

Guide to Emerging Chapter Leadership

The Life Planning Network, Inc.
Chapter Affairs Committee
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Is this a good choice for you?

Above all, your personal vision for your prospective LPN chapter should incorporate our [mission, vision, values, and core beliefs](#). If your purpose is not consistent with these, and if you find that you really are coming from a different place, then no, this is not a good fit for you.

Beyond that, there remain other important considerations:

On the plus side:

- You'll be involving yourself with professional peers who have skills, experience, knowledge, points of view, and even wisdom – both within your own community and among the LPN leadership team across the country. There are great opportunities for personal enrichment here.
- You'll make valuable new contacts who work with the age 50+ population in your area. These can enhance your own practice/business in all sorts of ways.
- You get to be the primary definer of how your group will be organized, who'll be invited to participate, when and where it meets, what kind of programs you offer, and so on – especially in the formative period. LPN as a national organization does have some expectations, but there is also a lot of flexibility, and especially in the beginning while you're feeling your way, you'll have considerable freedom to make arrangements that will work for you and others in your group.
- You also get to pick your own leadership team – people you have known and trusted for a long time, and perhaps also some new people who have skills and energy you'll find helpful.
- Having a leadership position in LPN will expose you to new knowledge about what's happening in the positive aging movement, because you'll be in direct contact with some of the people making a difference in that movement.
- LPN provides structure, various services and supports, and a respected name – all advantages compared to starting a totally independent, unaffiliated group of your own. For example, you won't have to design and pay for your own website, and you won't have to maintain your own bank account or submit annual reports to federal or state agencies.
- In particular, LPN is already incorporated as a 501(c)(3) non-profit corporation, so if you want to raise tax-deductible donations to sponsor educational or other public service programs in your area, the legal structure for that already exists.
- Being an LPN chapter leader will look great on your resumé and your business card.

On the minus side:

- This might be a bigger task than it appears to be. Although there are ways of doing it that keep the burden manageable, it's a serious responsibility, and if you're not careful how you handle it, it can get out of hand.
- You won't be completely independent. On the one hand, this means you'll get a lot of support from your peer group within LPN, but on the other hand, it means

there are some rules to follow and some paperwork to do. We do try to minimize that, but it's not totally unavoidable.

- Working with other people comes more easily to some of us than to others, and inevitably there will be differences, perhaps even strong ones, that as leader you will need to help resolve. This is not a usually a big problem in LPN groups, but people are people, and stresses do arise.
- You'll need to recruit other participants and persuade some of them that they should belong to your leadership team.
- You (i.e., your group) will be responsible for any expenses incurred locally. LPN does not pay for your meetings or other activities. Normally, expenses are minimal, but this is something you do have to manage.
- It's easier to get into this than to get out. Starting a group of any kind is a significant commitment, and while you certainly can step out if you need or want to, you'll be expected to take responsibility for seeing that a smooth transition occurs, and that the project is not simply abandoned once the new group is active.

So this is not a decision to be made casually or lightly. But the LPN Chapter Affairs Committee will work with you to answer questions, identify and address any problems or concerns you might face, and provide help if you need it.

And if in the end you decide not to proceed, or to put it off for a more auspicious time, that choice will be respected.

What do you want success to look like?

As life planners, we should be good at all this stuff, right? So to state the obvious, you should start with some kind of vision.

If you've been with LPN for a while, you might have a sense of how one or more existing chapters operate. Or perhaps you belong or once belonged to other professional groups that did things you admired – or things you want to avoid. Or maybe you just have some clear and unique ideas of your own.

But if you're just starting with the idea that if you get a group of intelligent, experienced, committed professionals to create something that will work, that's OK, too – except that it's harder to get people interested in something that amorphous. Still, if you have enough business contacts who know and trust you, they might buy in on that basis.

Structurally, starting up an LPN chapter, or a local group within an existing chapter, can have more than one successful outcome. The three main ways this works involve those just mentioned: (1) you can aspire to create an entirely new chapter in a region where none exists – this means you'll be aiming for a more formal and probably larger organization; (2) you can operate as a relatively informal group within (or affiliated with) a larger chapter – which provides somewhat less autonomy, but also a lot of freedom from full-chapter administrative requirements; or (3) you can blend both ideas, starting a local group in connection with an established chapter, *even one that is somewhat distant from your own location*, with the idea that if it does well it can eventually become a separate full chapter of its own.

Operationally, you have any number of choices. Some things to think about:

- How much and how fast do you want to grow?
- Do you want intimate small group meetings, large group meetings, virtual meetings?
- Do you want meetings only for professional members, or do you want to hold educational / information sessions for the public?
- Do you want there to be a social component to it? A mutual business support / business development / referral component?
- How often should meetings (of whatever kinds) take place? Where should they take place – in people’s homes, in a public space, in a workplace conference room, someplace that will charge a fee? Should there be food, drink, other amenities?
- Do you want everything done on a no-cash basis where members pitch in to provide what’s needed, or do you want to charge for participation in meetings and other events?
- Do you envision a professionally / socially / ethnically diverse group of members?
- What kind of relationship do you expect / want to have with other LPN groups, including other chapters, the national leadership team, and projects and activities that cross over these boundaries?
- What relationships, if any, do you want to have with other professional organizations in your territory?
- Do you see your group pursuing projects of its own – professional, educational, socially beneficial, something else?
- Do you foresee building a strong leadership team within your group, or do you have doubts about that happening?
- To the extent that some of this is unclear, do you expect to be able to nail it down fairly quickly, or do you have a much longer timeframe?

There are not necessarily right and wrong answers to such questions. It’s more of matter, at this point, of clarifying your own vision so that you can share it with others and so that you and they can effectively gauge what it will take to bring that vision to fruition.

LPN and You (as leader of an emerging chapter)

What LPN expects from you:

- To be ethical and professional in all activities connected with LPN. Our good name is important to us.
- To operate in a way that embodies our [mission, vision, values, and core beliefs](#), and to see that other participants in your group do so as well.
- To avoid any activities that would threaten our tax exemption as a 501(c)(3) non-for-profit (e.g., political campaigning or lobbying under the LPN name).

