

PATRICIA A. TEUFEL

A.C.A.S. – November 1975

F.C.A.S. – May 1979

Education

BA, Mathematics, Trinity College, Washington, D.C.

Current Employment (please include position)

Principal
KPMG LLP
One Financial Plaza
Hartford, CT 06103

CAS Activities and Publications (please include years on committees, for positions, etc.)

VP – Marketing & Communications	11/06 – 11/09
Board of Directors	11/02 – 11/05
Audit Committee	3/03 – 3/05
Leadership Development Committee Chair	6/08 – Present
Leadership Development Task Force	11/07-6/08
Joint Leadership Development Collaboration Group, Chair	12/09 - Present
Task Force for Enhancing the Reputation Of Casualty Actuaries	11/05 – 3/08 (Chair, 11/05 – 11/07)
Task Force on Actuarial Credibility	12/04 – 11/05
Joint Task Force for Enhancing the Reputation of Casualty Actuaries, Chair	11/05 – 11/07
Task Force on Improving Communications Within the CAS, Chair	TF being formed
Volunteer Issues Task Force, Chair	TF being formed
Seasoned Actuaries Section, Secretary Treasurer	11/08 – Present
Committee on Sponsorships and Advertising	5/09 – Present
Committee on Professionalism Education	11/92 – 8/98
Examination Committee	11/79 – 11/83

Other Actuarial Organizations (please list activities, positions and years)

The Actuarial Foundation	
Trustee	2008 – Present
Chair, Audit Committee	2008 – Present
American Academy of Actuaries	
Board of Directors	2003 – 2007
VP – Financial Reporting	2004 – 2006
Executive Committee	2004 – 2006
Casualty Practice Council	2002 – Present, except 2007- 2008
Council on Professionalism	2009 - Present
Chair, COPLFR	2002 – 2004
Audit Committee	2004 – 2007 (Chair 2007)
Chair, Supporting Organizations Task Force	2005 - 2007
Actuarial Standards Board	
Subcommittee on Reserving	1998 - 2000

PATRICIA A. TEUFEL

Additional Biographical Information

Employment History (complete, abridged or recapped)

1990 – Present	KPMG LLP Principal Practice Leader, U.S. Actuarial Services Manager / Senior Manager	1993 – Present 1998 – 2008 1990 – 1993
1983 – 1990	CIGNA Regional VP – Western New England Marketing VP –Springfield, MA VP – National Accounts Underwriting	1986 - 2000 1985 - 1986 1983 - 1985
1972 – 1983	Aetna Insurance Company (a subsidiary of Connecticut General) Various actuarial positions	

Membership and Activities in Other Organizations (professional and industry)

Civic Activities (volunteer, elected, appointed)

National Catholic Education Association
Executive Committee, Boards Department
Region 1 (New England) Representative

Archdiocese of Hartford, Archdiocesan School Board
Chairperson 2010 – 2012
Vice Chair 2008 – 2010
Chair, Finance Committee 2009 – 2012
Chair, Planning Committee 2007 – 2009

Church of Saint Timothy, West Hartford, CT
Finance Council 2007 – Present

Saint Timothy Middle School, West Hartford, CT
School Board 1998 – 2007
Chairperson 2001 - 2007

Other Publications

Awards and Recognitions

Other Relevant Information

Name: Patricia A. Teufel

Question #1: Why do you want to be the President-Elect?

Response:

Several years ago, I saw a movie that touched me to the core. It didn't make the "best seller" list, but it has had a profound impact on my life. The movie was "Pay It Forward".

It is the story of a sixth grade middle school student whose social studies teacher challenged the class to "make the world a better place". This child embraced the challenge, building a Ponzi scheme for good works. He would help three people in his life, and, in turn, they would be asked to "pay it forward", helping three more people, etc. He held himself accountable: "gimme's" could not qualify – the help had to be meaningful and life-changing. Along the journey, he was scared, frustrated, and demoralized -- but he kept at it. The ending is a tear-jerker, but it reinforces for me the power that each of us has to "make a difference" in our world.

I am the product of a myriad of "pay it forward" moments – of people who have invested in me and influenced my life for the better. Both personally and professionally, I have a host of "mentors" to thank -- individuals who have challenged, supported, encouraged, consoled and celebrated – who have helped to make me what I am today.

