



Defined Contribution  
Institutional Investment  
Association

*Dedicated to Enhancing Retirement Security*

## We Are DCIIA

Shining a spotlight on our members is the best way to tell our story. Here, we feature three of our member volunteer leaders from the asset management industry.



### MARY BETH GLOTZBACH

Vice President, Institutional DCIO  
Franklin Templeton  
DCIIA member since 2010

**DCIIA Activities:** Executive Committee -- Vice Chair (current), Secretary; Operating Committee; Plan Design & Administration Committee; Retirement Income Committee

*"Our firm absolutely benefits from DCIIA and holds it in very high regard. We distribute DCIIA thought leadership broadly both internally and externally – because it's credible and educational, and it supports our own thinking about what will improve the industry. Being able to say we are part of DCIIA – collaborating with others in the industry, being a voice for change – is important."*



### MELISSA KAHN

Managing Director, Retirement Policy Strategist  
State Street Global Advisors (SSGA)  
DCIIA member since 2010

**DCIIA Activities:** Executive Committee; Public Policy Committee; Public Policy Forum -- Steering Committee, Speaker, Forum Co-Chair, 2018; Ambassador, Washington, DC

*"With DCIIA, you have different parts of the financial industry coming together to create the best possible retirement outcomes for plan sponsors and participants. I like that and find it very helpful – it's a very collegial organization. When we're outside DCIIA we may be competing, but within DCIIA we collaborate."*



### EILEEN KWEI, CFA

Managing Director, Head of Business Development, Artisan Credit Team  
Artisan Partners  
DCIIA member since 2010

**DCIIA Activities:** Executive Committee; Investment Policy and Design Committee – Chair; Investment Forum (now Innovation Forum) Steering Committee and previous speaker, moderator, and panelist; various task forces, webinars and projects; Ambassador, San Francisco

*"Why volunteer? It's simple. I identify with DCIIA's mission. I have the same passion and commitment, shared by all DCIIA members, to propel the retirement industry, to champion innovation and promote excellence in retirement outcomes. Collectively, I believe we can share our resources, experience and knowledge with an aim of positively impacting retirement outcomes for America's workers."*

## EILEEN KWEI

### **Q: How does being a DCIIA member support you in your role within your firm and also in your career?**

A: Being a DCIIA member aids me in my role at my firm and in my career more generally by giving me a real-time understanding of relevant trends, policies and regulations that impact my firm and the investment strategies we offer. More importantly, being involved in DCIIA helps me, and by extension, my firm, understand the issues faced by our clients, including the impact of new regulations and industry trends, so we can help them meet their goals with targeted, best-in-class solutions. DCIIA membership also affords me an opportunity to learn and develop professionally by interacting with DCIIA members with diverse perspectives and from differing professional backgrounds. For those of us in the DC space, DCIIA membership helps expand our networks of key DC stakeholders.

### **Q: Why do you commit volunteer time to DCIIA?**

A: Why volunteer? It's simple. I identify with DCIIA's mission. I have the same passion and commitment, shared by all DCIIA members, to propel the retirement industry, to champion innovation and promote excellence in retirement outcomes. Collectively, I believe we can share our resources, experience and knowledge with an aim of positively impacting retirement outcomes for America's workers. I believe working toward that goal within this organization is a productive use of my time. It benefits me, it benefits my firm, but ultimately, it benefits

plan participants—a worthwhile cause that's near and dear to my heart. Plus, the resources and the professionalism of DCIIA members and staff make volunteering easy. If you believe, as I do, that this is an organization that is good for the defined contribution space, there's really no reason not to put in some time. Plus, I appreciate the work DCIIA is doing to promote diversity within the industry. DCIIA is a unique organization that brings the best and the brightest of the DC industry together to focus on one common goal. I am honored to be part of the action and contribute my time as a volunteer.

### **Q: How does your organization benefit from being a DCIIA member?**

A: My firm benefits from receiving unbiased, valuable and timely content, which helps me and others on my team better organize and direct our time and efforts. We also benefit from participation at signature events, which gives us unparalleled access to DC industry leaders. DCIIA membership provides us an opportunity to interact with plan sponsors, consultants and competitors, which I believe ultimately makes us better at what we do to serve the best interest of plan beneficiaries. And, it allows us to have a voice in the future of the DC industry.

## MELISSA KAHN

### **Q: Can you tell us about your involvement with DCIIA?**

A: I've been involved with DCIIA since shortly after it was founded, in 2010. I think I've been to every Public Policy Forum DCIIA has had. DCIIA has been a constant in my professional life even as I've held three different roles at three different organizations over the last eight years, working in insurance, consulting, and now at SSGA, a global asset manager. I've had the opportunity to see DCIIA through different lenses, which has been interesting.

### **Q: What has kept you coming back to DCIIA year after year?**

A: With DCIIA, you have different parts of the financial industry coming together to create the best possible retirement outcomes for plan sponsors and participants. I like that and find it very helpful – it's a very collegial organization. When we're outside DCIIA we may be competing, but within DCIIA we collaborate. It's good to share ideas about what's happening with various trends and demographic changes, the latest thinking on optimal plan design, and how we can educate policymakers and others to make a positive difference.

### **Q: Can you share any thoughts around your involvement with the annual Public Policy Forum?**

A: It has been a good experience to take on a leadership role by serving on the Forum steering committee. I've been able to meet or reconnect with some amazing speakers and it's great to interact with other DCIIA members for a shared purpose.

