


















January	February	March	April	May	June	July	August	September	October	November	December
<b>FOX Forums*</b>											
			<b>Wealth Advisor Forum</b> Apr 27-29 Coral Gables			<b>Financial Executives Forum</b> Jul 21-22, Chicago		<b>Global Investment Forum</b> Sep 10, NYC	<b>Fall Forum</b> Oct 22-23 Chicago		
<b>FOX Educational Programs and Workshops*</b>											
				<b>Family Office Design Workshop</b> May 5-6 Chicago	<b>Private Family Trust Company Symposium</b> Jun 9-10, Chicago				<b>CHICAGO BOOTH Private Wealth Management</b> Oct 27-30 Chicago	<b>Trustees and Beneficiaries Workshop</b> Nov 17-18 New York	
<b>FOX Webinars*</b>											
<b>Wealth Advisor Selection Process</b> Jan 21	<b>Key Trust States' Innovative Proposals Supporting Private Family Trust Companies and Family Trusts</b> Feb 11	<b>Providing Perspective: Five Predictions for the Family Office of Tomorrow</b> Mar 11	<b>2015 FOX Global Investment Survey Presentation of Findings</b> Apr 8	<b>Director and Trustee Pay Plans: Increasing Responsibility and Governance Impact</b> May 6	<b>Unpegging the Swiss Franc: Impact on Global Investments</b> Jun 3	<b>Next Gen: Women and Wealth</b> Jul 8	<b>Private Family Trust Co. Topic</b> Aug 12	<b>Direct Investment Topic</b> Sep 16	<b>Next Generation Global Investing Practices</b> Oct 7	<b>Private Family Trust Co. Topic</b> Nov 4	<b>Direct Investment Topic</b> Dec 2
<b>Trust &amp; Estate Planning</b> Jan 28	<b>Advising Millennials</b> Feb 25	<b>Before the Data Break: Planning Ahead to Minimize Risk</b> Mar 25	<b>Reinventing Performance Reviews</b> Apr 22	<b>The Next Gen: Philanthropy &amp; Impact Investing</b> May 20	<b>GL Accounting for the Small/Medium Family Office</b> Jun 17	<b>Strategic CIO Topic</b> Jul 29	<b>Human Capital Topic</b> Aug 19	<b>Human Capital Topic</b> Sep 30	<b>Human Capital Topic</b> Oct 14	<b>Best Practices &amp; Trends from FOX KC</b> Nov 18	<b>Technology Operations &amp; Data Security Topic</b> Dec 16
<b>FOX Wealth Advisor Briefings and Roundtables</b>											
		<b>Wealth Advisor Briefing</b> Mar 25, Dallas	<b>Regional SFO/MFO Briefing</b> Apr 21, Minneapolis	<b>Wealth Advisor Briefing</b> May 14, New York	<b>Wealth Advisor Briefing</b> Jun 24, Boston			<b>Regional SFO/MFO Briefing</b> Sep 17, Philadelphia	<b>Wealth Advisor Roundtable</b> Oct 7, London 		<b>Wealth Advisor Briefing</b> Dec 3, New York
		<b>Wealth Advisor Member Breakfast</b> Mar 27, Houston			<b>Wealth Advisor Briefing</b> Jun 30, Chicago			<b>Wealth Advisor Briefing</b> Sep 24, San Francisco			

January	February	March	April	May	June	July	August	September	October	November	December
<b>FOX Councils and Summits</b>											
<b>Owner/Operator Council</b> Jan 12-13 Salt Lake City	<b>Executive Council '14</b> Feb 10-11 Scottsdale	<b>Sr. Mgmt Council</b> Mar 3-5 Miami			<b>Thought Leaders Council Summit</b> Jun 23-24 New York	<b>Financial Executives Council</b> Jul 20-21, Chicago	<b>Family Enterprise Council - AUS</b> Aug 12, Melbourne 	<b>Owner/Operator Council</b> Sep 8-9, NYC	<b>Executive Council '04</b> Sep 30 - Oct 1 Toronto 	<b>Executive Council '14</b> Nov 9-11, TBD	
<b>Financial Executives Council</b> Jan 29-30, Nashville	<b>Family Enterprise Council - AUS</b> Feb 25 Melbourne 	<b>Executives Council '04</b> Mar 10-12 Ft. Lauderdale			<b>Client Service Council</b> Jun 17-18, New York		<b>Wealth Advisor Council-AUS</b> Aug 14, Melbourne 	<b>Wealth Advisor Council-U.S.</b> Sep 16-17, New York	<b>Global Family Council</b> Oct 1-2, Toronto 		
	<b>Wealth Advisor Council-AUS</b> Feb 27 Melbourne 	<b>Wealth Advisor Council-U.S.</b> Mar 18 New York						<b>Executive Council '04</b> Sep 30 - Oct 1 Toronto 	<b>Wealth Advisor Council-EU</b> Oct 6 London 		
		<b>Multi-Family Office Council</b> Mar 18-19 New York								<b>Sr. Mgmt Council</b> Oct 26-28 Nashville	
		<b>Global Family Council</b> Mar 25-26 London 									
		<b>Wealth Advisor Council-EU</b> Mar 27 London 									
<b>FOX Networks</b>											
 <b>Direct Investing Network</b>					<b>Investment Networks Meeting</b> Jun 4, New York			<b>Global Inv Forum</b> Sep 10, New York			<b>Webinar TBD</b> Dec 2
								<b>Webinar TBD</b> , Sep 16			
 <b>Strategic CIO Network</b>					<b>Investment Networks Meeting</b> Jun 4, New York	<b>Webinar TBD</b> Jul 29		<b>Global Investment Forum</b> Sep 10, New York			
 <b>Private Family Trust Company Network</b>				<b>Webinar: Director and Trustee Pay Plans: Increasing Responsibility and Governance Impact</b> May 6	<b>Private Family Trust Company Symposium</b> Jun 9-10, Chicago		<b>Webinar TBD</b> Aug 12		<b>Fall Forum</b> Oct 21-23, Chicago	<b>Webinar TBD</b> Nov 4	
 <b>Technology Operations &amp; Data Security Network</b>					<b>Webinar TBD</b> Jun 17	<b>Financial Executives Forum</b> Jul 20-21, Chicago		<b>Webinar TBD</b> Sep 30			<b>Webinar TBD</b> Dec 16
 <b>Human Capital Network</b>				<b>Webinar: Reinventing Performance Reviews</b> Apr 22		<b>Financial Executives Forum</b> Jul 20-21, Chicago	<b>Webinar TBD</b> Aug 19		<b>Webinar TBD</b> Oct 14		
 <b>Next Gen Leaders Network</b>					<b>The Next Gen: Philanthropy &amp; Impact Investing</b> May 20	<b>Webinar TBD</b> Jul 8			<b>Webinar TBD</b> , Oct 14		
									<b>Fall Forum</b> Oct 21-23, Chicago		

# The FOX Thought Leaders Council<sup>™</sup>

**Families and Advisors Collaborating on the Future of Wealth Management**

## The Concept and Approach

Family Office Exchange invites distinguished advisor firms to join the FOX Thought Leaders Council (TLC) based on their reputation, skill and commitment to the highest end of the private wealth management industry. The goal of the Council is to forge a diversified working group of experts to engage in top level discussions that push the boundaries of best practice. The group is designed to include integrated wealth advisors, legal and tax practitioners, insurance providers, private banks, trust companies, educators, consultants and philanthropic advisors.