As President-Elect of the Casualty Actuarial Society, I hope to continue my journey of "paying it forward". I am honored to have been nominated for the position and, if elected, will do everything in my power to live up to the high expectations of our CAS members. Further, with my anticipated retirement from KPMG LLP, I hope to have the time (and energy) necessary to be effective in this CAS leadership role. Serving the CAS as President Elect will be for me the culmination of my CAS volunteer effort and represents the culmination of my commitment to "pay it forward" for the profession that has given me so very much.

Name: Patricia A. Teufel

Question #2: What particular qualities and experience would you bring to the office of President-Elect?

Response:

In drafting my response to this question, I have been guided by the CAS Knowledge and Skills Matrix developed by the CAS Leadership Development Committee. Skills and experience that I believe are particularly relevant to the office of President Elect include:

Demonstrated Leader. Throughout most of my professional career, I have had leadership responsibilities. Early in my career, I assumed company roles that were “new” to the organization. I was one of the first actuaries to work outside the actuarial department, as part of the sales team for our National Accounts group. I was one of the first women in our organization to assume a marketing role -- first as marketing vice president and then as regional vice president. When I transitioned to a consulting role with KPMG, I progressed quickly to partnership, and led the Actuarial Services practice for more than a decade. Similarly, I have held numerous leadership positions within the CAS and other actuarial organizations.

What does it take to be an effective leader? For me, it about clearly articulating the vision for the organization, gaining support for that vision within the enterprise, and then tapping the talents and interests of each individual on the team so that all are fully engaged in the effort. I believe I have done that effectively in various roles.

Results Orientation. I have a reputation for getting things done. When I make a commitment to a particular project, I accept responsibility for delivering to meet or exceed expectations. That accountability applies in all aspects of my life – whether providing services to a client, teaming with others at KPMG, volunteering for the CAS or meeting family commitments.

A brief review of my CAS service shows involvement in a number of task forces. I like Task Force work. It is well defined and of shorter duration. The solutions are generally not clear at the outset (although it’s clear that there is a problem), but there is a recognized need for change. Often, the work of the task force is to build the path for change, and I believe I have been particularly effective in that regard. Clearest examples of this results-orientation within the CAS are my work on the Reputation Task Forces as well as Leadership Development. While certainly not a poster-child for actuarial research and technical innovation, I am also proud of the progress of the Board with respect to Technical Excellence, a topic that I co-sponsored as VP – Marketing & Communications, along with a Board representative.

Effective Communicator. I happened upon the actuarial profession because I hated to write. Yet, today, I devote a disproportionate amount of time and energy to communication – both written and oral. Communication is essential to what we do as actuaries, and to the value that is placed on our workproduct by others. It is essential to the value that CAS members place on our society. When engaged in dialogue or discussion, I try to be thoughtful and constructive. I am told that my communications are clear, direct and effective. I consciously avoid “actuary-speak”.

Active Listener. I believe strongly that our diversity makes us better and stronger as an organization. Solutions to problems are more robust when ALL have been heard. Innovation comes from the spark of ideas shared. In all of my work with the CAS, I have made time to seek out and understand the perspectives of others, and to incorporate those views in the proposed approach. We may not always agree, but there is absolutely nothing more important than constructive dialogue. In all aspects of my life, I have tried to make having these meaningful conversations a priority.

Name: Patricia A. Teufel

Question #3: Candidate Issue(s) Identification and Discussion

Response:

There are a number of issues currently facing the CAS that I consider to be operational in nature. Effective implementation is important, and must be carefully managed, but much of the heavy-lifting has already occurred. Examples include: 2011 Syllabus Changes, CAS Continuing Education Policy, and the CAS CERA designation. Rather than deal with any of these “operational” issues in my response to this question, I would instead like to focus on a few of the more strategic issues that I believe face the CAS.

Ensuring Value for All Members. The CAS is a very different society than the one that I was admitted to in 1979. We are a much larger organization, and our membership is significantly more diverse – in the types of work that we do, where we do that work, and in the ways that we communicate and interact with each other. The facets of the CAS that our members most value are as diverse as the overall membership. How do we ensure that the perspectives of those members who work in a company environment are reflected in our decision making when our leadership may not proportionately reflect the demographics of our membership? For the Associate member who has decided not to pursue Fellowship, what should the rights of membership be? Shouldn’t the member who lives and works in Asia Pacific have comparable opportunities for continuing education as the member who is in the United States? As membership in our organization changes, so must the organization. Ensuring that all of our members continue to see value in the CAS is a critical strategic issue.

