



Association for Corporate Growth

ORIENTATION ACG CHAPTER BOARD

February 27, 2018

Pat Morris,
President & CEO

Leslie Whittet
Vice President, Chapter Operations
Association for Corporate Growth



MISSION & STRATEGY

ABOUT ACG

Founded in 1954, Association for Corporate Growth (“ACG”) has 58 chapters and 14,500 members around the world. ACG serves 90,000 investors, executives, lenders and advisers to growing middle-market companies. ACG's mission is to drive middle-market growth. For more information about ACG, visit www.acg.org.

ACG is the voice of the middle market.

ACG Strategic Plan 2015 - 2018

Chapter Enablement & Service

Continue to invest in technology and provide services that will help to elevate chapter performance and enhance the experience of members.

Value Proposition

Sharpen messaging on ACG's value proposition and better position ACG to address the needs of unique member segments and stakeholders.

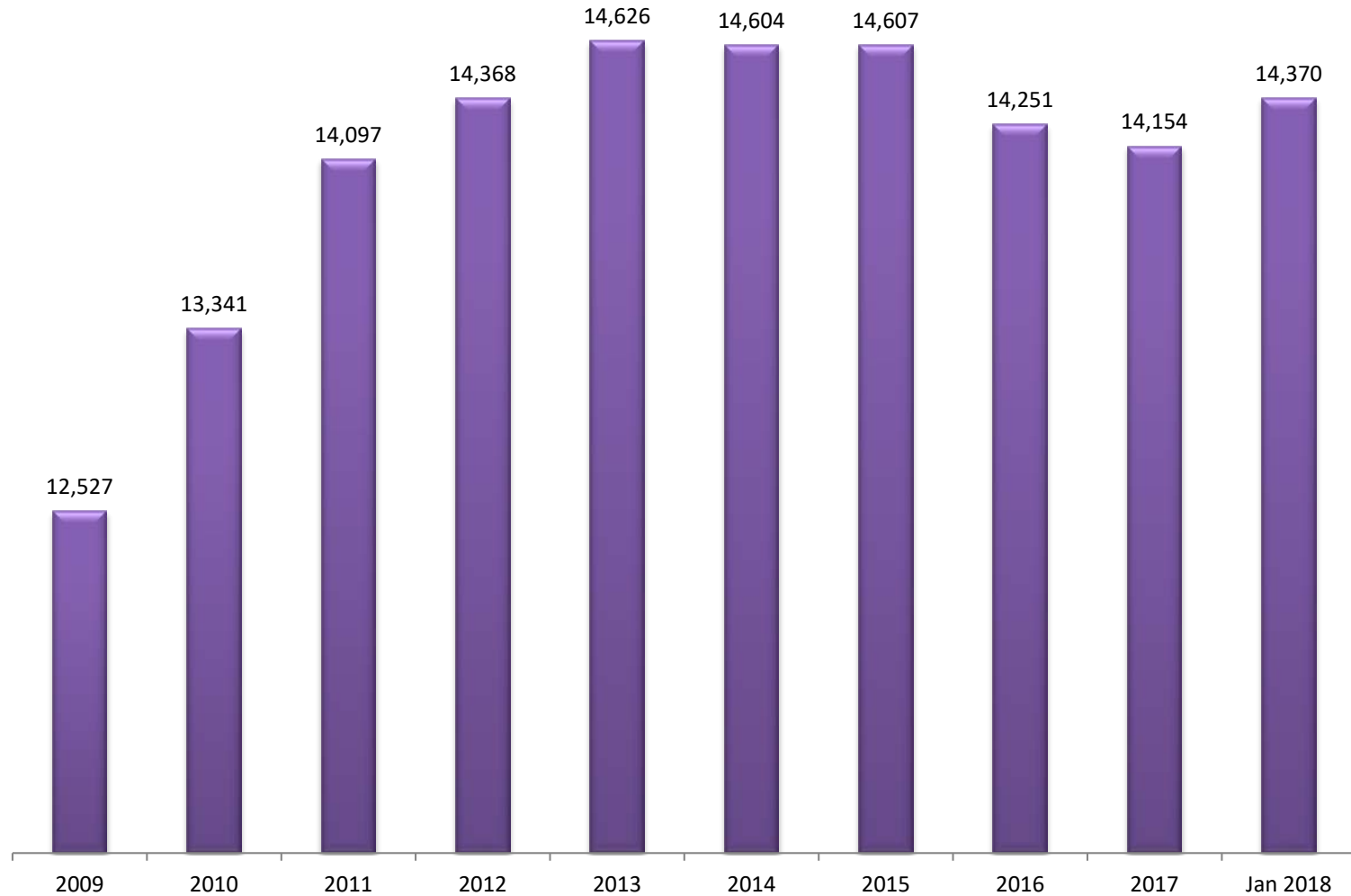
Voice of the Middle Market

Strengthen ACG as the Voice of the Middle Market in Washington.

