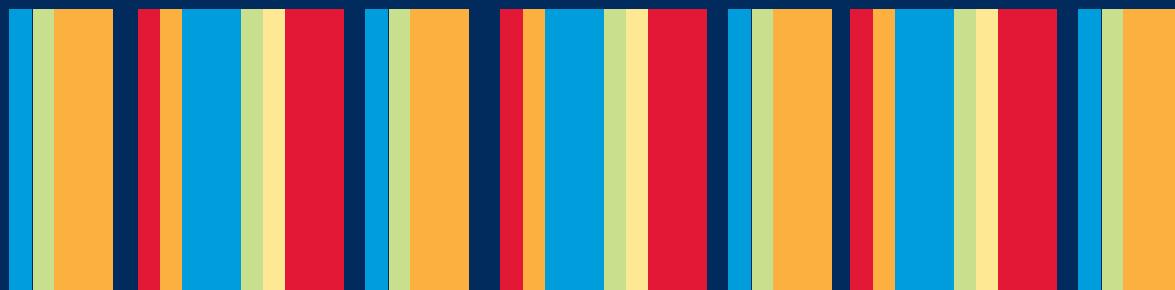


The Boston Security Analysts Society, Inc.

2012 Annual Report





Dear BSAS Members,

This past year has been an evolution for the Boston Security Analysts Society – the evolution of working groups, the evolution into social media, and the evolution of its staff. It has been my privilege to serve the society during this evolution and I'm confident the organization is moving forward with a renewed commitment to providing a valuable experience for our members.

As I took office in June 2011, BSAS was gearing up for a long-overdue, comprehensive member survey – an action item that developed from the 2010 BSAS Strategic Plan. From this survey, we gathered valuable data on our members' needs. The survey results, while not surprising, were a catalyst to move forward quickly to give back to the members in the key areas of: providing more networking opportunities, assistance with career development, and delivering quality education programming.

In order to analyze and deliver on the survey responses, BSAS developed 7 new working groups to address the key areas of need. Over 55 new volunteers emerged as a result of this initiative. The focus of these groups was to define how BSAS can increase the value in the BSAS membership, through networking, career opportunities and educational forums.

I am happy to say that BSAS is moving forward with the recommendations from the groups, which include adding more social opportunities – we held a wine-tasting event at The Ritz, and the Annual Meeting will feature an international food festival; providing career development assistance – we continue to offer career chats and soft skills seminars; and enhancing the educational offerings – we held two full-day seminars, including the inaugural Asset Allocation Conference, and we partnered with the Research Foundation of CFA Institute on the *Bringing Theory to Practice* series.

If you haven't "liked" us yet – we are now moving forward in social media. We have a strong presence on LinkedIn, which has served as a resource for members-only; we are growing our footprint on Facebook, and we have offered incentives to get more activity to all industry professionals; and we are pushing information out to our members through our Twitter tag - @BSASBoston.

Lastly, the BSAS staff is now at five full-time employees, with the addition of the Marketing and Communications Manager in early 2012.

Through all of these new initiatives, BSAS has continued to stay true to its mission of providing education to its members with our regular luncheon programs, the Market Outlook Dinner, our webinar offerings and the BSAS CFA Exam prep courses and globally recognized BSAS Practice Exam. We take pride in the fact that BSAS is the only society that creates a practice exam for all three levels, and we are happy to share this resource in the form of a revenue share program with our fellow societies. While sales of the Practice Exam in North America remain strong, we are experiencing growth and recognition in international markets, such as Asia, South America and the Middle East. Our financial position is the healthiest it has ever been, and the organization will end this fiscal year with a modest surplus.

I want to acknowledge and thank all those individuals who volunteered their time and energy to help BSAS have such a successful year. The Board of Directors, Committee Chairs and Committee Members have continued to drive the mission of the organization. The BSAS Staff continues to provide a professional "arena" in which our members can network, learn and grow. I have enjoyed serving as the 2011 – 2012 President of the Boston Security Analysts Society, a year in which evolution and team work were the keys to our success.

Michael W. Roberge, CFA

2011 – 2012 President

2011 – 2012 BOSTON SECURITY ANALYSTS SOCIETY BOARD OF DIRECTORS AND STAFF

Jeffrey B. Augustine, CFA, CFP
Augustine Financial Solutions
Director

Alice C. Avanian, CFA
Leerink Swann LLC
Vice President, Education

Damon C. Barglow, CFA
Director

Archana M. Basi, CFA
Wellington Management Company
Director

Daniel J. Fasciano, CFA, CAIA, CMT
BNY Mellon
Secretary

Daniel J. Fuss, CFA
Loomis Sayles & Company
Past President

George R. Hogue, CFA, FRM
State Street Global Advisors
Treasurer

Thomas Linkas, CFA
Batterymarch Financial Management
Past President

Stacey L. Marino, CFA, CAIA
State Street Global Advisors
Vice President, Programs