Identifying the issues that will be critical to family offices and the private wealth industry in the future is a central role of FOX. To validate these issues and outline productive approaches to resolving them, FOX works with the FOX Thought Leaders Council (TLC). Prominent family office members also join the TLC discussions to ensure well-rounded solutions.

The FOX Thought Leaders Council members are true leaders in the market and are recognized as such in the publications of the Council, at FOX meetings, on the FOX website, and in press relations about the Council publications.

## FOX Thought Leaders Council Activities

### Each July, at the annual Thought Leader Summit meeting, the Council will

- focus on a select industry issue where dynamic, thought-provoking discussions take place resulting in industry changing insights.
- review industry trends and developments identified by FOX and Council members
- draw on its collective experience and perspective to address the issues at hand

### The product of the Summit will be

- new thinking in the format of a report, published for FOX members, and available to TLC members to share with their clients and prospects. The report will duly note the contribution of the members of the Council.
- presentation of the findings at the FOX Fall Forum in October
- depending on the topic, an article provided to a leading industry publication
- a press release and special coverage in the bi-weekly FOXConnects

## The Benefits of Joining The FOX Thought Leaders Council

### Be present at the table as the highest level issues are identified and addressed

- Gain access for your firm to new insights on what families of wealth are experiencing—insights that others in the industry will only discover later
- Be recognized as a leading mind in the industry based on having been selected to be part of this group

### Learn from other advisors and the most sophisticated families in the world

- Participate in candid discussions with a multi-disciplinary team that doesn't exist anywhere else
- Gain online access to all FOX research, publication, and webinar archives
- Participate in the FOX Advisor Online Forum for quick answers

### Engage with FOX member families and family office executives

- Meet family representatives as they join the TLC Summit meeting
- Attend Family Day at the Fall Forum including meals and social activities
- Be present at the FOX Financial Executives Forum, attended by key family office executives
- Host FOX members and prospective members at private regional events
- Enjoy four complimentary admissions for the FOX Wealth Advisor Forum, FOX Financial Executives Forum<sup>™</sup> and FOX Fall Forum<sup>™</sup> (use up to two passes per event)

### Position your brand and showcase your expertise among the FOX membership and the wider private wealth management community

- Distribute your company's research and white papers via FOX publications, meetings, and global website
- Be invited to present at a FOX webinar
- Contribute as a guest blogger on the FOX Insights blog, a unique TLC member benefit
- Through articles publishing the results of the Thought Leaders Council Summit, highlighting your insights and contributions
- On the FOX webpages devoted to the Thought Leaders Council
- An extended listing in the FOX Advisor Member Directory

### Partner with FOX to build Your Business

- Annually, conduct a capabilities review with FOX management to brief them on your strategy and expertise so they can advise you of business opportunities that arise in the course of the year
- The session includes feedback on your branding and positioning
- Your dedicated Relationship Manager will keep up with you through monthly calls to ensure you are getting what you need from FOX and that FOX remains current on your goals
- For wealth advisory firms, participate in FOX Wealth Advisor Benchmarking, gaining quantitative insight into how your firm's operations compare to your peer firms. Use these customized insights to build your competitive advantage

### Position your company

- Use the FOX TLC logo in your marketing materials and on your website to signify your commitment to advancing the practice of wealth management and your selection as a Thought Leader by FOX
- Secure the first opportunity to co-sponsor FOX research and events.

### Past Topics of the FOX Thought Leaders Council

- Forging Successful Partnerships in the Face of Conflicts of Interest
- Managing Uncertainty in a Changing Environment
- Recasting the Central Role of FO as Risk Manager
- Preparing the Next Generation for Responsibilities of Ownership
- Securing the Future: Managing Threats and Opportunities Through Effective Risk Planning
- How Wealth Owners Measure Value
- Developing a Long-Term View for the Family Wealth Strategy
- State of the Art in Family Wealth Management

## Family Office Exchange

### Thought Leaders Council™ *(as of 03/25/2015)*

- AIG
- Ascent Private Capital Management
- Asset Consulting Group
- BNY Mellon
- Deutsche Asset & Wealth Management
- Eton Advisors, L.P.
- HUB International Personal Insurance
- Pitcairn
- Plante Moran
- PwC Private Company Services
- Rockefeller & Co.
- Schiff Hardin LLP
- TriState Capital Bank
- U.S. Trust, Bank of America Private Wealth Management
- Warner Norcross & Judd LLP
- The Wellspring Group



Family Office Exchange (FOX) is a global organization dedicated to supporting wealth owners and their advisors with research studies, consulting services, collaboration opportunities, and education on key topics such as managing wealth, family governance and best practices for running family offices. FOX currently serves approximately 850 families and their advisors each year from headquarters in Chicago with offices in New York and London.

For more information, visit [www.familyoffice.com](http://www.familyoffice.com).

## Definition of the Peer Group

Chief executives of wealth advisory firms and boutique multi-family offices dedicated to building their business among the highest net-worth clients.

## Purpose of the Council

To rapidly prepare wealth advisory firms for profitable growth by providing peer insights, informed analysis of the drivers of success for integrated wealth advisor globally, and clear articulation of the needs of the target audience.

## Approach

A Council, first and foremost, is a carefully matched peer group. People who have similar levels of experience and face similar issues come together to address their needs arising from their responsibilities to the families they serve and the professional development they need themselves.

Each Council works from a FOX developed curriculum that is tailored to the needs of the Council. Meetings include content from the curriculum as well as specific topics and discussions requested by the Council members. FOX provides the appropriate internal and external resources for lively, fruitful meetings.

The concentrated full day format of the two Council meetings each year allows for in-depth exploration of the issues at hand. Members find this approach to be highly effective in arriving at solutions for the unique issues they face. This intense experience is not available anywhere else in the world.

## Benefits of the FOX Wealth Advisor Council

- Access to a highly qualified peer group of wealth advisory firms who will challenge you and stimulate your best thinking on how to lead your organization.
- The global resources of FOX are focused and delivered to frame the Wealth Advisor Council discussions about how to effectively develop a profitable wealth advisor firm catering to top end clients.
- Updates on the trends in the family wealth marketplace and insights on the needs of ultra-high net-worth families.
- Objective data from the industry's leading benchmarking study, tracking organizational structure, services, pricing, and profitability of the Wealth Advisory market.
- First hand insights that will help you articulate your firm's distinguishing capabilities.
- Learn from the experience of other market leaders.
- Clear understanding of the evolving best practices of the industry. Meeting topics will include:
  - Evolving your service offering
  - Attracting and motivating your staff
  - Positioning your firm effectively for new business and new staff
  - Understanding pricing trends in the industry
  - Knowing what is working for others in business development

## Outcome of FOX Wealth Advisor Council: The Implementation of Best Practices





*The FOX Wealth Advisor Council membership includes a full slate of FOX membership benefits as well as guidance on becoming as a leader in the integrated wealth management marketplace.*

## Community

- Twice a year meetings of your Council peers featuring in-depth dialogue and the infusion of the latest FOX Wealth Advisor research.
- Meet families at FOX Member Roundtable meetings in Europe.
- Private Wealth Advisor Council online discussion

## Advice

- Access to FOX subject matter experts for industry questions
- Continuing support from your Council Leader, guiding you to the appropriate peers, experts, or FOX knowledge to help you reach your goals.

