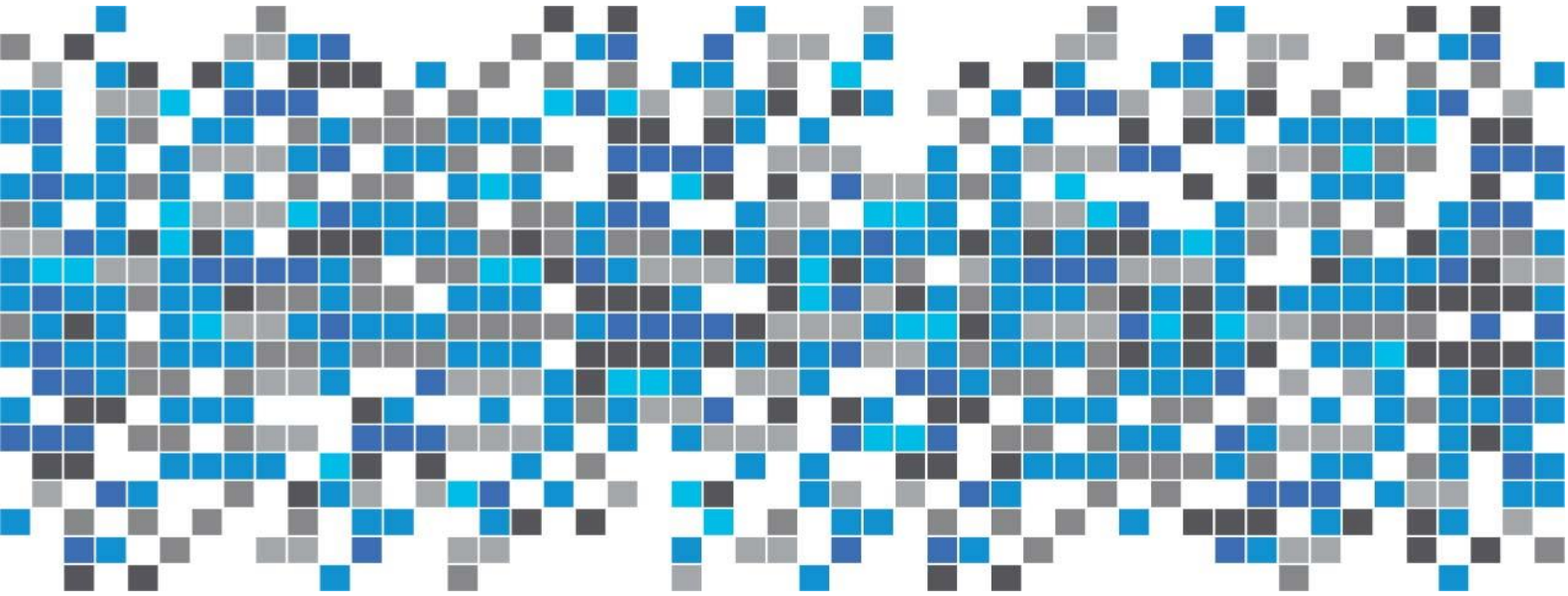


Three-Year Strategic Plan

Fiscal Years 2024-2027

Approved October 4, 2023



Three-Year Strategic Plan

Fiscal Years 2024-2027

Introduction

CFA Society Chicago is one of the nine largest societies globally under CFA Institute with more than 4,600 investment professionals representing a wide variety of companies and job roles. Through predecessor organizations, CFA Society Chicago was founded in 1925, making it the oldest investment analyst society in the world. As our Society approaches its centennial celebration, it continues to deliver value to our members via diverse educational content, professional development events, networking opportunities, support for financial literacy in our community, and social outings.

CFA Society Chicago's strategic plan reflects the society's partnership with CFA Institute as a designated Global Financial Center Society and is in alignment with CFA Institute's goals and standards.

CFA Society Chicago has built this strategic plan with a three-year time horizon in mind. The CFA Society Chicago board of directors will review and approve the three-year strategic plan during the first board meeting of each fiscal year and update it when appropriate.