George S. Mellman, CFA, CIPM, FRM, CFP
Fidelity Investments
Director

John R. Minahan, CFA
MIT Sloan School of Management
Past President

Michael W. Roberge, CFA
MFS Investment Management
President

Matthew V. Spiegel, CFA
Evermore Global Advisors
Director

Scott D. Stewart, CFA
Boston University
Director

Harriett Tee Taggart, Ph.D.
Taggart Associates
Director

Pamela G. Yang, CFA, CPA
Harvard Management Company
Director

BSAS STAFF
Jeanne Wolf
Executive Director
Boston Security Analysts Society

Stephanie Field
Director of Education
Boston Security Analysts Society

Amy Pepe
Membership and Program Coordinator
Boston Security Analysts Society

Lauren Antolini
Department Head, Programs & Research Challenge
Boston Security Analysts Society

Amy Crouch
Marketing and Communications Manager
Boston Security Analysts Society

CFA INSTITUTE YEAR IN REVIEW

After a year of outreach and contemplation by CFA Institute's Board of Governors and staff, a new strategic plan was approved for 2015, along with guidance for a 10-year horizon. As a result, the organization's mission has been amplified to recognize its duty to the public as a whole. Three organizing themes define the new strategic plan: a Broader Mission, a Bolder Voice, and a Bigger Community. Bringing these themes into the implementation stage, the focus will be on Ethics, Engagement, and Education. The resources for these initiatives will come from the CFA Institute's financial strength, operational excellence, its people, and member societies.

The Board, staff, and members have a unique opportunity to restore trust in the investment industry and the new strategic plan sets the stage for continued success on this front. CFA Institute has also refreshed its globally-recognized brand, which includes a new visual identity and a shift in how it tells the organization's story.

CFA Institute continues to expand its global reach and this year began to define a global operating model focused on how it is organized, how it allocates resources, and how choices about processes and programs are made. The overall impact of this model will be to place more resources closer to members, candidates, and other stakeholders. One of the principles of the new model is to adopt a global strategic plan, as opposed to regional plans, and to utilize regional offices as the channels to deliver the plan locally. A key outcome of the project is an intention to create an Americas region and to assign resources and accountability to the execution of our plan in the Americas as a whole.

As of May 30, 2012, CFA Institute had more than 111,000 members – over 101,000 charterholders – with 136 societies in 58 countries. In FY2012, there were more than 219,000 candidate registrations for the CFA exams.

BSAS members are encouraged to stay up-to-date on CFA Institute information and education by visiting the website at www.cfainstitute.org.



2011 – 2012 COMMITTEE REPORTS

EDUCATION COMMITTEE

Alice Avanian, CFA, Leerink Swann LLC, Chair

The BSAS Education Committee oversees member and candidate education. A key success in 2011 – 2012 is the increased visibility and access of the BSAS Practice Exam. There were 47 societies that participated in the revenue share program, and BSAS partnered with 3 schools and 2 local firms to provide the Practice Exam to candidates. BSAS is currently in the second year of its successful co-branded agreement with a leading CFA-approved Prep Provider, Kaplan Schweser. The BSAS/Kaplan Schweser partnership provides candidates with the most comprehensive program, combining the strengths of both organizations for an optimal CFA Exam preparation experience. This partnership gives candidates the flexibility to create a custom study program based on their particular study needs and access to the latest technology in exam preparation. For members, the series *Bringing Theory to Practice* was launched. These forums showcase cutting edge investment research from CFA Institute's Research Foundation.

Committee Members

Christopher Argyrople, CFA, *Triad Alpha Partners LLC*
Tom Bavin, CFA, *Babson Capital Management*
William Keim, CFA, *BNY Mellon*
George Mellman, CFA, *Fidelity Investments*
John O'Reilly, CFA, *Congress Asset Management*
Robert Pleska, CFA, *FRM Global*
William Richardson, CFA, *Constitution Capital Partners*
Irena Vodenska, CFA, *Boston University*

PROGRAMS COMMITTEE

Stacey Marino, CFA, State Street Global Advisors, Chair

The BSAS Programs Committee oversees the seven subcommittees that plan, implement and deliver the 50+ BSAS programs each year. Each subcommittee has a chair (or co-chair in some cases) and committee members who volunteer their time to brainstorm on relevant industry topics and recruit speakers. A few highlights from 2011 – 2012 include hosting Jack Malvey, CFA, Edward J. Demarco, Acting Director at the Federal Housing Finance Agency and Pulitzer Prize winning author Liaquat Ahamed. Below is a list of the subcommittees and their focus.

ALTERNATIVES

Chris Foti, CFA, BNY Mellon, Co-Chair

Shana Orczyk, Mercer Global Investments, Co-Chair

The Alternatives subcommittee is a combination of the former Hedge Funds, Venture Capital and Private Equity subcommittees that focus on non-traditional investments.

