



**NAHU Board of Trustees Meeting Agenda**  
**Monday, October 16, 2017**  
**Conference Call**  
**4:00-5:30 p.m. EDT**

***NAHU'S MISSION STATEMENT***

*NAHU advocates for our members, provides professional development and delivers resources to promote excellence.*

**Call to Order & Reading of Antitrust Statement\*** (*Mike Embry*)

**Roll Call of Attendees** (*Eugene Starks*)

**Approve Agenda** (*Mike Embry*)

**Consent Agenda A** (*Mike Embry*)

BoT Meeting Minutes – September 18, 2017

BoT Budget Meeting Minutes – September 29, 2017

BoT Budget Meeting Minutes – September 30, 2017

Executive Committee Minutes – September 11, 2017

**Consent Agenda B** (*Mike Embry*)

Committee Reports

- Awards Committee
- Chapter and Leadership Development Committee
- Governance Committee
- Legislative Council
- Finance Committee
- LPRT Committee
- Media Relations
- Membership Council
- Professional Development Committee
- Vanguard Council

**Finance Report** (*Dane Rianhard*)

None submitted this month

**CEO Report** (*Janet Trautwein*)

**Personnel Committee Update** (*Jim Stenger*)

**Strategic Discussion**



Vision 20/20 Tracking (*Janet Trautwein*)

Role of Today's Board Member – The Board's Role (*Mike Embry / Pat Griffey*)

## **Motion for Adjournment**

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\*NAHU's Anti-trust Statement: Associations are subject to strict scrutiny under antitrust laws because an association is, by its nature, a group of competitors joined together for a common business purpose. The antitrust laws require companies to make certain decisions by themselves, not in conjunction with competitors. Therefore, associations and their members must proceed with extreme caution in certain areas of activity to insure against violation of the antitrust laws. Discussions of current or future prices or commissions and refusing to deal with or boycotting any insurance carrier are among a number of areas specifically prohibited by the anti-trust laws and will not be permitted in today's meeting.

\*CONSENT AGENDA per Sturgis

Organizations having a large number of routine matters to approve often save time by use of a consent agenda, also called a consent calendar or unanimous consent agenda. This is a portion of the printed agenda listing matters that are expected to be noncontroversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved en bloc without discussion, saving the time that would be required for individual votes.



## **NAHU Board of Trustees Meeting**

**Monday, September 18, 2017**

**Meeting called to order at 4:02 P.M. EDT by Mike Embry**

## **NAHU'S VISION STATEMENT**

*NAHU advocates for our members, provides professional development and delivers resources to promote excellence.*

## **Reading of Antitrust Statement**

Mike read the antitrust statement.

## **Roll Call** (*Eugene Starks*)

### **Attendees:**

President Mike Embry

President Elect Rusty Rice

Vice President Pat Griffey

Treasurer Dane Rianhard

Secretary Eugene Starks

Immediate Past President Jim Stenger

NAHU Executive VP & CEO Janet Trautwein

Region I Vice President Jeannie Comins

Region II Vice President Erica Hain

Region IV Vice President Alycia Riedl

Region V Vice President Paige Phillips

Region VII Vice President Ray Magnuson

Region VIII Vice President Linda Rose Koehler

Legislative Council Chair Annette Bechtold

Membership Council Chair Deb Crouch

Professional Development Chair Ashley Kapostins

**Absent:** Region III Vice President Mike Deagle, Region VI Vice President Kelly Fristoe,

### **Staff:**

Farren Baer

Marcy Buckner

Megan Caputo

Chris Hartman

Kelly Loussedes

Illana Maze

Jennifer Murphy

Bob Tretter

Brooke Willson

### **Guests:**

Legislative Council Vice Chair Nick Moriello

Membership Council Vice Chair Michelle Howard

Professional Development Vice Chair Karen

Kirkpatrick

Governance Committee Chair David Smith

Chapter and Leadership Development Chair Lou

Reginelli

## **Adoption of Agenda**

**MOTION:** Pat Griffey made the motion to adopt the posted agenda.

Motion passed unanimously



### **Consent Agenda A**

- BoT Meeting Minutes – July 17, 2017
- Executive Committee Minutes – August 16, 2017

**MOTION:** Paige Phillips made a motion to approve Consent Agenda A

**DISCUSSION:** *No discussion was held.*

Motion passed unanimously

### **Consent Agenda B**

- Committee/Council Reports
  - Awards
  - Chapter and Leadership Development
  - Governance
  - Legislative
  - Finance
  - LPRT
  - Media Relations
  - Membership
  - Professional Development
  - Vanguard

**MOTION:** Rusty Rice made a motion to approve Consent Agenda B

**DISCUSSION:** *No discussion was held.*

Motion passed unanimously

### **Financial Report**

**MOTION:** Dane Rianhard made a motion to accept the July 2017 financial report.

**DISCUSSION:** *During discussion Dane reported that the Budget Committee has approved a proposed budget for the 2018 Fiscal Year. The proposed budget will be sent to BOT members prior to the Budget Meeting on September 29 & 30. No additional discussion.*

Motion passed unanimously



### **RVP Report**

Linda Rose Koehler gave the RVP Report. During the RVPs monthly call Pat Griffey to give an update on the LEAD program. The RVPs are still discussing best strategies for Regional Leadership Meetings and are continuing to promote the “Speak With One Voice” Prezi presentation. RVPs are contributing a monthly article for the NAHU Magazine, America’s Benefits Specialists (ABS).

### **CEO Report**

Janet Trautwein gave an update on Congressional and Administration activity in D.C. They are hoping to see some bipartisan activity for ACA reform. The Trump Administration is finally staffing up agencies which should help with policy development and advancing ACA discussions. From a staff standpoint they are focused on developing membership through Medicare FMO relationships, finalizing the new NAHU website rollout, and Professional Development.

### **Strategic Discussion**

#### **Procedure for requesting UNITE assistance (Linda Rose Koehler)**

Linda Rose Koehler affirmed that there is an established P&P for UNITE assistance requests, all requests will run through the NAHU Corporate office and the CEO’s desk.

Pat Griffey also asked about the status of setting up the NAHU App. Discussion ensued about any potential conflict with the NAHU Affinity Program. NAHU Staff will research.

### **Role of Today’s Board Member- Fiduciary Responsibility**

Key Duties Discussion: (See Attachment)

1. Duty of Obedience
2. Duty of Care
3. Duty of Loyalty

### **Vision 20/20 Tracker**

Janet Trautwein two tools for tracking progress for the Vision 20/20 Strategic Plan.

