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NAIFA CODE OF ETHICS

PREAMBLE: Helping my clients protect their assets and establish financial security, independence and economic freedom for themselves and those they care about is a noble endeavor and deserves my promise to support high standards of integrity, trust and professionalism throughout my career as an insurance and financial professional. With these principles as a foundation, I freely accept the following obligations:

- To help maintain my clients’ confidences and protect their right to privacy.
- To work diligently to satisfy the needs of my clients.
- To present, accurately and honestly, all facts essential to my clients’ financial decisions.
- To render timely and proper service to my clients and ultimately their beneficiaries.
- To continually enhance professionalism by developing my skills and increasing my knowledge through education.
- To obey the letter and spirit of all laws and regulations which govern my profession.
- To conduct all business dealings in a manner which would reflect favorably on NAIFA and my profession.
- To cooperate with others whose services best promote the interests of my clients.
- To protect the financial interests of my clients, their financial products and my profession, through political advocacy.

Adopted July 2012, NAIFA Board of Trustees
Since 1890, NAIFA members have helped millions of Americans realize the dream of owning a home, going to college or retiring comfortably with a secure financial future.

And while the industry has changed dramatically over the last 128 years, some things remain the same. We may no longer call ourselves life underwriters, but we’re still active and respected in our communities; we’re a powerful voice for agents and advisors in state legislatures and in Congress; and we’ve stayed true to our roots of service, integrity and the highest standards of professionalism.

At the same time, our members have acknowledged the critical need to transform NAIFA in order to serve members and strengthen the industry. On May 22, 2018, the National Council overwhelmingly adopted the bylaws changes needed to modernize our operations. This was a watershed event for NAIFA as we implement the NAIFA 20/20 Strategic Plan.

The decision to transform, along with notable accomplishments over the year, have caused many in the industry – including companies - to take a second look at NAIFA and realize that it has become an indispensable organization for agents and advisors. Here are just a few recent accomplishments:

**First, advocacy.** No other trade association in the insurance space can match our effectiveness on Capitol Hill. The legislative and regulatory victories we’ve achieved this past year are incredible. Here are just three:

1. **Vacating the Department of Labor’s fiduciary rule.** This rule which would have had a devastating impact on advisors and the millions of Americans who depend on them for retirement planning.
2. **Ensuring that the Tax Cuts and Jobs Act did not include a burdensome “Rothification” provision** for retirement accounts, changes to nonqualified deferred compensation or any other measures that would have made it more difficult or expensive for families to plan for their long-term financial needs.

3. **Passing the Senior Safe Act.** This bipartisan bill protects older Americans from financial exploitation but also shields financial advisors from civil liability if they report suspected financial abuse of seniors.

According to the prestigious National Journal, Washington policymakers view NAIFA as the most credible, valued and respected voice in our industry. Our fly-ins are the largest in the insurance industry. And IFAPAC is the largest insurance association PAC.

**Second, diversity.** As many of you know, we formed a National Diversity Task Force to equip agents and financial advisors with the tools and resources to serve diverse communities, and attract advisors with diverse backgrounds to the workforce.

**Third, LACP.** The Life and Annuity Certified Professional certification was launched last year. Hundreds of agents have now earned their LACP. As the new gold standard for experienced life and annuity professionals, the certification recognizes their product knowledge, consultative sales approach, and compliance with ethical, legal and regulatory requirements.

**Fourth, the new Professional Pathway,** a comprehensive competency framework that will help advisors, at whatever stage they are in their career, map out where they want to go and design the training and development they need to get there.

We’ll also be able to point advisors to outside resources offered by our partners such as GAMA, NAILBA, SFSP NAAIA and Women in Insurance and Financial Services. It’s all part of NAIFA providing the services advisors need to grow and compete.

These are just a few of our major accomplishments, and there’s more work to be done. Working together, NAIFA’s best days lie ahead.

Thank you for being willing to reinvent NAIFA and help us grow into a more effective organization—one that will do even more amazing things to benefit those we serve.
When I first ran for NAIFA secretary in 2012, my candidate’s speech opened with the observation that, when confronting challenges and change, experts teach us to think outside the box.

But experience has taught me that sometimes the answers are inside the box.

We don’t need to fear change. In fact, we must embrace change to properly affect it. Change is hard. And organizational change is even harder because it’s all of us together.

In 2012, NAIFA was not ready for change, at least not the serious change we needed to move forward. But, three years later, NAIFA embraced change when the National Council overwhelmingly voted to revise our governance model.

Gone were the activities related to the previous model: the secret meetings, smoke-filled rooms, kazoos, and the scrambling to find five trustee candidates for the new year.

Since we revised the governance model, our governance committee has vetted over 30 trustee and nine secretary candidates. And, we will have back-to-back female presidents for the first time ever, since Juli McNeely broke the glass ceiling of NAIFA presidency six years ago.

Now that’s progress!

In 2016, more change took place. The National Council showed confidence in our national board of trustees by allowing NAIFA to package corporate dues to streamline communications and dues administration. Making use of this change has taken time, but today we have multiple corporate programs that are beginning to move the needle on membership.
Finally, in May of this year, the Council made the greatest statement to move NAIFA forward by completely rewriting our bylaws and structure of governance.

The response by the industry is overwhelming and unanimously positive. Companies are encouraging NAIFA membership, and they're supporting growth through various levels of involvement in membership outreach.

As your president, I speak for your executive committee, board of trustees, senior staff leadership and every NAIFA team member, to say thank you!