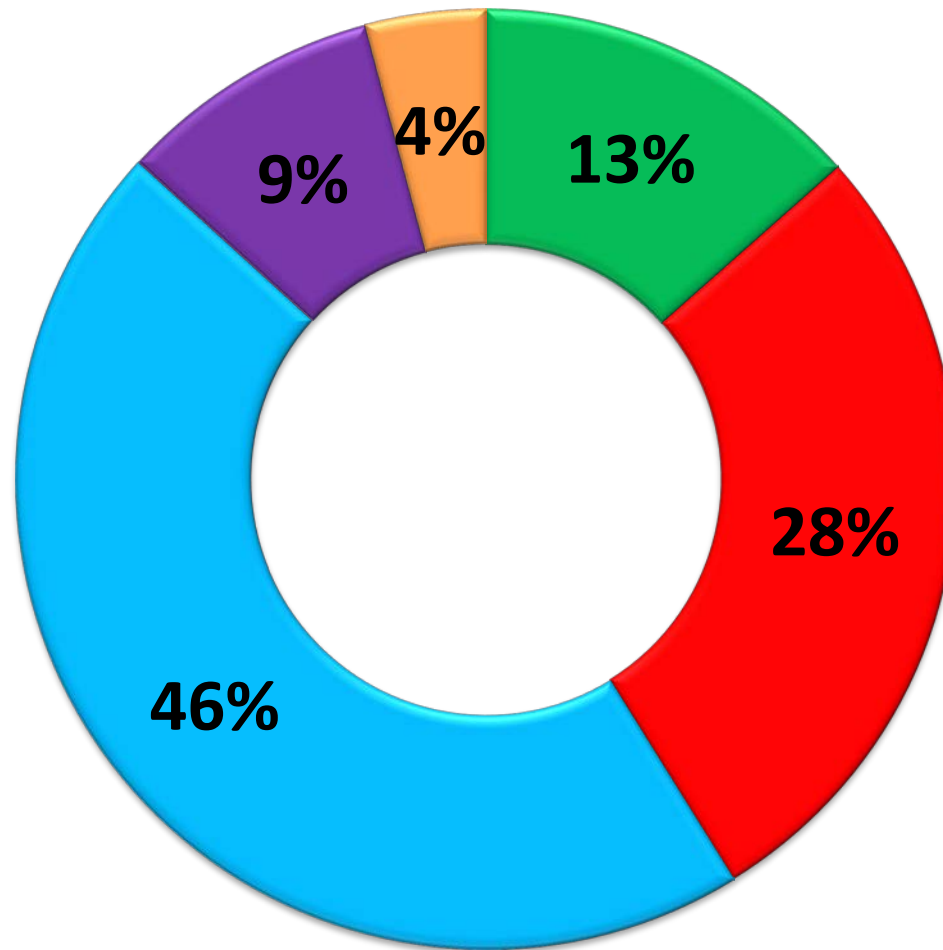


MEMBERSHIP

MEMBERSHIP HISTORY



TOTAL MEMBERS BY MEMBERSHIP CATEGORY



■ Corporate

■ Cap Providers

■ Advisor

■ Intermediaries

■ Other



BOARD and MANAGEMENT

ACG GLOBAL BOARD and MANAGEMENT

28 members serve on the ACG Global board

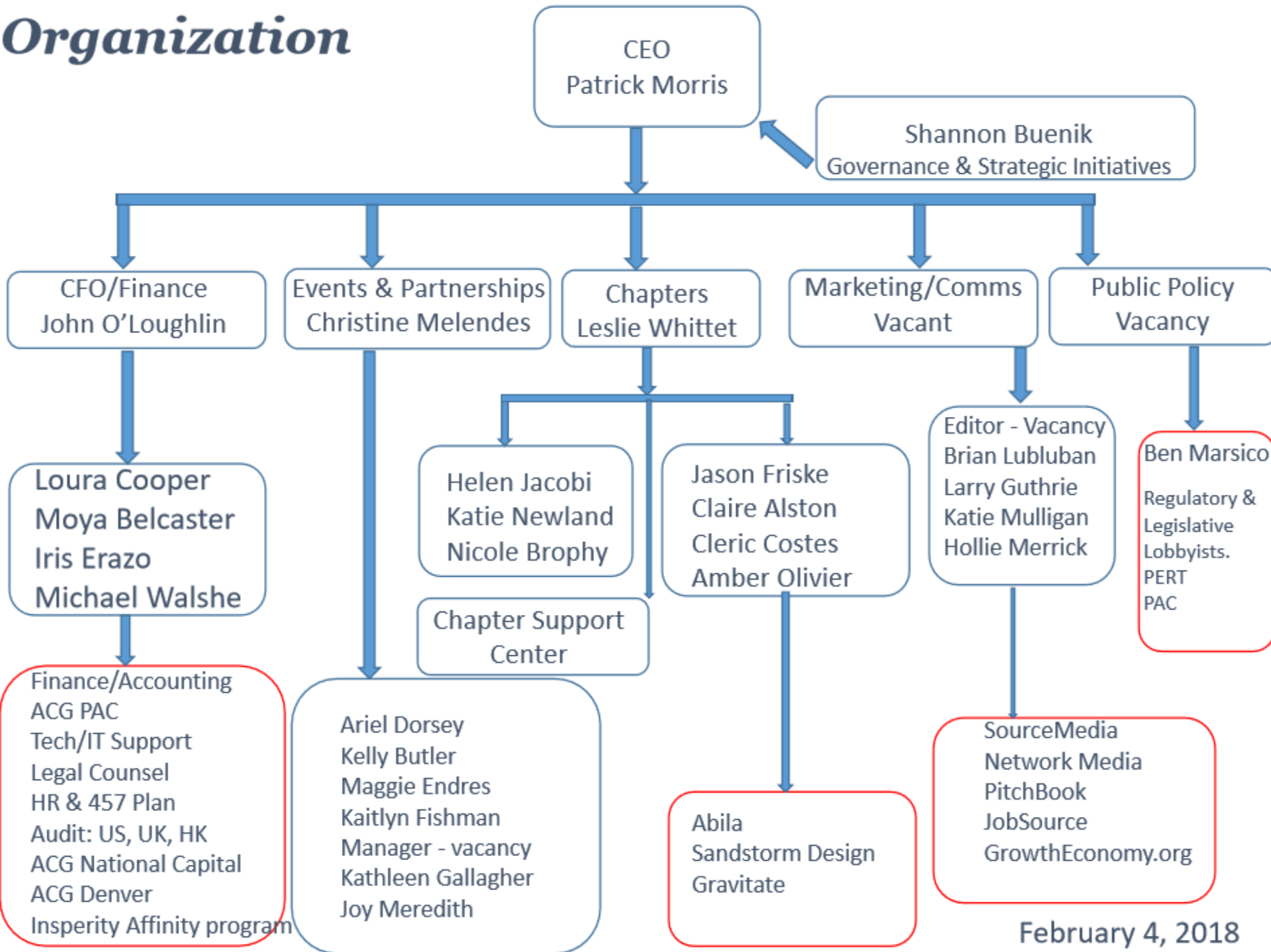
- 6 Officers (including President & CEO)
- 11 Chapter Representative Directors - appointed directly by chapters
- 11 Directors-at-Large
- CEO is non-voting ex-officio member who reports to Chairman and Executive Committee
- 25 staff report to President & CEO

NOMINATIONS CURRENTLY ACCEPTED

The board of directors are nominated and elected by their peers for a three-year term. **Nominations for At-Large Directors positions for the Global Board of Directors are being accepted through March 2, 2018.**

To learn more about board nominations, please contact Shannon Buenik at sbuenik@acg.org.