- To participate in the LPN Chapter Affairs Committee conference calls on a regular basis (if you are an independent group) or with your regional chapter leaders (if you are forming under the wing of an established chapter).
- To stay in touch with your LPN mentor(s) about your progress and to confer on any problems or novel situations you encounter. Although we don't have a formal mentoring program, you will have access to one or more of the following: the Chapter Affairs Committee chair, officers or Board members of the LPN national leadership team, and the leader(s) of the established LPN chapter nearest to you.
- To assure that regular participants in your group actually join LPN as paid members.
- To enlist others onto your leadership team, so that you don't become literally irreplaceable.
- To follow such administrative rules and procedures as the national LPN team (or, if you are forming a group within another chapter, the leadership team of that chapter) may require. This especially applies if you're trying to become an independent chapter, as there are [specific requirements](#) to be met to achieve that status.
- To operate your group in a way that's financially self-sufficient.

What you should expect from LPN:

- Inclusion of your group (and individual members) on the LPN website.
- Administrative support in maintaining membership lists, notifying members about renewals, notifying *you* about renewals that are not occurring so you can follow up, and handling all the financial and legal reporting needed to keep LPN in compliance as a non-profit organization.
- All the benefits of membership for yourself and any new members you recruit (see the [packet for prospective members](#)).
- Written materials for membership recruitment and retention.
- Access to program ideas and materials already tried out by other LPN groups.
- Advice and support from LPN, the Chapter Affairs Committee, the leadership team of a regional chapter you are part of (if such is the case), and of LPN members more broadly, as you need it in starting up and expanding your group. This support may be general (e.g., this document), or it may relate to specific projects or programs your group is pursuing.
- Availability of LPN board members to participate on emerging chapter phone meetings as requested, to speak on LPN topics of interest to the group.
- A gradual lessening of support (and interference) as your group becomes stable and self-sustaining, though support will continue to be available if and when you do need it.
- Opportunities for you and your members. As the leader of an emerging chapter, you will be better informed of what's happening and what's being talked about at

LPN, and have more opportunity to influence the direction we take. Emerging chapter LPN members are invited to participate on national committees and work groups. LPN also sometimes offers programming at events like Positive Aging Conferences in which emerging chapter leaders and members can participate.

How to get started

If you're reading this, you're already started. But just to make sure you haven't skipped any steps, please review this list:

1. Be clear on your situation: are you trying to start a group within, or in affiliation with, an existing chapter, or are you trying to start a new group or chapter that will be independent of other chapters?
2. Read this Guide from start to finish (it's not all that long, really). If you have skipped ahead to this present section, go back and read what comes before. Also read to the end. All this will give you a good feel for what you're undertaking – which you should be as clear about as you can be before you get underway.
3. If you are not actually a paid LPN member yet, go to the [website](#) and join.
4. If you don't have an LPN mentor working with you yet, get one. The current head of the Chapter Affairs Committee will either do this for you or find someone else.
5. Get comfortable with how you want to pitch this. LPN provides some useful hand-outs and ideas, but the pitch needs to reflect your own convictions and enthusiasm. So you should assemble both an "elevator speech" that you can use to explain very briefly the what and why of this effort and also a small packet of informative **materials** that you can hand out or send to people who express an interest. You probably will get only one good opportunity to present your idea to most people, so wait until you're clear about what you want to communicate.
6. Form your local leadership team. If you already have one or two other people in your area who are interested in working with you on this, then that may well be a good enough nucleus to get started. If you have one or two or more other people who want to participate but don't really want to be co-organizers, then you do *not* have a leadership team. (In the next section, on pitfalls, we explain why this is a problem.) So if you're still in this on your own, try to find at least one other person who will co-lead this effort.
 - Call on professional *friends* in your area who work with the 50+ population and ask if they are willing to join with you in creating an LPN group or chapter. Make a pitch, but you shouldn't necessarily put pressure on them – if you have to do that, they probably won't make good partners for you.
 - Whether they say yes or no, ask them if they know anyone else who might be interested.
 - Get in touch with other professional *acquaintances* in your area and ask if they'd be interested in this, and also if they know anyone else who might be interested.

- Or wait until you've held one or two meetings, and then try to form your leadership group.
 - The benefits of this are: (1) it's easier to make the pitch to people who not only have become better informed about LPN but also have begun to experience the benefits of the networking and cross-education that local membership provides; and (2) you get a little breathing space to inaugurate the group according to your own preferences before other people start diverting you with their own ideas.
 - The disadvantage is mainly that you create the impression that this can happen with you as the sole leader. So you'll need to compensate for that by making it very clear, when you do ask for others to step up, that this is not a one-person job.

You don't need to define specific job titles at this stage, but if anyone clearly prefers or is suited to a specific role (such as setting up the meetings, or being the communications person, or taking charge of recruiting new participants), then all the better.

7. Plan your first meeting. Ideally it will be an in-person meeting, perhaps with a speaker-phone or other call-in mechanism for people too far away to attend. Electronic meetings (conference calls, web meetings) are less intimate and usually much less effective in team building; you can use these mechanisms down road as needed, but it's best to avoid them early on, and especially for your kick-off meeting. Prepare an agenda, and set a time and place – far enough in the future so that you can invite people who won't already be booked with something else. [Ideas for a first meeting](#) are discussed later on in this Guide.
8. Recruit participants for your meeting. You might have just a few, but 6-to-8 is probably ideal. Not everyone who attends this meeting will necessarily return, which is why it's best not to start too small. But the conversation should be personal and intimate, so that there is real sharing of knowledge, ideas, and feelings – which is harder if the group is large, unless they already know one another.
9. Have the meeting, and see what you can make happen from there.

Key pitfalls to avoid

These are not theoretical problems. They have often plagued new or even established LPN chapters, and sometimes have been responsible for groups failing to take root.

Not preparing. Like any new venture, starting up a new LPN group can be invigorating, exciting, challenging, and fun. But like any other new venture, rushing in too quickly can lead to mistakes that were easily avoidable. That's especially important for this kind of project, because success depends on the enthusiasm of other people.

If you try to sell them on the idea before you yourself are really clear about it, then your pitch will be muddled and unpersuasive, and you've given them a bad first impression of it.

If you schedule a first meeting without having a clear message, purpose, and agenda, you may give a bad second impression as well. You need to strike the right balance be-

tween friendly and serious, between vision and practicality, between organization and openness, between being in control and appearing to not need any help. Preparation will help you hit the right notes and entice more people to both participate and contribute.

If you follow this Guide you should be well positioned for success.

Not enlisting a true leadership team. If you're looking to create a new LPN group, you're probably a go-getter. But if you're the kind who likes to do everything yourself (or maybe doesn't like to, but somehow always ends up in that position), then you need to fight that tendency. Experience demonstrates that while taking on the lion's share of the work yourself can be effective, after a few years it becomes burdensome, and then soon becomes impossible.

