 4**, 4 x 5, 1 x 6	Most mildly/strongly agree
Board Leaders	3.9	1 –6	1 x 1, 2 x 2, 1 x 4, **5 x 5**, 3 x 6	Most strongly agree

*Our Board has the **skill set** to oversee the Roles & Responsibilities of Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	4.3	2- 6	2 x 2, **5 x4**, 4 x5, 2 x 6	Most mildly to strongly agree
Board Leaders	4.5	1 –6	1 x 1, 2 x2, 1 x4, **5 x5**, 3 x6	Most strongly/completely agree

*Our Board has the **capacity** (time and energy) to oversee the Roles & Responsibilities of the Chapter Executive*

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.6	1 –6	2 x1, 3 x3, **5x4**, 2 x 5, 1 x 6	Most on the side of agreement
Board Leaders	3.8	1 –6	1 x 1, 3 x 2, 1 x 3, 1 x 4, 1 x 4.5, **4 x 5**, 2 x 6	Most on the side of agreement

Is your performance as Chapter Executive formally reviewed on a regular basis

Respondent	Forced choice responses
Executives	• 2 x no review • 6 x once a year • 5 x ongoing
Board Leaders	• 3 x no review • 6 x once a year • 2 x ongoing • 1 x no answer

III. GOVERNANCE DYNAMIC
6. Options for Optimizing Chapter Executive Governance

For your Chapter Executive position, does your chapter have a written job description that is reviewed periodically?

Respondent	Forced choice responses
Executives	• 1 x no job description • **6 x yes, annual review of job description** • 5 x yes, less than annual review • 1 x no review
Board Leaders	• 3 x no job description • **6 x yes/annual review of job description** • 2 x yes/less than annual review of job description • 1 x no review

*Under the current structure between National and the chapters, National has a high **capacity (time and energy)** to oversee appropriately the responsibilities and performance of Alliance Forum chapter executives.*

Respondent	Mean	Range	Distribution in range	Comment
National	1.5	1- 2	1 x 1, 1 x 2	Board – strongly disagrees Staff – completely disagrees

*Under the current structure between National and the chapters, National has a **high level of ability (skillset**) to oversee appropriately the responsibilities and performance of Alliance Forum chapter executives.*

Respondent	Mean	Range	Distribution in range	Comment
National	4.5	4 - 5	1 x 4, 1 x 5	Board – slightly agrees Staff – strongly agrees

*Under the current structure between National and the chapters, National has a **high level of expertise** to know what should be expected from an association chapter executive.*

Respondent	Mean	Range	Distribution in range	Comment
National	4.5	4 - 5	1 x 4, 1 x 5	Board – slightly agrees Staff – strongly agrees

III. GOVERNANCE DYNAMIC
7. Differing Perceptions Contribute to Competition over Cooperation

Do chapter members generally receive more benefit from their chapter affiliation or National, or equal?

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	• **12 x Chapter** • 1 x no response
Board Leaders	• **10 x chapter** • 1 x equal
National	• **Equal** (backed up Member Loyalty Survey data)

*List three areas where your chapter **excels***

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Education/symposiums 2. Serving/appreciating members 3. Pro bono
Board Leaders	1. Local educational events 2. Member engagement 3. Pro bono

IV. RESOURCE DYNAMIC
1. Equity and Transparency in Financial Allocation

Our Chapter receives appropriate financial support from National through fair distribution of the financial resources that FPA receives

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.4	1-5	1 x 1, 1 x 2, **6 x 3**, 2 x 4, 3 x 5	Most mildly disagree and less, but **SPLIT!**
Board Leaders	2.8	2-4	**5 x 2, 5 x 3**, 2 x 4	Most mildly to strongly disagree
National	3.5	3–4	1 x 3, 1 x 4	Board mildly disagrees Staff mildly agrees

Current dues arrangement (dues and additional voluntary dues by chapter) is a highly effective dues structure

Respondent	Mean	Range	Distribution in range	Comment
Executives	3.6	2-5	3 x 2, 3 x 3, **3 x 4, 4 x 5**:	Most on side of agreement, but **SPLIT**
Board Leaders	3.1	1-5	1 x1, 2 x2, **6 x3**, 1 x4, 2 x5	Most slightly disagree or less
National	2	2	2 x 2	Board and staff strongly disagree

*List 3 areas where your chapter's resources are managed **most** effectively*

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. CE/Symposium 2. Pro-bono 3. Effective Board members 4. Paying Chapter Exec
Board Leaders	1. CE/Symposium 2. Sponsorship 3. Budgeting 4. Pro Bono 5. Meeting coordination and registration