Mission

To lead the investment management and financial services professions by promoting the highest standards of ethics, continuing education, and professional excellence for the ultimate benefit of society.

Vision

To be the premier resource for our members and the financial services industry. CFA Society Chicago serves all financial professionals seeking investment-related education, knowledge, professional development, connection, or inspiration. We seek to achieve superior outcomes for our stakeholders, which benefit our members through greater demand for competent and ethical investment professionals.

Strategy

CFA Society Chicago aligns our four strategic pillars (described below) with those of the CFA Institute. Within each strategic pillar, we have selected a variety of specific initiatives to be fully described later in this three-year plan.

In addition, CFA Society Chicago recognizes that the promotion of financial literacy and the value of greater gender, ethnic, and racial diversity are strategically important for the long-term health and future of our industry and profession. As such, our initiatives also align with these objectives and are described in greater detail in the “Financial Literacy” and “Diversity” sections.

Shape the Future of the Industry and Profession through promoting awareness and adoption of industry codes and standards and engaging with industry representatives and thought leaders to drive advocacy for new or updated standards.

Offer and Promote a Diverse Portfolio of Learning Products by delivering and promoting professional learning opportunities, developing and maintaining relationships with local universities, and creating candidate engagement opportunities.

Build Community and Provide Member Value through offering career related networking and mentorship events, hosting recognition events, and monitoring and maintaining membership engagement and satisfaction.

Ensure Excellence in Society Governance and Operations through adherence to CFA Institute governance requirements and submission deadlines.

Organization and Governance

The Board of Directors oversees the long-term strategy of CFA Society Chicago. Currently, our Board includes eighteen members - 17 Directors and the CEO. The Executive Committee leads the Board and includes the following people:

- Chair
- Vice Chair
- Secretary Treasurer
- Immediate Past Chair
- CEO

The Executive Committee and Board will regularly review the variables that influence board effectiveness including:

- Number of board members and representation across firms
- Diversity of board members across gender, race, and ethnicity
- Term structures
- Number and format of board meetings

Our volunteer Advisory Groups (AGs) organize much of the critical work of CFA Society Chicago. Two Co-Chairs lead each AG, and they meet on a regular basis, typically monthly. The eight AGs currently include:

- Academic Division
 - Education Advisory Group
 - Distinguished Speaker Series
- Member Development Division
 - CFA Women's Network
 - Membership Engagement
- Special Events Division
 - Annual Dinner
 - Professional Development
 - Social Events
- Operations Division
 - Communications

CFA Society Chicago has six full-time staff members and one part-time executive assistant to help us accomplish our mission. Current staff roles include:

- President & CEO
- Chief Operating Officer (COO)
- Director of Meetings and Events
- Director of Marketing and Communications (outsourced)
- Manager, Professional Development and Innovation
- Membership Specialist
- Executive Assistant to President & CEO (part-time)

A review of staffing needs, skillsets, and credentials will be evaluated on an ongoing basis to ensure the Society can deliver on our Strategic Plan. The financial industry continues to evolve (see section on Industry Trends and Drivers of Change), and CFA Institute continues to respond to those changes to remain relevant to members and the broader ecosystem. CFA Institute is a key strategic partner, and its strategy has a direct impact on our Strategic Plan.

Please reference the CFA Society Chicago bylaws for additional details on our organization and governance.

Member Base

CFA Society Chicago has a growing and diverse member base within the broader financial services industry. The member mix includes traditional asset management functions, i.e., equity and fixed income analysts, traders, and portfolio managers, as well as a large and growing member base of retail/private wealth managers, consultants, alternative investors, and other roles. CFA Society Chicago must continuously monitor our member base to ensure that we provide relevant content and events.

The member base is geographically dispersed with approximately 40% of the members working outside downtown Chicago, which makes it difficult to attend in-person events held in the city. CFA Society Chicago seeks to deliver value to these members that live and work in the suburbs by delivering some of our content through webinars, webcasts, and podcasts and by hosting periodic social events outside of the downtown area.