Thank you for showing us the confidence by making the correct decisions to move us forward. Each of us salutes you.

The flurry of activity surrounding NAIFA's efforts to modernize our bylaws also has empowered me and the NAIFA National staff to re-engage with companies. We convinced organizations like Ohio National, Prudential, Ameritas and others that NAIFA is on the cusp of change.

We’re on our way to becoming a new NAIFA - not your father’s NAIFA.

We have re-energized our relationships with organizations with creative and forward-thinking partnerships that will strengthen the industry with a more unified voice.

Change is good!

Of course, our advocacy work continues to be second to none, with NAIFA’s triple crown victories delivering positive outcomes on tax reform, the DOL fiduciary rule and the $enior Safe Act.

NAIFA members have an incredible legacy of being leaders of their communities, their companies, and their industry. Those of us who are leaders today stand on their shoulders.

We have plowed the path, we have the drivers, and our members have given us the support we need to ride to incredible success.

Thank you for giving me the opportunity to serve you as your president.

God Bless America, and God Bless the industry that protects America.

“Companies are encouraging NAIFA membership, and they’re supporting growth through various levels of involvement in membership outreach.”
How did NAIFA fare financially this past year?

**Matt Tassey:** NAIFA ended the year close to breakeven. Our membership numbers continue to decline, which, of course, has a significant effect on our dues income.

Non-dues revenue also fell short. We ended the LACP professional experience recognition option earlier than expected to pursue NCCA accreditation for the certification. In addition, the decline in membership has affected revenue from some of our ongoing programs, such as the Leadership in Life Institute program and the NAIFA Quality Award. However, NAIFA continues to do more with less as is evident in the expense savings that have offset these revenue challenges.

**Brock Jolly:** To address some of these challenges and setbacks, we put some big wheels in motion this past year. We put in place a new Membership and Association Services Team, which allows us to provide association-management services and gives us more resources to launch new Centers.

The LEC Planning Center will be our first center and we’re excited about it being a great model for future centers. For more information about the Center, visit www.naifa.org.

Are you worried about NAIFA's financial situation?

**Tassey:** No. NAIFA has a reserve balance that is close to $4 million, which allows us to handle a few bumps on the road. That being said, we need to turn around membership!

**Jolly:** In the coming year, we know we have to invest some money in order to reap future gains. NAIFA looks very carefully at every dollar it spends to make sure that it moves the association toward the goals of the 20/20 Strategic Plan, which was designed to strengthen NAIFA's success in serving members through 2020 and beyond.
How do you expect the recent bylaws change to affect NAIFA’s finances?

**Tassey:** The change may initially cause a greater decline in membership, but going forward, the trend will be positive. Increased company support and a unified dues structure will allow for greater ease of group sales, and a consistent member experience will lead to an increase in membership, which is our financial bread and butter.

**Jolly:** We will be moving to a calendar fiscal year to be in line with our Political Action Committee, and we hope that over the next couple of years, the entire federation will move to the same fiscal year, which will lead to financial consistency.

Matt, you will be retiring as NAIFA’s treasurer this year and passing the baton to Brock. How do you feel about this change?

**Tassey:** I will miss working with the NAIFA leaders and staff on a wide range of issues that have been pivotal to NAIFA’s success. They are an outstanding group of professionals who are doing everything they can to advance the association’s mission.

But I am confident that I am leaving the association in good financial shape and in very capable hands. Brock will be a great treasurer; he has a solid knowledge of finances and will work with NAIFA leaders, members and staff to move the association forward.

What about you, Brock? What are your feelings about Matt’s retirement?

**Jolly:** Matt’s retiring has left me with some really big shoes to fill, but I feel up to the task. There are many exciting changes ahead for NAIFA. With the help of our dedicated volunteers, members and staff, we will seize the opportunities these changes will bring and implement programs and policies aimed at improving NAIFA’s financial position. The need for a fiscally sound association cannot be over-emphasized. It allows us to continue delivering a high-quality experience to all members so that they can receive the highest possible return on their dues investment.
Briefly describe the GR Committee’s objectives

The Government Relations Committee advises the NAIFA Board of Trustees on emerging and evolving legislative and regulatory policy matters at both the federal and state levels.

Why did you choose to serve on this Committee?

The Government Relations Committee brings together a diverse group of volunteer members with exceptional expertise from different areas of the insurance industry. Together, we comment and provide necessary feedback on the development of NAIFA’s legislative and regulatory policies and positions.

I’ve seen firsthand how the personal relationships NAIFIA members have with elected officials can affect public policy at the state and federal levels. I wanted to help a new generation of financial advisors cultivate and nurture strong personal relationships to ensure the backbone of NAIFA’s ability to influence public policy remains steadfast and strong.

What role did the GR Committee play in advancing NAIFA’s mission to serve members and the industry?

The Government Relations Committee continued to monitor legislative and regulatory activities and ensured NAIFA has appropriate policies in place to address issues important to NAIFA members.

The committee holds policy positions that encourage access to professional advice, support a tax regime that encourages Main Street investment and saving, and prevent elder financial exploitation.

In pursuit of these goals, NAIFA was a co-plaintiff in a successful effort suing the U.S. Department of Labor, leading to the 5th Circuit vacating the fiduciary rule, which would have severely limited access to advice. Similarly, NAIFA brought 150 members with high-level congressional
relationships to help kill the “rothification” of retirement-plan contributions early in the writing of the Tax Cuts and Jobs Act. “Rothification” would have severely limited the tax deduction investors can take when they make retirement plan contributions.