## Knowledge

- Participate in and get detailed reporting from the FOX Wealth Advisor Benchmarking study.
- Full access to the FOX Online Knowledge Center including the FOX Wealth Advisor Enterprise Series (5 volumes)
- Monthly FOXConnects e-newsletter featuring FOX events, FOX Insights articles, and peer white papers

## Education

- Access to the bi-weekly webinar series covering trend briefings, FOX research, and a wide range of topics by top industry experts.
- Webinars are recorded and available on demand 24/7.
- The ability to engage FOX to train your staff and your clients on topics from the FOX Learning Curriculum.

## Positioning

- Your membership in the FOX Wealth Advisor Council demonstrates to prospects, clients, and staff that your firm is a visionary leader, participating in the leadership of the rapidly evolving ultra wealth advisory market.
- Submit your firm's articles and white papers for inclusion in the online FOX Knowledge Center. Top articles qualify for features in the semi-monthly FOXConnects e-newsletter.
- An Extended Profile in the FOX Advisor Directory, providing four screens of information to a highly desirable audience.
- The right to use the FOX Wealth Advisor Council membership seal on your website and in your collateral.

**FOX Multi-Family Office Council**  
Established 2006

**FOX Wealth Advisor Councils**  
Europe - Established 2013  
U.S. - Established 2014

## A Sampling of FOX Worldwide Wealth Advisor Council Members

Abbot Downing  
Addicus  
Ascent Private Capital Management  
Ballentine Partners, LLC  
Carey Group  
CTC | myCFO  
Eton Advisors, L.P.  
Formuesforvaltning AS  
GenSpring Family Offices  
Hawthorn, PNC Family Wealth  
Hemenway & Barnes, LLP  
Lowenhaupt Global Advisors  
Manchester Capital Management  
Meerschaert Family Office  
Mirador Family Wealth Advisors  
Pitcairn  
Plante Moran  
Rathbone Brothers Plc  
Rockefeller & Co.  
The Northern Trust Company  
Quilvest Wealth Management  
Richardson GMP Ltd.  
Rockefeller Financial  
U.S. Trust, Bank of America Private Wealth Management  
Wilmington Trust

For more information, contact  
**[info@familyoffice.com](mailto:info@familyoffice.com)**

## Definition of the Peer Group

The chief executives of sophisticated multi-family offices of varying sizes and structures, but all dedicated to the delivery of fully integrated wealth management solutions.

## Purpose of the Council

To collaboratively address the challenges of building profitable advisory businesses while influencing the direction of this evolving segment that serves ultra wealthy families, family offices, and families operating significant businesses.



“The MFO Council meeting in March is one of the things I try not to miss each year.”

—Leslie Voth, President & CEO, Pitcairn

“You can’t find this level of conversation anywhere in the marketplace.”

—Council Member

## Benefits of the FOX Multi-Family Office Council

- Membership in a highly qualified peer group of industry leaders who will challenge you and stimulate your best thinking on how to lead your organization.
- A seat at the table on the direction of the industry.
- Objective data from the industry’s leading benchmarking study, tracking organizational structure, services, pricing, and profitability of the US MFO market. FOX MFO Council members can influence the content of future studies to ensure the data is most helpful.
- First look at the latest FOX insights on ultra wealthy families and developments in the ultra high net worth wealth management market.
- First hand insights that will help you articulate your firm’s distinguishing capabilities.
- Learn from the experience of other market leaders.
- Clear understanding of the evolving best practices of the industry. Past meetings have focused on:
  - Evolving your service offering
  - Attracting and motivating your staff
  - Positioning your firm effectively for new business and new staff
  - Understanding pricing trends in the industry
  - Knowing what is working for others in business development

# FOX Multi-Family Office Council™ Membership

An MFO Council membership includes a full slate of FOX membership benefits as well as positioning as a leader in the integrated wealth management marketplace.

## Community

- The MFO Council Meeting (March) offers in-depth dialogue and the infusion of the latest FOX Wealth Advisor research.
- Meet families and peer advisors at the exclusive FOX Wealth Advisor Forum, FOX Financial Executives Forum, and FOX Fall Forum.
- Frequent Wealth Advisor Briefings in cities around the country.
- Private MFO Advisor Online Forum (Listserv).

## Advice

- A private briefing with a senior FOX consultant to update your staff or for a private brain-picking session.
- Access to FOX subject matter experts for industry questions.
- Continuing support from your Relationship Manager, guiding you to the appropriate peers, experts, or FOX knowledge to help you reach your goals.

## Knowledge

- Participate in the FOX Wealth Advisor Benchmarking study.
- Full access to the FOX online Knowledge Center including the FOX Wealth Advisor Enterprise Series (5 volumes).
- Bi-weekly FOXConnects e-newsletter featuring FOX events, FOX Insights articles, and peer white papers.

## Education

- Access to the bi-weekly webinar series covering trend briefings, FOX research, and a wide range of topics by top industry experts.
- Webinars are recorded and available on demand 24/7.
- The ability to engage FOX to train your staff and your clients on topics from the FOX Education Catalog.

## Positioning

- Aside from the strategic insights and practical support you will receive, your membership in the FOX MFO Council demonstrates to prospects, clients, and staff that your firm is a visionary leader, participating in the leadership and the rapidly evolving ultra wealth advisory market.
- Submit your firm's articles and white papers for inclusion in the online FOX Knowledge Center and Resource Center at the FOX Fall Forum. Top articles qualify for features in the bi-weekly FOXConnects newsletter.
- An Extended Profile in the FOX Advisor Directory, providing four screens of information to a highly desirable audience.
- The right to use the FOX MFO Council membership seal on your website and in your collateral.
- Create awareness of your brand and your offering by attending the annual FOX Financial Executives Forum, FOX Wealth Advisor Forum, and FOX Fall Forum.

## FOX MFO Council Members

(as of April, 2015)

Abbot Downing  
Ascent Private Capital Management  
Athena Capital Advisors LLC  
Ballentine Partners, LLC  
Commerce Family Office  
CTC | myCFO  
Eton Advisors, L.P.  
Glenmede  
Gresham Partners, LLC  
Hawthorn, PNC Family Wealth  
Hemenway & Barnes LLP  
Kanaly Trust Company  
Kerr Financial  
Lowenhaupt Global Advisors, LLC  
Mirador Family Wealth Advisors  
Northern Trust  
Pathstone Family Office, LLC  
Pitcairn  
Plante Moran  
Rockefeller & Co.  
Sentinel Trust Company  
Synovus Family Asset Management  
Tolleson Wealth Management  
Vogel Consulting, LLC  
U.S. Trust Family Office

For more information, contact  
[info@familyoffice.com](mailto:info@familyoffice.com)





The purpose of the FOX Client Service Council (CSC) is to define the future Client Experience for integrated wealth advisors and single family offices.

### Client Service – The Differentiator for the Future

The elevation and sophistication of the client service experience will become a key indicator of value in the future. Offices that deliver a compelling client experience will be the future industry leaders.

### Council Members Will Lead the Industry

Would you like to be part of a small group of firms that will be at the forefront in designing the client service experience for tomorrow? These Council members will learn from FOX and from each other. If you are not at the table, you will not be learning what others are learning and will not be able to take advantage of the insights they are gaining.

### Efficiently Develop Your Future Offering

This Council is a highly efficient means of defining your future client service experience. The Council fee is a small fraction of the consulting expense you would pay to do this on your own. That is why several member firms have been asking FOX to form this Council.