The more successful you are, the larger your group will get, and the more great ideas for becoming even larger, for having more and bigger and better programs, for reaching out to the public, and for any number of other very worthwhile pursuits will arise. But if you establish a leadership model where little or nothing happens without your personal involvement or, worse, your personal leadership, then very quickly you'll be in over your head.

This is bad for you, but it's also bad for your group. They will become dependent on you, they will miss out on the rewards of sharing leadership, they will be limited by *your* time limitations, and eventually, when you are burned out, they will not be able to replace you and they will go into a crisis from which they might or might not emerge.

The single most beneficial thing you can do for your new group, other than simply getting the ball rolling, is to establish from Day One a culture of active participation and shared leadership.

Given the nature of LPN, the people who join are almost invariably competent, insightful, knowledgeable, skilled – and usually good planners and organizers. Some of them will be too busy to take on responsibilities, but try to give them small ones, and ask for more from those who can give it. This has multiple benefits for the group – creating a higher commitment level among the members, distributing the work so that no one is overburdened, bringing more points of view and creativity to everything you do, and enabling greater results to be achieved. In addition, it creates a talent pool from which you can draw both current and future leaders, so that you and other founders can step back and allow others to rotate in.

Not understanding why your members are there. People join for all kinds of reasons. Some might just want to include their membership on their business card or resumé, while others might want to make a major contribution to the positive aging movement. Some are there to expand their own thinking, others are there mainly to network and to find sources of referrals. And so on.

As leader of your new group, you need to know why every single person is there – so you know how you can help them, and how they can help you. You should personally be helping them identify ways they can get what they want, and if that involves them creating a program for one of your meetings, setting up a working group to pursue a new project, or even joining an existing project involving other groups or even the national LPN leadership team, all of these are excellent outcomes and will help your group establish itself that much more firmly (Eventually, you may have a Membership committee that takes on a portion of this responsibility, though the whole leadership team should also be actively involved in this.)

Not providing enough opportunities for members to interact. Fortunately, your paid members will receive newsletters and other communications from LPN nationally, and they're not likely to forget they're members. But some of the greatest benefits, and therefore best inducements, for continued membership are what happens at the local level, where members can really get to know one another and work with each other.

Therefore, most chapters have formal programs at least once per quarter. New groups are usually better off meeting more often than that, but perhaps for shorter or less formal programs. Apart from such meetings, you can have project teams, special interest groups, book groups, and other kinds of smaller groups that allow your members to focus on shared concerns. You can also offer social events from time to time, or excursions to professional or semi-professional meetings or other places or events of interest.

A vibrant LPN group is not primarily a membership organization, but rather a living community of engaged participants who share a vision, purpose, or approach. Reasonably frequent and purposeful association, rather than concepts or even education by themselves, are what puts life into that community.

Recruiting an initial membership group

Let's think of your approach to recruiting your initial set of members as falling somewhere between two poles of a spectrum.

At one extreme, which we can call the "intimate" approach, you start out with just one or two other people who are well known to you. Ideally you all view yourselves as approximately equally committed and responsible, and you meet (perhaps several times) as a small group. You test out your themes and procedures on yourselves before inviting anyone else in. When you do, you are very clear about how you want to operate.

At the opposite pole, which we can call the "public" approach, you cast a wide net from the beginning. For example, you contact several dozen people in your area whom you either know well or are at least professionally acquainted with, and you briefly explain what you're up to and invite them to attend an organizational meeting or conference call. At the same time, you use social media or web searches to find professionals in your area whom you don't know, but perhaps are associated with keywords like "holistic", "positive aging", "interdisciplinary", "integrative", "third age", "vital aging", and so on. Then you contact them, perhaps by email or over social media, and also invite them to your kick-off meeting. With this approach you could potentially get dozens of people to check it out.

The intimate approach gives you more control over the process, is indeed more intimate (and therefore probably more engaging for those few who are participating), helps you establish co-leaders from the very beginning, makes it possible for you to more fully define what you're doing to new people who subsequently enter your orbit, and generally enables you to elicit a stronger commitment from them.

The public approach is faster, can make your group larger right off the bat, makes your group look like something successful from day one, and may bring in key people who turn out to be valuable contributors but whom you would otherwise not have found.

An in-between approach would attempt to get the best of both. One example: start with yourself and one or two supportive professional friends whom you know well, then be-

fore your first meeting, each of you recruits two or three additional people, perhaps ones you know less well, but whom you each have some reason to believe might support the concept. Then you have an organizational meeting, and try to get a majority of those present to commit to establishing and expanding the group. You begin to have regular meetings, slowly adding members and improving the programs you offer. Perhaps you start your own group newsletter, or initiate other projects. When you feel good enough about what you offer and are confident in your survival as an LPN group, you go more public, to whatever degree and using whatever methods you're comfortable with.

Whatever path you choose, there are a few things to keep in mind:

- All members should be professionals who serve the age 50+ demographic in some capacity.
- Aim for professional diversity from Day One. If all or most of your initial members come from the same profession, you'll start out with a narrow perspective that's likely to constrict (or at least slow down) your success in becoming a group of truly diverse professionals, which is what LPN is all about.
- As soon as anyone expresses interest in your group, share with them the **Packet for Prospective Members**. This is important. LPN wants, and you should want, only members who understand and embrace the [mission, vision, values, and core beliefs](#) of LPN. The other materials in the packet will also help inform and persuade them – and not just because of its content, but because you're showing that you're organized and prepared enough to have these materials handy. This makes a positive impression, and may well be the tipping point for many of them. And even if they don't decide or even look at the materials right away, your providing the packet will probably remind them at a later time and entice them to inquire when they're ready – which is much less likely if the only communication you've have is oral, or fleeting.
- When you find someone new who is interested, ask if they know anyone else who might be interested. If someone is coming to a meeting for the first time, invite them to bring a professional friend or acquaintance as a guest.
- Also continually remind people already in your group, and all attendees at meetings (even the guests), to invite other people they know to check out the group, and join up.
- As noted before, ***LPN membership is optimally about participation, involvement, and commitment, not just attendance***. Talk with every new person and find out what their interests are and try to think of ways of getting them involved – maybe as hosts of an upcoming meeting, as presenters, as members of a standing committee (e.g., membership, programs, communications), as participants in some special project, or even, if they seem right, as members of the leadership team having ongoing responsibilities. Don't insist, but encourage, and bring it up (in a nice way) more than once, if you need to.
- Make sure your meetings and other events allow plenty of time for attendees to network with one another. LPN members often find that the connections they make with fellow members are the most valuable and binding aspects of their membership. It's not enough to recruit members to your group, you also need to hold onto them. Possibly the very best way to do that is to let them connect with one another, enabling a true community spirit to grow.