Speaking on panels and serving as an event emcee is a terrific way to continue to get comfortable with public speaking. (I used to hate public speaking, but thanks to years of practice and Toastmasters, I like it now!)

**Q: How does involvement with DCIIA support you in your job and career?**

A: Unlike many others within DCIIA, while I'm part of SSGA's defined contribution business, I'm not a business person per se. My role is being on the Hill and working with regulators to get good public policy outcomes. DCIIA's Academic and Innovation Forums are really interesting and enable me to learn more about the business of defined contribution and what today's top retirement researchers are discovering. DCIIA's networking events provide an opportunity to be with industry colleagues in an informal environment. In addition, participating on the Executive Committee has given me a chance to get to know people on an even more personal basis. My company sees the value in an organization like DCIIA, where different facets of the DC world are coming together with one voice to promote shared values and emphasize retirement outcomes. We use DCIIA thought leadership both in internal conversations and in discussions with our clients, and SSGA representatives attend all of the DCIIA Forums for additional education and networking. Our involvement benefits the entire State Street organization, not just SSGA.

**MARY BETH GLOTZBACH**

**Q: Tell us about your history with DCIIA and some of the activities you have been involved with...**

A: I started off as chair of what was then the Governance, Benchmarking & Communication committee (it's since merged with the Recordkeeping committee into the Plan Design & Administration committee). This was a really nice way to start my experience with DCIIA – I saw that we could bring together firms considered competitors to think broadly and present a unified voice on important issues.

When DCIIA was fairly new, we put together several comment letters in response to various issues being addressed by the Departments of Labor and Treasury. That experience illustrated that in DCIIA, all members and differing perspectives had a voice and could make important contributions. The theory behind the origins of DCIIA was coming together in practice.

In early 2010, I was at the inaugural meeting when approximately 25 firms came together in Chicago to discuss how to make DCIIA a success. It was truly exciting to be there in the beginning. This group had such passion and dedication around improving defined contribution – and I was energized by the opportunity to work alongside them. The founders had identified an opportunity – the need for a collaborative space to work together to improve the defined contribution industry – and saw that an entity like DCIIA could fill that role.

**Q: How does your organization benefit from being a DCIIA member?**

A: Our firm absolutely benefits from DCIIA and holds it in very high regard. We distribute DCIIA thought leadership broadly both internally and externally – because it's credible and educational, and it supports our own thinking about what will improve the industry. Being able to say we are part of DCIIA – collaborating with others in the industry, being a voice for change – is important. It's a two-way street – we contribute to DCIIA's work and we benefit from it, as does the industry and the groups we're ultimately all serving – plan participants and retirees. I am proud to contribute in any way that I can – I am passionate about what we can accomplish when we're working together.

**Q: Given your perspective as a long-time member, what are your thoughts about the DCIIA of today?**

A: It's pretty amazing to consider how far we've come since 2010 and we continue to improve as we grow and evolve. We have many inspiring and thoughtful people in DCIIA who want to make a difference. The role DCIIA plays in facilitating discussion and education among plan sponsors, academics, researchers, and public policy figures is so crucial for improving retirement in America today.

**Thank you to these organizations and to our other 160+ member firms for being part of DCIIA:**

### **ABOUT ARTISAN PARTNERS**

Artisan Partners is a global investment management firm that provides a broad range of high value-added investment strategies to sophisticated clients around the world. Since 1994, the firm has been committed to attracting experienced, disciplined investment professionals to manage client assets. Artisan Partners' autonomous investment teams oversee a diverse range of investment strategies across multiple asset classes. Strategies are offered through various investment vehicles to accommodate a broad range of client mandates. AUM \$116.6 billion as of 30 Sep 2018. Visit [www.artisanpartners.com](http://www.artisanpartners.com).

### **ABOUT FRANKLIN TEMPLETON**

Franklin Templeton Investments provides global and domestic investment management to retail, institutional and sovereign wealth clients in over 170 countries. Through specialized teams, the company has expertise across all asset classes—including equity, fixed income, alternative and custom solutions. The company's more than 650 investment professionals are supported by its integrated, worldwide team of risk management professionals and global trading desk network. With offices in over 30 countries, the California-based company has 70 years of investment experience and approximately \$737 billion in assets under management as of March 31, 2018. For more information, please visit [franklintempleton.com](http://franklintempleton.com).

### **ABOUT SSGA**

For four decades, State Street Global Advisors has served the world's governments, institutions and financial advisors. With a rigorous, risk-aware approach built on research, analysis and market-tested experience, we build from a breadth of active and index strategies to create cost-effective solutions. As stewards, we help portfolio companies see that what is fair for people and sustainable for the planet can deliver long-term performance. And, as pioneers in index, ETF, and ESG investing, we are always inventing new ways to invest. As a result, we have become the world's third largest asset manager with nearly \$2.72 trillion\* under our care.

\*AUM reflects approx. US\$32.9B (as of June 30, 2018) with respect to which State Street Global Advisors Funds Distributors, LLC) serves as marketing agent; SSGA FD, LLC and State Street Global Advisors are affiliated.

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### **ABOUT DCIIA**

Founded in 2010, the Defined Contribution Institutional Investment Association (DCIIA) is a nonprofit association dedicated to enhancing retirement security. Toward this end, DCIIA fosters a dialogue among the leaders of the defined contribution community who are passionate about improving defined contribution outcomes. DCIIA's more than 160 member organizations include investment managers, consultants, law firms, record keepers, insurance companies, plan sponsors and others committed to the best interests of plan participants. For more information, visit: [www.dciia.org](http://www.dciia.org)