



NATIONAL LEADERSHIP
Conference

October 14, 2025 | UVA Darden Sands Family Grounds Arlington, VA 22209

Making Sure the Chapter is Built to Last

Presented by:

John D. Richardson, NAIFA Trustee

Aby Henneberry, NAIFA Chapter Executive

Equipping leaders for sustainable, thriving chapters

Session Framing

"The Big Picture"

What are your biggest challenges in building a sustainable chapter?



Head
Strategy



Heart
Purpose



Gut
Urgency

- **Head (Strategy):** What needs structure or systems?
- **Heart (Purpose):** What inspires or connects people?
- **Gut (Urgency):** What needs immediate action?

Takeaway:

Servant leadership starts with asking, "How can I help my members succeed?"

What Makes a Chapter 'Built to Last'



- Define clear roles and a shared vision to build the foundation
- Adapt today to meet tomorrow's challenges
- Respect the past and ignite the future
- Lead through service and grow through mentorship

Takeaway:
Sustainable chapters balance respect for tradition with innovation and a commitment to servant leadership.

Resource Highlight: NAIFA Chapter Playbook



Takeaway:
Resources and tools are available to help
chapter leaders succeed.

CHAPTER PLAYBOOK

Introduction

The Chapter Playbook is an evergreen and regularly expanded toolkit of instruction and resources to facilitate Chapter operations, developed to clarify the standards of success for Chapters and provide a roadmap to help Chapter Leaders and Staff succeed.

For additional resources to assist you in getting the most out of the Chapter Playbook, visit our [site guide](#).

Chapter Services

Operating a
Chapter

Chapter Leaders

Chapter Staff

Membership

Advocacy

Programs

Marketing

The Framework



**“ALMOST ALL
CREATIVITY INVOLVES
PURPOSEFUL PLAY.”**

— ABRAHAM MASLOW

Chapter Staff or Volunteer Leaders?

Chapter Staff or Volunteer Leaders?

Filing annual state and federal compliance documents

Chapter Staff or Volunteer Leaders?

Serving as the face of NAIFA at a local community event

Chapter Staff or Volunteer Leaders?

Maintaining accurate membership records

Chapter Staff or Volunteer Leaders?

Recruiting new members through personal outreach

Chapter Staff or Volunteer Leaders?

Creating and presenting the chapter's annual budget

Chapter Staff or Volunteer Leaders?

Leading board meetings and setting agendas

Chapter Staff or Volunteer Leaders?

Negotiating contracts for meeting space or vendors

Chapter Staff or Volunteer Leaders?

Delivering a keynote at a chapter meeting

Chapter Staff or Volunteer Leaders?

Coordinating succession planning for future leaders

Chapter Staff or Volunteer Leaders?

Developing and sharing the chapter's long-term strategic vision

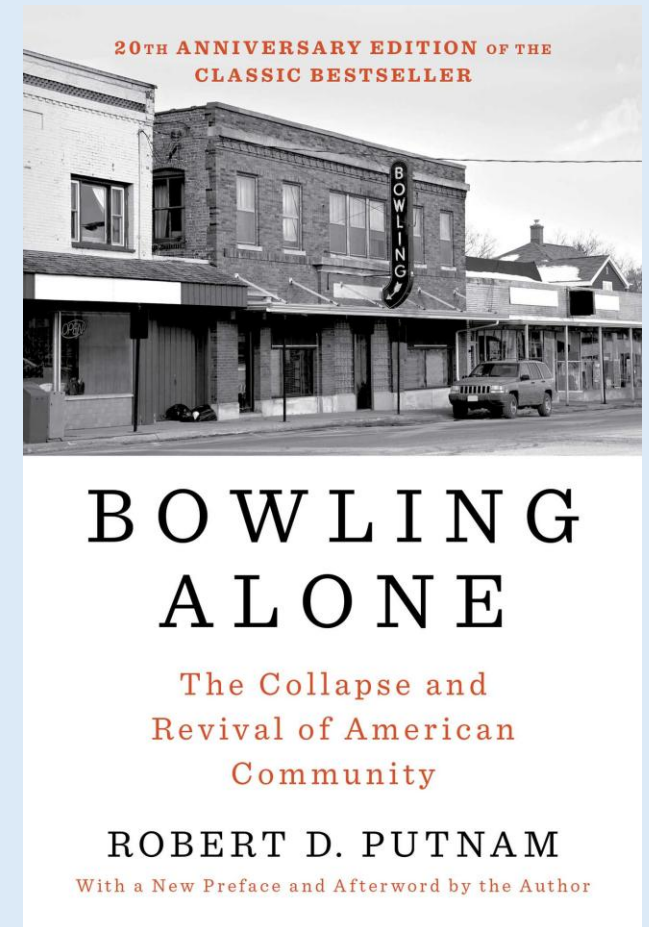
Step 1: Honest Assessment

“Macro” Perspective

- Understand your association’s landscape — acknowledge the broader environment you’re operating in.
- Recognize that membership and engagement challenges are *widespread* across mission-driven organizations.
- Learning from these trends helps you respond strategically rather than reactively.