Industry Trends and Drivers of Change

Industry Trends, Drivers of Change

The investment management industry faces a range of global trends that inform our strategic plan and how we can best deliver value to our members. These include:

- Future of work, and move to more hybrid work models
- Technology disruption, and the role technology plays in the industry
- Increased role of data and artificial intelligence
- Increased regulation
- Role of ESG
- Asset manager consolidation, shrinking of traditional roles
- Demographic shifts, and rising role of retail
- Shift from active to passive management
- Proliferation of alternative investments, such as private debt and private equity

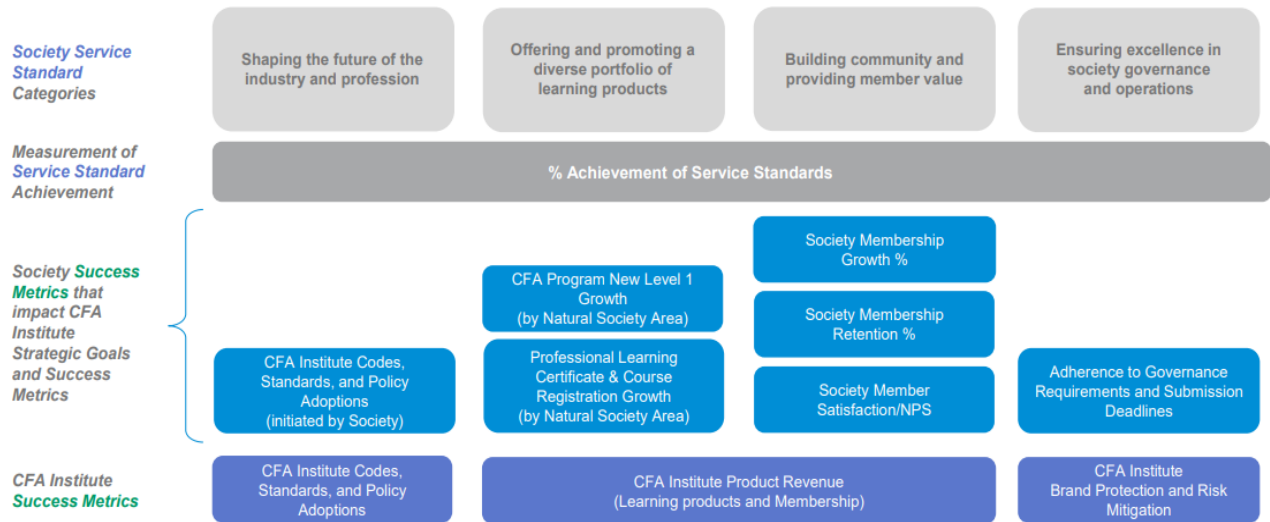
Risks and Challenges

CFA Society Chicago faces a series of risks that may hamper our ability to implement the strategic plan.

- **Remaining Relevant** –The core CFA charter holder has traditionally been on the institutional side of the business, been focused on fixed-income and equity markets, and held roles such as portfolio manager and research analyst. However, our member base has changed over time with more focus on retail investors, other asset classes, and a wide range of job titles in the broader financial services industry. CFA Society Chicago must continuously monitor our member base to ensure that we provide relevant content and events.
- **Maturing Industry** - The traditional asset management industry is maturing and contracting. Traditional active managers face tremendous fee pressure, and many have reduced their headcount. This could lead to a reduction in our membership, revenue from annual dues, and revenue from event sponsorships. CFA Society Chicago must continue to broaden its ecosystem through outreach to firms and stakeholders at the forefront of the financial services industry.
- **Competition** – The investment management industry currently views the CFA charter as the gold standard, but we may face future competition from other credentials and exams. We also face significant competition for people’s time as many of our members’ employers and other organizations put on excellent conferences and virtual events as well.
- **Technology Implementation** – CFA Society Chicago has invested significantly in technology. However, there is still a lot of work to be done to clean up our data, build and improve reporting, organize and tag past and upcoming events, and streamline our web site.
- **Limited Resources and Time** – CFA Society Chicago puts on more events than any other CFA Society and we are running at capacity each year. If we want to add more events to the calendar, we may need to thoughtfully curate and tailor our event offerings.
- **Membership Engagement** –If we cannot attract new volunteers and encourage them to take leadership roles, this will limit our ability to develop high quality programming. Additionally, we need to develop creative ways to deliver more value to our members that live or work in the suburbs. .