1. Outline of Goals for Committees, including Steps to achieving each goal
2. Tracking Report for submission to the BOT to document progress and member engagement

### **Motion for Adjournment**

**MOTION:** Pat Griffey moved to adjourn the meeting at 4:55 P.M. EDT

Motion passed unanimously

Respectfully submitted,  
Eugene Starks  
NAHU Secretary



## **NAHU Board of Trustees Meeting**

**Friday, September 29, 2017**

**Meeting called to order at 1:45 P.M. EDT by Mike Embry**

## **NAHU'S VISION STATEMENT**

*NAHU advocates for our members, provides professional development and delivers resources to promote excellence.*

## **Reading of Antitrust Statement**

Mike read the antitrust statement.

## **Roll Call** (Eugene Starks)

### **Attendees:**

President Mike Embry  
President Elect Rusty Rice  
Vice President Pat Griffey  
Treasurer Dane Rianhard  
Secretary Eugene Starks  
Immediate Past President Jim Stenger  
NAHU Executive VP & CEO Janet Trautwein  
Region I Vice President Jeannie Comins  
Region II Vice President Erica Hain

Region III Vice President Mike Deagle  
Region IV Vice President Alycia Riedl  
Region V Vice President Paige Phillips  
Region VI Vice President Kelly Fristoe  
Region VII Vice President Ray Magnuson  
Region VIII Vice President Linda Rose Koehler  
Legislative Council Chair Annette Bechtold  
Membership Council Chair Deb Crouch  
Professional Development Chair Ashley Kapostins

### **Staff:**

Farren Baer	Kelly Loussedes	Brooke Willson
Marcy Buckner	Illana Maze	Martin Carr
Megan Caputo	Jennifer Murphy	Kathleen Cochran
Chris Hartman	Bob Tretter	Robert Holst

### **Guests:**

Legislative Council Vice Chair Nick Moriello	Chapter & Leadership Development Chair Lou Reginelli
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## **Adoption of 2018 Budget**

**MOTION:** Dane Rianhard made the motion to approve the 2018 Budget submitted by the Budget Committee

**DISCUSSION:** *A lengthy discussion ensued. Suggestions were made to reduce reimbursements to key NAHU Committees, RVPs and the Executive Board. Suggestions were also made for membership dues restructuring to drive additional revenue. While no decision was made based on any of the discussion points, the BOT agreed to*



*ask the Finance Committee to investigate ways to reduce Committee, RVP and Executive BOT reimbursements and report back to the full BOT.*

***MOTION:*** *The motion to approve the budget submitted by the Budget Committee passed. Paige Phillips abstained.*

**Motion for Adjournment**

**MOTION:** Rusty Rice moved to adjourn the meeting at 3:05 P.M. EDT

*Motion passed*

Respectfully submitted,  
Eugene Starks  
NAHU Secretary





## **NAHU Board of Trustees Meeting**

**Saturday, September 30, 2017**

**Meeting called to order at 9:30 A.M. EDT by Mike Embry**

## **NAHU'S VISION STATEMENT**

*NAHU advocates for our members, provides professional development and delivers resources to promote excellence.*

## **Reading of Antitrust Statement**

Mike read the antitrust statement.

## **Roll Call** (Eugene Starks)

### **Attendees:**

President Mike Embry  
President Elect Rusty Rice  
Vice President Pat Griffey  
Treasurer Dane Rianhard  
Secretary Eugene Starks  
Immediate Past President Jim Stenger  
NAHU Executive VP & CEO Janet Trautwein  
Region I Vice President Jeannie Comins  
Region II Vice President Erica Hain

Region III Vice President Mike Deagle  
Region IV Vice President Alycia Riedl  
Region V Vice President Paige Phillips  
Region VI Vice President Kelly Fristoe  
Region VII Vice President Ray Magnuson  
Region VIII Vice President Linda Rose Koehler  
Legislative Council Chair Annette Bechtold  
Membership Council Chair Deb Crouch  
Professional Development Chair Ashley Kapostins

### **Staff:**

Farren Baer  
Marcy Buckner  
Megan Caputo

Kelly Loussedes  
Illana Maze  
Jennifer Murphy

Brooke Willson

### **Guests:**

Legislative Council Vice Chair Nick Moriello  
Governance Committee Chair David Smith

Chapter and Leadership Development Chair Lou Reginelli

## **Motion to Re-open Adoption of 2018 Budget**

**MOTION:** Erica Hain made a motion to re-open consideration and approval of 2018 Budget submitted by the Finance Committee

***DISCUSSION:** Due to concerns that not all voices were openly heard during the initial budget approval discussion, NAHU President, Mike Embry, went around the Board table to assure that every BOT member had a chance to share concerns and recommendations. Through the open discussion a number of items for future budget consideration were identified:*





1. *Identify additional ad revenue opportunities through the NAHU magazine, America's Benefit Specialists (ABS). consider reformatting the print and electronic magazine to generate new ad revenue.*
2. *Review HUPAC contributions to NAHU for administrative services support. Form joint task group with HUPAC BOT and NAHU BOT members to qualify administrative expenses and a logical funding formula.*
3. *Form "working groups" with key committees, RVPs, and Executive Committee members to create protocols for budget building. Include budget building training for RVPs and committee members.*
4. *Evaluate protocols around Regions providing Scholarships to Capital Conferences and National Conventions. Develop standard P&P recommendations.*
5. *Develop "notes" to the budget that will give guidance for what items are included in specific budget areas. Additionally, provide a summary of budget changes to explain changes to the budget from year to year.*
6. *Reestablish the practice of holding an initial BOT meeting of the new Board of Directors immediately following the Annual Convention. This is to allow an early orientation of the new Board to the operations and procedures of the BOT.*
7. *Implement a "Working Meeting" a few days prior to the monthly BOT meeting. This will allow greater opportunity for discussion and input among BOT members.*
8. *Create a "B2B" and FAQ as a part of the annual budget development process.*
9. *Add the NAHU Secretary to the Finance Committee. This will allow the Secretary to learn the budget process before heading up the Finance Committee as NAHU Treasurer.*

**MOTION:** *The motion to re-open consideration and approval of the budget submitted by the Finance Committee passed unanimously.*