Takeaway:
You are not alone.

Recommended Reading:



Why this matters: Understanding societal shifts helps us strengthen community connections within NAIFA

Step 2: Honest Assessment

"Micro" Perspective

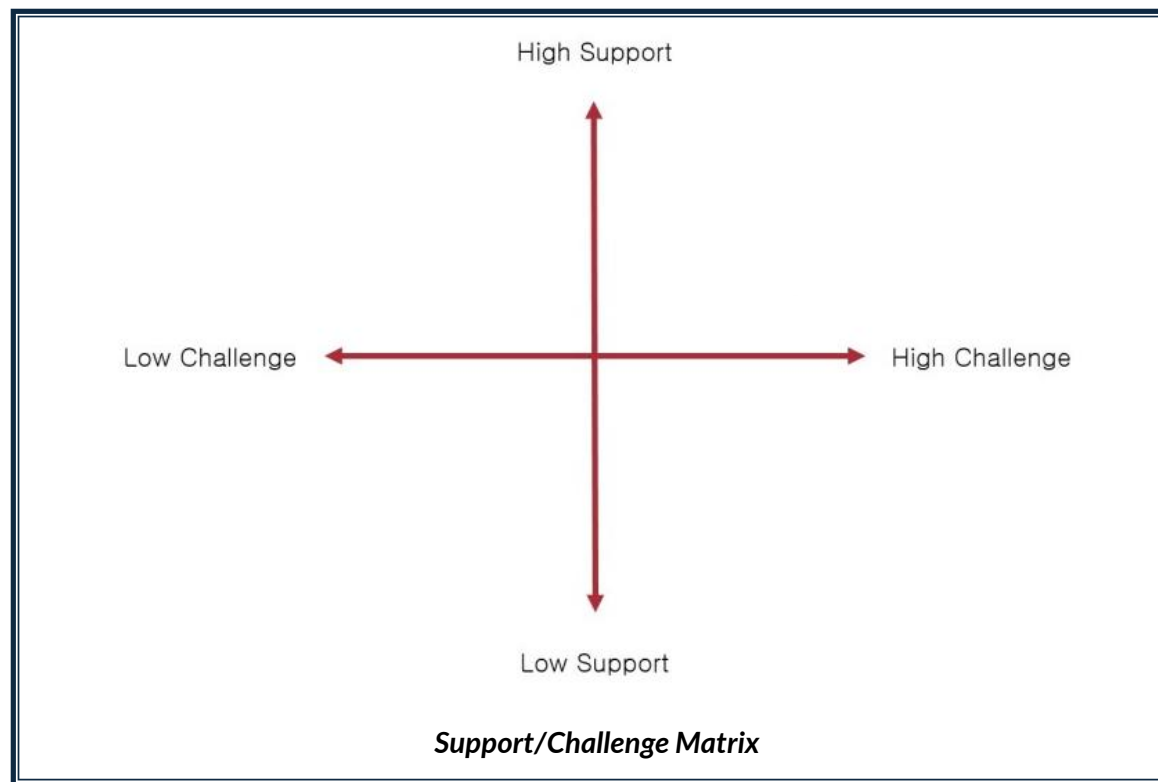
Conduct a SWOT analysis of chapter health: inspect people, resources, momentum.



Takeaway:
Recognize challenges without sugarcoating.

Step 2: Honest Assessment

"Micro" Perspective



Takeaway:

Address problems and build trust by balancing encouragement with accountability.

Step 3: Defining Roles

Understand your voice. Empower every voice.

- Identify your leadership voice — understand your natural strengths, blind spots, and how you're perceived.
- Appreciate the diverse voices on your team to build trust and balanced communication.
- Align individual strengths to chapter goals so everyone contributes with clarity and purpose.
- Lead from self-awareness — effective vision starts with knowing *who you are* and *how you lead*.

Takeaway:

Know yourself. Value others. Lead with clarity and purpose.

Recommended Reading:



Why this matters: Self-aware leaders create connected teams where every voice contributes to a shared vision.

Understand your voice. Empower every voice.



Takeaway:
Each voice matters in creating a balanced, high-performing team.

Step 4: Right People, Right Seats

- Match each person's strengths and motivations to roles where they can make the greatest impact.
- Blend experienced leaders with emerging voices to ensure continuity and fresh ideas.
- Build a culture of generosity — where leaders serve, support, and grow others.
- Recognize that followership and leadership are equally vital to a thriving chapter.

Takeaway:
Advancing the mission takes both visionary leaders
and committed followers working together.



Step 5: Purpose & Vision

- Craft a compelling, shared vision that inspires
- Align personal purpose with organizational goals
- Define what success looks like – **begin with the end in mind**

Takeaway:
A unified vision fuels purpose, direction, and momentum.