Organization



February 4, 2018



CHAPTERS

ACG CHAPTER STATS

- 51 chapters in North America, 1 in the UK, 6 throughout Europe, and 1 in China
- There are 17 approval chapters
- Average chapter size in North America is 263
- Average chapter size in Europe is 63
- Smallest chapter = 50; Largest chapter = 1104
- Chapter “staff” = 121
- 9 chapters hired new staff in past 12 months
- 1,044 annual chapter events
- More than 81,000 attendees annually at chapter events

ACG CHAPTER STATS - EVENTS

- 57% Chapters host programs for Women
- 88% Chapters host programs for Young Professionals
- There were 32,897 non-member event registrations completed with \$4.2m in revenue (FY16)
- There were 45,674 member event registrations completed with \$5.4m in revenue (FY16)
- Annual event registration fees total \$9.6m
- 27 chapter/regional ACG Capital Connections - \$5.4M (38 chapters participating)

CHAPTER STATS - MEMBERSHIP

- 18 chapters had an increase in membership
- 29 chapters had a decrease in membership
- Highest retention rate is 87%
- Lowest retention rate is 60%
- Average retention rate is 74%
- Large chapters (over 400 members) have the highest retention rate at 75%
- Average annual chapter dues are \$439

CHAPTER STRUCTURE & RELATIONSHIP

- 45 chapters in U.S. all incorporated in Illinois
- ACG Global manages annual registrations
- ACG Global files Federal group tax return
- All chapters have signed Chapter Affiliation Agreements:
 - Defines territory
 - Assigns rights to trademarks
 - Defines roles, responsibilities & requirements
- ACG Global manages all trademarks and domain names
- Each chapter manages web sites under “master” ACG site
- ACG Global manages master membership database

SERVICE TO CHAPTERS

Legal Filings & Insurance for U.S. Chapters

- Chapter Federal Tax Return – ACG Global files a group tax return for US based chapters (Group 990).
- 1099s – ACG Global files 1099/1096 forms on behalf of Chapters as a service
- ACG Global files annual state registrations
 - Plus special filings for 6 CA chapters and AZ
- ACG Global provides both D&O and liability coverage worldwide
- Provide Chapters with COI's for events

CHAPTER LEADERSHIP SUPPORT

- Leadership Week in D.C.
- Monthly Leadership Calls
- Annual Workshop at InterGrowth
- Robust library of models, samples, etc.
- Webinars for new chapter board members
- Management Reports

CHAPTER EXECUTIVE SUPPORT

- Annual Leadership Conference in D.C.
- Annual Meeting for Chapter Executives in Chicago
- Monthly Chapter Executive calls
- New Chapter Executive Orientation
- Technology Task Force
- Chapter Operations Manual
- Ongoing AMS training & SOP Manual
- Professional Development Matching Fund

GUIDANCE

- Chapter financial best practices
- Visual Identity standards
- IRS required policies (whistle blower, conflict of interest and document retention)
- Recommended bylaws
- Information on Employee vs Contractor issues
- Chapter staff compensation and benefits

SERVICE TO CHAPTERS

- Membership Processing
 - New and renewing members dues collected annually by ACG Global with chapter dues portion rebated by Global (\$3M annually)
 - Member renewal efforts (7x communications)
- Online event registration (\$9.6M annually)
- 23,635 memberships have been sold
- 81,627 chapter event registrations

BACK OFFICE ADMINISTRATION (BOA)

- Extension of chapter staff
- Event Support
 - Web and database set-up
 - Reports both pre and post event
- Ad hoc projects
- Technical training for support staff
- 14 chapters participating to date
- BOA Services provided on an hourly fee

CHAPTER CONSULTING SERVICES

- First come, first serve, no fee
- 50 chapter engagements since launch (FY11)
- Offerings Include:
 - Membership
 - Marketing
 - Finance
 - Sponsorship
 - Strategic planning
 - Governance
- Advice and resources on chapter executive selection, compensation and evaluation

ADDITIONAL SERVICE TO CHAPTERS

- Annual chapter self-assessment program
- Chapter awards
- Financial management checklist
- Full accounting services - invoice payment and processing, monthly financial reports, annual tax filing
- Annual “Chapter Dashboard” and “League Table” sent to presidents
- PitchBook alliance – conference app & suite of reports
- PEO services for chapter staff – payroll, benefits
- Emergency staffing backup & transition support



