



APPENDIX 1: ASSESSMENT RUBRIC

(GUIDANCE; NOT EXHAUSTIVE)

Weighting	Criteria (Example activities)	0 – Very Limited or No Impact	1 – Limited Impact	2 – Some Impact	3 – Strong Impact	4 – Very Strong Impact	Score (0-4)
Impact & Alignment with Strategies – 50% (Calculate average if initiative has potential impact across multiple strategies)	Shape the future of the industry and the profession (e.g. Advocacy, Impact on Capital Market development, Research, Thought Leadership, Codes & Standards).	No supporting information on impact; No expected media coverage.	Limited impact in the local market only; promotes only general awareness of research, policy positions, codes and standards.	The initiative will address some key issues in the local market, drive local adoption of codes and standards, and/or engage key local industry representatives; anticipated widespread coverage from tier-1 media at state/province/.	The initiative will engage regulators and industry representatives in the local market. It will bring tangible contribution to market integrity and/or capital market development in the local market; drive wide adoption of standards. Widespread coverage from tier-1 media at state/province/national level and some coverage at regional level.	Aside from engaging local regulators and industry representatives, the initiative will contribute to specific issues of market integrity or capital market development in the local market. We also expect positive spillovers in other markets; Expected widespread coverage from tier-1 media at national, regional, or global level.	
	Modernize and grow the CFA Program (e.g. prospect generation, candidate support & engagement, improved pass rates, increased members affiliation – CP to member).	The overall initiative investment is greater than the expected return in terms of long term member growth or candidate success.	The overall initiative investment is projected to break even.	The overall initiative investment is projected to have an ROI between 1-5%.	The overall initiative investment is projected to have an ROI between 6-10% .	The overall initiative investment is projected to have an ROI greater than 10%.	
	Build a diverse portfolio of learning products (e.g. development of a new course, program, specialization, or certificate development of live synchronous learning content with regional or global applicability).	Development of locally relevant learning event delivered in-person with no opportunity to widely distribute content beyond the in-person experience.	Development of locally relevant learning offering delivered in-person with some opportunity to distribute content beyond the in-person experience to members of more than 1 society.	Development of locally relevant product; and/or development of regionally relevant B2B resource or toolkit to promote existing PL or Credentialing product.	Development of regionally relevant content or product that meets standards of Society Learning Product framework; development of regionally relevant B2B resource or toolkit to promote existing PL or Credentialing product.	Development of globally relevant learning product which meets joint goals and standards of Society Learning Product Framework; and/ or development of globally relevant B2B resource or toolkit to promote existing PL or Credentialing product.	
	Develop exceptional customer experiences (Membership recruitment and retention campaigns - Regular and Affiliate; other customer experience improvements).	The overall initiative investment is greater than the expected return; little improvement in customer experience.	The overall initiative is projected to break even.	The overall initiative investment is projected to have an ROI between 1-5%.	The overall initiative investment is projected to have an ROI between 6-10% .	The overall initiative investment is projected to have an ROI greater than 10%.	

Weighting	Criteria (Example activities)	0 – Very Limited or No Impact	1 – Limited Impact	2 – Some Impact	3 – Strong Impact	4 – Very Strong Impact	Score (0-4)
Financial Need – 35% (SRM to complete)	Demonstrated financial need	Society has ample reserves (greater than 1.5x expenses) and projects a budget surplus for the current fiscal year; or Society has reserves greater than 2.5x expenses.	Society has ample reserves (greater than 1.5x expenses) and projects to break even in the current fiscal year.	Society has ample reserves (greater than 1.5x expenses) but projects a deficit for the current fiscal year.	Society has less than 1x expenses in reserves and projects to break even or have a deficit in the current fiscal year.	Society has less than 0.5x expenses in reserves and projects to break even or have a deficit in the current fiscal year.	
Scalability/ Replicability & Collaboration – 15% (Calculate average if initiative has potential impact across both categories)	Scalability and Replicability of initiative (can it be expanded into something bigger scope, wider penetration, or applicability).	This is a one-off initiative, no/ low possibility to repeat in future; and/or The initiative cannot be replicated by other Societies.	If the initiative goes well, we can expect a repetition from the same Society using the same budget; and/or The initiative can be replicated by 1-2 Societies in the region.	This is an initiative that can be replicated by a few societies (up to 5).	This is an initiative that can benefit or be replicated by more than 5 societies. Or Society plans to use this initiative as a first step for a more impactful initiative (e.g. a series of webinars that will lead to a thought leadership report) based on own.	We expect that more than 10 societies could benefit from or replicate this initiative. Or Society plans to use this initiative as a first step for a more impactful initiative (e.g., a series of webinars that will lead to a thought leadership report) that will bring benefits to CFA Institute and other Societies.	
	Collaboration	No possibility of collaboration either due to absence of interest from the Society or due to the nature of the initiative.	Limited possibility for regional collaboration with 1-2 Societies.	Some possibility of collaboration with up to 5 Societies in the region.	Strong confidence that up to 5 Societies will partner up to work together on the initiative. There is some possibility of cross regional collaboration as well.	Society has plans to work with other Societies. There is a strong possibility for cross-regional cooperation as well.	