Committee Members

Andrew Bayerl, CFA, *Wellington Management Company*
Vipul Bhushan, *Prism Strategic Solutions*
Pete Chiappinelli, CFA, *GMO*
Bala Dharan, *Harvard Law School*
Michael Joyce, CFA, *Pioneer Investments*
Frank Lалlos, CFA
Brian Louko, CFA
Doug Moon, CFA, *JPMorgan*
Matthew Sheers, CFA, *Atlantic Trust*



FIXED INCOME

Erinn King, CFA, Payden & Rygel, Chair

The Fixed Income subcommittee provides programs on topics related to investment strategies, tools and techniques in the area of fixed income.

Committee Members

Ken Anadu, *Federal Reserve Bank of Boston*
Robert Fernandez, CFA, *Breckinridge Capital Advisors*
Matthew Guleserian, CFA, *Lee Munder Capital Group*
Dylan Jones, *Sovereign Bank*
Michael O'Brien, CFA, *Eaton Vance*
Susan Sanderson, CFA, *Fidelity Investments*
Victor Saratella, CFA, *Liberty Mutual Group Global Equities*

GLOBAL EQUITIES

Laurence Grosbaum, CFA, Twin Focus Capital Partners, Chair

The Global Equities subcommittee focuses on International, Socially Responsible Investing and Value Investing topics.

Committee Members

Brian Davies, CFA, *Ironwood Investment Management*
Elizabeth Levy Bouldin, CFA, *Trillium Asset Management*
Michelle Chan, CFA, *The Boston Company Asset Management*
Edward Ciancarelli, CFA, *Eaton Vance*
Noel Friedman, CFA, *MSCI*
Eric Golden, CFA, *Fidelity Investments*
Michael Greis, *Riverbend Advisors*
Marilyn Mendel Han, *Boston Wharf Investment*
David Henry, CFA, *DKH Investments*
Hayes Miller, CFA, *Baring Asset Management*
Maulik Nagri, CFA, *Varian Semiconductor*
Jason O'Connell, CFA, *Boston Private Bank*
Mitali Prasad, CFA, *Washington Capital Management*
Jose Luis Rojas, CFA, *Massachusetts Growth Capital Corp*
George Stathis, CFA, *Citigroup*
Matthew Turcotte, CFA, *Kaspick & Company*

PRIVATE WEALTH MANAGEMENT

George Kimball, CFA, Wilmington Trust, Chair

The Private Wealth Management subcommittee provides a forum for the exchange of ideas and discussion about current practices for advisors of high-net-worth individuals. Their programs also focus on the latest tools and techniques in wealth management.

Committee Members

Jeff Augustine, CFA, CFP *Augustine Financial Solutions LLC*
John Barnett, *Ironwood Investment Management*
Paul Curley, CFA, *Financial Research Corporation*
John DeSantis, CFA, *Civic Capital Group*
Ted Everett, CFA
Steve Ng, CFA, *Woodland Investment Consulting*
Mitch Pomerance, CFA, *AXA Advisors*
Michael Shade, CFA
David Thompson, CFA, *Highmount Capital*
James Waggett, CFA
Janet Wheeler, CFA
Pamela Yang, CFA, CPA, *Harvard Management Company*

QUANTITATIVE INVESTING

Larry Pohlman, *Chair*

The Quantitative Investing subcommittee arranges programs focusing on the analysis and discussion of performance measurement techniques as well as the latest quantitative techniques impacting investment management and analysis.

Committee Members

Hugh Crowther, *Crowther Investment*
Sri Krishnamurthy, CFA, *MathWorks*
Peter Lert, CFA
Ken Robinson, CFA, *CFA Institute*
Sonia Spirling, CFA, *Capital IQ*
Bret Valerio, CFA, *SCS Financial*
Frank Wu, CFA, *Geode Capital Management*

REAL ASSETS

Brent Bell, CFA, *State Street Global Advisors, Chair*

Formerly called the Commodities subcommittee, the newly formed Real Assets subcommittee focuses on actual, tangible assets including real estate and natural resources.

Committee Members

Melanie Murphy, *Hancock Agricultural Investment Group*
Ben VanDahm, *GMO Renewable Resources, LLC*

STRATEGIST/ECONOMIST

Chris Reed, CFA, *State Street, Chair*

The Strategist/Economist subcommittee brings renowned strategists, economists, analysts and portfolio managers to discuss the market and economic outlook.

Committee Members

Justin Bourgette, CFA, *Eaton Vance*
Paul Edelstein, *Decision Economics Inc.*
Connie Everson, CFA, *Capital Markets Outlook Group, Inc.*
Michael Mullin, CFA, *MEM Capital Advisors*
Guillermo Tello, CFA, *U.S. Trust, Bank of America*
Damian Uebelhoer, CFA, *Harvard Management Company*

CAREER DEVELOPMENT

Last year's Career Development Task Force, spearheaded by BSAS Board Members, grew into a full committee comprised of BSAS member volunteers. Borne of the 2010 Strategic plan, as well as the results of this year's extensive membership survey defining Career Development as a top priority of the BSAS, the committee largely focused on the objective of reducing the number of unemployed members within BSAS. As part of this goal, the committee broke into smaller sub groups, and volunteers concentrated on HR outreach to area firms, a wider variety of programming and networking opportunities, and more comprehensive job resources for BSAS members. BSAS will continue to focus energy and resources on developing and enhancing member career opportunities.