While many states have adopted legislation aimed at protecting the financial well-being of seniors, this year, legislation was finally adopted at the federal level. Financial institutions will now be encouraged to report suspected financial abuse of seniors from a safe harbor provision in S. 2155 signed by President Trump on May 24, 2018. The Senior $afe Act was once a stand-alone, NAIFA-backed bill of Sen. Susan Collins (R-ME), which had sponsors from both sides of the aisle in the Senate Select Committee on Aging. Any leadership lessons you learned as Chair of the GR Committee?

Chairing the Government Relations Committee continues to be an honor. I work closely and collaboratively with a diverse group of insurance and financial-planning practitioners to lead our Committee to make sound policy recommendations.

What was the most rewarding aspect of working on this committee and serving as Chair?

NAIFA’s Government Relations Committee and program consist of remarkable people at both the volunteer and staff levels. Working with these experts to advance the priorities of advisors has been deeply rewarding to me, both personally and professionally.

What’s the next priority for the committee?

The committee will continue to evaluate the policy needs of the association. The SEC recently released for comment a proposed rule that would, among other things, put in place a best interest standard of conduct for broker-dealers and their registered reps and impose restrictions on broker-dealers and their reps’ ability to use the terms “advisor” and “adviser.” We are actively soliciting NAIFA member input to make sure that the proposed rule does not restrict access to advice.

“The GR Committee holds policy positions that encourage access to professional advice, support a tax regime that encourages Main Street investment and saving, and prevent elder financial exploitation.”
What are some of your Committee’s objectives?

Our committee’s objectives are:

• To increase the number of APIC grassroots contacts, with a priority on members of NAIFA’s key congressional committees: The House Ways & Means Committee, the House Financial Services Committee, the Senate Finance Committee and the Senate Banking Committee. Our Strategic Plan is to have at least six APIC contacts per Member of Congress.

• To increase the number of Federal Coordinators to 100% for all members of Congress.

• To increase the number of Key Contacts to 100% for all members of Congress.

• To educate local and state membership and association boards about the importance of grassroots advocacy and their personal participation.

• To train local APIC Chairs on how to recruit new grassroots contacts and meet with legislators in the district.

Why did you choose to serve on this Committee?

I chose to serve on this Committee because I have learned over the years that being involved with our elected officials is extremely important for our industry. We can have an impact on our members of Congress and they will look to us as subject matter experts. They can’t know everything about everything and they do rely on us as professionals in our areas of expertise. It is very satisfying to know that we can help explain what impact the laws of our land will have on the citizens of the United States.

Mick Lundy
LUTCF, CLF
COMMITTEE CHAIR
What are some of the benefits you’ve gained by serving as Chair of APIC?

I have enjoyed being the Chair of the APIC Subcommittee. We have a committed group of volunteers serving on the committee. In addition, NAIFA staff members are extremely knowledgeable and help make our jobs easier.

What were your Committee’s key accomplishments?

The APIC Subcommittee works really hard. We meet via conference call every other month and have in-person meetings during the Congressional Conference, the Performance + Purpose Conference and the annual PIC/PAC meeting. We also ask that each member of the committee host conference calls with their assigned state and local APIC Chairs.

In addition, we train Federal Coordinators and State and Local APIC Chairs to understand the duties expected of them. Most importantly, we meet with our Members of Congress and make sure that those NAIFA members who are willing to help do the same, and that they are very comfortable with what we are asking them to say and do when conducting these meetings.

How did these accomplishments contribute to NAIFA’s success?

The Congressional Conference has been a tremendous success and has given NAIFA the opportunity to introduce all that we do in Washington D.C., to NAIFA members who have never participated in a Day-on-the Hill event in the past. The more NAIFA members become engaged in the Government Relations activities, the better it is for NAIFA’s continued success.

What leadership lessons did you learn as Chair?

I would encourage our peer NAIFA members to pursue positions on our National Committees and Boards. My involvement in NAIFA’s APIC subcommittee has helped me continue to grow as a leader, which has helped me both professionally and personally.

What is the most rewarding aspect of serving as Chair?

The most rewarding aspect of working on the Committee is having the opportunity to visit Washington D.C., twice a year during the annual PIC/PAC meeting in November/December and the Congressional Conference in May. We truly make a significant impact by meeting with our members of Congress at their offices in Washington, D.C.

What are some of the Committee’s next steps?

Three of our members are now serving on the NAIFA-National Board. We congratulate John Wheeler and Dennis Cuccinelli who are both serving as Trustees, and Tom Michel, who has been elected NAIFA Secretary. Tracy Jones is taking over as APIC Chair and Mark Acre will be the First Vice Chair. These individuals have served as Regional Vice Chairs and served our committee very well. They will do a wonderful job in leading the subcommittee, moving forward.

What advice would you give to future committee Chairs?

Enjoy the ride and focus on doing your best while using the resources that NAIFA provides. Our mission is critical to the success of NAIFA’s future.
Briefly describe the PAC’s mission and objectives.

The Insurance and Financial Advisors Political Action Committee (IFAPAC) is the political action committee sponsored by NAIFA at the federal level and the PACs sponsored by each state association. Each PAC is a fund that supports the campaigns of candidates for public office on the federal and state levels who understand issues important to insurance agents, financial advisors, and their clients.