#### **Adoption of 2018 Budget**

**MOTION:** Dane Rianhard made the motion to approve the 2018 Budget submitted by the Finance Committee

**DISCUSSION:** *No additional discussion.*

**MOTION:** *The motion to approve the budget submitted by the Finance Committee passed unanimously.*

#### **Motion for Adjournment**

**MOTION:** Pat Griffey moved to adjourn the meeting at 11:30 A.M. EDT

*Motion passed*

Respectfully submitted,  
Eugene Starks  
NAHU Secretary



## **NAHU Executive Committee Meeting**

**Monday, September 11, 2017**

**Meeting called to order at 4:05 P.M. EDT by Mike Embry**

### **Roll Call** (*Eugene Starks*)

#### **Attendees:**

President, Mike Embry  
President Elect, Rusty Rice  
Vice President, Pat Griffey  
Treasurer, Dane Rianhard

Secretary, Eugene Starks  
Immediate Past President, Jim Stenger  
NAHU Executive VP & CEO, Janet Trautwein

#### **Staff:**

Brooke Willson

### **Agenda**

- 1) Update on Budget Progress – Dane Rianhard
  - a. **Discussion:** Dane stressed that the BOT will need to hit revenue projections in the draft budget to assure that income and expenses remain in balance.
- 2) Agency Dues Project – Rusty Rice
  - a. **Discussion:** Rusty reported that he and his agency dues task group are modeling a couple of different agency dues structures that will be presented at the BOT Budget on September 29 & 30. One model bases membership on an annual agency revenue, the other model being considered bases membership cost on agency employee count.
- 3) Website Launch – Janet Trautwein
  - a. **Discussion:** Janet reported that the new NAHU website is scheduled to launch on Wednesday, September 13. Janet thanked the BOT for its feedback during the final test phase of the website development.
- 4) Discussion of Next Steps for Strategic Planning on BOT call – Janet Trautwein
  - a. **Discussion:** Janet reported that she will share the progress made on the Strategic Planning process at the upcoming BOT meeting. The update will review strategic goals set and the tracking process to assure established goals are being pursued.
- 5) Next Step of Board Source Training – Mike Embry & Pat Griffey
  - a. **Discussion:** Mike reported that Board Source Training will be discussed at the upcoming BOT meeting.
- 6) Medicare Scope of Appointment (SOA) Form Member Communications – Pat Griffey
  - a. **Discussion:** Pat reported that agents selling in the Medicare Market need guidance for compliance with the Scope of Appointment (SOA) Form. Existing guidance requires a SOA Form be completed 48 hours in advance of the sale of a Medicare HMO or Rx policy. Some



insurance carriers are telling agents that a SOA Form are no longer required. This issue needs to be researched further so that clear guidance can be provided to NAHU members.

- 7) Unite Email – Janet Trautwein
  - a. **Discussion:** In the after-math of the multiple hurricane events hitting the US some confusion arose over the protocols for “Unite Emails,” that solicit support for NAHU members impacted by disruptive events like hurricanes. The Governance Committee clarified that a NAHU policy exists and needs to be followed. All Unite Emails should only go out through the NAHU Chief Executive, Janet Trautwein.

### **Adjournment**

NAHU President Adjourned the meeting at 4:45 P.M. EDT

**\*NAHU’s Anti-Trust Statement:** Associations are subject to strict scrutiny under antitrust laws because an association is, by its nature, a group of competitors joined together for a common business purpose. The antitrust laws require companies to make certain decisions by themselves, not in conjunction with competitors. Therefore, associations and their members must proceed with extreme caution in certain areas of activity to insure against violation of the antitrust laws. Discussions of current or future prices or commissions and refusing to deal with or boycotting any insurance carrier are among a number of areas specifically prohibited by the anti-trust laws and will not be permitted in today’s meeting.

Respectfully submitted,  
Eugene Starks  
NAHU Secretary



## **AWARDS**

**Chair: Joy Gardner**

**Board Liaison: Eugene Starks**

**Month: October 2017**

The date for awards judging has been set, April 20-23, 2018.

The committee is looking at different options for enhancing the documentation submission process for online applications.

The committee is also looking at options for incorporating documentation requirements into the applications.



## CHAPTER & LEADERSHIP DEVELOPMENT

**Chair: Lou Reginelli**  
**Board Liaison: Pat Griffey**  
**Month: October 2017**

- Lou gave an update on committee projects.
  - Leadership Video
    - Is done and ready for use.
    - Mike & Pat will use in presentations
  - Leadership Tri-fold, done
  - Leadership Guidebook.
    - Changes have been done, need to be incorporated into the document.
  - Chapter in a Binder.
    - Should be done by October call
  - Leadership Course
    - Is moving ahead.
    - Mission and vision statement done
    - Outline in the works.
  - NAHU Budget Meeting
    - September 29 in Washington DC
    - Once finalized we will know what our options are for the Leadership Forum Feb 25, 2018
  - Chapter Rosters
    - Four rosters outstanding, two of which the chapters are struggling
- Regional Updates
  - Region VIII
    - There are a couple of struggling chapters
    - Adding strategic planning to the first quarter activities
    - Reached 60% of the presidents in the region
  - Region V
    - Have talked to all but one state president
    - Not aware if they are doing calls with their local chapters
    - Surprising how many don't have complete boards
    - Doesn't appear to be much communication between state and local other than emails.
  - Region III
    - Reached out to five states and heard back from four. WV is struggling.
    - They are having calls with their locals and have strategic plans in place. Not sure this is really what is happening or to the degree that the plans have been developed.
    - Interesting that chapters submit people for offices who aren't members.
  - Region II
    - Spoke to three of the state chapters. DE is in progress of being reinstated.

- MD: Does not have a specific call with local presidents, but these presidents participate on the state board. The state chapter has a succession plan for three years, looking for doers to beef up committees.
- NJ: Have a face-to-face meeting every month and the local chapter presidents are required to attend. Working on a strategic plan.
- PA: Is in need of having their bylaws amended, membership chair needs some guidance.
- No info from VA yet. Will call Heather the new president.
- Region I
  - Small region with mostly state-only chapters and do the strategic planning process.
  - Use each other as a resource to bolster membership and tools.
  - The look of the new website has been well received.
  - Has not yet reached out to the individual chapters, but to meet with them on the regional call.
- Region VI
  - TX: Has a good succession plan
  - LA: No call with local presidents
  - AR: Struggling.
  - KS: Is working to get back on track. The state chapter seems to be held hostage by members who don't want to let go. Wichita's roster is still needed.
- Chapter leaders seem to be burned out. Not asking for help. Want to work to change this perception that leaders are in it alone, that there are committees and tools to help them.
- Association is in transition from old guard to a new era. It's difficult but if we don't make the transition it won't be good. Need to continue to project where we are in the future, not just now. A process of relationship building. Give leeway to the new officers, but be there to guide not limit.
- Be sure to do a little leg work with your chapters to make sure they are getting familiar with the website and the changes. Vanguard Council has some exciting goals for the upcoming year. A great view of the future. Collaboration with this council can lead to some great programming.
- Got an update regarding the upcoming budget meeting
- Strategic planning. The committee got guidance regarding what it needs to accomplish at certain increments in the future.



