

MEMBER LUNCH QUESTIONS & ANSWERS

22 May 2017

Philadelphia, PA

1. Paul's opening remarks yesterday were excellent in both content and delivery. Is there consideration for him to seek a more prominent role in the media as a spokesperson for the profession? We are actively promoting Paul as the lead spokesperson for CFA Institute and, indirectly, for the profession, in leading media outlets around the world. Paul speaks at global industry conferences, participates on panels, writes articles for newspapers and websites, conducts media interviews, and attended Davos earlier this year. He is working to promote the mission of CFA Institute to investors and institutions globally as well as being a passionate advocate for how the industry must adapt in order to thrive in the future.

2. Why can't a membership organization of over 100K members find a chair from within its own ranks? The CFA Institute bylaws allow for a non-charterholder to hold the position of chair or vice chair of the Board of Governors, as long as he or she is a Regular Member. The bylaws only require that the president and CEO of CFA Institute be a CFA charterholder.

3. Why can't the articles in the journal be written in a logical manner rather than always in a mathematical manner? We are conscious that all members cannot read all research articles. Yet, in order to maintain their designation and their professional status, they need to keep up-to-date with new ideas and research in their field. Thus, we have started developing practice-focused companion products and resources that should help time-starved members stay abreast of new ideas and research. We have recently launched In Practice, a new series of companion pieces to the research articles published in the *Financial Analysts Journal*. The purpose of these pieces, which are short and written in journalistic style, is to provide members and subscribers with a quick and easy way to understand the practical relevance and importance of the research. All research articles now come with an In Practice piece, and all In Practice pieces are available online at <http://www.cfapubs.org/loi/ip/>.

In addition, CFA Institute has recently made significant changes to our editorial expectations and standards. A paper that is written in a technical manner, with no explanation about its relevance to the practice of investment management, has no chance of being published. Our editorial expectations and standards are clearly articulated in the Author Guidelines that are available online (an abridged version is now included as the last page of each print issue). We require that our authors read these guidelines before submitting a paper to the *Financial Analysts Journal*. The editorial team and the reviewers are responsible for ensuring that all papers accepted for publication conform to these Author Guidelines and explain in plain

English, particularly in the abstract, introduction and conclusion, the practical relevance of the work.

4. Any plans to have honorary charter holders in the future? We have no plans to offer honorary charters.

5. Members of CFA Institute being more than that of societies clearly shows that people are not seeing the value coming from societies. Is making joining them mandatory the fix? What is the current view on the prospects of one membership? One Membership is an idea under discussion for joining the membership of CFA Institute and member societies. Our members regularly tell us that they value membership of both CFA Institute and societies, and they do not really distinguish between the two. They regard them as two parts of a single CFA Institute organization. One Membership would reflect that view by requiring membership of both CFA Institute and a local member society. If members supported the idea, such a joint membership would strengthen the professional standing of all members.

6. What is CFA Institute planning in the Middle East? Because the demand for the CFA Program has grown significantly, as has membership in the region, CFA Institute plans to open an office in the Middle East within the next year. The two locations under consideration are Abu Dhabi and Dubai.

7. How many Canadian charterholders are there? How do you explain their unity? There are 18,000 members in Canada where we enjoy the strongest market penetration and brand awareness in the world. Many employers demand that their investment professionals have earned the CFA charter. The 12 Canadian societies are highly collaborative at the country level, particularly in the areas of brand and advocacy. This, along with the strength of the societies themselves, contributes to the strong sense of unity in Canada. We are also seeing that “super society platforms,” such as Canada, are allowing members to be more connected and societies to share resources. Both Texas and Florida societies are looking into forming a super society platform. Watch for news in the coming months on a more formalized collaboration among Canadian societies that will further enhance their impact and the collective value they bring to members across Canada.

8. Is there discussion to increase the quantity of financial & estate planning on the exams? This would help to put the CFA as the only option compared to other exams. The curriculum has consistently increased in financial planning and estate planning content in recent years. The portfolio management section has always included cash flow planning as part of developing an IPS. In 2009, we introduced coverage of tax-efficient investing in a global context. In 2010, we introduced an entire reading on global estate planning, including a treatment of retirement planning. More recently, we introduced a dedicated reading on managing concentrated stock positions as well as a reading on insurance planning. Our plans for the future are to update and refine this coverage.

9. I work with personal trust clients, I often think I would have been better learning psychology than finance. What is the society doing to help me? We are increasingly hearing from members that there is demand for soft skills training. Societies are particularly well-

placed to deliver live sessions to address a broad range of soft skills and leadership skills. Our recent research, in partnership with State Street (the [Discovering Phi](#) report), is helping us to better define important gaps. The Member Value team also provides readings and other resources on the member Career Center. At the Society Leadership Conference last week, we focused on soft skills and the leaders (also members) confirmed that this type of training is valuable to them. Our Society Relations team is working closely with our societies in each region to identify and meet the personal development needs of our society leaders and members. Topic areas may vary from region to region based on member feedback. We encourage you to inquire with your local society to express your learning interests.