Committee Members

Afreen Ali, CFA, *Barclays Capital*
Akshay Anand, CFA, *Longfellow Investment Management*
Archana Basi, CFA, *Wellington Management*
Ted D. Everett, CFA
Wayne A. Gates, CFA
Stephen Gaudette, CFA, *Northfield Information Services*
Russell T. Gentry, CFA, *Boston Trust & Investment Management Co.*
Natalia Glekel, CFA, *Lee Munder Capital Group*
Leah M. Hirshfield, CFA, *BNY Asset Management*
David A. Hutchinson, *State Street Global Markets*

John T. Kasameyer, CFA, *Fidelity Investments*
Gordon W. Kinder, CFA, *Deloitte & Touche*
Charles Ko, CFA, *Batterymarch Financial Management*
Sean C. McCluskey, CFA, *Natixis Global Asset Management*
Charles L. McKenzie, CFA, *Fidelity Investments*
John T. Mirabella, CFA, *EscLending*
Susana Ngan, CFA, CFP, *Baystate Wealth Management*
Andrew S. Rubin, CFA, *Fidelity Investments*
Vijay Sinha
Frank F. Spindler, CFA, *Payden & Rygel*
Sreeram Thirukkonda, CFA, *Batterymarch Financial Management*
Thomas G. Weaver
Susan B. Weiner, CFA, *InvestmentWriting.Com*
Deborah L. Wheeler, CFA
Linying Zou

MEMBERSHIP

Efforts to address the Strategic Objective of "reaching 100% membership satisfaction" were tackled by the newly instituted Membership Committee. With 30 new volunteers, the committee was divided into small working groups to review the current membership structure, dissect and analyze the 2011 Member Survey results, and devise and develop member outreach programs. Hand-in-hand with member satisfaction is member engagement and it is important to note that the call for BSAS committee volunteers yielded an unprecedented response. The significant influx in volunteerism included many new participants, recent and veteran members alike, a testament that value can be found in a membership in which one can actively engage. The general recommendations from each of the membership working groups are to focus on member engagement and member and employer outreach, so as we move into the next year, look for opportunities to get more involved in BSAS at both an individual and corporate level.

Committee Members

Damon C. Barglow, CFA
Daniel C. Brown, CFA
Diane Cullen, CFA, *Pioneer Investments*
Paul J. Curley, CFA, *Financial Research Corporation*
Ted Everett, CFA
Ken J. D'Souza, CFA, *Batterymarch Financial Management*
Daniel J. Fasciano, CFA, CMT, CAIA, *BNY Mellon*
Teresa A. Hamacher, CFA, *NICSA*
Christopher E. Houston, CFA, *Ropes and Gray LLP*
Mathew R. Jensen, CFA, *Fidelity Investments*
Sam Jones, CFA
Sachin Malhotra, CFA, *Bank of America*
John H. Meyer, CFA, *Pioneer Investments*
Evan S. Moskovit, CFA
Henry L. Peabody Jr., CFA, *Merganser Capital Management, Inc.*
Thomas C. Poppey, CFA, *Brown Brothers Harriman*
Alexander N. Rossolimo, Ph.D.,
Center For Security And Social Progress, Inc.
Chris Shepler, CFA, *MSCI, Inc.*
Brett Smith, CFA, *U.S. Trust Company*
Robert W. Taylor, CFA, *RBC Wealth Management*
Guillermo L. Tello, CFA, *U.S. Trust, Bank of America*
Michael A. Tropeano, CFA, *State Street Corporation*
Bradley J. Ursillo, CFA, *Golden Capital Management*

BSAS 2011 – 2012 PROGRAMS AND EDUCATION



NETWORKING EVENTS

Boston Red Sox Outing
July 26 • 80 Attendees

Members-Only Fall Networking
October 3 • 70 Attendees

Red, White & Sparkle: Hot Wine Trends
January 19 • 59 Attendees

26th Annual Market Outlook Dinner
Chen Zhao, BCA Research
March 7 • 207 Attendees

“Meet the BSAS Board” Networking Event
April 3, 2012 • 62 attendees

**66th Annual Meeting:
Around the World with BSAS**
June 13

CAREER PROGRAMS

BSAS Career Chat: Buy-Side Equity Research
Alice Avanian, CFA, Leerink Swann LLC
September 14 • 15 Attendees

Social Networking for Investment Professionals: Just the Basics
Stuart Nader, CFA Institute
January 18 • 37 Attendees