### The Curriculum Includes Peer Discussion, FOX Research, and Expert Resources

CSC meetings will include a combination of FOX-facilitated intimate peer exchange, FOX research, and other expert resources introduced to help guide discussion. FOX has developed a curriculum focused on wealth management services and the delivery of these services in an integrated fashion to clients.

### Participation is Limited

The ideal Council participant for the CSC is a senior relationship manager in your organization who oversees or delivers wealth management services, or the person responsible for the Client Experience. CSC will include both advisor and family office participants but the total size for the first meeting will be capped at 15.



## Preliminary Agenda

### Wednesday, June 17

- 7:00 PM Cocktails
- 7:30 PM Dinner

### Thursday, June 18

- 8:30 AM Breakfast
- 9:00 AM **Overview and Purpose of the FOX Client Service Council**
- 9:15 AM **Participant Introductions and Peer Exchange**
- 10:45 AM Break
- 11:00 AM **Defining the Component Parts of the Client Experience**
- 12:00 PM Lunch
- 1:15 PM **The Client on-boarding Process Examined**
- 2:45 PM Break
- 3:00 PM **Client Satisfaction**
- 4:00 PM **Next Steps for Council / Planning Next Meeting**
- 4:30 PM Adjourn

## Registration

To reserve your seat in this Council, members should call **Karen Rush at 312-327-1233**.

Non-members should email **info@familyoffice.com** or call 312-327-1247.

## Workshop Overview

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Families who are thinking about starting a family office want to do it right - from the start. They want to know what steps to take, when to take them, and how to avoid costly mistakes. But they can't see down the road to know what will be needed. This workshop is designed to help.

Drawing on 25 years of experience using our proprietary Family Office Blueprint™ process, FOX presents the "Family Office Design Workshop," designed specifically for families who are thinking about creating a family office or brand new offices that are just getting started.

This comprehensive, two-day program addresses the issues that family members and office executives need to understand as they launch a new family office. Day 1 focuses on the guiding principles and key concepts that every family member should consider, and Day 2 delves into office operations and other technical issues for office executives. We encourage you to bring the members of the family who will champion this effort along with your office executives to learn as a group about the following:

- Family enterprise goals, governance, ownership structures
- Roles and responsibilities of the family and the family office
- Family office costs and measures of success
- Scope of services, including investment guidelines and processes
- Operations and infrastructure, including technology solutions and staff compensation



The workshop will be led by the Sara Hamilton, Charles B. Grace III, Steven Draper and Jane Flanagan of the FOX Consulting Team. This team brings more than eight decades of collective wealth management experience to the task of helping you develop a custom blueprint for your family office. You will work with your peers to discuss the material presented and brainstorm about alternatives and solutions. Throughout the workshop, you will learn what questions to ask - of your family and your advisors - at each phase of the design process.

Don't miss this unique opportunity to gain the essential knowledge and tools you need to create your own, custom family office blueprint. Please join us on May 5-6 in Chicago at the Gleacher Center.

**For more information, call 312.327.1231 or email [events@familyoffice.com](mailto:events@familyoffice.com).**

## Workshop Agenda

### Tuesday, May 5

**8:00 am Breakfast and Registration**

**9:00 am Welcome and Introductions**

**9:30 am Family Culture and Enterprise Goals  
Family Governance Process  
Enterprise Structures**

*Group Discussion and Q & A*

This session introduces the concept of the family enterprise (what a family owns together and wants to preserve as family capital – financial, business, philanthropic, social, etc.). This overview explains the importance of working together to determine what the family enterprise looks like and what will be passed on to future generations. Effective governance structures and decision-making processes help sustain the family enterprise. Participants will gain an understanding of governance in the family setting, the key elements of governance (vision, leadership and decision-making) and the variety of structures that support the family enterprise.

**12:30 pm Lunch**

**1:30 pm Roles and Responsibilities of the Family and the Family Office  
Types of Family Offices  
Regulatory, Legal and Tax Considerations**

*Group Discussion and Q & A*

This session explores the roles that family members play in leadership of the enterprise and in partnership with the family office. This discussion helps participants understand the many types of offices and identify the type of office that is needed to achieve the family's goals. Participants will learn about the pros and cons of various ownership structures, and will be exposed to the regulatory and tax considerations that impact decisions about the legal structure of the family office.

### Family Office Performance Metrics



**I. Oversight and Governance**

Key Metric: Effective governance framework



**II. Owner Engagement and Education**

Key Metric: Family engagement



**III. Client Experience**

Key Metric: Client satisfaction and use of services



**IV. Wealth Sustainability**

Key Metric: Professional investment process



**V. Complexity and Cost**

Key Metric: Cost relative to complexity



**VI. Staff Experience**

Key Metric: Staff satisfaction/retention

**3:00 pm Fee Structures  
Funding the Office  
Measuring Goals against Results –  
The Family Office Report Card**

*Group Discussion and Q & A*

Leveraging the insights of the 2014 FOX Family Office Benchmarking™ survey, FOX experts will answer questions about offices costs and outline common cost allocation methods and typical fee structures. The first day will close with an explanation of how to evaluate the family office each year and time for group discussion and Q & A.

**5:00 pm Adjourn**

**6:00 pm Reception & Dinner at Gleacher Midway Club**

## Workshop Agenda

### Wednesday, May 6

**8:00 am Breakfast**

**9:00 am Welcome and Insights from Day 1**

**9:30 am Integrated Wealth Management: The Importance of a Holistic Approach  
Scope of Family Office Services  
Service Delivery Process  
Investment Strategy, Policy and Processes**

*Group Discussion and Q & A*

The family office is uniquely positioned to ensure that a family's wealth is managed in an integrated fashion, where each financial decision is considered in the context of the family's long-term goals and financial (tax, estate, investment) realities. Participants will learn about the most common family office services and service delivery alternatives. FOX experts will examine this integrated framework and dig into the investment process with information designed to help participants understand a best practice investment process.

**12:30 pm Lunch Break**

Characteristics of Small Offices (1- 6 FTEs) n=63	
	Averages
Number of family members	17
Staff size	3 FTEs
Age of the family office	12 years
Investable assets	\$413M
Business Ownership	62% Yes
Leadership Generation	Gen1-2: 79%
Number of trusted advisors	21
Most Outsourced Service	20% rely on external advisors for investment planning
Program for educating family members	20% have

Average Annual Technology Costs			
Hardware n=29	<b>\$12,000</b>	Software Maintenance n=34	<b>\$16,000</b>
New Software n=25	<b>\$3,000</b>	Consulting n=32	<b>\$16,000</b>

**1:30 pm Family Office Organization and Management  
Talent and Team Structure  
Staff Development Considerations  
Compensation and Benefits**

*Group Discussion and Q & A*

The talent and integrity of the family office staff has the greatest impact on the office's success. Every office struggles to attract and retain top talent. In this session, participants will learn about the roles and responsibilities of key staff members and best practices in family office compensation and benefits offerings.

**3:00 p.m. Family Office Technology  
The Integration Challenge  
Software Solutions and Data Security  
Wrap Up: Next Steps in the Design Process**

*Group Discussion and Q & A*

The family office is the primary source of consolidated financial information, and better reporting means better decision-making. Having the right technology in place is critical for success. This session addresses the integration challenge inherent in consolidating data from multiple sources and identifies software solutions that have been used by other family offices with success. The program concludes with the review of a helpful planning guide that outlines critical next steps in the design process.