MIDDLE MARKET GROWTH
MAGAZINE

FALL 2017



MIDDLE MARKET
Growth

// THE OFFICIAL PUBLICATION OF ACG

Secret Stash No Longer

LivWell Leads a
Marijuana Movement



ACG
ANALYTICAL
COUNSEL GROUP

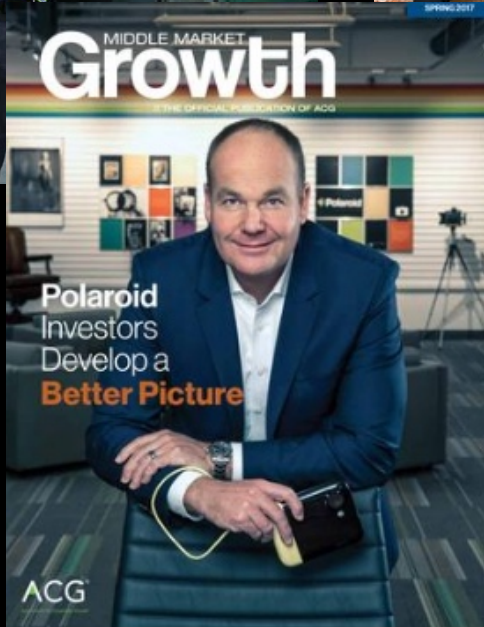
MIDDLE MARKET
Growth®

// THE OFFICIAL PUBLICATION OF ACG

“THE VALUE WAS
IMMEASURABLE.
WE LOOK FORWARD
TO IDENTIFYING NEW
OPPORTUNITIES FOR
OUR CLIENTS TO
ENGAGE WITH *MMG*.”

KRISTIN STEELE
Vice President, U.S. Head of
Client Services, Carolon Capital

MMG GROWS TO SIX PRINT ISSUES A YEAR



- Print issue mailed as exclusive ACG member benefit
- Bonus distribution at chapter ACG Capital Connections
- Sent digitally to 90,000 recipients, available in online archive