**BSAS Career Chat:
Investment Product Development**
Andrew Rubin, CFA, Fidelity Investments
June 8, 2012 • 15 Attendees

LUNCHEONS

**Boombustology in Action:
Is Chinese Growth Sustainable?**
Vikram Mansharamani, Ph.D.
September 20 • 49 attendees

**New Measures of Risk and Return:
Why Investors are Integrating Environmental,
Social and Governance (ESG) Factors into the
Investment Process**
Panel of Speakers
September 27 • 45 attendees

Global Market Outlook
Walter Donovan, Putnam Investments
October 6 • 133 attendees
**joint evening program with the Cutler
Center at Babson College*

**Investing Implications of Rising
Sovereign Debt Burdens**
Panel of Speakers
October 11 • 70 attendees

**Regime Shifts: Implications
for Dynamic Strategies**
Dave Turkington, CFA, State Street Global Markets
October 26 • 31 attendees

**Portfolio Construction for Private Clients: Standardized
or Customized? And Does the Client Care?**
Panel of Speakers
November 9 • 70 attendees

Introduction to Farmland Investing
Julie Koening, CFA, Farmland Advisor, LLC
November 29 • 59 attendees

**Don't Know What You've Got 'til It's Gone:
The Sources and Uses of Market Liquidity**
Robert A. Jaeger, Ph.D., BNY Mellon
December 1 • 34 attendees

**The Search for Global Relative Value in
The Great Transition Age**
Jack Malvey, CFA, BNY Mellon
December 7 • 65 attendees

**Rating Agencies and Credit Ratings: Recent
Developments and Outlook for the Future**
Mark Adelson, Standard & Poor's
December 14 • 65 attendees

**Investing for Tax Efficiency in a
World of Low Absolute Returns**
David Scudder, Aureus Asset Management
January 12 • 49 attendees

**Beyond the BRICs: Opportunities in
Emerging and Frontier Markets**
Eric Stein, CFA, Eaton Vance
January 31 • 70 attendees

**What Fund Managers Need to Know About How
Politics, Policy and Geopolitics will Move Prices**
Dr. Pippa Malmgren, Principalis Asset Management
February 2 • 44 attendees

Bull vs. Bear - Gold
Panel of Speakers
February 7 • 63 attendees

**Webinar: The Basel III Accords and
Implications for Global Bank Capital**
Steve Cecchetti
February 14 • *Webinar*

**Fiddling While Rome, Athens and Lisbon Burn: Can
the Sovereign Debt Crisis Be Contained or Will It
Consume Europe?**
Panel of Speakers
March 1 • 55 attendees

Fun with News Sentiment
Jacob Sisk, Thomson Reuters
March 21 • 37 attendees

Where Goes Wealth Management?
Elizabeth Bloomer Nesvold, Silver Lane Advisors
March 27 • 55 attendees

Toward Determining Systemic Importance
Mark Kritzman, CFA, Windham Capital
March 29 • 56 attendees

**The Residential Housing Market and Housing
Finance Reform**
*Panel of Speakers featuring Edward J. Demarco,
Acting Director, Federal Housing Finance Agency*
April 4 • 97 attendees

Electrification of Transportation
Panel of Speakers
April 24 • 45 attendees

Think Function, Not Form
*Wendy Cromwell, CFA,
Wellington Management Company*
May 3 • 67 attendees

Anatomy of a Venture Deal
Larry Bohn, General Catalyst Partners
May 9 • 40 attendees

The Bankers Who Broke the World
Liaquat Ahamed, Pulitzer Prize winning author
May 17 • 63 attendees

Estimating the Commodity Risk Premium
Colin Fenton, JP Morgan
May 21 • 27 attendees

The Tax Effect on Risk
Dan diBartolomeo, Northfield Information Services
May 24 • 30 attendees

Detecting Financial Shenanigans
Dr. Howard Schilit, FSD Group, LLC
June 14

**U.S. Economic Outlook: A Subpar Recovery
With Plenty of Policy Uncertainty**
David Greenlaw, Morgan Stanley
June 21

SEMINARS

Minimum Volatility: One Year Later
February 9 • 60 attendees

Current Trends in Asset Allocation
March 22 • 100 attendees

RECOGNITION

VIP Charterholder Recognition Ceremony
*Welcoming new CFA charterholders
and members into BSAS*
November 16 • 207 attendees

CFA Institute Research Challenge hosted by BSAS
Competition among area colleges and universities
*Participating schools include: Babson, Bentley,
Boston College, Boston University, Brandeis, MIT,
Northeastern, Suffolk, UMass Boston*

CFA® REVIEW

Level I BSAS/Schweser: Fall 2011

Level I BSAS Bootcamp: Fall 2011

Level I BSAS/Schweser: Spring 2012

Level II BSAS/Schweser: Spring 2012

Level III BSAS/Schweser: Spring 2012

Level I BSAS Bootcamp: Spring 2012

Level II BSAS Bootcamp: Spring 2012

BSAS Practice Exam (All Levels): Spring 2012

So You Want to Be a CFA® Charterholder
*Presentation to various colleges, universities and
organizations throughout the year*