*List 3 areas where your chapter's resources are managed **least** effectively:*

Respondent	Open-ended responses (themes only – in order of # of recurring responses) (No singular responses from chapters, only from National)
Executives	1. Volunteer recruitment 2. Board succession 3. Public Communications 4. Membership recruitment
Board Leaders	1. Volunteer recruitment 2. Training of Board members 3. Increasing membership 4. Speakers

FPA National/Chapter Assessment Project
Task Force Reporting Template

Report date:

Task Force Name:

Task Force Participants:

Task Force Facilitator:

Task Force Scope of Work:
Key Issues or Questions Identified and Not Resolved:
Key Issues or Questions Resolved:
Evaluation of the Progress of the Task Force:

FPA National/Chapter Assessment Project
Task Force Guidelines

Based on conversations at the Alliance Forum chapter meeting at Retreat 2014, the Task Force Coordination Committee has developed the following guidelines for the work of the seven task forces.

1. Task forces will represent all stakeholders: 1 Alliance Forum chapter leader; 1 Alliance Forum chapter executive; 1 non Alliance Forum chapter leader; 1 national board member; and 1 national staff member. In order to keep the size of the task forces manageable, task force members are expected to connect with the constituencies they represent.
2. Each task force will have a facilitator, who is not a representative of one of the stakeholder groups.
3. To support an efficient start to the work of the task forces, the Task Force Coordination Committee will provide each task force with a draft scope of work statement.
4. Task forces will meet monthly to move the scope of work of the task forces forward with the expected outcome being a report at the Chapter leader Conference in November.
5. A template will be provided to enable an easy and updatable report format for each task force that can be posted for all participants to view. The format is intended to enable task forces to report their progress on one page.
6. The role of the facilitator is to provide information, encourage dialogue, and support movement towards resolution. The facilitator does not determine the outcome of the issues.

From:	Heather Caldwell
Sent:	Monday, May 12, 2014 1:31 PM
To:	Lauren Schadle; David Brand
Subject:	FW: Suggestions for Non AF Chapter Leader Participation

Please see below. Not sure if either of you know any of these folks. Realize it can only be one individual per task force but here are the suggestions.

From: Heather Caldwell
Sent: Monday, May 12, 2014 12:40 PM
To: Amira Tart; Jennifer Harris
Subject: RE: Suggestions for Non AF Chapter Leader Participation

Many thanks to both of you for your recommendations! It is appreciated. Stay tuned. ☺ Have a wonderful afternoon! - H

From: Amira Tart
Sent: Monday, May 12, 2014 11:04 AM
To: Heather Caldwell; Jennifer Harris
Subject: RE: Suggestions for Non AF Chapter Leader Participation

Hello Heather,

Please see the below list:

A. Increase Chapter Leaders Conference Participation
- Lori Ackerman, CFP® - Northern California
- Adan H. Diaz, CFP® - Greater Indiana

B. Focus on training and Roles and Responsibilities of Volunteer Leaders
- William Cuthbertson, MBA, EA, CFP® - Orange County
- Peter D. Dixon, CFP® - Maryland

C. Succession Planning for Chapter Executives
- Jewel Arrington, CFP® - Austin
- Joseph E. Pittman (Chapter Executive) - Nebraska

D. House of Delegates
- Suparna M. Tirukonda, CFP®, CCPS - Kansas
  Jason R. Miller, CFP® - Greater Phoenix

E. Messaging and Branding Consistency
- Philip Herzberg, CFP®- Miami
- Kira Wagner – Central Pennsylvania

F. Chapter Effectiveness/Operational Efficiency and Lynchpin Role of Chapter Executive
- Karen Bordonaro, CFP® - Northeastern Ohio
- Tiffany L. Owens, MBA, CFP® - Greater Kansas City

- Brandy Johnson (Chapter Executive) - Oklahoma

G. Membership Increase
- Chia-Li Chien, CFP®, PMP – Charlotte
- Bryan P. Fay, CFP® - Middle Tennessee

Jennifer and I put a lot of thought into this list. The chapter leaders represent strong/solid chapters. Let us know if you have questions.

Best Regards,
Amira

From: Heather Caldwell
Sent: Monday, May 12, 2014 9:10 AM
To: Amira Tart; Jennifer Harris
Subject: Suggestions for Non AF Chapter Leader Participation

Hello! Hope this snowy spring day (ALL WRONG, DENVER….ALL WRONG) is a good one for you both. As shared in the blur that was Friday, please share your suggestions for what non Alliance Forum chapter leaders you feel would be best to serve on the following task forces. By COB today would be fantastic! Thank you. - H

A. Increase Chapter Leaders Conference Participation
B. Focus on training and Roles and Responsibilities of Volunteer Leaders
C. Succession Planning for Chapter Executives
D. House of Delegates
E. Messaging and Branding Consistency
F. Chapter Effectiveness/Operational Efficiency and Lynchpin Role of Chapter Executive
G. Membership Increase

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