**4:30 pm Adjourn**

## Workshop Presenters

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**Sara Hamilton**

Sara Hamilton is the Founder and CEO of Family Office Exchange (FOX), the definitive source of information and best practices associated with the business of managing family wealth across generations. The strength of the

FOX network is derived from the collective knowledge and experience of over 340 globally-minded family enterprises based in 18 countries.

Since 1989, FOX has made solutions accessible to financial families by fostering dialogue among wealth owners, family office executives and wealth advisors. In 2014, FOX celebrated its 25th anniversary of service and remains true to its founding mission of objectivity in wealth management, member education and shared knowledge across a sophisticated, global network of families and leading wealth advisors.

Sara is the co-author of *Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times*, © 2010, Wiley & Sons. She serves on the Executive Education faculty of the University Of Chicago Booth School of Business for the course on Private Wealth Management offered twice a year in Chicago.

Since 2009, Sara has been named as one of the “Top 50 Women in Wealth Management” by *Wealth Manager*. She serves on the editorial boards of the *Journal of Wealth Management* and *Trusts and Estates* as well as a Founding Board of the Chicago Global Donors Network.

Prior to founding FOX, Sara worked in marketing and strategy at Harris Bank and AT&T Information Systems. Sara holds a Bachelor of Arts from Vanderbilt University and a Master of Business Administration from the University of North Florida.



**Charles B. Grace, III**

Charles B. Grace, III is Managing Director at Family Office Exchange (FOX). He works on strategic planning projects for families and family offices as well as wealth management advisor clients. Assignments have included

work on strategic planning, wealth management cost analysis, development of investment programs, advisor selection, family office and advisory firm structuring, among others. Charlie is also active on the family office and advisor membership and research side at FOX, including investment focused studies and other initiatives.

Charlie has been active for 20 years in the family office community advising high net worth families and serving as a resource to high net worth families and family offices.

He advised wealth owners on investment portfolios and wealth management for 10 years at the multi-family office Ashbridge Investment Management LLC and the single family office Ashbridge, LLC. His responsibilities included client relationships, business development, and membership on the firm’s investment committee, as well as business operations and firm strategy as Chairman of the Management Committee of the \$1 billion investment advisory firm. He still serves on the Board of the single family office Ashbridge, LLC. Charlie is a Trustee and Investment Committee member of the Tuttle Fund, Inc. in New York City.

Charlie graduated from the Washington College of Law with a J.D. and is a member of the New York State Bar. He received a B.A. and M.A. in history from Bates College and the American University, respectively.

## Workshop Presenters

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**Steven Draper**

Steven Draper is a Senior Consultant at Family Office Exchange (FOX). He focuses on the “business” side of family office and wealth advisor operations. The emphasis is on solutions to support the integrated financial platform that

is key for the Family Enterprise Framework. Steven is also active on the family office research side at FOX to ensure the members have the best available information, resources and solutions to help them streamline the family office processes and technology.

In previous consulting positions, Steven has been involved in single and multi-family office assignments ranging from establishing the basic processes, technology and infrastructure required to operate the family office business through to the implementation of a sophisticated, integrated platform that included CRM, portfolio and partnership accounting, cash management, financial planning, risk management, data warehouse, account aggregation and flexible, on-demand reporting.

Steven has worked for over 25 years in the wealth management, private wealth and family office business in the USA, UK, Switzerland and the Middle East. His skill set covers a broad range and includes: strategy and operations for single and multi-family offices; new business and operational structures; process re-engineering and modeling; suitable technology and latest developments; negotiations of contracts with vendors; program/project management of operational change projects and technology install; writing proposals, plans, standards, procedures and guidelines.

Steven holds a B.A. in politics and history.



**Jane Flanagan**

Jane is the Director of Research and Content Development at Family Office Exchange (FOX). Jane has been with the firm since 1993, and has served in a number of roles providing value to FOX members, including Managing Director

of Membership, Director of Research, and as a Consultant, where she advises and counsels family offices and financial institutions on the wealth management process and family office operations.

Jane currently leads the firm’s annual Family Office Benchmarking™ research studies and works as a developer, writer and editor of industry whitepapers and research studies for FOX members. Some of her recent works include: The FOX Guide to the Professional Family Office, Financial Reporting in the Family Office, and 50 Best Practices for an Enduring Family Enterprise. Jane also monitors the FOX listserv and serves as a content resource for the Membership and Research Teams at FOX.

Prior to joining Family Office Exchange, Jane worked as a global custody Relationship Manager at the Northern Trust Company. She served as the liaison between her foundation and endowment clients and the bank, coordinating all of their master custody needs.

Jane holds a B.A. in political science from St. Norbert College.

## Workshop Qualifications

### Are you one of the following?

- I am a family member
- I am a family office executive
- I am an external advisor

### Do you have a formal family office?

- Yes, I have a formal family office
- No, I do not have a formal family office

### If you have a formal family office, what year was it established?

### What generation is your family leadership?

(G1, G2, G3, G4)

### Will you attend dinner on Tuesday, May 5?

- Yes, I will attend dinner
  - No, I will not attend dinner
- Dinner will start at 6:00 p.m.*

### Do you have interest in booking a hotel room?

- Yes
- No

### If you were referred, please advise who referred you.

## Registration Fee

Space is limited; all attendees must submit a registration form to ensure a seat.

### FOX Members

- First attendee: \$3,200
- Additional attendees: \$2,560 each

### Non-members

- First attendee: \$3,800
- Additional attendees: \$3,040 each

## Four Ways to Register

**CPE** This workshop is eligible for 9 CPE credits.

1. Register online at <https://www.familyoffice.com/learning-events/workshops/2015-family-office-design-workshop-may-5-6>
2. Scan and email to [events@familyoffice.com](mailto:events@familyoffice.com)
3. Fax this form with credit card information to 312.327.1212
4. Mail this form with a check to:  
Family Office Exchange  
100 South Wacker Drive Suite 800  
Chicago, Illinois 60606

## Attendee Information

Name (First/Last)

Family Name and Family Office Firm Name

Title/Position

Street Address

City

State/Province

Country

Zip/Postal Code

Phone

E-mail

How did you hear about this workshop?

Do you have any dietary or special needs?

## Payment Method

- Payment by check is enclosed (Check payable in U.S. dollars to Family Office Exchange)
- Please charge the following credit card:  VISA  MasterCard  Am. Express

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## Questions?

Contact our events team at **312.327.1231** or at [events@familyoffice.com](mailto:events@familyoffice.com).

For event registrations, refunds of payment will be offered if the cancellation is made in writing to Family Office Exchange at [events@familyoffice.com](mailto:events@familyoffice.com) five or more business days prior to the start of the event.

# Private Family Trust Company Symposium

June 9-10, 2015

Union League Club | Chicago, IL



It is a lively time for private family trust companies (PFTCs). Several states are embracing innovative laws in the hopes of attracting PFTCs to their borders. Existing PFTCs are implementing creative solutions in response to these new legal conditions and changing family needs. Multi-family offices are expanding their trust service offerings. With more choices in the evolving legal landscape and much more to be learned and mastered, the 2015 FOX Private Family Trust Company Symposium will provide critical, in-depth insight and analysis on the latest state-and trust-structured changes relevant to creating and maintaining a private family trust company, including:

- Legal
- Compliance
- Regulatory
- Business
- Family Issues

**The symposium runs for two days. Attendees can elect to attend both days or select the one that suits their needs best.**

## Sponsors



Family Office Exchange and members of the Private Family Trust Company Network would like to acknowledge, with appreciation, the continued efforts of PFTC Symposium Senior Advisor John Duncan of **Kozusko Harris Duncan** for his collaborative leadership in the development of this program.