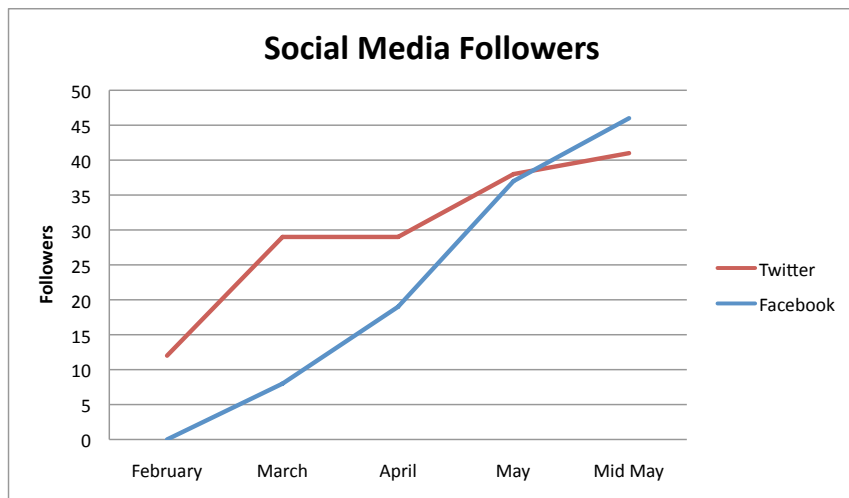
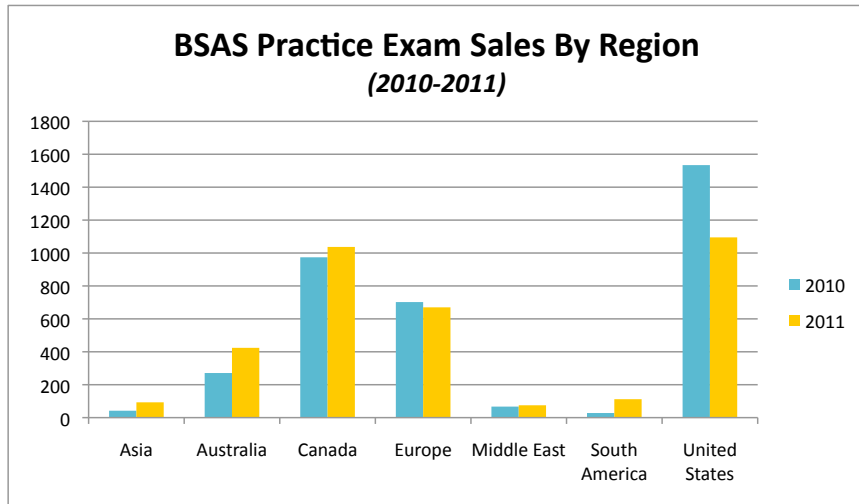
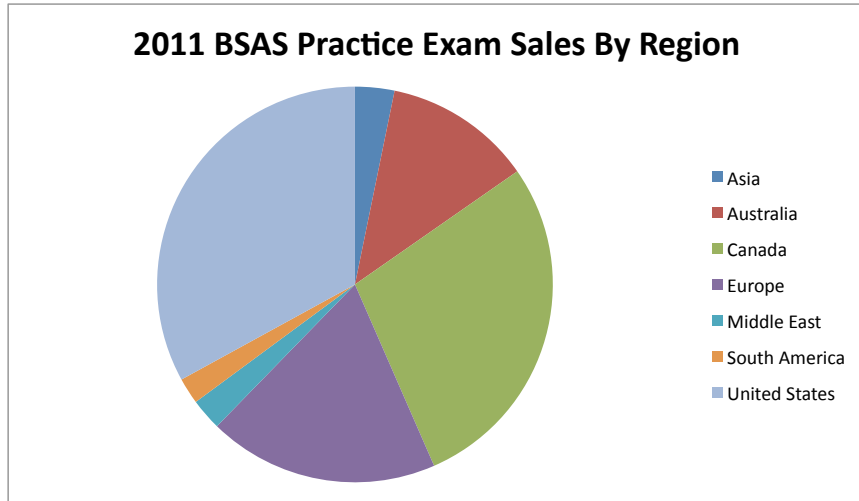
RESEARCH FOUNDATION SERIES: BRINGING THEORY TO PRACTICE

*A new series of forums that showcases cutting edge
investment research from the Research Foundation of
CFA Institute.*

**The Two Faces of Risk Management: Reconciling
Management and Mathematics**
Thomas Coleman
December 8 • 72 attendees

**Frontier Stock Markets:
The Next to Join the Emerging World**
*Lawrence S. Speidell, CFA
Frontier Market Asset Management*
February 10 • 73 attendees

**Weathering the 3-D Hurricane of Deficits,
Debt and Demographics**
*Robert D. Arnott, Chairman, Founder,
Research Affiliates, LLC*
May 2 • 95 attendees