IFAPAC’s goal is to help the associations advance the legislative and regulatory interests of the members of NAIFA. While any U.S. citizen can contribute to IFAPAC, only members of NAIFA may be solicited to do so. Contributions must be voluntary and are not tax deductible for federal income tax purposes. Of the approximately 4,600 political action committees registered with the Federal Election Commission, IFAPAC ranks in the top tier and is in the top three insurance PACs in the country. In the last election cycle, the national IFAPAC contributed approximately $1.8 million to federal candidates and committees.

I first became involved in IFAPAC in 1983 because I saw the value of our PAC to our members and clients. As I recall, our state was not contributing at a level that was acceptable. I was embarrassed by that. The first year I was state PAC Chair, in 1983, Oklahoma recorded a 72.1% increase in contributions over 1982--the highest increase of any state-affiliated IFAPAC, nationally.

Since then, I have been continuously involved in the PAC on the local, state, and national levels. As I was asked several times to move up the leadership ladder, sometimes I was reluctant because I was worried about finding someone to replace me in my then current role. But I have been very fortunate that there was always someone in whom I had confidence, who was ready to step in. Successor leadership is very important in all of our association activities.
It is so satisfying to continually meet with others in our associations who share our values and are persistent in sharing them with others in our industry. We have lots of dedicated advocacy members who “get it” and are tireless workers in support of NAIFA and IFAPAC. Even with our current level of dedication, we can always do better.

The participation level of our members needs to increase so that we are all “rowing the boat” on behalf of our clients. We must maintain our status as the premier insurance agent PAC. Congress knows who we are and knows that we represent a whole lot of their constituents. It is gratifying to go before ourCongresspersons and legislators, knowing that we represent the many people who vote for them and that we know what we are talking about.

What were some of NAIFA's key GR accomplishments?

Here are some of our 2017-2018 wins:

- President Trump issues Executive Memo instructing the Department of Labor to conduct a new economic and legal analysis of the fiduciary rule and, if certain conditions are met, must rescind or revise the rule.
- Trump signs Executive Order instructing all federal agencies to minimize the economic burden of the ACA.
- Trump signs Executive Order requiring all federal agencies that are announcing a new regulation to propose that at least two regulations be repealed in turn.
- DOL issues a field advisory bulletin stating it will not enforce the fiduciary rule during an interim period.
- NAIFA-MT plays a leading role in the passage of senior financial protection legislation in Montana.
- SEC approves FINRA rule to protect seniors from financial exploitation.
- NAIFA-TN supports enactment of legislation permitting fees when health plan commissions are not paid.
- DOL delays the fiduciary rule from April 10 to June 9, 2017.
- Trump signs H.J. Res. 67, invalidating the DOL rule exempting city-run retirement plans from ERISA.
- NAIFA-CO defeats state-sponsored retirement plan legislation.
- Trump signs H.J. Res 66 invalidating DOL rule exempting state-run retirement plans from ERISA.
- House passes the Financial CHOICE Act, including DOL fiduciary rule repeal.
- NAIFA state associations in NC, MT, and RI actively engage in successful efforts to defeat state-run retirement plan proposals in their states.
- Twenty-six states participate in the NAIFA-backed program to reimburse military veterans for licensing exam costs.
- NAIC finalizes Insurance Data Security Model Law, including industry friendly changes.
- CareFirst announces it will continue to pay 2018 broker commissions after efforts by NAIFA-MD, NAIFA-VA and NAIFA-Greater Washington, DC.
- NAIFA-NV members testify at NV Securities Division Workshop on expanded state fiduciary duty law.
- CMS proposes changes to regulations to stabilize the individual market and increase state flexibility.
- Cap50 Fund awards over $47,630 in grants to 13 states.
- DOL delays key fiduciary rule provisions until July 2019.
- The Senate Banking Committee approves NAIFA-backed Senior $afe Act.
- NAIFA successfully leads opposition to NAIC expansion of model senior designations to include all designations and certifications.
- Trump signs The Tax Cuts and Jobs Act (H.R. 1), including most NAIFA-supported protections and/or changes.
- NAIFA’s lawsuit with other industry groups results in 5th Circuit Court of Appeals vacating the DOL fiduciary rule nationwide.

These successes can help us recruit members for NAIFA as long as we tell these prospects about them. Everyone in our industry and their clients benefit from our efforts, and we must make this clear to prospective NAIFA members.
### IFAPAC State Leadership Citation

| NAIFA - Arkansas |

### IFAPAC Local Leadership Citation

| NAIFA - Pensacola (FL) |
| NAIFA - Daytona Beach AIFA (FL) |
| NAIFA - Cedar Rapids (IA) |
| NAIFA - Quad Cities (IA) |
| NAIFA - Central New Jersey (NJ) |
| NAIFA - New Jersey At Large (NJ) |
| NAIFA - Mansfield (OH) |
| NAIFA - Lehigh Valley (PA) |
| NAIFA - Danville (VA) |

### IFAPAC Local Tribute to Excellence

| NAIFA - Marshall County (AL) |
| NAIFA - Tuscaloosa AIFA (AL) |
| NAIFA - North Suncoast (FL) |
| NAIFA - Georgia Membership At Large (GA) |
| NAIFA - Rome-Georgia (GA) |
| NAIFA - Lone Star At Large (TX) |
| NAIFA - Wisconsin Statewide (WI) |
### APIC ACHIEVEMENT AWARD