Your first meeting

Naturally, the agenda and tone of your first meeting should reflect its purpose – whether it's an intimate and mainly organizational meeting, or whether it is more public with most of the participants being strangers to you (or nearly so). But for present purposes, let's assume that the preliminary organizational decisions have already been made behind the scenes, and this meeting is the first one in which you're introducing a significant number of new people (whether this means a few, or a few dozen) to help form your group.

It would be nice if you could get the “business” part of the meeting out of the way quickly so that you could include other elements – something educational, and some networking opportunities – that actually *demonstrate* some of LPN's benefits. But this would mean a meeting of probably two-to-three hours, which might be too much for many attendees. So the educational piece, where a member or guest speaker offers a presentation and maybe conducts group activities, should normally be omitted or else redirected toward organizational purposes.

This latter comment means the following: as an illustration of the collaborative nature of LPN at work, you could have the attendees break down into two or three smaller groups to brainstorm over something that needs to be addressed anyway. For example, they could come up with a list of possible topics for future meetings. This exercise would have several benefits:

- As already noted, providing a sense of what belonging to LPN feels like.
- Giving attendees a chance to get to know one another in a closer way.
- Opening their eyes to the breadth and the usefulness of what they can learn through LPN membership.
- Giving you a clear idea of the interests (and perhaps the current areas of knowledge) of this particular group of professionals, so you can set agendas for upcoming meetings you know will appeal to them.

That element is optional, but we include it in the following **general recommendations**:

- Be organized, before, during, and after the meeting. It's important to make the most of this opportunity, which means not wasting time stumbling around or being unclear about what you want to communicate and achieve, and also means giving people comfort that your LPN group is going to operate in a reasonably efficient and professional manner.
- Identify a suitable space for the number of people you're expecting to attend. Ideally the space will be somewhat informal – and if the group is not too large it may be best to seat people in a circular arrangement. Someone's living room often can be a perfectly comfortable setting for LPN meetings until your group gets too big, and can save you from paying for a more public (and probably less intimate) location.
- Set the date, time, and place far enough ahead of time so that people can arrange to be there. Send invitations well in advance.

- Email reminders a couple of days before the meeting.
- Arrange to have refreshments suitable to the time of day.
- Make sure that anyone else who's helping you organize and/or conduct the meeting is as well prepared as you are.
- Have hand-outs ready, but not too many of them. These typically would include some from the **prospective member packet**, plus perhaps one or two sheets with information specific to your group, such as a copy of the meeting agenda and a list of expected attendees with their contact information.
- Try to stick to your agenda and overall timeframe, but without seeming overly rigid about it.

Here is a **suggested agenda**, but by all means adapt it to your own situation:

- Networking time: invite people to show up at least a half hour before the official start of the meeting so that they can introduce themselves to one another and get the networking process started immediately, if they want to.
- Call the meeting to order. Many experienced LPNers like to begin meetings with a brief centering exercise. This can be a short meditation, a breathing exercise, or just a moment of quiet reflection, depending on what you and your guests might feel comfortable with. The main purpose is to call the attendees to set aside whatever outside worries they might be carrying with them and to focus on themselves, one another, and on helping to create something new that will be of benefit to all of them.
- Quickly review the agenda and timeframe, and make any announcements (about food, bathrooms, etc.) that people should know about.
- Talk briefly about LPN, what it means to *you*, and why you're initiating this group. Read, or have someone else read, out loud LPN's mission and values. Even people who have read it once or twice before should get this reminder from time to time. You might optionally include some description of what LPN is doing nationally, so that your group perceives LPN as an entity that does stuff your group can benefit from and participate in, and not just as a brand.
- If the group includes people who haven't met before, each person should be asked to say a few words about herself/himself – who they are, where they live or work, what their profession is, what they hope to get out of the meeting. If the group is large, you might need to set (and enforce) a limit on such remarks to just a minute or two.
- Consider a small group exercise such as the one outlined earlier in this section. If that's too time consuming, or if your group is very small, then have an open discussion with the entire group. Pertinent questions for discussion might include:
 - What does the group want it's initial focus to be: educational sessions, networking, outreach to the public, something else?
 - If more than one of these applies, what's the first priority?
 - Would it be a good idea for each new member to take a turn setting the agenda for an upcoming meeting – probably around her/his own professional specialty, and perhaps inviting one or more guest presenters?

(This approach is educational for the group, offers members an opportunity to describe and to some extent promote what they do, gives each meeting a theme and therefore an excuse to invite new people to check it out, gets members more actively involved, and helps you identify those who might potentially take on some kind of leadership role.)

- Identify next steps. Ask for people to volunteer to help with specific (but preferably small) tasks that will help the next steps occur. Try very hard to avoid doing everything yourself, even if you could do so easily. Get people to commit, and pay attention to who is stepping forward to do so.
- Pass out membership information, including forms or instructions for signing up. Remind attendees that LPN is a membership organization, and that, generally, guests may attend only twice before signing up. So also remind them of the benefits of membership.
- More networking time: Invite people to linger afterwards, if they want to. This can be the most productive part of the meeting! This way, the energy that's generated during the meeting will be directed toward the goals of the group, and not just dissipated as people head home and return to their regular lives. And it will also give you a good idea who's the most interested and whom, therefore, you should be making a special effort to stay in touch with and perhaps recruit onto your leadership team.

After the meeting, follow up with everyone who attended, and also with those who said they'd attend but didn't show up. Listen to their reactions and reasons, and try to get a sense of what's appealing to them and what might be holding them back.

Especially be in touch – within a few days, if you can – with those who volunteered to take some role in the Next Steps. Thank them, tell them you're counting on them, and firm up what they (or you or someone else) is doing next. If some of this is done by other members of your leadership team, all the better.

Finally, get your leadership team together, ideally within a week after the initial meeting, to discuss what went well or not so well at the meeting, what feedback each of you has received, where you stand with actual or probable new members, and what's happening next. It's important to keep things moving, and "strike while the iron is hot."