### **Finance Committee Teleconference**

**Date:**           **October 10, 2017**

### **AGENDA**

1. Roll Call  
Present: Patricia Griffey, Kelly Fristoe, Alycia Riedl, Mike Deagle, Janet Trautwein, Jennifer Murphy  
  
Excused: Marsha Tellesbo, Dane Rianhard
2. Approve Agenda- Motion Janet Trautwein, second Mike Deagle, motion carried
3. Comments and discussion concerning the monthly financial report  
August 2017 Financial Statements – due to the delay in getting the statements out to the committee, they will be accepted and presented to the full board next month
4. Discuss Change to Approved 2018 Budget – it was discussed that changes to committee reimbursement amounts be changed and additional committees receive comp registrations. Janet is going to check with the membership council chair and Jeannie Commins to see if they are ok with the amount that was already approved in the budget.
5. New business - none
6. Adjourn





## GOVERNANCE

**Chair: David Smith**  
**Board Liaison: Rusty Rice**  
**Month: October 2017**

**Due to a number of conflicts, we cancelled our October call but would like to report on the following for the benefits of the Board of Trustees' monthly report:**

1. **Committee Chair Job Descriptions.** We have completed most of the job descriptions and working to finalize.
2. **NAHU Board of Trustees Training.** The second public draft of the BOT training Prezi is available at this link:

<https://prezi.com/view/z919OpfomBziU7fFQfyB/>

We have received very good feedback and incorporated many of the suggestions into the latest version. There are five distinct sections and are beginning to think, based on comments and requests, about how the content might be used in other ways.

- Review of Fiduciary Duties and Obligations of Tax-Exempt Organizations (fiduciary duties may vary by state, and ours is specific to Ohio)
- NAHU Roles and Relationship (may apply to all states since we're primarily discussing these at the national level, and which could be supplemented at the state level)
- Mechanics of Board Meetings (some aspects may be good at any level within NAHU—for example, the Zoom parts for National Committees especially—but others parts may not be as relevant at the state or local level)
- Speak with One Voice (probably works at all levels within organization)
- Best Practices (and incorporate some parts of the Welcome slides as well)

We still need to resolve the issue about how to determine when someone has completed their training.

3. **Review of P&P Sunsetting in 2018.** The committee has begun review of the 29 P&Ps which sunset in 2018. Earlier work had been done on a revision to the Finance and Treasurer P&P, and strong consideration toward combining the two concerning special committees. More to come on this front.
4. **2020 Strategic Plan Status.** Governance has been assigned two tasks for 2017. Here is the status on each one:

Action	Notes
<b>Make recommendations on improvements and additions to board training</b>	GC has nearly completed its draft for BOT training, and awaiting feedback from board members. After complete, may be able to turn into modules for other training for committees and state & local chapter leadership.
<b>Make recommendations on changes to P&amp;Ps and policy procedures</b>	On the committee's agenda for October call, and expect to have recommendations to the Board of Trustees by November

Our calls are on the first Thursday at 11:30 am ET.



## LEGISLATIVE

**Chair: Annette Bechtold**  
**Board Liaison: Rusty Rice**  
**Month: September 2017**

The Legislative Council met on Tuesday, October 3, 2017. Monthly reports were provided by each of the regional liaisons and chairs of each working group.

The legislative focus of the call was on where things go post-September 30. With the budget reconciliation deadline passing for this fiscal year and next year's budget reconciliation planned for tax reform, this meeting's review focuses on what upcoming activity may take place to stabilize the market and provide flexibility to the existing ACA law.

The Senate H.E.L.P. committee leadership, Sen. Lamar Alexander and ranking member, Sen. Patty Murray, now take up their previous work to introduce "fixes". Their focus centers on:

- Advocating for at least 1-2 years of CSR payments
- 2. More flexibility with these 1332 waivers, streamlining the overall process and getting approved at a quicker pace than the current 6 month timeline (hoping for 2018)
- 3. Introduction of a new type of catastrophic/copper plan to give incentive to younger people, who cannot afford other plans, the incentive to participate

New bills introduced include:

- A Senate bill to extend the moratorium on the HIT tax for 2018
- Changing the definition of "full-time" from 30 hours to 40 hours
- Simplification of employer reporting
- CHIP funding, reauthorizing CHIP through 2022 but with reductions in years after 2020

On the regulatory side, focus is on the new Secretary, Eric Hargan, following the resignation of Tom Price. Additionally, we are awaiting the details of President Trump's executive order on association health plans. NAHU is ready to work with the agencies to build the guardrails necessary to protect clients against adverse selection

The Capitol Conference Committee began its regular meetings to prepare and plan for the upcoming conference. Identification of potential speakers and preliminary discuss of themes topped the discussion at the first meeting.

### Summary of Main Issues from Regional Annual Reports

- Regions are focusing on meeting with legislators to battle single payer
- Initiatives to battle balance billing, including air ambulance

- Clarifying service fees and commissions in various states
- Participation in 1332 waiver activities in the states

#### Summary of Main Issues from Working Group Annual Summary

- **Long Term Care** – Successfully ran the compliance corner webinar and had 118 attendees and will include these individuals in LTC correspondence
- **Medicare** – A newsletter was released at the beginning of October addressing CMS' approval of a special election period for victims of hurricanes Harvey and Irma. This communication and activities center on ensuring broker involvement and that brokers are not inadvertently cut out of the process.
- **Employer-Based** – Separate teams continue their work on electronic distribution rules with comments being provided to the ERISA Advisory Council. Other work continues on air ambulance and balance billing. A new team is tackling their third initiative, level funding, and will work on ambiguities, client issues and protections, administration, and clarifications under governing laws to the treatment and responsibilities under these arrangements.
- **Individual** – The group is finalizing edits to their 2016 white paper to incorporate current market developments and will introduce some graphs and more visual aspects. Work continues on identifying and focusing on guidance around charging fees in addition to, or in lieu of, commissions.
- **Cost Containment** – The group will complete revisions on the white paper and plan to submit the final draft at the end of the month. Two new subcommittees are now looking at medical transparency with regard to cost and quality
- **Compliance Corner** – The Compliance Committee launched a forum on B2B to collaborate on compliance issues/items. The upcoming schedule of events includes:
  - The Medicare webinar in September drew 600 attendees
  - Up on deck for October is the next NAHU Live! (October 12) where Janet will discuss what to expect in the markets and legislative action
  - The October 19 presentation focuses on annual notices
  - November 16 is the review and discussion on employer reporting
  - December will showcase Compliance from A-Z