- NAIFA – Arizona ★ Michael Klein
- NAIFA – Arkansas ★ John Ogden
- NAIFA – Illinois ★ NAIFA – Illinois Advocacy Council
- NAIFA – Indiana ★ Greg Boyer
- NAIFA – Minnesota ★ Beth Jones
- NAIFA – Mississippi ★ Lee Owen
- NAIFA – Missouri ★ Jamey Morton
- NAIFA – Nebraska ★ Dan Duren
- NAIFA – New Jersey ★ Dennis Cuccinelli
- NAIFA – North Dakota ★ Jim Simons
- NAIFA – Ohio ★ Tracy Cartwright
- NAIFA – Oklahoma ★ Michael Brown
- NAIFA – Oregon ★ David Willis
- NAIFA – South Carolina ★ Bruce Pope
- NAIFA – Texas ★ Rodney Mogen
- NAIFA – Utah ★ Karl Norgren

### APIC AWARD OF EXCELLENCE

- NAIFA – Delaware ★ Joshua Shaver
- NAIFA – Wisconsin ★ Laura DeGolier

### APIC AWARD OF DISTINCTION: BENCH STRENGTH

- NAIFA – Wisconsin ★ Laura DeGolier

### APIC AWARD OF DISTINCTION: RECRUITMENT

- NAIFA – Texas ★ Rodney Mogen
Briefly describe the NAIFA National Membership Committee's mission and objectives.

The mission of the NAIFA National Membership Committee is to drive membership activity and results across the federation. Our goal is 50k members by 2020.

The Committee has continually looked at the declining membership numbers and focused on campaigns that had an immediate impact or gave us the opportunity to slow the decline and get things moving in a positive direction. The team, both volunteer and staff, has responded with innovative approaches for changing the direction of this decrease. In addition, our states and locals have been tasked with doing their part in this effort. We will not stop until our objective is achieved.

What are some of the benefits you have gained by serving on this Committee?

Serving on this Committee gives each of us ample time to get to know other engaged leaders throughout the NAIFA federation. It also gives committee members the opportunity to exercise their leadership skills while working to expand the skills of others who are equally interested in growing our membership numbers.

Personally, I have benefitted by working on this committee through meeting leaders all over the country who prove to me time and again that NAIFA members are driven and dedicated leaders who want to solve the problem. Our job is to make sure they have the support, training and tools in hand to excel.

What were some of the Committee’s major successes and victories?

This Committee can be proud of the degree to which members are now getting engaged in the membership effort. As I have shared at many state conferences, the time has come to stop begging people to join the most formidable association in its space.
State and local leaders are understanding our incredible value and proving our worth by celebrating our advocacy wins, professional development and industry collaborations. We are changing the membership narrative about what NAIFA can do, what our value is specifically, and why it matters to interested parties—be they single prospective members, managers, or company partners.

Here are a few campaigns worth noting:

a. Our National Membership Days (NMDs) Campaign resulted in 400 volunteers and staff from 37 states participating in at least one NMD and generating 2,434 contacts with prospective members. Imagine the impact if all states participated!

b. The National Membership Committee has taken a strong position on how we deliver our membership to agencies through our new Agency Presentation strategy. As such, committee members have been coaching and training state membership chairs on the new approach, which has proven successful. Currently, our target is the larger metro areas, but we are seeing strong initiative taken by some of our smaller yet highly motivated states.

c. State Membership Chairs are invited each month to join our ever-expanding monthly webinars for training, motivation and a forum for sharing best practices.

d. In May, 85 volunteer leaders and staff participated in the Membership Training Workshop held prior to our Congressional Conference.

e. We are improving our technology to make it easier for members to join and receive value immediately.

f. We launched our Retired Member Win Back Campaign, which invited 7,750 former members to rejoin NAIFA at a reduced rate. Fifty-three members were re-instated and three former members re-joined at the full dues amount.

g. The NAIFA Solutions Center (solutions.naifa.org) has been fully optimized for driving internet traffic directly to our website. We are also beginning to push this site as the first stop for prospects in their NAIFA experience for topics of interest in sales, business management and lead generation.

h. We are proud of the reach we have made in diversity and inclusion as it relates to membership, and we must recognize Cammie Scott and her team. They have done masterful work in making diversity and inclusion one of NAIFA’s core issues and have opened opportunities for joint membership with our diverse industry partners.

i. Not limited to this committee, the Membership Team, Business Development Team and NAIFA Board have continued to build committed relationships with the companies that have reaffirmed their belief in the power of NAIFA and the support we are able to provide to their producers.

How did these victories contribute to NAIFA’s success?

NAIFA victories, large or small, are wins for every current and prospective member. It is through these successes that we demonstrate what is possible when you have a committee, staff and volunteers willing to address the problems head-on. The conversations remind us that we must all be rowing in the same direction if we expect things to look and feel different.

Any words of wisdom for the next Committee Chair?

Our next Committee Chair has been in the lineup for months—helping lead the effort of redefining how we do membership. We have been ramping up our efforts for a win in membership, which, until now, has remained elusive.

My words of wisdom are not for the next Committee Chair—they are for our current membership. Don’t get caught on your heels; get in the game.
The year 2018 marked the launch of several new and revised NAIFA educational programs and member services, as well as the continuation of some highly popular ones.

Highlights include:

• **The LUTCF® Designation**— Terje Whitmore of Fort Collins, Colorado, and Amy Sears of Wichita, Kansa, are the 2018 recipients of the two full LUTCF scholarships awarded by NAIFA and the College for Financial Planning in support of the LUTCF designation program, which attracts hundreds of participants annually. Efforts to re-launch the designation in Asia, where thousands of advisors currently hold it, continue to be pursued.