Keeping momentum going

Starting something new is fueled by excitement, adrenaline, hopes, and idealism. Keeping it going after that initial energy starts to run out requires planning, organization, commitment, continued creativity, and usually the introduction of new blood.

Building a leadership team:

We've already discussed the importance of chapter leadership being a team (not a solo) effort. Solo leadership is not sustainable: either it fails because you don't have the time – or perhaps all the talents and skills – to do a really good job it, or it succeeds and becomes too big for one person to handle, at which point no one else wants to take over for you, and a crisis ensues.

At first, of course, there usually isn't a huge amount of work to do, so you could do it all yourself, but it's best if you don't. And because the tasks that need doing are not too burdensome, it shouldn't be hard to find a few people in your fledgling organization that can help out with some of them.

Whether you're striving to create a full-fledged LPN chapter in a major metropolitan area, or a smaller group that will exist either independently or under the wing of an already established chapter, the functions that need to be performed fall into the same categories. More or less in order of importance, here are the roles and functions that need to be covered, though when the group is still very small, some of these responsibilities will not yet exist or will be trivially easy to perform and you may not need separate people (or certainly not committees of people) to handle some of them:

- **Chapter (or group) leader.** Assuming other people are helping out with the other functions in this list, the leader's job is mainly to:
 - Provide vision, energy, overall guidance, leadership, and oversight, and to assign responsibility for group initiatives
 - Call meetings of the leadership team, as necessary
 - Preside at meetings of the entire membership of the group and/or lead the "business" portion of meetings
 - Inform local members about national efforts that affect, or require participation by, the membership
 - Make sure everyone on the leadership team is doing their job
 - Recruit new people into leadership roles (eventually you might want to have a governance / nominating committee to help with this).
 - Serve as spokesperson for the group, or designate someone else to fill that role when appropriate
 - Pitch in (temporarily) when something needs doing
 - Have expenditure approval authority for chapter funds, if any.

People who hold or share this position should be organized, energetic, able to communicate well, and willing to nudge people in the right direction when needed.

- **Program coordinator / chairperson.** The meeting programs you put together will define how most members view the group and will be the primary local benefit of belonging. If you put on programs for the general public, these will define how the community sees you. So the frequency and especially the quality of your programs are among the very most important features of your organization. Specific duties are to:
 - Organize and lead program committee meetings
 - Connect with other LPN chapter program chairs as needed
 - Assure development of topics, speakers/presenters, venues, schedules, logistics for quarterly meetings
 - Oversee/manage implementation, and evaluate effectiveness of, all programs
 - Collaborate with the Communications coordinator regarding program announcements and meeting promotion.

People who hold or share this position should be creative, outgoing, connected with or willing to reach out to people with a large variety of skills and knowledge,

and in possession of at least a little bit of showmanship. But they also need to be organized, or be able to work with someone organized, so that programs can be scheduled, announced, arranged, and carried out with promptness and efficiency.

- **Membership coordinator / chairperson.** Whether your group is brand new or has been around for a long time, bringing in new members is critical to its ongoing health. The membership coordinator should:
 - Organize and lead Membership Committee meetings (if/when more than one person is involved in these tasks)
 - Connect with other LPN membership chairs as needed
 - Lead membership initiatives that contribute to membership growth
 - Collaborate with the program committee to target appropriate groups in marketing quarterly meetings
 - Serve as liaison with the National database manager regarding membership statistics.
 - Manage local records for addition of new membership leads and members, and track meeting attendance for purposes of identifying individuals due to convert from lead to member status.
 - Follow up with new prospective members to provide LPN informational materials
 - Welcome new members to the group, discern their interests, and encourage them to participate in appropriate roles – and/or coordinate with other members of the leadership team to see that this happens.

People who hold or share this position should be friendly and outgoing, comfortable in dealing with strangers, connected (ideally) to other professionals and groups in the area, and enthusiastic about LPN and especially your local group. They also need to be organized, and willing to personally encourage people to renew membership if they are not doing so on their own.

- **Communications coordinator / chairperson.** Although this person does not necessarily have to actually produce and personally disseminate all communications for the group, s/he is responsible for seeing that such communications occur, and occur when and how they are supposed to, in particular:
 - Develop, organize and lead the Communications Committee
 - Serve as point person for all updates and written contributions to the LPN national website and newsletter
 - Create promotional pieces for programs, and coordinate member contributions to the LPN national newsletter
 - Submit information about chapter/group events, reports, or other items of interest for inclusion on the National website
 - Oversee correspondence sent out to local members
 - Coordinate with Membership coordinator to make sure communications being sent out locally go to the correct people.

People who hold or share this position should be organized (bordering on fanatical about schedules), and good writers/editors. They should also be able to keep up their familiarity with most or all of the group's members, so that they can identify who has news to share.

- **Financial coordinator / chairperson.** This is usually an easy job. Early on, there is little or no need for any financial work at all. Group meetings can be held with donated food, drink, and supplies (photocopies, etc.). If you get to the point where you have to rent meeting space, then you collect a small attendance fee from everyone, and you keep whatever's left over in a petty cash fund. If your group is under the umbrella of an established chapter, you should report the petty cash amounts periodically to the Chapter Financial Chairperson.

To the extent that any money does flow, this person's duties are to:

- Manage petty cash
- Collect and record cash and checks at chapter meetings and events
- Send deposits to National
- Receive monthly Income and Expense Report from the LPN National administrator
- Complete Monthly Petty Cash Report and Monthly Cash Flow Report in a timely manner (submitted to National finance chair only at the end of the year)
- Manage reimbursements to members from National
- Help chapter leadership with strategic planning and financial policy and decisions.

You don't have to start out by giving people titles, especially if that would scare them away. But when you meet people who seem willing to help out a little and who have skills and interests that fit in with your needs, then try to slot them into one of these roles.

Also keep in mind that if your group is successful and eventually has dozens of members, even these smaller roles may be too much for one person, and also that eventually all the people holding these positions will need to be replaced. So at LPN we usually think of these as *committee* functions, where ideally at least two (and sometimes several) people share the work, although one is usually designated chairperson, once the roles become formalized.