## Speakers



**John Duncan**  
Partner,  
Kozusko Harris Duncan



**Miles Padgett**  
Partner, Kozusko Harris Duncan



**Ruth Easterling**  
Managing Director, Member Services,  
Family Office Exchange



**David Peterson**  
Compliance Officer, South Dakota  
Trust Company, LLC



**Chris Galloway**  
President and CEO of Okabena  
Company



**James J. Ruddy**  
President, Keswick Management, Inc.



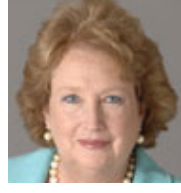
**Greg Gonzales**  
Commissioner, Tennessee  
Department of Financial Institutions



**Carleen Schreder**  
Partner/Owner, Levin Schreder &  
Carey, Ltd.



**Ryan M. Harding**  
Partner, McDermott, Will & Emery  
LLP



**Loraine B. Tsavaris**  
Senior Client Advisor & Managing  
Director, Rockefeller & Co.



**James E. Hughes**  
Company Wise Counsel Research  
Associates, Philosopher



**Mariann Mihailidis**  
Managing Director, Councils, Family  
Office Exchange

## Location

### UNION LEAGUE CLUB OF CHICAGO



65 West Jackson Boulevard | Chicago, Illinois 60604  
312.427.7800

[www.ulcc.org](http://www.ulcc.org)

### Assessing Impact, Creating and Operating a PFTC

As a family considers whether a PFTC would be the best trustee to make discretionary decisions on how their wealth in trust is invested, managed, distributed and spent, what do they need to know about PFTC structure and strategy? Explore a PFTC's impact on:

- Multi-generational family sustainability
- The family's strategic plan and ability to fulfill its vision for the future
- Family succession, family governance and family engagement
- Access to the most effective and highest value trust and state tax strategies
- Risk management of family assets, members, family employees and other family advisors
- Also includes an assessment of the practical implications of creating, owning and managing a PFTC, including
  - The plusses and minuses of a PFTC in comparison to other structures
  - The costs, regulatory burdens and operational issues of a PFTC when compared to other options

### 7:30am Registration & Breakfast

### 9:00am Welcome and Introductions

**Program Hosts:** Ruth Easterling, Managing Director, Member Services, PFTC Network Moderator; and Mariann Mihailidis, Managing Director, Family Office Exchange, PFTC Network Moderator

### 9:15am Panel Discussion: Primary Options for Pursuing and Achieving Strategic Family Aspirations

**Speakers:** Mariann Mihailidis, FOX Moderator; John Duncan, Partner, Kozusko Harris Duncan; Miles Padgett, Partner, Kosuzko Harris Duncan

This panel, moderated by Mariann Mihailidis, will explore the aspirations of ultra-wealthy, strategic families and their motivations in considering a PFTC, as well as viable alternative structures. The panel will provide in-depth analysis of:

- Options available to these families
- Distinguishing characteristics of each option
- Circumstances when each option might best suit a particular family

### 10:15am Break

### 10:30am What Does it Really Mean to be a Trustee? How Well Can a Private Trust Company Satisfy the Requirements?

**Speakers:** Loraine B. Tsavaris, Senior Client Advisor & Managing Director, Rockefeller & Co.; Richard Johnson, and Waller Lansden Dortch & Davis

Trust industry experts will provide participants with a candid assessment of the powers, responsibilities, duties and potential liabilities of a trustee and how a PFTC can effectively address them while meeting a family's needs and goals. Discussion will include:

- **Suitability** - How a family-owned and controlled trust company can be well-suited to exercising those powers and meeting those responsibilities through risk management, while remaining responsive to the family's values, goals and trustee services requirements.
- **Support** - Why PFTC families need not go it alone in fulfilling these requirements and the evolutionary impact of third-party resources including administrative, compliance and other technical support

### 11:30am Managing and Operating the PFTC

**Speaker:** Ryan M. Harding, Partner, McDermott Will & Emery LLP

Once a family has decided to develop a PFTC and established its role, it can consider how to structure and manage the entity, including:

- Identifying a proper ownership structure for a dynastic charter
- What to look for when choosing a board
- Required/desired officer positions, and the qualifications for each
- Required/desired committees, an overview of how they function, and how to go about choosing members
- Accepting trusts, and making trust decisions

### 12:15pm Lunch

### 1:30pm **Choosing the Right PFTC Charter State—The Four Great State Building Blocks**

**Speaker:** Miles Padgett, Partner, Kosuzko Harris Duncan

The first step after deciding to form a PFTC is choosing the best home state for the family. This requires a balancing act that weighs convenience, trust and trust company laws, regulatory environment, quality of probate courts and trust bar, and tax environment. This session will identify and explain the Four Building Blocks of a great state for chartering a PFTC—and which states currently have them. Building blocks include:

- Excellent trust laws
- Tax laws and policies focused on economic development
- Positive public policy contexts
- Geographic convenience (location and interstate office authority)

### 2:30pm **Turning the PFTC Idea into an Operating Trust Company**

**Speaker:** Carleen Schreder, Partner/Owner, Levin Schreder & Carey, Ltd.

Moving from a theoretical concept into execution involves thoughtfully and comprehensively answering the 5 Ws and 1 H: When? What? Who? Why? Where? and How?

- When should we begin the application and chartering process? Or the family communication and approval process?
- What services will our PFTC provide our family besides acting as trustee?
- Who will staff our trust company?
- Why may some activities be better kept in-house, while some are better outsourced?
- Where do we execute and house operational documents?
- How do we move from running a family office to a PFTC, insure the company and management, and otherwise develop a fiduciary risk management culture?

### 3:30pm **Break**

### 3:45pm **Approval, Supervision and Examination of PFTC's**

**Speaker:** David Peterson, Compliance Officer, South Dakota Trust Company LLC

Depending on where the entity is chartered, a PFTC may receive a limited scope review once every three years or sooner based on its volume and type of fiduciary activities. As such, a veteran of trust company examinations and industry experts will provide insight into what to expect and “standard” examination procedures, including:

- Chief criteria for charter application approval
- State regulatory requirements for operations that PFTCs sometimes do not expect
- Goals and focus of examinations
- Examination process
- Post-exam responsibilities of management

### 6:00pm **Dinner**

Symposium participants, speakers and guests are invited to join us for a reception and dinner in The Main Lounge of the Union League Club



### Optimization and Tools for Sustaining Generations

Examines how to maximize a PFTC's potential for meeting a family's needs and aspirations. Sessions will address strategies families can implement in the areas of:

- Achieving goals
- Risk assessment and management
- Developing a sustainable family, employee and advisor culture

#### Day Two topics include:

- Review of the full range of services a PFTC can provide a family
- Utilizing third-party providers
- Maximizing the PFTC's potential in family governance, family unity and family member development
- Fiduciary responsibility controls and regulatory compliance
- Audit and examination preparation, management as key elements in successful protection of families
- Breakout sessions addressing key practical issues of PFTC operations and risk management:
  - Burdens and Solutions for Operating a PFTC Distant from Home
  - State Regulators Panel—Regulation and Exam Focuses Now and On the Horizon
  - Identifying and Meeting Client Needs Within the Multi-Family Trust Company
  - U.S. PFTCs and Foreign Trusts, Foreign Assets, and Non-U.S. Resident Family Members
- **"Ask the Experts"** - participants will be given the opportunity to have their most pressing questions and issues addressed in an interactive exchange with the experts