• **The LACP Designation**—This designation was launched in June 2017. The number of people holding NAIFA’s newest professional credential—the Life and Annuity Certified Professional certification—continues to grow. NAIFA has applied for NCCA accreditation for the program, with results pending in late 2018.

• **NAIFA Skill Builders**—NAIFA increased its inventory of Skill Builders workshops with the addition of “Succession Planning,” which was developed by subject matter expert, Don McLaughlin. These four-hour, highly participatory programs led by trained facilitators are delivered in a live classroom setting through NAIFA local associations.
• **NAIFA Leadership in Life Institute (LILI)**—Marking its 18th year with more than 2,900 total graduates, this six-month, intensive leadership development program remains one of NAIFA’s most valued benefits. The 2018 graduating class was 100 strong.

• **The NAIFA Quality Award**—Created in 1945, this long-standing NAIFA professional-recognition program measures production and educational achievement, service to the industry and adherence to the NAIFA Code of Ethics. More than 2,600 awards were granted in 2018.

• **NAIFA Learning Center**—In furtherance of the NAIFA 20/20 commitment to deliver critical training and professional support to members in all practice specialties, NAIFA collaborated with Financial Services Education Network (FSEdNet) to launch the NAIFA Learning Center in May 2018. The Center offers hundreds of mobile-ready videos, along with participant guides, worksheets and concept pages, which address a broad array of product knowledge and practice-development topics.

• **NAIFA Property and Casualty Content**—Tapping the subject matter expertise of NAIFA member Beth Jones, NAIFA added multiple podcasts and PDF summary sheets to our inventory of educational content that explains how property and casualty insurance and products work to address risk management.

• **NAIFA Members-Only Webinars**—These monthly members-only webinars remain some of NAIFA’s most popular benefits. Nearly 2,000 participants learned about a wide range of topics, including tax reform and tax planning; Social Security and retirement planning; college funding; prospecting, practice development and business planning; retaining and recruiting diverse advisors; and serving a diverse marketplace.

• **NAIFA Professional Pathway**—With the input of multiple subject matter experts, NAIFA developed professional pathway content that identified four professional standards and related underlying competencies to help advisors understand the knowledge, skills and abilities that are the most useful in achieving proficiency and success in the industry.

• **CalSurance**—A new E&O insurance master policy was launched in 2018 with options for individual-based coverage, agency or firm-based coverage and RIA coverage.

“With more than 2,900 total graduates, this six-month, intensive leadership development program remains one of NAIFA’s most valued benefits.”
In 2017-2018, the Communications Team implemented strategies to raise awareness of NAIFA and its mission to advance the industry by protecting and growing members’ businesses and promoting ethical business practices.

The team created and published communications and marketing content on various media platforms and in multiple formats to deliver messages to key audiences, including members, elected officials, the media, industry partners, and consumers.

NAIFA’s presence on social media sites continues to grow with thousands of followers on NAIFA’s Facebook, Twitter, LinkedIn, YouTube and Vimeo pages. The department also showcases thought leadership by featuring NAIFA leaders and members in news articles, Action Reports (white papers), blog posts, Advisor Today articles, and other digital and electronic media offerings.

Highlights of activities and accomplishments in 2017-2018 include:

Media Relations

Communications worked through the trade press and national media to ensure NAIFA’s advocacy successes and membership value gained audiences with members, prospective members, industry allies, government officials, and consumers.

NAIFA has particularly strong relationships with reporters at important industry trades, including InsuranceNewsNet, Think Advisor, Employee Benefit Adviser, Barron’s, Financial Advisor, Broker World, InvestmentNews, and others. NAIFA spokespeople also were interviewed for articles in the Wall Street Journal, Politico, Associations Now, and CEO Update.

Topics covered included the DOL fiduciary rule, state-run retirement, advisor titles, the SEC best interest proposal, the Senior Safe Act, and financial literacy.
NAIFA’s Advisor Today magazine

NAIFA’s Advisor Today magazine is a leading industry publication that is published online and provides for members with information on a wide range of practice specialties, business management, marketing, and sales issues.

Recent titles showcase the range of content available to every advisor at every stage of their career. Examples: “Selling to Seniors,” “Trends in Long-Term Care Insurance,” “Trends in Life Insurance: What’s Next?,” “Building Better Client Relationships,” and “Five Things Successful Advisors Do Early in their Careers.”

Additional and exclusive content and practice resources appear weekly on the Advisor Today Blog, website, and podcast series. The popular “Four Under 40” feature continues to draw numerous nominations from members who wish to nominate a young advisor for recognition of excellence in the industry.

Action Reports

NAIFA members are industry leaders who are willing to share their knowledge by being featured in NAIFA Action Reports – timely publications that provide members with in-depth information and advice on industry practices and trends.

Reports published in 2017-2018 positioned NAIFA as leaders in tax reform, diversity and inclusion, college planning, and succession planning. Look for more NAIFA action reports in the year to come.

Take “3” Video Series

NAIFA’s “Take 3” video series features NAIFA leaders as spokespeople, informing members of timely initiatives and important accomplishments that reinforce the value of membership. The two-minute videos update members on advocacy wins and issues, as well as professional development offerings and new initiatives in areas such as diversity and inclusion. Each segment also is intended to:

- **One:** Inform members of important news and events shaping our industry,
- **Two:** Explain how they impact members’ businesses,
- **Three:** Connect members with NAIFA resources and contacts so they can learn more and take further action.