The Changing Face of Volunteerism. The strength of the CAS rests in large part on the contributions of our volunteers. Members bring tremendous value to our organization – and the skills built through our CAS volunteer efforts in turn bring value to our employers. Yet, what draws our members to service is changing, and the ways that members serve is evolving. This evolution reflects not only phase of life issues (career and family) but may also reflect a change in what members are looking for through their volunteer efforts. So, how do we most effectively engage ALL of our members today – “new”, “seasoned” and everyone in between – for the good of the CAS? How do we articulate the value proposition of CAS volunteerism to employers of actuaries? And, in an environment that increasingly protects “intellectual property”, how does the CAS support and fund meaningful research?

Technical Excellence. In 2006, the CAS Risk Management Committee identified the loss of ground for actuaries on technical topics as a critical risk for the CAS. The Committee noted that it was non-CAS members who had spearheaded many of the technical advancements for the industry (catastrophe modeling, predictive modeling, etc.), that reserving methods were essentially unchanged from a decade ago, and that research appeared to be lagging. I believe that, in our success, we have become somewhat complacent. I believe we need to engage a larger percentage of our members in meaningful research endeavors, innovation and thought leadership -- for the good of our profession. The Board has already invested considerable time in exploring ways to bring “practical research” to our members, to identify meaningful areas for new research and to fund that research, and to advance that research through Variance. We need to continue to invest in this initiative. If we stand still, we will lose ground.

Broadening Awareness of and Demand for Actuarial Skills. While many of our members will be contribute in meaningful ways through the traditional areas of actuarial practice, the CAS should encourage and support those members who venture into new areas of practice; they forge the way for future generations. The FCAS designation is not the end of the journey – but the passcard for continued growth and development. While it has been over 30 years since I took my last exam, it may be time for me to study again – this time for CAS CERA!

Professionalism/Reputation. At the end of the day, reputation is all that we have. We are only as strong as our weakest link. The CAS must do whatever is necessary to protect the public trust.

Kevin Burke

A.C.A.S. – 11/2007

F.C.A.S. – 11/2009

Education

Ph.D. in Mathematics, State University of NY at Albany, 1991

M.A. in Mathematics, State University of NY at Albany, 1988

B.A. in Mathematics, Massachusetts College of Liberal Arts, 1982

Current Employment (please include position)

Actuary, Alfa Mutual Insurance Company, Montgomery, Alabama, 2006 – present

CAS Activities and Publications (please include years on committees, for positions, etc.)

R Working Party, 2010 – present

Exam Committee, 2010 – present

Incorporating a Primary Insurer's Risk Load into the Property Rate, CAS E-Forum, Winter 2009, 23 – 31.

Other Actuarial Organizations (please list activities, positions and years)

Member, American Academy of Actuaries, 2007 – present

Other Professional Designations

Associate in Reinsurance (ARe), 2002

Chartered Property Casualty Underwriter (CPCU), 2003

Associate in Underwriting (AU), 2005

Kevin Burke

Additional Biographical Information

Employment History (complete, abridged or recapped)

Associate Actuary, Florida Farm Bureau Insurance, 2005 – 2006

Actuarial Analyst, Southern Farm Bureau Casualty Insurance Company, 2000 – 2005

Assistant Professor of Mathematics, University of Louisiana at Monroe, 1996 – 1999

Assistant Professor of Mathematics, Siena Heights University, 1993 – 1996

Assistant Professor of Mathematics, St. Bonaventure University, 1992 – 1993

Visiting Assistant Professor of Mathematics, Whitman College, 1991 – 1992

Other Publications

Duality of the Bergman Spaces on Some Weakly Pseudoconvex Domains, Rocky Mountain Journal of Mathematics, Volume 30, Number 1 (2000), 101-113.

Kevin Burke

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I wish to serve on the CAS Board of Directors to bring balance to the Board's makeup and a different perspective to the direction of the CAS. The Board's historical makeup has been dominated by consultants and reinsurers.¹ I am currently employed at small, regional insurer, Alfa Insurance in Montgomery, Alabama and my entire actuarial career has been spent at this type of insurer. Actuaries at these types of insurers are generalists and deal with many different projects, both actuarial and non-actuarial on a regular basis and our work products are seen by all areas of the company. Many issues that the CAS deals with impact insurers differently than consultants and reinsurers and adding voices that represent that perspective would promote more robust discussion of the issues before the Board.