FINANCIALS THROUGH APRIL 2012



	FY2012 Budget	FY2012 YTD <i>Forecast</i>	FY2011 Year End <i>Actual</i>
REVENUES			
Dues	\$711,000	\$749,000	\$725,525
Programs & Events	\$215,000	\$187,500	\$219,076
Education	\$335,000	\$345,000	\$527,551
Other	\$114,000	\$120,000	\$116,750
Total Revenue	\$1,375,000	\$1,401,500	\$1,588,902
Expenses			
Programs & Events	\$305,000	\$275,000	\$247,500
Education	\$160,000	\$165,000	\$320,000
G&A/Operations	\$882,000	\$880,000	\$878,203
Total Expenses	\$1,347,000	\$1,320,000	\$1,445,703
Surplus/(Deficit)	\$28,000	\$81,500	\$143,199

BSAS FINANCIAL POSITION THROUGH APRIL 2012



Short Term Reserves

<i>Total Short Term</i>	\$749,596
Cash & Equivalents	\$535,430
Short Term Government Fund	\$214,166

Long Term Reserves

<i>Fixed Income Total</i>	\$1,225,371
Fixed Income (US Bond Index)	\$933,854
Fixed Income (International)	\$291,517

Equities Total

Equities (US Stock Market Only)	\$868,994
Equities (International)	\$457,328
Commodities (ETFs)	\$58,980

Long Term Reserves Total

Total Investment Position



BSAS MEMBERSHIP TRENDS



Member Year	Total Members	Growth	% Growth
2000	3122	n/a	n/a
2001	3459	337	10.8%
2002	3778	319	9.2%
2003	3996	218	5.8%
2004	4131	135	3.4%
2005	4301	170	4.1%
2006	4465	164	3.8%
2007	4714	249	5.6%
2008	4798	84	1.8%
2009	4814	16	0.33%
2010	4898	84	1.7%
2011	4932	34	0.7%
2012	5045	113	2%

TOP 25 EMPLOYERS OF BOSTON SECURITY ANALYSTS SOCIETY MEMBERS

Rank	Employer Name	CFA Charterholders	Non-Charterholder Members	Total Members
1	FMR Corporation	303	15	318
2	Wellington Management Company	271	12	283
3	State Street Corporation	233	18	251
4	Bank of New York Mellon Corporation	156	19	175
5	Bank of America Merrill Lynch	128	12	140
6	MFS Investment Management	105	11	116
7	Loomis, Sayles & Company, L.P.	96	13	109
8	Manulife Financial John Hancock	101	6	107
9	Eaton Vance	91	7	98
10	Putnam Investments	69	3	72
11	Wells Fargo	38	3	41
12	Cambridge Associates	35	4	39
13	Acadian Asset Management	36	2	38
14	Liberty Mutual	32	2	34
15	GMO	31	2	33
16	Income Research & Management	28	1	29
17	Pioneer Global Asset Management	26	2	28
18	Batterymarch	24	3	27
19	BlackRock	26		26
20	Gannett, Welsh & Kotler, LLC	19	2	21
20	Harvard Management Company, Inc.	19	2	21
20	Natixis	20	1	21
23	Invesco Ltd	18	2	20
23	Numeric Investors, LLC	19	1	20
25	BNP Paribas	16	2	18
25	Congress Asset Management Company	18		18
25	Deutsche Bank	18		18
25	Lee Munder Capital Group	16	2	18
25	Morgan Stanley Smith Barney	17	1	18
25	NEPC, LLC	18		18
25	PricewaterhouseCoopers	14	4	18



2011 – 2013 STRATEGIC PLAN

THE BOSTON SECURITY ANALYSTS SOCIETY, INC.

In late 2010, BSAS and its entire Board of Directors set out to chart a new course for the society through an off-site strategic planning session. The goal of the retreat was to engage and involve the Board in identifying the needs of the society. The result was a comprehensive, well-thought and forward-looking 3-year strategic plan focusing on increasing member satisfaction, creating a comprehensive career development strategy and providing cutting-edge technology options to our members. Each goal has a task force assigned to drive the goal and set benchmarks for measuring the outcomes. As the plan progresses, members will be kept updated on the status of the goals.

Mission of the Boston Security Analysts Society

The mission of the Boston Security Analysts Society, since 1946, is to advance the professional competence, integrity and fellowship of our members through events and educational programs, for the benefit of their clients and the broader investing public.

Goal #1

To Be the Society Leader in Operations and Management

BSAS will continuously strive to be recognized as a leader among CFA societies in operations and management. In the 2011 Strategic Plan, BSAS will focus on changing its current governance structure, rewriting the bylaws and updating accounting systems. BSAS will also work to continuously improve its financial position through the development of a new sponsorship program and invest its operating reserves strategically to fund society endeavors moving forward.