Look for NAIFA Take 3s on Vimeo page of NAIFA.org throughout the year.

Consumer Awareness Campaign and “Find a NAIFA Member” Tool

The department launched NAIFA’s first consumer website - AdvisorsYouCanTrust.org - dedicated to promoting the value of NAIFA members as ethical and knowledgeable agents and advisors for consumers. The site tells visitors who NAIFA members are, what they do, who they serve, and how consumers may locate a trusted NAIFA advisor through a search function on the site. Additional content provides overviews of the financial products that NAIFA members offer and the various practice specialties under which members operate.

Videos on the value of advisors are available for members to share, along with recent statistics and data that report on the state of retirement planning and saving among Americans.

NAIFA placed one of the videos on Bloomberg News over the course of six weeks in the spring, which drove traffic to the site and the advisor locator.

NAIFA plans to launch a consumer-focused blog in the coming year, with tips on financial planning and resources for consumers to consider as they research strategies to secure their financial futures. The site will be promoted throughout the year to promote NAIFA advisors and the benefits of working with financial advisors.
Briefly describe COA’s goals.

The goal of the Committee on Associations (COA) is to “promote leadership development and effective management of all the various types of associations within the Federation.”

Why did you choose to serve on this Committee?

With the proposed changes to revise and modernize NAIFA’s bylaws now approved, I am hopeful that my experience in leadership at the local, state and national levels would serve to help other associations in the transitions they may need to make.

What are some of the benefits you gained by serving as Committee Chair?

Our Committee was very involved in the Quality Member Experience (QME) process. The Working Groups that were formed to further explore QME were a large part of the work of the COA during the past year.

What were some of the COA’s key accomplishments?

Through the Working Groups, we were able to promote QME by formulating strategies that addressed many of the concerns that came from the NAIFA membership. We surveyed the entire Federation, and the results provided the National Board of Trustees with the key areas of QME that were a concern. This provided a roadmap for implementation of QME.
How did these accomplishments contribute to NAIFA’s success?

Now that the proposal to revise and modernize NAIFA’s bylaws has been passed, the information gathered by our Committee will be critical to a smooth implementation.

What leadership lessons did you learn as Chair of the COA?

I learned that at the end of the day, those that I led are volunteers. This requires me to have a higher level of patience and understanding than those I may lead in my professional life. Those are not volunteers—they are paid staff.

What was the most rewarding aspect of working on the Committee and serving as Chair?

I have an opportunity to provide critical guidance to the shaping of strategies that may end up turning our Federation around. Of course, I also realize that the plans that we have laid may not work. But as we learn in LILI, leadership is not easy, and it takes a certain amount of risk to make significant change.

What are the Committee’s next steps?

With the approval of the proposal to revise our bylaws, I am certain that our Committee will be charged with assisting in the implementation of this important initiative. Also, we will be reviewing the Jack Bobo Award application to make sure that it is aligned with the new bylaws.

What advice would you give to future members or Chairs of this Committee?

Often, when you are anxious to serve and get things done, patience is needed as you wait for directives from the chain of command. So, my advice would be to keep ready and exhibit patience along the way.

“With the approval of the proposal to revise our bylaws, I am sure our Committee will be charged with assisting in the implementation of this important initiative.”
ASSOCIATION EXECUTIVES ADVISORY COUNCIL

Briefly describe your Committee’s mission and objectives.

The Association Execs Advisory Council (AEAC) represents the interests of NAIFA’s local and state Association Executives. The mission of the AEAC is to maintain governance which promotes and enhances the image, professionalism, and education of NAIFA’s association executives, communicates with the federation, and serves as a liaison to the NAIFA Board of Trustees and Committees. Organized in 1975, the AEAC provides a structured forum for advising the NAIFA Board of Trustees on the views and concerns of the employed staff of NAIFA’s member associations.

Why did you choose to serve on this Committee?

The AEAC has a rich heritage of representing the local and state execs, and the Council has been blessed with great leaders in the past. It was for these reasons that I felt extremely honored to be asked to serve. I’m hoping to live up to the traditions and expectations, as fulfilled by those who came before me.

“It’s very important to be tuned into the needs and concerns of those you serve. That’s true for anyone who serves in a leadership position in every organization.”
What are some of the benefits you gained by serving on this Committee?

I serve as the Association Executive for a large state. As a result of my service as AEAC Chair this year, I have developed a clearer understanding of the needs and concerns of other execs who are in a different position from mine. Whether it’s by size of the association, geography, or in terms of budget size, there are a wide variety of issues and challenges that our Association Execs face. I think having my horizons broadened by understanding the scope of those issues and challenges is the area where I have benefitted the most.

What were your Committee’s key accomplishments?

Following the cancellation of the Execs Track education event last year, as part of the NAIFA P+P Conference in Orlando, I was very pleased that we, as a Council, were able to work nimbly to move that program forward to the 2018 P +P Conference in San Antonio.

One of the trademarks of a good Association Exec is to never panic in light of unforeseen circumstances. We simply picked up our Execs Track program and moved it forward (with some minor adjustments to stay relevant). In addition, we are again offering the Jack E. Bobo Professional Education Scholarship, sponsored by the AEAC, to NAIFA Execs who participate in a qualifying professional-development opportunity, including the NAIFA Performance + Purpose Conference, LILI class, ASAE conferences, and more. All local and state NAIFA Association Execs are eligible to apply.

How did these accomplishments contribute to NAIFA’s success?