EXPANDED SUITE OF INTEGRATED MEDIA

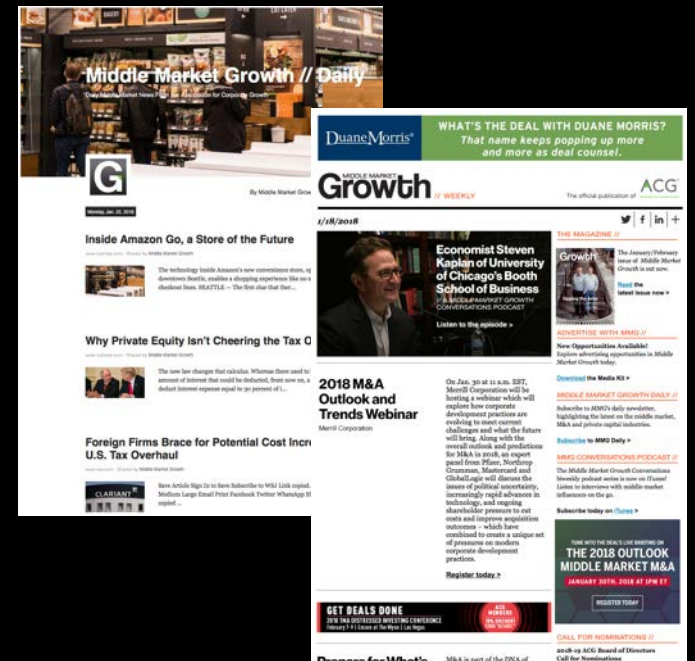
Print edition



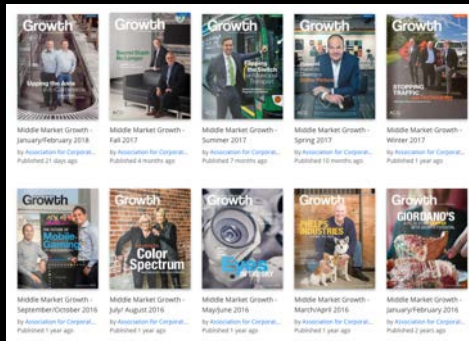
Website



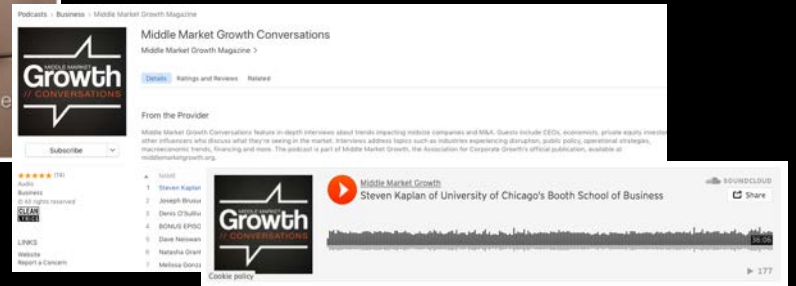
Daily & Weekly Newsletters



Digital archive



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Steven Kaplan of University of Chicago's Booth School of Business

The economist and professor discusses a new middle-market index, Booth's PE programming and his latest research

MMG | JANUARY 16, 2018



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This episode of the *Middle Market Growth Conversations* podcast features Steven Kaplan, the Neubauer family distinguished service professor of entrepreneurship and finance at the University of Chicago Booth School of Business.

He speaks with *MMG* Editor in Chief Deborah Cohen about the [Lincoln Middle Market Index](#), which he developed with investment bank Lincoln International; Booth's private equity programming and a [recent gift to the school](#) from an alumnus; and Kaplan's research, including on how analytics can predict CEO success.

To hear more interviews with middle-market influencers, subscribe to the *Middle Market Growth Conversations* podcast in [iTunes](#).

“If you do an acquisition, on average it's probably going to create value, but there's a lot of variance. But this view that they're all bad, or that two-thirds are bad, is just not consistent with the data.”



Middle Market Growth

Steven Kaplan of University of Chicago's Booth School of Business

SOUNDCLOUD

Share



▶ 177

Cookie policy

MMG.ORG SITE



- Web exclusive content and chapter news
- Content is sharable and available to use on any chapter website
- Mobile friendly
- SEO optimized
- More multimedia functionality

Testimonial

“I just wanted to let you know that your posts are extremely helpful when it comes to creating social media content for my chapter! Just wanted to thank you for sharing!”

**Alison Roberts
Chapter Executive, ACG Orlando**

Connect with ACG anywhere





PUBLIC POLICY

PUBLIC POLICY OVERVIEW

ACG will provide a strong thoughtful voice for middle-market private capital investment.

“ACG encourages the growth and development of middle-market companies by supporting policies that foster and incentivize private capital investment.”

PRIVATE CAPITAL, PUBLIC GOOD®

ACG[®]

PUBLIC POLICY STRATEGY

LEGISLATIVE

REGULATORY

GRASSROOTS

POLITICAL

INTERNAL & EXTERNAL ENGAGEMENT

PUBLIC POLICY UPDATES

- Highlights of the tax bill that directly affect middle market businesses:
 - **Corporate Tax Rate**
 - **Interest Deductibility**
 - **Full and Immediate Business Expensing**
 - **Pass Through Income**

PUBLIC POLICY – WHAT'S NEXT

- Carried Interest - NY State proposal indicative of democratic sentiment
- Investment Advisors Modernization Act (IAMA) - Switch to regulatory enforcement
- Caucus – Reinvigoration the caucus
- ACG Chapter/Grassroots Efforts
- PAC - Grow Contributions
 - PAC Events during InterGrowth and Leadership Week 2018

STAFF BRIEFINGS & IN-DISTRICT MEETINGS

- ACG holds frequent staff briefing and educational sessions in Washington, DC.
- Webinars on issues with experts, agency officials, etc.
- Working with Chapters, ACG Global helps coordinate and plan in-district meetings with members of Congress.
 - Tour middle-market companies
 - Educate about issues impacting the middle market
 - Hold Caucus events to promote the middle market

CHAPTER PUBLIC POLICY ENGAGEMENT

- ACG Arizona
- ACG Atlanta
- ACG Central Texas
- ACG Cleveland
- ACG Charlotte
- ACG Chicago
- ACG Connecticut
- ACG Dallas/Fort Worth
- ACG Detroit
- ACG Indiana
- ACG Houston
- ACG Los Angeles
- ACG Louisiana
- ACG Minnesota
- ACG New York
- ACG Raleigh Durham
- ACG San Diego
- ACG St. Louis
- ACG Western Michigan



PERT

PRIVATE EQUITY REGULATORY TASK FORCE

GOALS OF PERT PRINCIPLES

1. Develop industry consensus on best practices;
2. Offer middle-market private equity focused regulatory resources;
3. Provide engagement with regulators, legislators and industry groups; and
4. Create a framework for continuous improvement of PERT Principles.