## **LPRT**

**Chair: Reid Rasmussen**

**Board Liaison: Eugene Starks**

**Month: October 2017**

- Reviewed the three task forces and their goals
  - Application process
    - Update the application process simpler and easier
    - Look at options for confirming the sales
  - Class content
    - Find excellent content
    - Get more recognition at events
    - Reinforcing our value
  - Market our value
    - Why should someone qualify for LPRT
    - What is our product
    - Why do our customers want it and want to keep it
    - What is our value
- Small bites, moving ahead little by little
- Stay focused as to the deadline
- MDRT
  - Uses the honor system
  - But requires a form stating the applicant did earn the amount stated
  - Why can't NAHU go the honor route
  - Need it to be simpler and easier to understand
  - A tutorial explaining the process would be helpful, a sample application
  - With an honor system, is the program in jeopardy of not being taken seriously
  - MDRT is considered very prestigious because the programming and the benefits are outstanding
  - What about asking for the system as an honor system with an audit implication
  - The marketing of the program will help members understand the value and the process. Not a "buying your own award"
  - Need to better sell the program



## **MEDIA RELATIONS**

**Chair: Marilyn Stenger**  
**Board Liaison: Rusty Rice**  
**Month: October, 2017**

**Our September monthly call was well attended. Everyone was present with the exception of three committee members and they were excused absences.**

**Our Regional Chairs are doing really well and starting to communicate to their State and Local Chairs on a monthly basis. All the lists with their chairs have been distributed. Some of the regions have decided to have shared calls, i.e. regions 3 and 7. This is helpful if we have a new chair and they are paired with a veteran.**

**Kelly was extremely helpful guiding the committee through several agenda items. She spoke about the new website and where to find our media tools. She also shared the new Media Infographic. We spent several moments going over ideas of what should be included in the new Chapter Yearly Highlights Template that is being developed. This is going to be modeled after the NAHU Highlights booklet.**

**A New Social Media Guidebook has been developed and was debuted in the latest Media Moment. We think this is an area that we will see a lot of growth throughout this year. Seventeen step by step instructional videos have been created for both Twitter and Facebook to give our members the basics of how to create an account, market to their clients and increase engagement within the chapters.**

**Progress has been made in creating Press Releases to send to our chapter Media Chair to be forwarded to their local publications. We have sent two this month on different topics for them distribute and try to have them published. During our call, we spoke about having bullet points pertaining to the articles topic accompany the press release email to our chairs. This will help our chairs in the event they are contacted for a follow up interview with the newspapers or reporters.**

**Craig Gussin is doing a fabulous job with our new Media Militia. We are still in the process of identifying our expert members. The Militia has come in handy several times as they have been called upon to act promptly to some reporters.**

**We are looking forward to our next call October 25 at 1:00 PM**







## MEMBERSHIP

**Chair: Deb Crouch**  
**Month: October 2017**

### Membership Information:

#### July 2017:

Start of month 16,397 members  
End of month 16,313 members  
79.06% retention

#### August 2017:

Start of month 16,313 members  
End of month 16,323 members  
79.59% retention

### Regional Retention:

	<u>July</u>	<u>August</u>
Region 1	80.34%	80.94 %
Region 2	80.93%	80.90%
Region 3	81.83%	82.40%
Region 4	81.13%	82.09%
Region 5	79.95%	80.43%
Region 6	79.94%	80.74%
Region 7	69.51%	70.03%
Region 8	77.95%	78.39%

Membership Council is targeting on being proactive now in regards to reactive as it pertains to retention. The regional chairs are working with the chapter chairs to pull upcoming renewal lists and reach out prior to that date so that they can prevent lapses.

The chairs are also still focusing on asking members to move monthly auto draft from a checking or savings account upon renewal. In doing this, it helps retention as the membership auto renews unless NAHU is instructed otherwise. Two other points to consider as well with a bank account draft- -no card expiration dates AND by not using debit/credit cards, it lowers NAHU's banking fees.

### **What Membership Council is working on:**

**1:** The Medicare summits are still a very big focus right now. Within the next few weeks, membership council and the NAHU staff pick a 7-14 period and begin to reach out to previous non-member summit attendees and offer them \$50 back after joining NAHU. Of note: Membership Council does not want to call this a "refund" but to rather refer to it as a **"reinvestment in our new NAHU member"**.

**2:** The regional chairs are working on their reports. Unfortunately, obtaining the information from the chapters is going more slowly than I had anticipated. I am making a final push for the reports to be submitted. I may have to reach out to some of the RVP's to get their assistance in working with certain chapters to submit the requested information to the regional chairs. I will advise those RVP's as soon as I have all of the final reports in hand. The information will be in next month's report for all to review.

**3:** Membership Council has received their part of the NAHU strategic plan. At this point, we are working on a new avenue to seek new membership. I have spoken to most of the RVP's as I will need their input/assistance in order to move forward. I will reach out to the rest in the next week or so. The plan will also involve other committees: Vanguard Council, Professional Development and Chapter & Leadership Development. I anticipate having the full plan in place by the next BOT report and will include all details.



## **PROFESSIONAL DEVELOPMENT**

**Chair: Ashley Kapostins**

**Board Liaison: Dane Rianhard**

**Month: October 2017**

Monthly calls are the fourth Monday of the month at 4:00 pm EST.

- The Advanced Self-Funded Certification program has been recorded. We are in the process of filling for online CE credits within 50 states and will be available upon approvals.
- Prezi presentation for the Running Your Business webinar series was conducted on Oct 5<sup>th</sup>, presented by Dan Sampson. There were 166 attendees in this class. It has been posted to the website.
- Continuing to compile talking points around committee goals and strategic plan.
- We will be rolling out a “Fall Bundle Up” incentive Oct. 1<sup>st</sup> enticing those interested in REBC to bundle the 4 core required courses and receive \$179 off the total price, which essentially is the cost of one/three electives.
- Development continues on the “*LEAD*” initiative – Have finalized a lot of the initial details and are now moving into the RFP phase. We are currently collecting comments and perspective from industry leaders to help create curriculum and find correct focus. High level program graphic attached below.
- Details are being finalized regarding the NAHU College program – next step is a survey out to Risk Management programs across the country.
  - Content for these programs will contain material from current certification programs – refreshed every 2-3 years based on industry trends.

