



CFA Society Washington, DC

CFA SOCIETY WASHINGTON, DC

STRATEGIC DIRECTION OF THE ORGANIZATION, 2016-FORWARD

OVERVIEW & RESPONSIBILITY – The CFAW Board of Directors, as representatives of its members, has the responsibility to set a clear direction for the future of the organization, establish necessary policies, practices, and priorities that help achieve this desired future, and hold CFAW accountable for annual performance. The CEO, staff and CFAW committees are responsible for the implementation of the Strategic Plan.

This plan is the result of the CFAW Board of Directors strategic planning meeting in July 2015. The CFAW Board of Directors will review this plan annually, or as determined by the Board Chair, and measure the society’s performance against these strategic goals and objectives.

OUR CHANGING ENVIRONMENT –

Internal Strengths	Internal Weaknesses (or Needs)	External Opportunities	External Threats (or Concerns)
CFAI support Engaged Board Key partnerships Operating surplus Program Committee Size of membership and demographics Sizeable reserves Sponsor support Successful past RC events and improved university outreach +Higher profile within CFAI +Younger members in leadership roles	Average career program CFAW public awareness Technology – event and student member registration Underutilized Jobline -Lack of industry senior executive engagement -Lack of member data -Lack of technology support -Selected committees could work better, engage more members	Additional training programs Growth from interested candidates/students Improved member satisfaction Increase brand awareness Increase job postings Increase number of sponsors Leverage DC market Membership growth Partnerships +Engage future leaders +More wealth management emphasis	Employer reimbursement of dues/event fees Key person risk Member satisfaction

MISSION – To advance members’ professional success and facilitate a vibrant, engaged community.

CORE VALUES – Ethics and Integrity, Knowledge, Teamwork, and Community

ETHICS AND INTEGRITY - CFAW is guided by a Code of Ethics and Standards of Professional Conduct that are the ethical benchmark for investment professionals. We will act with integrity, competence, diligence, respect and in an ethical manner with one another, our members and the public.

KNOWLEDGE - CFAW and its members share a commitment to maintaining and improving our professional competence and that of other investment professionals. We facilitate the exchange of ideas between our members and our community in order to enhance interaction and understanding of the CFA Charter.

TEAMWORK - CFAW creates a collegial environment built on its reputation for trust, inclusion and networking. The Board and membership work together toward involvement and participation at all levels of the organization while keeping members updated and informed on practices and issues that affect the profession.

COMMUNITY – CFAW believes in a diverse and engaged community that values the contributions of all members. We foster an open, collaborative, and intellectually stimulating environment for member development and connection.

GOALS –

1. CFAW is the primary authority and respected thought leader in the DC community on all issues related to investments, global financial matters, and ethical standards in the industry.
2. CFAW members across all demographics and industries are engaged and participate actively in Society activities and sharing their time and expertise in support of the organization’s mission, goals, and objectives.
3. CFAW members have meaningful opportunities for education, development of substantive professional relationships and dialogue.
4. The value of the CFA charter is known by employers, investors, and the local community.
5. CFAW operates as a premier membership association and as a prudent steward of society resources.

STRUCTURE –

1. Committees of the Board – Committees of the Board assist and enable the board in carrying out its duties in setting policy and strategic priorities, providing financial stewardship and oversight, and ensuring the operational effectiveness of the organization.
 - a. Finance
 - i. Proposes budgets
 - ii. Oversees the organization’s finances
 - iii. Manages investments
 - b. Governance
 - i. Oversees development of board knowledge through orientation and ongoing education efforts
 - ii. Evaluates board composition and assists in succession planning
 - iii. Assesses board and committee effectiveness
 - c. Executive
 - i. Addresses issues that arise between board meetings
 - ii. Handles executive compensation matters

2. Committees of the Society – Although Committees of the Society may from time to time recommend strategic initiatives or policies to the CFAW Board of Directors, they are primarily focused in assisting the CEO and staff in the implementation of the organization’s strategic priorities. These committees are an important way that CFAW encourages volunteer involvement and active member engagement. For each of these committees at least one board member will be assigned as a liaison and the CEO will serve as an ex officio member (except for Nominating).
 - a. Member Engagement
 - iii. Assists with recruitment, engagement and retention
 - iv. Evaluates member experience
 - v. Assists with member communication and social media
 - vi. Develops and assists with networking events, meetups and other informal gatherings
 - b. Programs & Education
 - i. Develops and assists with the execution of member programs (continuing education, career, etc.)
 - ii. Assists with candidate programs such as exam prep and mock exams
 - iii. Oversees awarding of scholarships
 - c. External Relations
 - i. Assists with community outreach—business/university/employer
 - ii. Develops and supports advocacy and charter awareness initiatives
 - iii. Assists in the solicitation of sponsorships

- iv. Assists with external communication/media
 - v. Assist with Investment Committee Volunteer initiative
- d. Nominating
 - vi. Proposes slate of officers and directors

APPENDIX

CONSIDERATIONS AND SUGGESTED OBJECTIVES IN SUPPORT OF GOALS, 2016

1. CFAW is the primary authority and respected thought leader in the DC community on all issues related to investments, global financial matters, and ethical standards in the industry.
 - a. Leverage CFAI and its advocacy efforts, position statements, content and financial support
 - b. Facilitate dialogue for the broader community around current and critical topics (e.g., regulatory, policy) to include hosting high-profile, relevant events and collaborating with similar organizations
 - c. Create better, deeper, stronger media relationships and be a source for local media for comment on the topics; issue press releases
 - d. Deliver more content-oriented communications across all medias (including social)
 - e. Collaborate with other organizations in the Washington DC financial community
 - f. Engage senior level (CEO, CIO) executives of large employers by providing content on ethics
 - g. Redesign Advisory Board to raise visibility and be more strategic

2. CFAW members across all demographics and industries are engaged and participate actively in Society activities and sharing their time and expertise in support of the organization's mission, goals, and objectives.
 - a. Identify less engaged members and develop strategies to re-engage
 - b. Increase utilization of social media
 - c. Demonstrate higher event attendance
 - d. Increase volunteerism

3. CFAW members have meaningful opportunities for education, development of substantive relationships and dialogue.
 - a. Encourage interactive programming
 - b. Drive programming decisions with data and demographics
 - c. Facilitate social networking at all events and programs
 - d. Facilitate informal community gatherings among members

4. The value of the CFA charter is known by employers, investors, and the local community.
 - a. Research best practices and implement successful media campaign promoting the value of the CFA charter

- b. Attract more CFAW Regular members to InvestorsFirstDC.com where they may pledge their support of the Statement of Investor Rights
 - c. Conduct events that raise the visibility of the Charterholders in the DC community
- 5. CFAW operates as a premier membership association and as a prudent steward of society resources.
 - a. Create and/or enhance governance processes and policies to allow for efficient society and staff management with adequate fiduciary oversight
 - b. Realign committee structure according to best practices and to better complement and implement objectives within the Strategic Plan
 - c. Revise governing documents as necessary to include bylaws, committee charters, policies