I believe that NAIFA’s success relies, in part, on the success of our local and state Association Execs. The AEAC, by way of the Execs Track and the Educational Scholarship we offer, provides opportunities for NAIFA execs to take part in professional-development activities—to enhance their learning and leadership experiences. In essence, what is good for NAIFA’s execs is good for NAIFA, as well!

What leadership lessons did you learn as Chair?

It’s very important to be tuned into the needs and concerns of those you serve. That’s true for anyone who serves in a leadership position in every organization.

What are the next steps for the Committee?

With the recent passage of NAIFA 2020, it’ll be important for the AEAC to serve as a resource for local and state Association Execs who are looking for guidance in moving forward.

The NAIFA Board of Trustees recently appointed a QME Implementation Task Force, which will provide some much-needed guidance to our local and state associations as we make this transition. I think that guidance will give great assistance to the AEAC and the local and state execs as they continue to counsel their respective Board members and leaders.
Last year, Hurricane Irma put a damper on some of the plans and social gatherings that the YAT Committee had in store for the Performance +Purpose Conference. We have created another exciting program for the 2018 P+P Conference, which takes place from September 13-16 in San Antonio.

Under the direction of the 2018-19 YAT Chair, John Richardson, and with the support of our sponsors, on May 22 of this year, a group of 56 YATs (and a few YATs at Heart) left the NAIFA Congressional Conference and made their way via charter bus to the Lincoln Memorial.
A “family photo” was taken on the steps of this famous building, amid swarms of field trip “students” in brightly colored shirts. (No. Those “red coats” in the photo to the left are not lost field trippers; they are past YAT Leader of the Year Award recipients.)

After spending some time walking around the Lincoln Memorial, Korean War Memorial and the Vietnam War Memorial, the bus loaded up and headed to the Jack Rose Saloon for libations and good conversation.

The newest member of the Red Coat Tribe, Kevin Ross, of NAIFA-Colorado, had these comments to share about the YAT event at the NAIFA Congressional Conference: “The YAT Bus Tour was a great experience for all who took part in it. There was a lot of friendship and business building by everyone. We also did our fair share of “YATing” or just being goof balls. It is always impactful to stand on the steps of the memorial of one of the greatest leaders of our country and give YAT members something to aspire to. I am proud of NAIFA and of YAT and of the message that we promote of having strong ethics and great professionalism. This tour turned out to be an event that we will remember forever.”

As we look forward to the 2018-19 association year, we are very excited to be playing an important role in NAIFA's membership-development plan and in serving as Ambassadors in the association's Recruitment Program. Our goal is to work collaboratively with other NAIFA members and volunteers to build a better NAIFA.

The YAT Committee is planning to have a social gathering in San Antonio at P+P this year, and again at the 2019 Congressional Conference.
Briefly describe the NAIFA Diversity Task Force’s mission and objectives.

The mission of the Diversity Task Force is to be the industry leader in diversity and inclusion by educating and equipping our membership, as well as key industry partners, on the individualized needs of specific people groups.

Why did you choose to serve as Chair for this Task Force?

I was asked to serve as Chair. Also, our industry is changing and the demographics of the country and the world are changing. People want to do business with people who understand them and their needs. A basic understanding of different cultures will help expedite the sales process as agents and advisors know the common needs and desires of different cultures. If we are to remain relevant to a changing culture, we must change. I wanted to be a part of changing the culture and the industry and advancing the profession.

What are some of the benefits you gained by serving on this Task Force?

I have gained a wide range of benefits since serving as Chair of this Task Force. These benefits include:

- Leadership skills and skills in working with a diverse group of individuals
- Different training methods and tools
- Deeper relationships with our members, our corporate and industry partners, and of course, a better understanding of different cultures and people groups.
What were the Task Force’s key accomplishments?

We developed the NAIFA Diversity Champion Award and selected the first recipient of this prestigious award. We also created several training materials and hosted various webinars, as well as the second Diversity Symposium.

How did these accomplishments contribute to NAIFA’s success?

We are changing and evolving to better meet the needs of consumers, advancing NAIFA 2020 and recruiting more diverse members who bring new ideas and innovations that will propel us into achieving more accomplishments in the future.

What leadership lessons did you learn as Chair?

Serving as Chair has taught me several valuable lessons, including:

• Working with diverse groups of people requires an understanding of a variety of cultures. What is acceptable to one group may be offensive to another group. It requires constant learning and growth.

• Diversity can bring conflict because of the need to work with people with different ideas and communication styles. But it also brings new ideas. Also, finding success means managing communication while looking for opportunities.

• I work with a fantastic group of people. The huge number of ideas they produce for advancing the mission of the Task Force is overwhelming. They have helped me enhance my ability to recognize opportunities.

• Project management. With 3 work groups and 3 plans, it takes time to manage all that they are doing.

What are the next steps for the Diversity Task Force?

Going forward, we plan on taking several steps, including the following:

• Grow a more diverse membership,

• Provide additional resources to our members to better equip them to meet the changing needs of consumers.

• Grow our relationships with our corporate and industry partners by providing them with relevant information they can use in recruiting and retaining agents and advisors, and in increasing revenues. This is the mission of the Resources Group, and Win Havir, MA, CPCU, LACP, CLF, LUTCF, FSS, AIC, deserves credit for this statement.

“We are evolving to better meet the needs of consumers, advancing NAIFA 2020 and recruiting more diverse members who bring new ideas that will propel us into achieving even more accomplishments.”