### 7:30am Registration & Breakfast

### 8:30am Welcome and Introductions

**Program Hosts:** Ruth Easterling, Managing Director, Member Services, and PFTC Network Moderator; Mariann Mihailidis, Managing Director, Family Office Exchange

### 8:45am PFTC Evolution: How PFTC Families Are Taking Advantage of Advances

**Speakers:** Mariann Mihailidis, Managing Director, Family Office Exchange; John Duncan, Partner, Kozusko Harris Duncan

Three continuums have evolved to make the PFTC more effective in supporting the multi-generational aspirations

of families. FOX's Mariann Mihailidis and industry pioneer John Duncan of Kozusko Harris Duncan will discuss:

- The broad continuum of services that PFTCs can and are providing today
- The equally broad range of support services available to PFTCs from commercial trust companies, investment advisers and other providers
- The support PFTCs can provide families for family governance and family sustainability as trustees and family services

### 9:30am Case Study 1—The Family Private Family Trust Company and Lessons Learned

A family leader brings to life the advantages and disadvantages of their family PFTC and will guide participants through a history and assessment of their experience. The session will answer the question, "In retrospect, what would you have done more, better or differently in the design, development and operation of your PFTC?"

### 10:15am Case Study 2—Unexpected Dividends from the PFTC Structure

A team of experienced PFTC industry advisors and trust company executives will provide vignettes of unexpected opportunities presented by a family's PFTC as trustee, family services provider or player in family governance, succession or education and how the family saw and seized the opportunity.

### 11:15am Break

### 11:30am Peer Dialogue

One of the most valuable benefits of the Symposium will be the opportunity for peer discussion. Peer Dialogue provides an unparalleled opportunity to engage with other attendees who have interests and needs similar to your own and who can share their personal experience and best practices.

### 1:15pm Lunch Session: A Conversation about Human Capital Development in the PFTC

**Speakers:** James (Jay) E. Hughes, Jr., Esq. and Sara Hamilton, CEO and Founder, Family Office Exchange

At our first Private Trust gathering in 1991, Jay Hughes identified the reasons for the emerging importance of Private Trust Companies. Jay's perspective centered on the role the private trust governance framework could play in providing support for the human capital needs of beneficiaries who benefit from inter-generational wealth. In this session, Jay Hughes and Sara Hamilton come together to revisit this conversation on the role of the Private Trust in doing more than institutionalizing family governance and the trustee process, by helping families create governance committees and processes that maximize human capital development within the family enterprise.

### 2:15pm Fiduciary Controls, Regulatory Compliance, Audits and Exams

Family offices and PFTCs alike recognize the need for greater focus on managing risks. This session will provide a quick reminder of the sweep of financial institution laws and review needed controls, including:

- Recognition and understanding of fiduciary duties
- Dual controls and separation of responsibilities
- Internal and external audits of adequacy of policies and procedures and their implementation
- Selecting and monitoring third-party providers and trustee delegates
- Confining activities to the proper locations
- Agreed Upon Procedures, SAE 16 and other compliance audits

### 3:00pm Breakout Sessions 1-4 (Listed to the Right)

### 4:00pm Break

### 4:15pm Ask the Experts Q&A

Attendees will have a final opportunity to engage with experts and speakers on questions that remain on their minds and to further examine issues raised during the program.

### 4:45pm Symposium Closing Comments

### Burdens and Solutions for Operating a PFTC Distant from Home

**Facilitator:** Kim Kusilek, HRK Group

Operating a trust company in an away-from-home state to take advantage of a superior PFTC environment presents unique challenges. This session explores:

- Implications of activity locations for trust law and applicable laws, and which state's taxes apply to trusts and companies
- Part or full time personnel in charter states
- Bundling of fiduciary and compliance activities for charter state meetings
- Use of affiliated and unaffiliated service providers

BREAKOUT SESSION 1

### State Regulators Panel—Regulation and Exam Focuses Now and On the Horizon

Regulators from states with strong offerings for family trust companies will be on hand to un-shroud the mysteries of state trust company laws and requirements. Regulators will address:

- Current emphases of compliance exams and fiduciary audits
- Current assessments of the relative risks of PFTC
- Cyber security and data privacy, AML, BSA and financial crimes
- Vetting and controls over third-party providers to PFTCs
- State innovations to support private trust company operations with minimized burdens

BREAKOUT SESSION 2

### Identifying and Meeting Client Needs Within a Multi-Family Trust Company

**Speakers:** James Melvin, Managing Director, The Connable Office, Inc.; Rick Fogg, Founding Principle, Chronicle Family Offices

Some multi-family offices are converting to multi-family private trust companies to better serve their clients needing a trustee. This session addresses:

- Can multi-family private trust companies be more than just an alternative structure for families not wanting the responsibility of managing their own PFTC?
- Is there a role for multi-family private trust companies in supporting PFTC operations or filling holes in service offerings?

BREAKOUT SESSION 3

### U.S. PFTCs and Foreign Trusts, Foreign Assets, and Non-U.S. Resident Family Members

**Speakers:** Andrew Stone, Kozusko Harris Duncan

PFTCs serving families that may be exposed to non-U.S. tax regimes should understand the opportunities and pitfalls presented by foreign trusts and family trust beneficiaries residing outside of the United States. Topics will include:

- Tax regime exposures and reporting foreign financial assets
- Utilizing foreign trusts and acting as a trustee
- Taking advantage of states with outstanding state trust laws

BREAKOUT SESSION 4

## Symposium Qualifications

Please answer all questions below.

**Do you currently have a Private Family Trust Company (PFTC)?**

Yes  No

**If you have a PFTC, is it Regulated or Unregulated?**

Regulated  Unregulated  N/A

**If you have a PFTC, when was it chartered and what state?**

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**Which best describes your role?**

- PFTC Executive  FO Executive
- Family Member  MFO Executive
- FO or MFO Professional  Other Advisor
- Regulator

**What is your primary reason for attending the Symposium?**

- To be informed of the latest industry trends
- To network with other PFTC Executives
- I am in the early phases of considering or establishing a PFTC and want to learn more
- Professional Development
- To better serve my clients

**What challenges are you facing concerning PFTCs?**

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**Which breakout session will you attend on Wednesday, June 10?**

- Burdens and Solutions for Operating a PFTC Distant from Home
- State Regulators Panel—Regulation and Exam Focuses Now and On the Horizon
- Identifying and Meeting Client Needs Within a Multi-Family Trust Company
- U.S. PFTCs and Foreign Trusts, Foreign Assets, and Non-U.S. Resident Family Members

**Will you attend the dinner on Tuesday, June 9?**

Yes  No

**Do you have interest in booking a hotel room?**

Yes  No

## Questions? Contact Us.

312.327.1224 or email us at: [workshops@familyoffice.com](mailto:workshops@familyoffice.com)

## Three ways to register:

1. **Scan and email to:** [workshops@familyoffice.com](mailto:workshops@familyoffice.com)

2. **Fax this form to:** 312.327.1212

3. **Register online at:** <https://www.familyoffice.com/learning-events/forums/2015-fox-private-family-trust-company-symposium-june-9-10-0>

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Family Name and Family Office Firm Name

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Title/Position

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Street Address

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City

State/Province

Country

Zip/Postal Code

Phone

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E-mail

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How did you hear about this workshop?