The Chapter Leader position is a special case. As soon as possible you should identify a future successor. This person might have the title of "Vice Chair" or "Co-Chair." One workable model operates this way, though you are not required to follow it:

- Year 1: You serve as group leader.
- Year 2: You continue as group leader, and your identified successor serves as co-leader.
- Year 3: Your co-leader steps up into the principal leadership role, a third person becomes a new co-leader, and you become immediate past co-leader serving mainly in an advisory role (or perhaps in one of the other leadership positions, or taking charge of some special project).
- Subsequently: every year, the more senior co-leader steps down and a new one steps in.

This arrangement provides an excellent combination of freshness (new energy, new ideas, new skills, new connections outside the group), and leadership continuity. It also makes it easier to recruit new leaders, since the commitment is for only two years of active co-leadership, and zero years of solo leadership.

A similar arrangement can be used with the more labor-intensive coordinator / committee positions as well, unless you find incumbents who love the work and want to stick with it.

Staying in communication with LPN:

If your new group is independent, you need to stay in touch with the LPN National organization. But if your new group is affiliated with an established LPN chapter, you're free to look to that chapter's leadership team for support and guidance instead, and you are not *required* to have direct communication with LPN National, although you are *welcome* to.

Communication with National generally involves the following elements:

- During the start-up phase, establishing a relationship with a mentor, usually from the national Chapter Affairs Committee or the LPN National Board. This relationship can gradually wind down as your own group becomes better established.
- Ongoing participation in the Chapter Affairs Committee, which holds conference calls every month-and-a-half to two-months. This is also a continuing resource for you – you will generally find other experienced chapter leaders happy to answer questions and share advice any time you need it.
- Connection with LPN's administrative staff to set up a web page for your group on our site, to discuss online payments for events (if and when you need to use them) and other financial matters, to receive periodic membership and financial updates, to coordinate membership payments and renewals, and to discuss how to get news about your group and your members into the LPN newsletter. Your mentor can help you determine when it's time to make these connections.
- Optional participation in the LPN "National" chapter, which holds conference calls and webinars. These are primarily intended for individual LPN members who don't have a local group to meet with, but all LPN members are welcome, and until your own group is meeting on a regular basis, the National Chapter meetings can be an appealing alternative.
- Optional participation in LPN projects, contributions to LPN publications and webinars, submission of papers and calendar events to the LPN website, and even perhaps a seat on the National Board. LPN is still primarily a volunteer, membership-driven organization, which needs the influx of new people from around the country to keep it thriving. Conversely, you and your local members have every right, and should take every opportunity, to participate in whatever ways make sense to you.

Expanding:

Your group will become stronger and more dynamic with growth, especially if you make an effort to get new members really involved and existing members coming back and contributing in new ways.

There are many way to expand, including:

- Seeking new members. Your membership coordinator should be a creative leader in this effort, though the entire leadership team and ideally the entire existing membership should be helping to identify and entice new members.

- Seeking different kinds of members (providing ethnic and/or socio-economic diversity, age diversity, professional diversity) – see more about this below.
- Offering new kinds of programs for members (see [next section](#)).
- Reaching out to the public, not only with publicity but with programs that will inform and education them, perhaps even directly assist them – and doing this through an increasing variety of channels (more on this [here](#)).
- Starting up projects that relate to your local area, such as field trips, social events, group visits to relevant conferences, putting on joint programs with other local professional organizations, participating as an organization in civic events, volunteering as resources for local elder organizations, etc.
- Encouraging your members to engage in projects going on at the national level (or the chapter level, if you are affiliated with an established chapter).

It's important not to expand so fast that you can't assimilate the growth, and particularly if you don't have enough people in your group willing to take leadership of projects and other responsibilities.

But it's equally important not to stagnate. Organizations, like people, live and die, and just as people need life planning, organizations (like LPN chapters) need something analogous. If your group is just pattering along doing the same things over and over, people will lose interest, and your group will dwindle and eventually disappear. This is really the main reason why having multiple leaders, and having regular turnover in leadership, is important. Even if the group does not get bigger and bigger, it should still get better and better.

Seeking diversity and depth:

Planning and counseling tend to be used disproportionately by affluent people who can afford them and who perhaps have developed the habit of relying on outside specialists rather than just on themselves (or just on close family and friends).

But life planning, in all its forms, is something that can benefit everyone and often can be of particular benefit to those without significant financial means. LPN has had this concern in mind for a long time, and its ALPA program – [Advocacy Leadership for Positive Aging](#) – has been ramping up for a few years now to help bring the benefits of life planning to more socio-economically and ethnically diverse populations.

Professional membership in LPN should also be diverse, in these same ways, and in other ways. Specifically:

- Profession: Especially early on, it's easy for a group to be dominated by professionals of a certain kind. But the greater the mix, the better: life coaches, financial planners, educators, geriatric nurses, career counselors, elder law specialists, physical trainers, spiritual counselors, nutritionists, gerontologists, researchers, artists, journalists – anyone who specializes in working with or on behalf of people age 50+.
- Target clientele: Professionals reflect their clientele (and often resemble them in other ways), and so diversity here is helpful. Try to bring in professionals who work with different age groups, who specialize in working with women (or singles, or divorced people, or couples, or LGBT), whose clients tend to belong to different trades or professions, religions, or ethnic backgrounds – as well as different levels of wealth.

- Gender: Certainly you don't want to turn people away because of gender, but some semblance of balance is desirable. Women and men often bring different strengths, and certainly different perspectives, to the group.
- Age: People who serve older people tend to be older themselves, but there are lots and lots of exceptions to this. Having younger people participate in your group and, ideally, on your leadership team will add additional flavor, different points of view, and perhaps extra energy.

In addition, as LPN has grown, we've found a pretty strong distinction between serving clients in the "Third Age" (mostly 50s to 70s) and "Fourth Age" (80s and up). The younger group is more focused on career, purpose, education, travel, and being caregivers, while the elder group is often more concerned with spiritual issues, legacy, health concerns, dying, and being receivers of care. The distinction is really related to life stage and not age, but it obviously correlates pretty strongly with age. As life planners themselves age, their professional concerns often tend to shift in these same ways. Therefore the age distribution of your members will affect the kinds of programs and activities they want to pursue, and it is helpful to have diversity here, too.

- Ethnicity: There is a natural tendency for life planners to serve people most like themselves, so if your group is very homogeneous, there's a risk that the programs and the outreach will also be homogeneous – which would be a loss to your members and to your community.
- Skills and interests: This concern often takes care of itself, especially if you have a dozen or two members, or more. And it will almost certainly take care of itself if you actively pursue the other kinds of diversity listed above. Still, it's can be helpful to have specific knowledge and skills represented in your group, especially those that help the group function. So you might need to keep your eyes open for such people, especially early on, or if you later lose someone who was handling some key tasks for you – and recruit them a little more actively than you otherwise might.