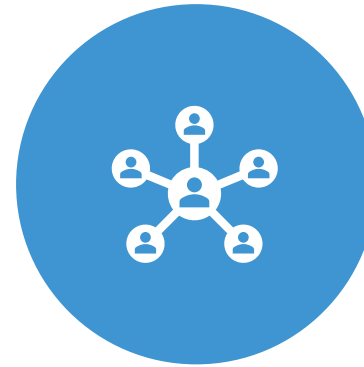


Step 6: Recruiting Leaders



FROM WITHIN NAIFA

**LILI Graduates, Committee Leaders,
YAT Leaders**



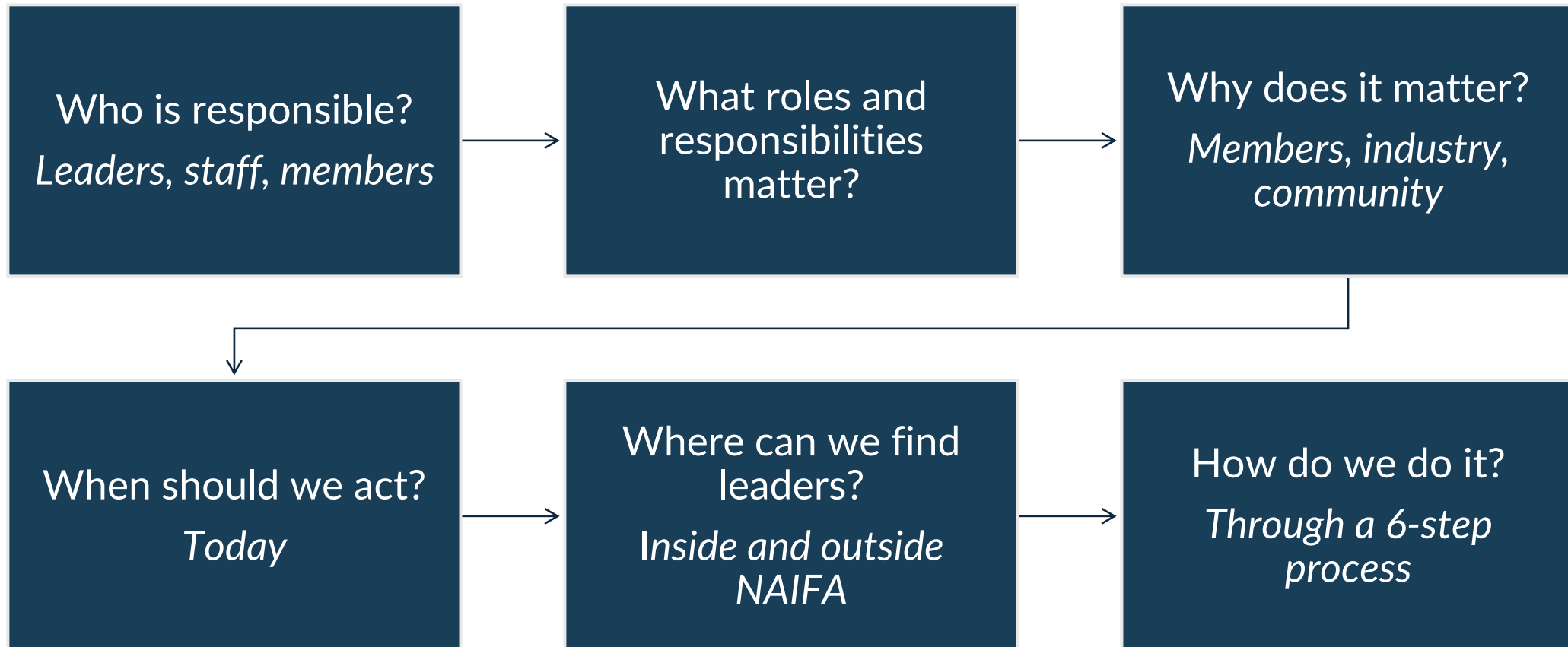
FROM OUTSIDE NAIFA

**Industry Connections, Colleagues, Fellow
Members Of Other Organizations**

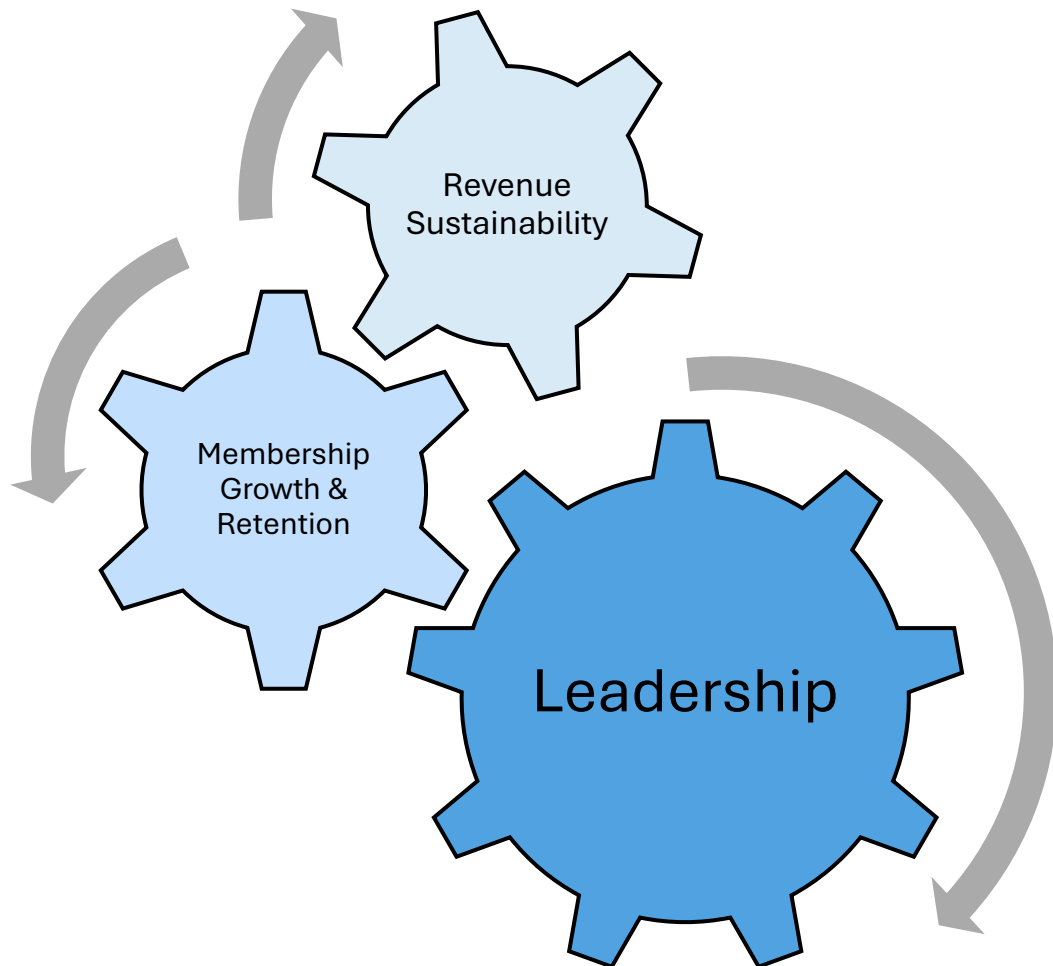
Takeaway:

**Strong chapter leaders grow the bench by mentoring from within NAIFA
and recruiting from the community around them.**

Revisiting the Framework



Critical Elements for Longevity



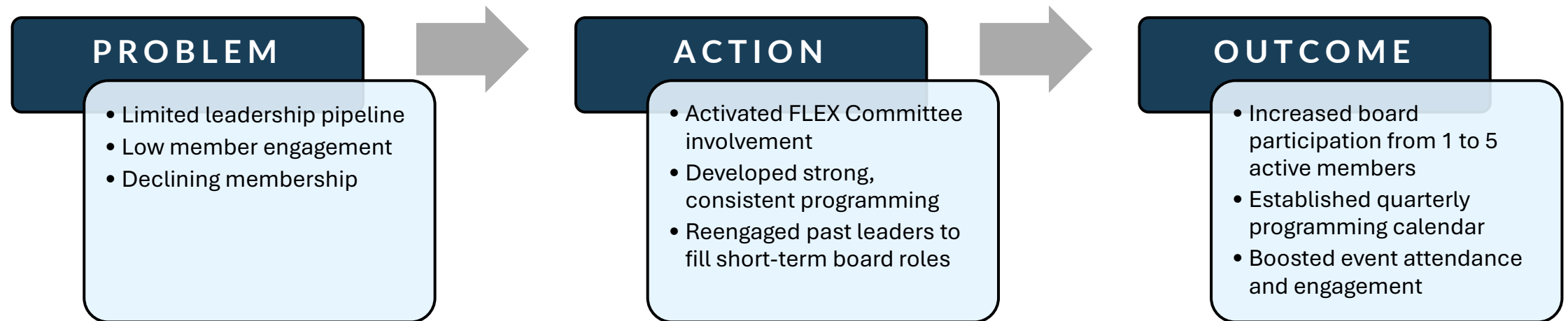
- Leadership drives direction, accountability, and alignment — it powers every other element.
- Membership Growth & Retention fuels community strength and ensures continuity of purpose.
- Revenue Sustainability enables consistent programming, innovation, and member support.
- These elements are interconnected — **when one gear slows, the others lose momentum.**

Takeaway:

True leadership means shifting from “Me” to “We.” Longevity is achieved through stewardship, shared ownership, and sustained engagement.



Case Study: NAIFA-Louisiana Chapter



Takeaway:
Be willing to ask for help – resources exist (such as FLEX team).