The committee’s next call is scheduled for October 23rd at 4:00 pm EST. As always if there is anything I can help you with, feel free to reach out, 321-247-0057.

# LEAD Program

Leadership

**Mission:** LEAD develops highly successful leaders for today and tomorrow

Excellence

**Vision:** LEAD is the premier leadership development program for health and benefits professionals to advance their leadership skills and positively impact their professional and personal lives.

Accountability

Development

**Purpose:** LEAD focuses on the growth and development of leaders in an interactive and peer-supported network.

- Basics of chapter management and leadership development for NAHU
- Candidates must be a member in good standing with NAHU
- Chapters may sponsor candidates to help strengthen their chapter leadership

- Possible advanced opportunity for LEADers
- Achieving personal/business success through thought leadership and collaboration

- Development of excellence in sales skills and recognition of sales/production achievement

- Promoting health and benefits industry to college graduates

- Curriculum partner – 4 Options being considered



# Vanguard Goes to College



## *INTERNSHIP PROGRAM PLAYBOOK*

VERSION 1.0

OCTOBER 10, 2018

**Presented by  
Vanguard Council**

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## Summary

- **Presented by** the Vanguard Council, a committee within the National Association of Health Underwriters:

*The National Association of Health Underwriters represents more than 100,000 licensed health insurance agents, brokers, general agents, consultants and benefit professionals through more than 200 chapters across America.*

*NAHU members service the health insurance needs of large and small employers as well as people seeking individual health insurance coverage. Every day, NAHU members work to obtain insurance for clients who are struggling to balance their desire to purchase high-quality and comprehensive health coverage with the reality of rapidly escalating medical care costs.*

- **Facilitated and coordinated by** members of the association: independent insurance agents, insurance brokers & producers, insurance carriers and industry solution experts/providers.

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## Purpose of the Playbook

- The purpose of this playbook is to provide the members of NAHU with a step-by-step guide on how to offer an internship at your organization.
- This program was developed to support NAHU's key initiatives for new membership, retention, mentorship and overall industry growth.
- **NAHU members can take/repurpose the contents of this playbook** to create their own internship positions and partner with local universities. The goal is to forge a partnership with a university and post an internship position for students with an insurance, business or related concentration.

Alternatively, members can use this playbook to create internship positions for job postings/job sites.

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## Purpose of the Program

- The purpose of this internship program is to introduce and engage young professionals into the insurance industry. Candidates will be immersed in many aspects of a brokerage firm or industry vendor including: marketing, PR, administration, client services, management, and sales.

- [For an intern] This is a great opportunity to get hands on experience and build your resume as you enter the workforce. There are so many career paths within this industry and the primary goal of this program is to expose you to the many lucrative opportunities in employee benefits.

*NAHU members help millions of consumers by guiding them through the complexities of health insurance purchasing and enrollment, while ensuring they get the best policy at the most affordable price. We seek to understand each personal situation to create recommendations that complement a client's financial and medical security needs. And our job does not end with the sale. Our licensed producers help their clients with claims issues, service questions and compliance matters throughout the life of each policy they sell.*

*The clients of NAHU members range from Fortune 500 companies to mom-and-pop businesses and individuals seeking health insurance. Our members have a unique understanding of consumer health care needs, the perspective of business owners and the economic realities of health insurance markets. We not only sell traditional health insurance products, but also coverage such as dental, long-term care, disability, Medicare Advantage and Medicare Supplements and a variety of consumer-driven products. Members agree to abide by NAHU's Code of Ethics, which requires them to always make health care coverage recommendations with the customer's best interest in mind.*

## Paid Internship

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### Requirements

- Interest in the insurance industry; degree concentration in insurance a plus Minimum of 18 years old
- Basic Microsoft Office and communication skills
- Basic phone communication skills
- Sophomore or higher college student
- Outgoing interpersonal skills
- Self-motivated
- Willingness to sign an NDA if required (some employers may require a signed NDA to ensure their client data is kept confidential)
- Desire to follow these 4 Core Values:
  - Tenacious, willingness to do what is necessary to get the job done
  - Creative, think outside the box
  - Others first, always
  - Energetic, with a fun attitude

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### Evaluation Methods

Every university may request a different scope to evaluate/approve an internship for official posting on collegiate websites, university credit, etc.

When you're designing an internship for credit hour consideration, **please include these requirements from your intern:**



- Daily communication with supervisor (face-to-face, text, email, or phone call)
- Completion of University-provided evaluation forms
- Internship formal report required to be delivered to your [the intern] Professor and employer (or the Vanguard Council liaison of your local NAHU chapter) member upon internship completion. (Ask your professor about grading weight)
- Written recommendation letter by supervisor
- Written recommendation review on LinkedIn by supervisor
- Verbal reference for resume provided by supervisor

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## Internship Structure

It's important to communicate in your internship that you [your company], the Vanguard Council and NAHU understand the importance of a flexible work schedule.

However, it's important to highlight critical requirements and set expectations for interns to successfully complete the internship (and possibly receive university credit).

Internship Must-Haves:

- Generate a formal report summary of your internship to your Professor and the Vanguard Council liaison of your local NAHU chapter. Details of this report will be provided by your University.
  - Total work hours will vary based on employer. Please ask your employer for more information.
  - Complete all 5 objectives below. If a certain objective is not applicable, you must get a sign-off from your supervisor.
  - Attend a minimum of 3 sales meetings. **(Supervisor sign-off required)**
  - Speak with at least 3 clients. **(Supervisor sign-off required)**
  - Complete one special project (assigned by your supervisor) ***Summary to be included in your final report.***
  - Interview 3 employees of the firm. These can be the same individuals you sit with in objectives 1-5. ***Summaries to be included in final report.***
  - **Complete a formal SWOT analysis of the firm:**
    - Research the firm before and during the internship
    - Create a detailed analysis of its strengths, weaknesses, opportunities, and threats (SWOT).
    - Leverage sources such as the corporate website, competitor websites, news stories and reports regarding the firm, its competitors, the overall industry, the region in which it operates, etc. to form an analysis.
    - Additional information for the analysis can come from interviews: colleagues, superiors, customers, etc. *Note: It is not sufficient to base the entire SWOT analysis on an interview with a manager or other internal sources. Additional research on the firm and its industry is required.*
- Supervisor Requirements
  - Your tasks with your employer will vary. Please contact your employer for more information on your daily activities.