Strategic Pillars and Initiatives

CFA Society Chicago aligns our four strategic pillars with those of the CFA Institute (shown below). Within each strategic pillar, we focus on a variety of initiatives which CFA Institute has judged to be critical for a Global Financial Center Society to support.



Shape the Future of the Industry and Profession

- Deliver industry-leading roundtables, webinars, or events focused on CFA Institute’s research or policy advocacy positions.
- Promote awareness and adoption of CFA Institute industry standards among membership (ESG, DEI, GIPS)
- Engage with strategic partners to promote financial literacy in our community

Offer and Promote a Diverse Portfolio of Learning Products

- Actively promote the CFA Program to university and institutional stakeholders
- Raise awareness of CFA Institute learning offerings and create and contribute PL-credited content that the society network can leverage to their programming

Build Community While Providing Member Value

- Grow membership and monitor member satisfaction
- Offer career-related events
- Deliver networking events
- Drive efforts to improve diversity on a variety of levels including the Board, event speakers, and volunteers

Ensure Excellence in Society Governance and Operations

- Maintain and update a society-level strategic plan
- Develop a business plan and year-end report annually

- Maintain relevant governance documents such as a board manual, articles of incorporation, bylaws, and a code of conduct.
- Maintain conflict of interest, whistleblower, and data protection/privacy policies

The Key Performance Indicators (KPIs) included below reflect CFA Society Chicago's leadership role as a Global Financial Center Society and key partner to CFA Institute. Our KPI's are in strategic alignment with CFA Institute and are in accord with strategic funding evaluation metrics. *(I am leaving specific KPI levels blank for now, as staff would have a better idea of what is realistic to measure and achieve. As much as possible I included metrics that are being measured as part of the strategic funding and what is expected as outlined in the May 23 CFAI outline of expectations for a Global Financial Center Society)*

Shaping the Future of the Industry and Profession

The CFA Society Chicago staff and board should regularly engage with the top local employers of CFA charter holders. The goals of these meetings include:

- Discuss market trends, opportunities, and risks
- Understand the expertise of each firm
- Develop a list of potential speakers
- Solicit ideas for future events
- Encourage sponsorship of our events including our flagship Annual Dinner
- Discuss the DEI Code, ESG Certificate, and ESG Standards
- Gather direct feedback on the value that CFA Society Chicago is providing to our members

CFA Society Chicago has developed a proprietary Employer Scorecard to track our engagement with top employers. This scorecard includes a range of important metrics by firm. CFA Society Chicago staff and the board of directors will review the scorecard each Board meeting and collaborate to drive improved employer engagement over time.

CFA Society Chicago engages with strategic partners to promote financial literacy in our community and offer volunteer opportunities to our members. The Membership Engagement advisory committee oversees this effort with guidance and support from the board and staff.

Our core strategic partner is the Economic Awareness Council (EAC), a non-profit organization whose mission is to prepare students and families for the economic and financial decisions they will make both today and tomorrow. They emphasize meeting the needs of families and youth with limited resources. Volunteer opportunities with EAC including teaching financial literacy courses at local high schools and resume reviews.

Shaping the Future of the Industry and Profession – Key Performance Indicators

- B2B meetings with Key Leaders/Firms to discuss DEI Code
- Signatories of the DEI Code
- B2B meetings with Key Leaders/Firms to discuss Certificate in ESG Investing
- New Certificate in ESG Investing registrants
- New Level 1 registrations
- Number of Annual Dinner sponsors

Offering and Promoting a Diverse Portfolio of Learnings Products

The investment management industry recognizes the CFA charter as the gold standard for professional excellence and ethical decision-making. CFA Society Chicago collaborates with CFA Institute in supporting professional learning through raising awareness of CFA Institute Professional Learnings certificates and courses. Where applicable, CFA Society Chicago aims to leverage its programming for the society network to cross promote. CFA Society Chicago also engages with key university and institutional stakeholders in pursuit of candidate engagement opportunities.