Closing Takeaways

- Lasting chapters honor the past, adapt for the future, and **thrive through mentorship**.
- **Use available resources and tools** — from the Chapter Playbook to the FLEX team — to support success.
- Confront challenges honestly and **balance encouragement with accountability**.
- A clear, **shared vision inspires action and unites** leaders and followers.
- Advancing the mission **requires both visionary leaders and committed followers**.
- **Leadership means shifting the mindset from “Me” to “We,”** rooted in stewardship, not entitlement.
- **Servant leadership is the foundation** of strong chapters.

Q&A / Discussion

What successes and challenges can you share?



Give feedback to John

Scan this QR code



Or go to

<https://talk.ac/johnrichardson>

and enter this code when prompted

2025NLC



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NAIFA Advocacy, Policy & Resources

by

NAIFA Government Relations

Welcome to NAIFA Advocacy





Crossover Question Set 1

① The Slido app must be installed on every computer you're presenting from

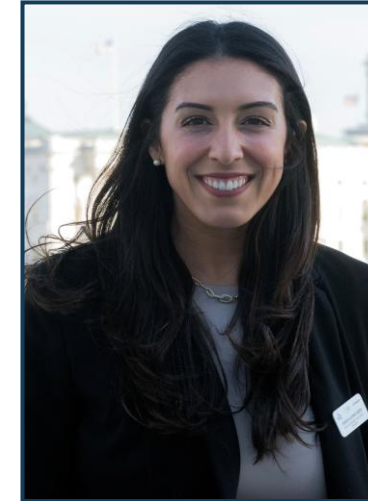
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Role as an Advocacy & Committee Leader

Government Relations Chair

- **Lead & Coordinate** → Guide your chapter's Gov. Relations Committee, collaborate with NAIFA Gov. Relations staff, and align messages on policy issues.
- **Advocacy Engagement** → Work with a lobbyist (best practice) or organize grassroots advocates (alternative) to monitor bills, engage legislators/regulators, and set priorities.
- **Communicate & Report** → Share policy updates with State Board of Directors and chapter membership at large, promote/attend advocacy events, and track lawmaker interactions in the Advocacy in Action Center (AAC).

Role as an Advocacy & Committee Leader

PAC & Candidate Selection Group (CSG)

- **Fundraise & Recognize** → PACs help candidates win elections by contributing to their war chests, the more money we raise, the more we can spend, and the more our influence in D.C., and the 50 statehouses grows. As our influence grows, so does our gratitude for our member's generous contributions to our efforts to influence lawmakers.
- **Follow the Law** → PACs are regulated at the federal and state levels of government, PAC chairs and chapter executives should be familiar with the applicable regulations in their states as they fundraise and spend PAC dollars.
- **Spend** → Influencing legislation starts with the legislators, PAC chairs should work in coordination with Grassroots chairs to create a Candidate Selection Group (CSG) process for identifying and approving disbursements for friendly state-level candidates.

Grassroots & CSG

- **Reporting Relationships with lawmakers** → NAIFA promotes the involvement of insurance and financial professionals with lawmakers at the state and national level who have interests consistent with NAIFA standards. The North Star for our efforts is knowing who our members have connections with at state & national level.
- **Interactions with Lawmakers** → There is no better spokesperson for the insurance and financial services industry than a NAIFA member. Members foster meaningful and lasting relationships with elected officials across every congressional district. Each time we engage, reporting the meeting notes is key to the successes of the association. Each time a NAIFA member connects with a lawmaker, it also helps to solidify their standing.
- **Action Alerts** → Participate in citizen lobbying by "Taking Action" on legislation that our government relations team is tracking. This is a great opportunity to set the stage for follow-up communication with key legislative offices on a variety of issues.



Crossover Question Set 2

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Advocacy Processes

- **Policy Setting**

- NAIFA Members can submit potential policy issues for review to Roger and Bianca.
 - Step 1 → Check existing NAIFA Policy
 - Step 2 → Assess scope & industry impact
 - Step 3 → If necessary, review & discussion by NAIFA National Government Relations Committee
 - Step 4 → Recommendation to Board of Trustees if Committee decides the issue is impactful to NAIFA

- **What to Consider**

- For legislation:
 - Who is the sponsor of the legislation?
 - What is the political makeup of the state?
 - How much movement has there been on the legislation, if any?
 - Have other industry trade associations taken a position?
- For regulations:
 - Which agency proposed the regulation?
 - Is there a hearing and/or opportunity to submit comment letters?
 - Again, have other industry trades taken a position?
- NAIFA Government Relations also has a comprehensive Policy Manual that goes through review processes on an as-needed basis. Available to Advocacy Chairs.