These kinds of diversity are mostly likely to be achieved if it's a conscious goal and a stated policy of your group. Healthy growth of your group will occur naturally when you have enthusiastic members who want to bring in their professional colleagues and acquaintances. But this can mean more and more people who resemble one another. The more frequently you emphasize the need to reach out beyond everyone's own individual comfortable limits, the more diversity you can achieve, and the better off your group (and all its members) will be for it.

Providing engaging programs:

Your programs should also be diverse: in audience, content, and style.

Regarding **audience**, the main distinction is between a professional audience and a public audience. Most new groups focus on meetings for members, which feature education, discussion, and networking. But at least one new group has focused on assembling educational programs for the general public, with LPN members creating presentations that are offered as a series. With LPN having re-formed in 2015 as a tax-exempt 501(c) (3) educational organization, outreach to the public is a more prominent part of our mission. More on this in the following section.

There is also the distinction referenced in the previous section (under Age diversity) about “Third Age” and “Fourth Age” issues. These are often considered to be very separate, but in fact they overlap considerably. In particular, Fourth Age issues are frequently of great concern to Third Age clients, because so many of those clients have parents or other elders who are still living and for whom they have some responsibility. So professionals who mainly serve Third Age clients need to be familiar with Fourth Age issues, too. Still, your programs should deliberately be arranged to adequately cover issues that fall into each category, including some that are equally applicable to both.

Regarding **content**, you should be striving for relevance and variety. Groups starting out can usually achieve both by designing programs for professional members around the expertise of the members themselves. This not only provides worthwhile education, but it gives presenting members a chance to display their competence to their peers and also gives audience members the opportunity to learn more about what services are being offered within the LPN group that are complementary to their own.

But over time, you will have covered all the issues that your own members are truly expert at, and you will either start repeating what was already done (which is not a great idea), or you will need to look outside. Where do you find additional ideas? First by asking your members, but also by cruising the LPN website to see what topics have been discussed at chapters, in LPN webinars, and in LPN publications (LPN-Q and the Newsletter). There is no shortage of good ideas, and generally you can find experts in your own area to talk about them. These outsiders are themselves potential new members for your group, or they may attract other visitors to your meetings who are potential members.

For programs designed for the public, repetition is not necessarily a problem, since the audiences will be different each time. If/when you pursue this kind of outreach, you’ll probably find that some topics (or some presenters) are more popular than others, and you should take advantage of that by repeating those programs as often as you reasonably can.

Regarding **style**, here are some useful tips for your member meetings (most of which are also applicable to public meetings):

- Most of the time should be devoted to the main topic, not to news or other administrative issues, unless those are in fact the main topic of the meeting.
- Meetings intended to be educational should usually last at least two hours, and (if possible) with optional extra time for those who are able to stay longer. This gives enough time for the sessions to be truly educational, and actually worth the trouble for people to fight traffic or make other accommodations in their lives to be there. Evening meetings, however, should generally not be more than two hours, unless you are starting early and providing food.
- Programs generally do need to be educational. Most members should walk away not only knowing more than they used to, but also having ideas that are directly relevant to them in some way. Presenters should cover some basics, usually, but also move beyond those so that even members versed in the subject learn something new.
- At the same time, large amounts of lecturing are mind-numbing. Good presenters engage the audience during the presentation. In addition, unless time is short, it’s normally a good idea to have some small-group break-out activities or sometimes full-group discussion opportunities. Music, video, or props of some kind can also

offer helpful variety. Anything that allows some physical movement by the audience – even if it’s just standing up briefly – can help provide a mental break and renew the readiness for more learning. Your program coordinator should be alert to these issues and ideally be creative in working with presenters to assure that programs are stimulating, not tedious.

- Use handouts to provide bibliographies or other references, or to convey important details that are too technical to be part of the oral presentation.
- Also provide handouts that members might be able to use with their own clients. Walking away with something useful in hand is a benefit that members will appreciate, and it will encourage them to attend future programs.
- Having refreshments is almost always a good idea, and you can include a refreshment break in the middle of the program to help break up the intensity of it, and give members a chance to discuss with each other to what they’ve been hearing (or to network in other ways).
- Make sure that presenters know that they’re not being invited to make a sales pitch. Having the opportunity to display their expertise to their peers is all the sales pitch they should need to make. Of course, they can allude to their work, provide examples, or hand out additional information about their services. But the thrust of their presentation should be educational.

Reaching out to the public:

In the process of obtaining our tax-exemption from the IRS, LPN modified its mission to include education for the public, while continuing to also focus on education and support for professionals. As of the first edition of this Guide (summer 2015), however, public outreach is still relatively new territory for us.

Yet we do have some history of such outreach. As mentioned earlier, our ALPA program has been under steady development for several years, training intermediaries who work largely with disadvantaged populations to provide life planning services. In addition, two local groups, completely on their own initiative, have reached out to non-professionals. One group has offered a set of educational presentations employers can sponsor for their employees, and the other group has repeated two series of presentations for the public at local libraries. Other groups have been exploring reaching out to local college alumni groups, or other audiences in their community.

For now, lacking any official LPN policy or guidelines on the matter, local groups should proceed with some caution, but also with creativity. It’s important that services offered to the public under the LPN banner be professional in nature, and reflective of LPN’s mission and values. But subject matter, specific content, logistics, and cooperative arrangements with sponsoring organizations (of whatever kind) and/or other professional groups you might be collaborating with, are up to your good sense and discretion. So are decisions about whether admission should be free or paid.*

We encourage you to share your ideas and experiences in this domain with the Chapter Affairs Committee, so that other groups can benefit from what you learn, whether good or bad.

* Suggestion: Free admission is often best for public events, and you are more likely to be able to get free use of public space if you aren’t charging admission. Employers or other groups sponsoring presentations may be willing to pay, especially in return for content that is 100% educational and does not include any kind of sales pitch.

Record-keeping:

You aren't required to do much in the way of reporting to the National Board, but for your own administrative purposes, you should keep the following records up-to-date:

- LPN Membership roster (name, contact info, profession, etc).
- Visitor roster: those who are considering membership and are targets of membership efforts.
- Programs and activities: when, where, topics, attendance, etc.
- Periodic summary reports tracking the progress of chapter development.
- Budgeting and accounting of costs (expenses) and revenues (fees, sponsorships, other).