STATUS: BSAS has updated its accounting systems to track revenue more effectively. The society has enlisted the help of a retained IT firm to manage changing technologies and ensuring BSAS stays up-to-date on technology to better service our members. We also hired a new Marketing and Communications Manager to provide better and more consistent outreach to our members.

Goal #2

Reach 100% Member Satisfaction

When members pay their BSAS dues each June, the goal of BSAS as an organization is to have them say “I really get a lot from my membership dues.” BSAS will institute a series of projects and programs to see this goal come to fruition. BSAS will start by increasing its membership base to include more than local CFA charterholders. We will look at expanding our membership offerings (programs, topics, public-focused); developing a comprehensive employer outreach program; and promote BSAS in local colleges and universities. We will also look at ways to increase member volunteer opportunities, since engaged members are much more likely to renew and be satisfied than non-engaged members.

STATUS: BSAS conducted a member needs assessment survey in 2011 and is listening to the feedback we received. As a result of responses, we have introduced working groups to look at new and innovative ways to engage the BSAS membership and achieve 100% satisfaction in our next survey.



Goal #3

Decrease the Number of Unemployed BSAS Members by 50%

As a victim of timing and market conditions, this could either be easy or difficult, but the goal remains the same. BSAS wants to ensure that its members are gainfully employed and utilizing their investment and analytical skills. BSAS will work towards this goal by emphasizing networking, skills training and online resources. BSAS plans to use many of its financial and human capital to achieve this goal. Some examples of programs being developed are: BSAS Career Chats, redeveloped career center on www.bsas.org and job interview, presentation and networking skills seminars and one-on-one training.

STATUS: BSAS has formed career development working groups focused on the following areas: networking, job resources, programming and HR outreach. The BSAS leadership has worked with CFA Institute to meet with local employers on a regular basis to ensure we're providing support to firms and their efforts in finding and retaining good employees. From 2011 to 2012 the number of unemployed BSAS members decreased from 5.5% to 4.6%.

Goal #4

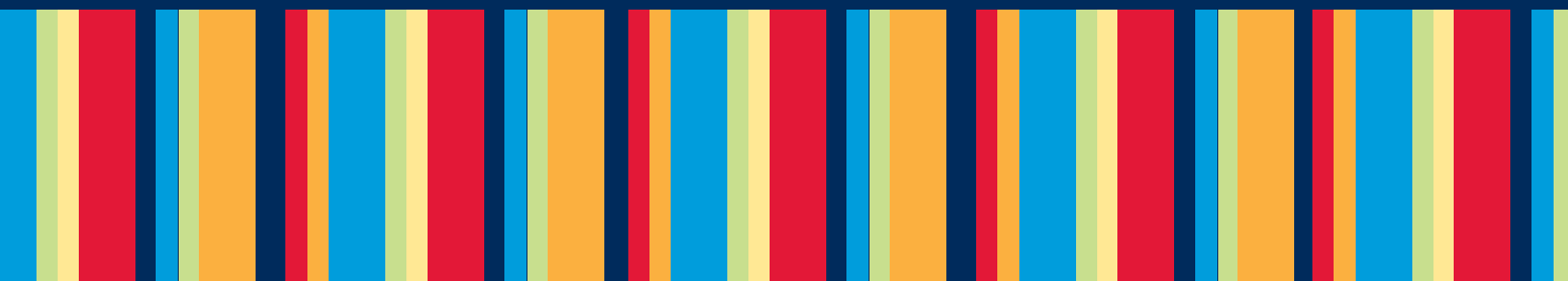
Provide Best-in-Class Programming and Education to Our Members

As the need for information and knowledge continues to dominate member surveys, BSAS is determined to continue providing platforms for learning, and keep its reputation of high-level programming. The goal is to develop unique education and programming opportunities that can't be found in other venues. This includes CFA prep courses, timely luncheon programs and introducing other ways of offering education/programming, including live and recorded webinars, audiocasts and interactive chats. This group will also look at forging relationships with local colleges and universities.

STATUS: BSAS continues to focus on lifelong learning as an important aspect of our service to members. This year, we changed our program committee structure to allow for collaboration among committees and the result was a new all-day asset allocation conference that was very popular and will now become an annual event. We also partnered with the Research Foundation of CFA Institute to bring together the theoretical and the practical in our *Bringing Theory to Practice* series of presentations on the Research Foundation monographs. We also held webinars as another tool for learning.

Summary

Aside from the outlined goals, BSAS will continue to deliver services that have been core to our mission throughout the years. CFA prep education will still be central to the organization; the BSAS Practice Exam continues to be an effective tool for members, non-members and other societies. We will continue to publicly recognize new charterholders each year. Our frequent programs will remain a focus and CFA prep will remain at the core of who we are. BSAS will tie all of these goals and objectives together by ensuring we are at the cutting edge of technology and delivery methods for our members.



The Boston Security Analysts Society, Inc.

260 Franklin Street, Suite 1540, Boston, MA 02110

Ph: 617 426 0270 | Fax: 617 542 6120 | www.bsas.org