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Do you have any dietary or special needs?

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Day Selection	FOX Member and Clients of Event Partners	Non-Member
<b>Full Private Family Trust Company Symposium</b> <input type="radio"/> Day 1 and Day 2 - June 9-10, 2015	<input type="checkbox"/> \$1,995	<input type="checkbox"/> \$2,495
<b>PFTC Decisions: Do We Want a Private Family Trust Company?</b> <input type="radio"/> Day 1 - Tuesday June 9, 2015	<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,550
<b>Optimizing the PFTC: Tools for Sustaining Families Across Generations</b> <input type="radio"/> Day 2 - Wednesday June 10, 2015	<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,550

Please call **312.327.1224** for multiple attendee discount. Space is limited; all attendees must submit a registration form to ensure a seat. **This symposium is eligible for up to 7 CPE credits, subject to state requirements.** [CPE](#)

## Payment Method

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Advisors are an important part of FOX, a vibrant community of wealth families and their advisors, working together to advance the practice of wealth, estate, and family management globally.

Advisor members enjoy...

## Community

Meet other advisors to share insights on the market, learn about new offerings, and gather tips about successful marketing approaches. Attend the renowned FOX Forums to learn with and meet representatives from the world's leading families and family offices.

- FOX Fall Forum
- FOX Wealth Advisor Forum (regional)
- FOX Wealth Advisor Briefings
- FOX Financial Executives Forum
- Industry shaping MFO and Thought Leader Council level

## Advice

Enjoy the guidance of your Relationship Manager to get the most out of your FOX membership, including direction to the best events for your firm and the best research to answer your questions.

Depend on the standards FOX has identified as the Best Practices for operating a company like yours.

Objectively quantify your performance by participating in Wealth Industry Benchmarking to know how your firm compares to peer organizations in terms of services offered, costs, compensation, pricing, and customer satisfaction.

Utilize FOX Consulting Services for custom projects.

## Knowledge & Education

Gain a ringside seat to trends as they are made by the world's savviest and most engaged families dealing with weighty issues of investment, office and estate management, and family governance and legacy.

Access FOX original research about managing assets, risk, family offices, and wealth advisory firms.

Learn from the world's leading experts on wealth management issues from the convenience of your own office on FOX webinars.

Tap FOX for custom research on your customers, staff, and thought leadership issues that will give you a leg up in the industry.

## Visibility

Web advertising on the FOX website and positioning as a FOX member in the FOX Advisor Directory

Distribute your firm's research and white papers to FOX members

Take advantage of the marketing opportunities from sponsorship of FOX studies and events.

Opportunity to speak at FOX events and webinars as speakers are drawn from the pool of advisor members.

List your FOX membership on your website and in your marketing materials as evidence of your commitment to advancing the best practices of wealth management.

For information on FOX Advisor membership,  
contact us at [info@familyoffice.com](mailto:info@familyoffice.com) or 312.327.1200.

Central to the FOX mission is the study of issues that members face in leading their families, managing their assets, and operating their family offices. These are the most recent FOX research studies by topic.

## Enterprise Family Planning

### Engaging the Client of the Future

Securing the Future: Managing Threats and Opportunities through Effective Risk Planning

Taking the Long-Term View of the Family Enterprise

The Challenges of Shared Ownership

The State of the Art in Family Wealth Management

## Family Business

Boundaries that Matter: Managing Family Assets Separately from the Family Business - SFO Solution

Managing Family Capital Generated by the Family Business

Protecting the Future: Managing Family Wealth Separately from the Family Business - MFO Solution

## Investing

### 2015 FOX Global Investment Survey

Investing Amid Uncertainty

Navigating the Wealth Management Landscape

Rethinking Investment Risk Management

Selecting the Right Trusted Advisor

## Risk

Building a Family Enterprise Plan to Deal With Future Uncertainty

Insurance Matters: The Case for Strategic Insurance Planning

Recasting the Central Role of the Family Office as Risk Manager

Securing the Future: Managing Threats and Opportunities through Effective Risk Planning

## Small Family Office Sustainability

Innovating to Survive and Thrive: Meeting the Challenge of Small Family Office Sustainability

Investing in the Future: A Look Inside the Small Family Office

**Bold title published in 2015**

*List as of 03/25/2015*

## Single Family Office Practices

### Engaging the Client of the Future

50 Best Practices for an Enduring Family Enterprise

FOX Benchmarking 2014: Family Office Benchmarking Report

FOX Benchmarking 2014: Family Office Compensation Report

FOX Benchmarking 2013: Compensation and Benefits Survey

FOX Benchmarking 2013: Investment Survey

FOX Benchmarking 2013: Technology in the Family Office

FOX Guide to the Professional Family Office

FOX Insights: New Thinking in Family Wealth

How Wealth Owners Measure Value: Evaluating the Performance of Your Wealth Advisor or Family Office

The Cost of Complexity: Understanding Family Office Costs

## Technology and Reporting

Best Practices in Reporting Toolkit

Financial Reporting in the Family Office

FOX Technology Guide

## Wealth Owner Education

FOX Guide to Family Education

Global Family Office Primer: Purposeful Management of Family Wealth

Preparing the Next Generation for the Responsibilities of Ownership

U.S. Family Office Primer: Purposeful Management of Family Wealth

## Wealth Advisor Best Practices

### Engaging the Client of the Future

### 2014 Multi-Family Office and Wealth Advisor Benchmarking

Best Practices for Leading Wealth Advisors

### *The FOX Wealth Advisor Series*

Enhancing the Client Service Experience

Standing Out in the Crowd: Strategies for Marketing and Leveraging Relationships

The Enduring Enterprise: Building a Sustainable Wealth Advisory Business

The Enterprise Sales Process: Best Practices in Business Development

Pricing for Profitability: Pricing Practices in an Evolving Ultra-Wealth Marketplace



A benefit of a FOX membership for advisors is distribution of their white papers to FOX members. Publications can be featured in our bi-weekly FOXConnects newsletter, in the FOX online Knowledge Center, or the FOX 100 listing of the years top articles distributed at the FOX Fall Forum.

## 1. How To Submit White Papers

### Content Submissions Should:



- Provide new information or unique insight on subjects of interest to individuals and families with a net worth of at least \$30 million.
- Focus on an area of interest to wealth owners, including business owner issues, family continuity and governance, family education, family office practice management, international trends, investment planning, lifestyle management, risk management and strategic philanthropy.
- Educate rather than sell.
- Credit all non-original material to its source.

*A signed Content Contributor Release Form must be on file.*

### Model Submissions



Search the Knowledge Center on FOX's member website for submissions from Glenmede, Abbot Downing and Hemenway & Barnes. These firms, among others, consistently produce high-quality material of interest to wealth owners and family office executives.



### File Format

PDF is the preferred file format for submissions.



### Send Your Material to FOX

Login to the FOX website and submit your document at:  
[www.familyoffice.com/submit-whitepaper](http://www.familyoffice.com/submit-whitepaper)  
or Send material via e-mail directly to your relationship manager.

## 2. FOX Review and Approval



- FOX editorial team reviews all submissions for quality and suitability and determines the best use of accepted submissions.
- FOX editorial team informs the advisor team of acceptance or rejection of the submission and the reason for that decision within three business days of the date of submission

## 3. Final Notification



FOX advisor team informs the member of intended use (or not) of the submission within seven business days of the date of submission.

To take advantage of this opportunity to demonstrate your expertise to the community, contact your Relationship Manager.