Advocacy Processes (Cont'd)

- **PAC & Candidate Selection Group**

- Requesting funds for Federal Candidates from the National Candidate Selection Group
- Create a process for disbursing funds to state-level lawmakers in conjunction with the Grassroots chair
- Request recognition signage for chapter meetings
- Utilize QR codes and personalized contribution links to fundraise
- Use the Advocacy Action Center to contribute online

- **Grassroots**

- Financial Security Advocate Academy- Citizen Lobby Coaching
 - Graduate all NAIFA members through our premier training courses
- Action Alerts- Political Engagement
 - After legislation is introduced, NAIFA grassroots works with our government relations team to drive citizen lobbying efforts
 - Create a plan to mobilize NAIFA members for legislative/regulatory engagement
 - Emails, Meeting set up, phone calls, etc., depending on the political climate, where the bill stands, and the level of industry impact
- NAIFA in the Districts- Relationship building with lawmakers back home
 - To create lasting impact with lawmakers, we encourage our chapters and members to host events in the district during the August Recess
 - Sign up for Chapter Challenge
 - Set up virtual & in-person meetings with lawmakers and staff to continue contact post Congressional Conference
- NAIFA Stories- Partnership with ACLI

NAIFA & ACLI Grassroots Partnership

- Storytelling Videos
 - I'd like to take a few minutes to reflect on NAIFA's partnership on a successful project with the American Council of Life Insurers called "Storyteller" and the opportunity we see for state chapter leaders to take on a greater role.





Crossover Question Set 3

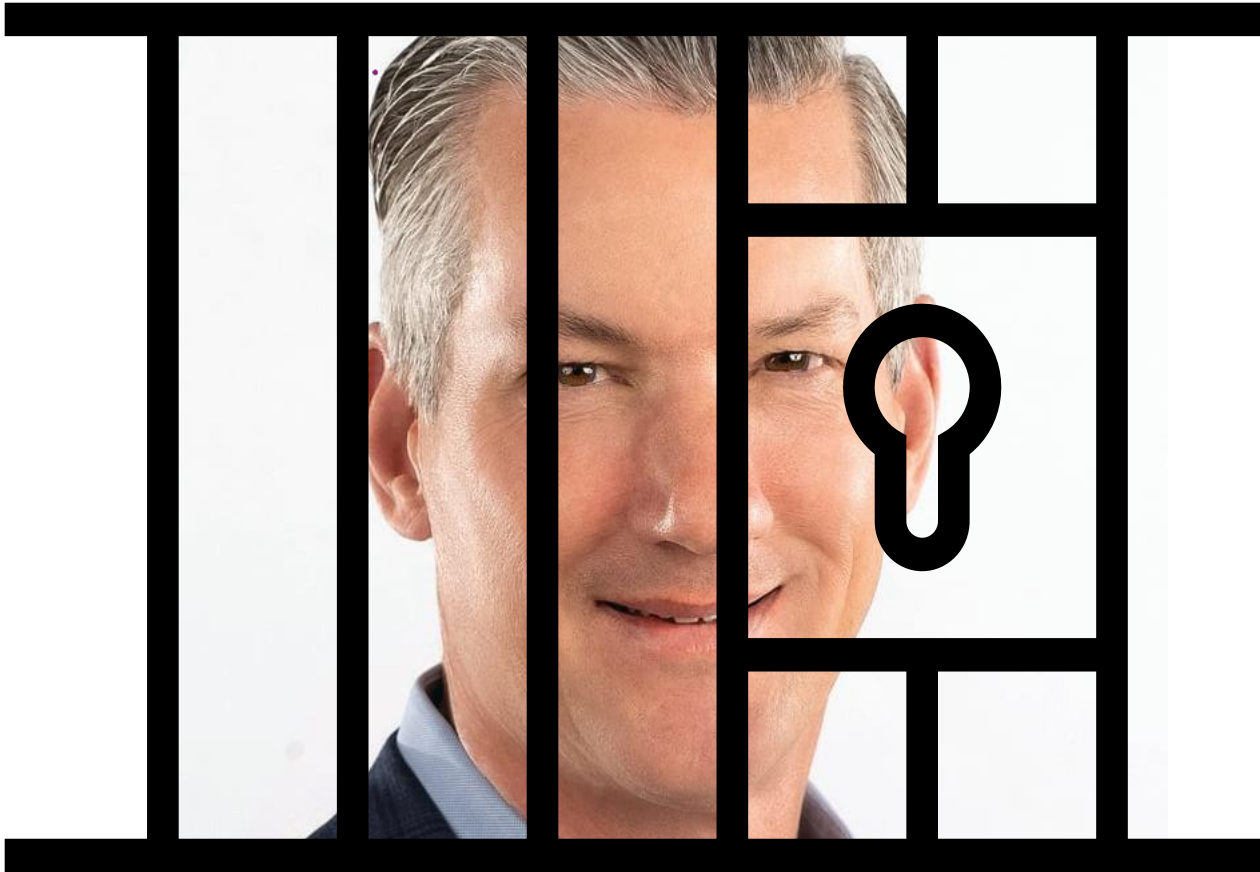
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Advocacy Resources (AAC ONLY)

- State Toolkits
- State Bill Tracking Sheets
- State Fact Sheets
- Grassroots Action Alerts
- Talking Points & Issue Briefs
- NAIFA on the Issues (Overarching Policy Stances)
- Reporting relationships/interactions
- Financial Security Advocate Academy (FSAA)
- Make/Increase PAC Contributions
- Access PAC Contributor Reports (Not on AAC?)
- GOTV

State IFAPAC Compliance Reminders



- Do you know who is on your PAC and Admin Fund Accounts?
- Who is listed on your State Campaign finance reports as officers of the PAC & are they still members?
- Does the balance in the bank match what is reported?
- Are you filing the name and address of each contributor to the chapter IFAPAC?