Offering and Promoting a Diverse Portfolio of Learning Products – Key Performance Indicators

- University Engagement – Meetings and Events
- Increase Number of Professional Learning Credits Offered
- Number of Professional Learning Credit Alerts Posted on Social Media

Building Community and Providing Member Value

CFA Society Chicago offers industry-leading events focused on continuing education and professional development. Our Society offers various types of events that appropriately target our member base each fiscal year. These include educational panel discussions, a distinguished speaker luncheon series, smaller educational events hosted in the vault conference room, professional development events, and events featuring prominent female speakers.

Typically, the CFA Society Chicago volunteer advisory groups determine event topics, select appropriate speakers, and provide initial outreach to the speakers. CFA Society

Chicago staff is responsible for event coordination and promotion through email, social media, and the CFA Society Chicago website.

The CFA Society Chicago board of directors is responsible for ensuring that events are in alignment with our mission and that Society's resources are being used appropriately. The board of directors may also assist with ideas generation or speaker outreach as needed.

In addition to educational events, CFA Society Chicago also provides members with a variety of opportunities to network. Networking opportunities are consistently ranked by members as one of the top reasons why they join our Society and attend our events. These occasions to socialize with fellow members facilitate career development, build a local investment community, and allow for the exchange of ideas.

CFA Society Chicago offers a variety of dedicated networking events throughout the year. Our premier networking event is our Annual Dinner which typically draws up to 1,000 investment professionals and features a prominent keynote speaker. We also celebrate our new CFA charter holders and present the prestigious Hortense Friedman Award to a Chicago area leader in our profession. In addition to the Annual Dinner, members can network at our Annual Business Meeting, Meet the Board and volunteer appreciation events, and various other social events scheduled throughout the year. CFA Society Chicago also builds dedicated networking time into the agenda before and after our educational events.

Diversity of gender, race, and ethnicity within a group leads to better decision-making. CFA Society Chicago has promoted gender diversity for many years across our board, speaker events, and volunteer leadership. Progress on racial and ethnic diversity has been slow, primarily because CFA Institute is not currently able to collect and report on this data for our members.

CFA Society Chicago DEI Progress:

2020: The Board recognized that CFA Society Chicago should set formal goals focused on racial and ethnic diversity as well.

2021: Our Society established a Diversity, Equity & Inclusion (DE&I) Board Committee to drive the Society's efforts to improve diversity on a variety of levels including event speakers, volunteers, and potential Board members.

2022: The chair of the DE&I Board Committee became a standing member of the Governance & Nominating (G&N) Board Committee.

2023: The G&N Committee recommended, and the board approved, the most diverse incoming board slate in the history of CFA Society Chicago.

Building Community and Providing Member Value – Key Performance Indicators

- Reduce Unaffiliate Membership gap (Chicago-area CFA Institute members who are not members of CFA Society Chicago).
- Improve Event Quality per Event Surveys
- Increase Member Satisfaction per Annual Survey
- Increase the Percentage of Members that Attend One Event per Year excluding the Annual Dinner
- Improve Gender Mix of Event Speakers - % Female
- Improve Ethnicity Mix of Event Speakers – Non-Caucasian

Ensure Excellence in Society Governance and Operations

CFA Society Chicago board and staff holds itself to the highest standards of governance and operations in the service of its members and stakeholders. CFA Institute provides guidelines to which CFA Society Chicago strictly adheres. In addition to a Partnership Effectiveness Survey, the following is a list of policies and practices that CFA Society Chicago has in place and reviews regularly:

- 3- Year Strategic Plan (updated as needed)
- Annual Business Plan and Year-End Report
- Board Manual
- Articles of Incorporation
- By-laws
- Code of Conduct
- Conflict of Interest Policy
- Whistleblower Policy
- Data Protection Policy