Becoming an established chapter

If you're starting out as a local group within an established chapter and intend to remain that way, or expect to formally affiliate with an established chapter somewhere down the road, then you don't need to be concerned with this section. But if you're independent now and expect to stay that way, or starting out under the wing of an established chapter but intending to become independent, your goal should probably be to become an "established chapter" and assume an equal place with older chapters like New England, Northern California, and Chesapeake.

Pros and cons:

The benefits of being an established chapter are, frankly, rather nebulous. But the reality of LPN is that, while it is a national organization, most of the action and energy and leadership spring from the established chapters. They have the membership, organization, and opportunity to pursue new ideas. When initiatives arise in the chapters, they can be carried out there. When initiatives arise in the national organization, success often depends on enlisting the support of the established chapters, where implementation often has to occur. (There are exceptions to this, but the National Board has limited bandwidth by itself.)

Furthermore, as you can see from the list of requirements for achieving full chapter status (below), LPN National wants the established chapters to be an integral part of the operation of LPN, not merely affiliates that operate mostly independently. Established chapters are expected to communicate with and support both the national organization and one another. This makes all of us much, much stronger as organizations able to pursue our mission. If your group is strong enough to join this club, you get the benefits along with the responsibilities. An apt analogy might be the difference, in the U.S., of being a state rather than a territorial position of the country.

Reaching the threshold needed to officially become an established chapter also means having the critical mass to continue to exist – and ideally to thrive – year after year, long after the founding members have faded into the background. This secures your personal legacy as the founder of the chapter, but more important than that it enables dozens and eventually perhaps hundreds of future members to benefit from your work, benefits that through them will trickle down to thousands of their clients in your community. Meanwhile, failing to make this threshold means that your group will probably lose steam and eventually drift apart – you may still be proud of the benefits it provided while it was

there, but it will have fallen short of what it should have been. So becoming officially established is a worthy goal.

Somewhat on the negative side is that in order to become an established chapter, you'll have to meet certain standards and jump through some hoops. These are in place to assure that the group is large enough, sufficiently well organized, in possession of appropriate administrative procedures to become largely self-sufficient, and has demonstrated the will and ability to participate in LPN in ways that transcend just the group's own local interests.

Making the transition from an "emerging" chapter to a full or "established" chapter, therefore, means understanding and achieving these requirements.

Process rules and guidelines

The official LPN requirements for full chapter status were agreed upon by the LPN Board in the winter of 2012:

- Complete the Chapter Application Checklist (below) and submit it to the Chapter Affairs Committee for its review, assistance, and approval.
- Vote to become a Chapter (see [Memorandum of Agreement](#)).
 - Local vote to become a full Chapter of the LPN after CAC approval.
 - Quorum for vote: A majority of paid members must be present to hold an in-person election or must vote in a virtual election.
 - A 4/5th (80%) majority of members voting is required for chapter approval.
- Submit the Memorandum of Agreement to the LPN Board, which will vote to approve chapter status at its next meeting.

Here are the items on the checklist:

- ___ 15 or more paid LPN members on roster
- ___ Offer 4 or more program meetings annually (in-person or virtual)
- ___ 10 or more members and visitors attend each meeting
- ___ Designate a Chapter Chair _____
- ___ Designate a Membership Chair _____
- ___ Designate a Program Chair _____
- ___ Coverage for communications/clerk, treasurer, governance/nominating duties
- ___ Share some local programs with LPN members; please list: _____
- ___ Members have served on LPN committees and/or Board

___ Members have attended national LPN meetings (e.g. Webinars, conferences, retreats)

___ Members have contributed to national organization in other ways (e.g. newsletter, presentations)

___ One or two representatives attend monthly CAC meetings

___ Policy established on visitor attendance at meetings, including charges

___ Systems created to track: members, visitors, programs, revenues, expenses

___ Seek approval from CAC on readiness for membership vote

___ Majority of membership votes (in person or email) on LPN Chapter status

___ 4/5th of voters approve applying for Chapter status

___ Submit signed Memorandum of Agreement to LPN Board

As you can see, there are a lot of requirements, not all of which even a successful local group would necessarily meet without making a clear decision that that's what they are aiming for.

You need not be in a hurry to make the decision, especially if you are just starting out. Focus first on establishing your own group, growing it, strengthening it, and finding others to help you make the group thrive. When you get to the point where you are meeting some or most of the requirements for full chapterhood, then you might want to focus on taking that step. But if in the meantime the requirements seem daunting, or you are sure you do not want to commit to some of them right away, then put it out of your mind for a while.

If you do proceed and complete all the requirements, then you would file a formal application to the LPN Board. The appropriate form appears on the following page.

Life Planning Network
Memorandum of Agreement for LPN Chapters
June 17, 2015

VOTED: That, having carefully reviewed the Mission, Vision, Values and Beliefs of the Life Planning Network, Inc. and finding ourselves in accord with the language and intention of these statements, we choose to formally align ourselves as a chapter of this professional association.

VOTED: That, having carefully reviewed the Bylaws of the Life Planning Network, Inc., we agree to abide by the letter and intent of this document.

VOTED: That we will from this point forward be known as the _____ chapter of the Life Planning Network.

VOTED: That, in addition to our work together at the local chapter level, we will support the objectives and work of the national organization with our ideas, energy and resources, including the payment of dues, service on the national board, serving on national committees and other contributions as the opportunity presents itself from time to time.

VOTED: That each of the following persons be elected or appointed to the office of the _____ chapter of the Life Planning Network set forth opposite his or her name, each to hold office in accordance with the Bylaws until his or her successor is duly elected and qualified:

Chapter Chair Name _____

Membership Chair Name _____

Program Chair Name _____

(note: additional officers can be added here)

The Chapter will see that additional roles, including Communications/Clerk, Governance / Nominating Committee and Treasurer, are minimally carried out and create chairs, as needed and able, to cover such additional roles.

VOTED: That the following person(s) will serve as the representative of the _____ chapter of the Life Planning Network to the Chapter Affairs Committee of the Life Planning Network:

Name(s) _____

VOTED: That the results of these votes be filed with the records of the corporation (national) as well as this local chapter.

VOTED ON (DATE) _____

of Paid Members on Roster: _____

of Paid Members voting: _____

of Yes _____ No _____ Abstentions _____ Not voted _____

Signed by: _____

Title: _____

Date: _____