TM





BACK THE PAC DEFEND THE NATION



Become a PAC Defender Today!

Learn More at www.naifa.org/ifapac



Open Q&A



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Membership is Everyone's Job! Using Your Role to Grow NAIFA.

By Adam Sachs, Roger Sims, & Corey Mathews

Government Relations Track



What do we mean by "Membership is Everyone's Job?"



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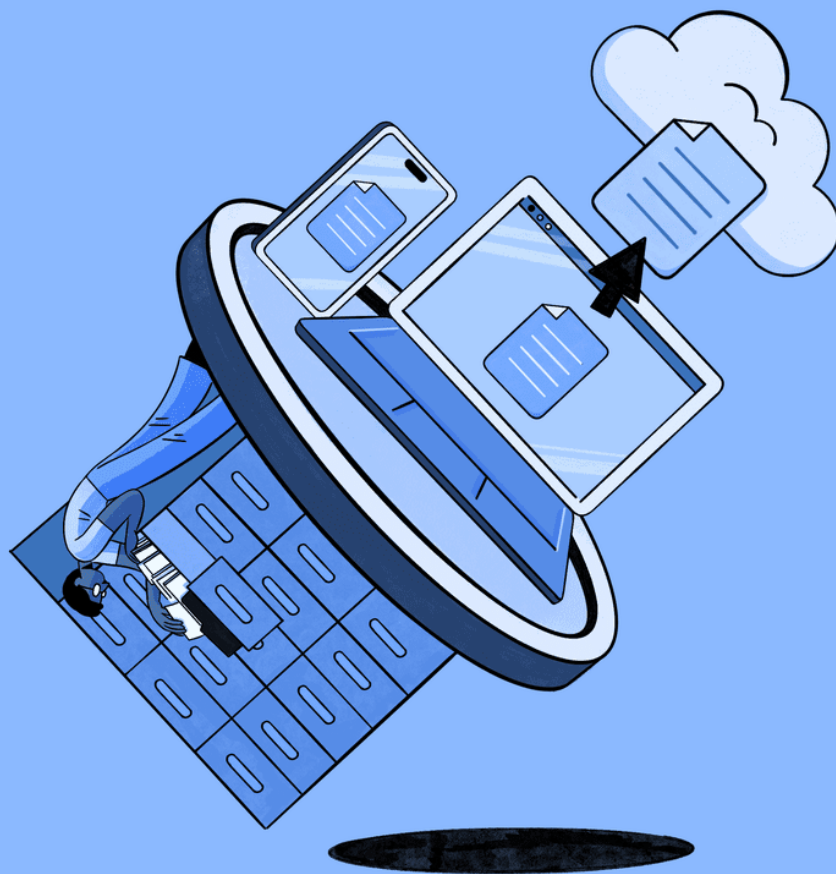


What happens when membership declines?

- Associations must make painful budget cuts that negatively impact our ability to serve our members by...
 - Downsizing staff;
 - Reducing or eliminating consulting contracts;
 - Cutting key programming;
 - Lost sponsorships due to declining membership;
 - Eliminating or extending the timeline for initiatives;
 - Less personal touch; and/or
 - Limited effectiveness.

Painful Truths...

- Members don't join an association to recruit members.
- Younger generations don't feel a responsibility to join associations, they seek value/return on investment.
- Getting someone to join is just the first step...you must get them engaged so that they realize the value of the membership.
- Members are busier than ever and are more protective of their time than ever before, making it more challenging to find volunteers to help carry the water.



Paradigm Shift

['per-ə-,dīm 'shift]

A major change in the worldview, concepts, and practices of how something works or is accomplished.



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OPERATION MEMBERSHIP



NAIFA's Membership Paradigm Shift

- Inbound vs. Outbound Marketing
- Prospecting/Lead Generation for Individuals & Group Sales
- Referral & Testimonial Development from Members/Chapters
- Organized & Focused Membership Campaigns
- Clearly Stated/Demonstrated ROI...with NUMBERS
- Development of Member Personas and Messaging
- Comprehensive Chapter Engagement Focus

What We Need From You!

- To make membership growth your Chapter's #1 priority this coming year!
- To read, understand, and ask questions, if needed, about the NAIFA Membership Action Plan.
- To set your Chapter Goals for membership consistent with those in the plan and hold us all accountable to meeting them.
- To come to each of your Board meetings prepared to talk about membership and how the GR program can support membership growth for your Chapter.