- Compensation will vary depending on your abilities and duties. This is a discussion you will need to have with your employer prior to accepting the internship. Many internships average a few dollars above minimum wage.
- **Collegiate Recommendations** – *Provided by Dr. Andre Liebenberg, Director of the Risk Management Insurance Program / University of Mississippi*
  - Offer online professional development courses prior to (or early in) the internship program. The University has worked with employers that offered industry-related or business courses to prep interns for their time at the company.
  - Consider an intern exchange program with a like-minded organization. For example, brokers can collaborate with their carrier partners to offer a dual-program for interns to gain a vast perspective of the industry.
    - Partner with a local carrier office to design a year-long internship program. The intern can spend one semester with each company to complete an entire year of industry-related experience.
    - The intern can complete a hybrid of the structure above to demonstrate their knowledge and experience of the course of the year.
    - **This would be a great idea for NAHU members to collaborate with each other, mentor prospective members and cultivate well-rounded, educated professionals into the industry.**

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## Professional Objectives

Below are the tangible outcomes an intern will expect to obtain after an internship with your firm/company. This is an excellent outline for both the intern and the University to determine overall value of the internship program and areas for personal/professional growth.

**Objective 1:** To learn and understand insurance terminology.

### Activities/Resources:

- Read policy brochures with licensed agent
  - Understand the exclusion or limitations which would need to be communicated to a potential client.
- Read policy applications with licensed agent
  - Understand the additional parts that may be required like a MIB, E of I, or Disclosure Statement.
- Read example claim forms with licensed agent
  - Understand what support forms are needed by the medical provider for the client to file their insurance claim. Example: UB-04 form.

### Evidence:

- Include a reference guide of the terminology with definitions that I have learned throughout this internship. **(to be included in final report, minimum 25 words, acronyms, or titles)**

**Objective 2:** To learn and understand insurance marketing strategies.

**Activities/Resources:**

- Shadow an employee in the marketing department.
  - Understand their daily activities they are required to perform.
- Review the employer's preferred market with the marketing department.
  - Find out as many specifics as possible regarding race, age, religion, geographical, anything specific that the employer targets.
- Review the marketing funnel with the marketing department.
  - How does the employer take someone from their potential market and turn them into a hot lead for the sales department to convert?

**Evidence:**

- Include a copy of the employer's marketing funnel. If the employer does not have one created, then you will need to create one for them. For an example click [HERE](#). There are also free templates you can download online. ***(to be included in final report)***

**Objective 3:** To learn and understand the employer's sales conversion process.

**Activities/Resources:**

- Shadow an employee in the sales department.
  - Understand their daily activities they are required to perform.
  - Understand their expected annual sales goals.
- Review a sales presentation with the sales department.
  - Find out what unique items the sales department uses to differentiate them from the competition.
- Review the sales funnel with the sales department.
  - How does the salesmen take a hot lead from the marketing department and convert them into a client?

**Evidence:**

- Include a copy of the employer's Sales funnel. If the employer does not have one created, then you will need to create one for them. For an example click [HERE](#). There are also free templates you can download online. ***(to be included in final report)***

**Objective 4:** To learn and understand the employer's customer service process.

**Activities/Resources:**

- Shadow an employee in the customer service department or call center.
  - Understand their daily activities they are required to perform.
  - Understand their expected client satisfaction goals.
- Review a customer call with the customer service department.
  - Find out what types of questions the employer asks its customers.
  - Ask if they have a standard operating procedure for handling service based calls, whether in person or over the phone.
- Review any database systems that the customer service center uses to stay organized and to store data.

- Ask the employee what skills they feel a person must have to perform well in a customer service environment.
- Ask the employee if they have a customer retention program and find out what avenues they use to accomplish high retention numbers; email, text, calls, face-to-face, postcards etc.

**Evidence:**

- Include a summary of what you learned in the customer service department. Include the list of skills needed by a customer service representative. Also, include a summary of how their customer retention program is structured. ***(to be included in final report)***

**Objective 5:** To learn and understand the supervisor's role and their daily activities.

**Activities/Resources:**

- Shadow your assigned supervisor.
  - Understand their daily activities they are required to perform.
  - Understand how the supervisor's performance is evaluated.
- Review the company structure with the supervisor.
  - Find out if the company follows a certain business model.
  - Write down the company's core values, mission statement, and vision.
  - Ask, which key characteristics are looked for during a new hire interview.
  - Find out if the company has regular strategic planning meetings, if possible, attend one of these meetings.
- Review the supervisor's career path.
  - Where did they start in the insurance industry?
  - What were some struggles along the way?
  - Where do they hope to be in 5 or 10 years?
  - What do they enjoy most about their career?

**Evidence:**

- Include a summary of what you learned about the company's structure and how the supervisor's role plays into the company. ***(to be included in final report)***

## Non-Paid Internship

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### Key Differentiators

If you're going to offer a non-paid internship opportunity at your firm, the goal is to instill as much value to the intern as possible. If industry exposure and experience is the result of their time with your company, you can offer unique experiences and introductions in lieu of a salary or stipend.

Here are the key differences of a non-paid opportunity:

- Reduced student report requirements
- Enhanced NAHU requirements: Hands-on experience with the association, including sponsored membership and attendance at local/national events

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### Evaluation Methods

Every university may request a different scope to evaluate/approve an internship for official posting on collegiate websites, university credit, etc.

When you're designing an internship for credit hour consideration, **please include these requirements from your intern:**

- Daily communication with supervisor (face-to-face, text, email, or phone call)
- Completion of University-provided evaluation forms
- Internship formal report required to be delivered to your [the intern] Professor and employer (or the Vanguard Council liaison of your local NAHU chapter) member upon internship completion. (Ask your professor about grading weight)
- Written recommendation letter by supervisor
- Written recommendation review on LinkedIn by supervisor
- Verbal reference for resume provided by supervisor

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### Internship Structure

It's important to communicate in your internship that you [your company], the Vanguard Council and NAHU understand the importance of a flexible work schedule.

However, it's important to highlight critical requirements and set expectations for interns to successfully complete the internship (and possibly receive university credit).