PERT MEMBER FIRMS

ABS Capital Partners	Huron Capital Partners	Sentinel Capital Partners
Alterna Capital Partners	Incline Equity Partners	ShoreView Industries, LLC
Altus Capital Partners	JMI Private Equity	Southfield Capital Advisors
Argosy Capital	Juggernaut Capital Advisors	Summer Street Capital Partners LLC
Arsenal Capital Partners	Kainos Capital	Swander Pace Capital
Atlas Holdings	Larsen MacColl Partners	Tenex Capital Management
Audax Private Equity	Lee Equity	The Jordan Company
Berkeley Research Group, LLC	Leeds Equity	The Riverside Company
Bertram Capital	LongueVue Capital	Tower Three Partners
Blue Point Capital Partners	Milestone Partners/Peak Equity	Trivest Partners
Blue Wolf Capital Partners	Monitor Clipper Partners	Varagon Capital
Cap Street Group, LLC	Morgenthaler Private Equity	WM Partners, LP
Centerfield Capital Partners	New Heritage Capital	
Five Points Capital	New Spring Capital	
Gemspring Capital	Pamlico Capital	Sponsors:
Great Hill Partners	Pouschine Cook Capital	Wipfli
Hammond, Kennedy, Whitney & Company, Inc.	Management	Duff & Phelps
High Road Capital Partners	Ridgemont Equity Partners	
	Saw Mill Capital	

49 PERT MEMBER FIRMS; 2 PERT SPONSORS



Association for Corporate Growth

RESPONSIBILITIES OF A BOARD MEMBER

THE DUTY OF OBEDIENCE

- Be faithful to ACG's mission and always act in a manner consistent with association goals
- Preserve ACG's tax exempt status – not for profit
- Support approved policies and procedures

THE DUTY OF CARE

- Act in a reasonable, honest, fair and informed manner
- The board may not always be right – but they must always be careful
- Be in attendance, well informed, prepared, and attentive

THE DUTY OF LOYALTY

- Give undivided allegiance to the organization and the representation of its members
- Exercise powers in good faith and in the best interests of the association
- Avoid using your position for personal advantage

Anti-trust – Association concerns

- Under anti-trust laws, the association may impose qualifications for membership, but they must be uniform and nondiscriminatory and must serve a legitimate purpose
- Must apply the rules consistently
- Same applies with advertisers & sponsors; tradeshow and meeting participants
- Generally, association services must be made available to non-members

Apparent Authority

- Other parties may assume that Board members, by virtue of their office, can legally bind the association with third parties, even if the board member does not have actual authority to engage in a particular course of action. Except as provided in by-laws or policies, ACG board members have no such authority. Do not hold yourself out as having that authority.

ACG[®]

Association for Corporate Growth

19 - 20 JUNE 2018 | HILTON AMSTERDAM | AMSTERDAM, NETHERLANDS

EUROGROWTH[®] 2018

EUROGROWTH MOVES TO JUNE IN 2018!

WWW.EUROGROWTH.ORG

#EUROGROWTH

ACG[®]

Association for Corporate Growth

MAY 2 - 4, 2018 | SAN DIEGO MARRIOTT MARQUIS & MARINA | SAN DIEGO, CA

INTERGROWTH[®] 2018

LET THE DEALS FLOW.

REGISTRATION OPENS IN DECEMBER.

WWW.INTERGROWTH.ORG

FUTURE INTERGROWTH DATES

- **InterGrowth 2019**
May 6 – 8, 2019
Orlando, FL
- **InterGrowth 2020**
April 20 – 22, 2020
Las Vegas, NV
- **InterGrowth 2021**
April 26 – 28, 2021
Miami, FL
- **InterGrowth 2022**
April 25 – 27, 2022
Las Vegas, NV



Association for Corporate Growth

Questions?
Contact Leslie Whittet
lwhittet@acg.org