Best Practice – New Tax Law Webinar

- National GR Team held an informational webinar on the 2025 New Tax Law and how to hold client conversations.
- We opened the presentation to non-members to create an opportunity to engage them, demonstrate the value of membership, and open communications with them as prospective members.
- There were 1,287 registrants, 22% of which were prospective members, generating 286 new prospects that we are marketing to.



Best Practice – In-District Meetings

- NAIFA takes advantage of the summer recess from Congress each year to meet with our lawmakers while they are home and “in the district.”
- This is a great opportunity to bring new and prospective members to see advocacy in action and help them to understand the value and importance of NAIFA membership for their career.
- Many who have experienced this assert they knew afterwards that they had to be members for life!





What ideas can you share on how GR leaders can assist in growing NAIFA's membership?

Questions/Comments?



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Chapter Leadership Challenges: Overcoming Obstacles to Success

By Scott D. Dorminy & Justi Folladori



What strategies can be used to increase member engagement and leadership interest, especially among newer or younger members?

Resources

- Leadership in Life Institute
 - <https://belong.naifa.org/lili>
- Chapter Playbook (Succession Planning)
 - <https://leaders.naifa.org/chapter-playbook-succession-planning>
 - Succession Planning Policy
 - Member Engagement Commitment Form
 - Why Volunteer for NAIFA Flyer
 - Building Your Bench: Successful Succession Planning Webinar
- Chapter Playbook (Chapter Leaders)
 - <https://leaders.naifa.org/chapter-playbook-menu-chapterleaders>
 - Position Descriptions
 - Guide to Leaders & Executive Engagement Requests



NAIFA | Leaders+

Why Volunteer for NAIFA? Lead. Serve. Grow.

Becoming a NAIFA volunteer isn't just about giving back—it's about **stepping forward**. Whether you're mentoring others, leading a Chapter, or contributing your skills behind the scenes, you're helping shape the future of our industry and your own professional journey.

Top Reasons to Volunteer:

- Make an Impact**
Support your peers, elevate your profession and help drive NAIFA's mission forward.
- Expand Your Network**
Connect with top professionals and leaders from across the country.
- Grow as a Leader**
Develop real-world leadership skills and gain valuable experience outside the office.
- Share Your Expertise**
Leverage your strengths to shape policy, guide emerging talent or enhance Chapter operations.
- Give Back**
Help build a stronger, more unified financial services community.

My NAIFA experience has equipped and empowered me to be a servant leader in my career as a financial professional and as an advocacy champion protecting the promises I have made my clients.

John D. Richardson,
RICE, LACP
Brentwood, TN
2025 NAIFA Trustee &
2019 NAIFA Tennessee President

Ready to Step Up?
Contact Justi Folladori, Director of Chapter Services, at jfolladori@naifa.org.

NAIFA
1000 Wilson Blvd., Suite 1890
Arlington, VA 22209





How can Chapters tailor their programming to respond to the ever-changing trends that are shaping the future of professional development and networking for financial service professionals?

Resources

- Chapter Playbook (Chapter Programs)
 - <https://leaders.naifa.org/chapter-playbook-chapter-programs>
 - Chapter Advanced Continuing Education Credit Guide
 - Speakers Bureau
 - Creating Local Engagement for the Expanded NAIFA Webinar
- Chapter Playbook (Affiliate Development)
 - <https://leaders.naifa.org/chapter-playbook-affiliate-development>
 - Affiliate Program Guide





**What are the most significant cost drivers for your Chapter?
Are there opportunities to reduce or eliminate expenses
without sacrificing value?**

Resources

- Chapter Playbook (Sponsorships)
 - <https://leaders.naifa.org/chapter-playbook-sponsorships>
- Chapter Playbook (Chapter Financial Management & Compliance)
 - <https://leaders.naifa.org/chapter-playbook-chapter-financial-management-compliance>



MESSAGE FROM THE PRESIDENT

Dear Prospective Partner,

I would like to take this opportunity to invite you to partner with the National Association of Insurance and Financial Advisors - North Dakota. For over 80 years, the NAIFA-North Dakota Chapter has provided quality training, social, and advocacy events to our members. Our board works tirelessly to bring top notch speakers locally to our events. Our events provide our members and partners with an opportunity to network and to learn about hot topics within the industry.

NAIFA empowers financial professionals and consumers through world-class advocacy and education. The organization's resilience and adaptability throughout the past few years is a testament to our strength and commitment to Main Street America. When you partner with NAIFA-North Dakota, Together We Can Take on Anything.

Our partnership packages are meant to support you, our partner. We have listed the packages and benefits below, but if there is additional customization that you would like to see, please reach out to us at info@naifa-nd.org, we would love to hear from you.

Thank you,

Stacy Norton
NAIFA-North Dakota 2025 President