Internship Must-Haves:

- Generate a formal report summary of your internship to your Professor and your Vanguard Council liaison of your local NAHU chapter. Details of this report will be provided by your University.
- Complete a minimum of 100 total working hours. **(Supervisor Sign-off Required)**
  - More hours are encouraged to get a full grasp of the program.

- Does not include time spent at required sponsored events.
- This time can be spread out over a period of a semester.
- Attend a minimum of three sales meetings. **(Supervisor Sign-off Required)**
- Interview a minimum of three clients. **(Supervisor Sign-off Required)**
- Complete one special project (assigned by your supervisor) ***Summary to be included in your final report.***
- Complete all five objectives below. If a certain objective is not applicable, you must get a sign-off from your supervisor.
- Interview three employees of the firm. These can be the same individuals you sit with in objectives 1-5. ***Summaries to be included in final report.***
- Participate in Company-Sponsored Required Events
  - Attend at least two NAHU Chapter or State level meetings. **(Company-Sponsored and Sign-off Required)**
  - Attend one of the following events: NAHU's Capital Conference in D.C., Annual Convention, Platinum Advisor Summit, or Regional Conference. **(Company-Sponsored and Sign-off Required)**
    - Capital Conference (late February) or Annual Convention (late June) is highly encouraged by the Vanguard Council
    - Detailed descriptions of these events can be provided to you by your Vanguard Council liaison.
    - The company will sponsor travel arrangements and expenses with a daily per diem for meals.

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## Professional Objectives

Below are the tangible outcomes an intern will expect to obtain after an internship with your firm/company. This is an excellent outline for both the intern and the University to determine overall value of the internship program and areas for personal/professional growth.

**Objective 1:** To learn and understand insurance terminology.

### Activities/Resources:

- Read policy brochures with licensed agent
  - Understand the exclusion or limitations which would need to be communicated to a potential client.
- Read policy applications with licensed agent
  - Understand the additional parts that may be required like a MIB, E of I, or Disclosure Statement.
- Read example claim forms with licensed agent
  - Understand what support forms are needed by the medical provider for the client to file their insurance claim. Example: UB-04 form.

### Evidence:

- Include a reference guide of the terminology with definitions that I have learned throughout this internship. ***(to be included in final report, minimum 25 words, acronyms, or titles)***

**Objective 2:** To learn and understand insurance marketing strategies.

**Activities/Resources:**

- Shadow an employee in the marketing department.
  - Understand their daily activities they are required to perform.
- Review the employer's preferred market with the marketing department.
  - Find out as many specifics as possible regarding race, age, religion, geographical, anything specific that the employer targets.
- Review the marketing funnel with the marketing department.
  - How does the employer take someone from their potential market and turn them into a hot lead for the sales department to convert?

**Evidence:**

- Include a copy of the employer's marketing funnel. If the employer does not have one created, then you will need to create one for them. For an example click [HERE](#). There are also free templates you can download online. ***(to be included in final report)***

**Objective 3:** To learn and understand the employer's sales conversion process.

**Activities/Resources:**

- Shadow an employee in the sales department.
  - Understand their daily activities they are required to perform.
  - Understand their expected annual sales goals.
- Review a sales presentation with the sales department.
  - Find out what unique items the sales department uses to differentiate them from the competition.
- Review the sales funnel with the sales department.
  - How does the salesmen take a hot lead from the marketing department and convert them into a client?

**Evidence:**

- Include a copy of the employer's Sales funnel. If the employer does not have one created, then you will need to create one for them. For an example click [HERE](#). There are also free templates you can download online. ***(to be included in final report)***

**Objective 4:** To learn and understand the employer's customer service process.

**Activities/Resources:**

- Shadow an employee in the customer service department or call center.
  - Understand their daily activities they are required to perform.
  - Understand their expected client satisfaction goals.
- Review a customer call with the customer service department.
  - Find out what types of questions the employer asks its customers.
  - Ask if they have a standard operating procedure for handling service based calls, whether in person or over the phone.
- Review any database systems that the customer service center uses to stay organized and to store data.



- Ask the employee what skills they feel a person must have to perform well in a customer service environment.
- Ask the employee if they have a customer retention program and find out what avenues they use to accomplish high retention numbers; email, text, calls, face-to-face, postcards etc.

**Evidence:**

- Include a summary of what you learned in the customer service department. Include the list of skills needed by a customer service representative. Also, include a summary of how their customer retention program is structured. ***(to be included in final report)***

**Objective 5:** To learn and understand the supervisor's role and their daily activities.

**Activities/Resources:**

- Shadow your assigned supervisor.
  - Understand their daily activities they are required to perform.
  - Understand how the supervisor's performance is evaluated.
- Review the company structure with the supervisor.
  - Find out if the company follows a certain business model.
  - Write down the company's core values, mission statement, and vision.
  - Ask, which key characteristics are looked for during a new hire interview.
  - Find out if the company has regular strategic planning meetings, if possible, attend one of these meetings.
- Review the supervisor's career path.
  - Where did they start in the insurance industry?
  - What were some struggles along the way?
  - Where do they hope to be in 5 or 10 years?
  - What do they enjoy most about their career?

**Evidence:**

- Include a summary of what you learned about the company's structure and how the supervisor's role plays into the company. ***(to be included in final report)***

## Collegiate Partnerships

In addition to job sites and social platforms, partner with local universities to promote your internship and recruit talent. Here are a few areas to focus your efforts:

- Department Heads – *Preferably insurance departments (typically risk management)*
- Career Development Centers - *On-campus resource for students actively seeking internship and job opportunities*
- Career Fairs – *Your firm or chapter can participate at a Career Fair to promote single internships or multiple internships offered by chapter members.*
  - *This option generates exposure for the association and membership opportunities.*

For additional assistance on **how to create an internship program** for your company or **how to seek University approval**, please contact your national Vanguard Council:

Megan Chiarello | Chair  
[meganchiarello@p3.biz](mailto:meganchiarello@p3.biz)

Crystal Hoffman | Vice Chair  
[crystal@hoffmanig.com](mailto:crystal@hoffmanig.com)

Mark Fox | Regional Committee Representative  
[mfox@servingeducators.com](mailto:mfox@servingeducators.com)



# The Role of Today's Board Member

## Section 3: The Board Roles

August 2017

## Section 3: The Board Roles

1. The Board approves the organizational *direction*
2. The Board ensures necessary *resources*
3. The Board provides *oversight*
4. The Board understands the difference between oversight and supervision
  - a. Oversight is a tool of leadership - leadership is the role of the board.
  - b. Supervision is a tool of management, and management is the role of staff and committee chairs