¹ Of the 34 Board members whose terms have expired since 2005, only four of them were employed by property/liability insurance companies at the time their terms expired. This is in spite of the fact that close to 50% of CAS members work for property/liability companies and segments of the industry exist to service primary insurers (e.g. consultants and reinsurers.)

Kevin Burke

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Governance, Transparency, and Communication with Members

The Future Education Methods (FEM) proposal shined a light on the extent to which members are kept informed of initiatives before the Board. By the time that members were asked for input, the Board had appointed members to a joint steering committee and resources were being expended. The overwhelmingly negative response from the members shows that there is a gulf between the Board and the membership and the subsequent decision to not pursue FEM shows that those resources were wasted. Additionally, the Member Advisor Panel (MAP) wasn't polled on FEM until very late in the process when they should have been consulted at the onset. As a Board member, I would endeavor to involve all CAS members, and the MAP in particular, in helping to decide what initiatives are to receive priority. The current Board practice of creating Task Forces, hand picking the members of the task force, and accepting their recommendations without member input does not promote confidence in leadership and leads to members saying things like "The CAS enacted a proposal" rather than "We enacted a proposal." As a Board member I would propose to make a call for volunteers for all CAS Task Forces and make their reports open to comment by the membership prior to any Board action. I will also propose that we hold Board meetings in areas that have large concentrations of members and encourage member attendance as observers at Board meetings.

Continuing Education and the Changing Landscape of Actuarial Work

Demand for traditional actuarial skills seems to be declining. Employers are searching for candidates that have specific analytic skills (data mining and statistical modeling, for example) that have been traditionally performed by actuaries. This indicates a willingness of employers to take technical experts and provide them with the insurance knowledge necessary for them to do their jobs. This trend, more than any other industry trend, has the potential to threaten the viability of the P&C actuarial profession. We must dedicate our resources and the creativity of our members to find ways to keep our skills fresh and relevant while also doing it in a cost effective manner. We need to reach out, for example, to university professors and jointly develop initiatives like extensive online courses in advanced statistical techniques or market analysis that members can complete at their own pace and verify that learning has occurred so that we can continue to be recognized as experts both in insurance and technical analysis. Our members have a key role to play in communicating what skills the marketplace is demanding, how they are used, and how to best help them acquire those skills.

Practice Rights for Associates

As a consequence of the 2011 exam structure, new associates will not meet the American Academy of Actuaries' general qualification standards for issuing statements of actuarial opinion. Whether this change in Associate practice rights was deliberate, an oversight, or the result of poor communication between the AAA and CAS, we need to work to return practice

rights to associates. Our two tiered membership structure has served the CAS and P&C employers well and the change, implemented with no membership input, creates a mismatch between membership and practice rights. The easiest way to rectify this situation is to return the requirement for ACAS to the current seven exam standard and I propose that we do so.

Internationalism

The CAS currently spends about \$50,000 per year to be a full member of the International Actuarial Association. For those CAS members that are also AAA members, the IAA is receiving double dues, as the Academy is also a full member of the IAA. This is wasteful practice. The American Academy of Actuaries should be the sole voice of American actuaries in the international arena. While the CAS is an international organization in the sense that its members practice in and exams are administered in a number of countries, the majority of CAS members practice in the United States. It would be more appropriate for the CAS to be an observer member and communicate with the IAA through the AAA or negotiate a lower payment with the IAA that reflects the double counting of some CAS members.

Joint Actuarial Discipline in the U.S.

I am not in favor of the current proposal to allow the ABCD to take disciplinary action against CAS members. We currently have a well established process where the ABCD determines if a violation of the Code of Professional Conduct occurred, they recommend discipline and it is then up to each individual organization to determine the appropriate disciplinary action. Giving the ABCD the power to impose disciplinary sanctions on members would involve actuaries from other practice areas determining the appropriateness of a P&C actuary's behavior and would also require a change to the CAS constitution. Since there have been, from 1992 – 2008, 21 cases that have been recommended by the ABCD for public or private discipline² in all practice areas, it appears that this is a solution in search of a problem. In the absence of any compelling evidence that the current process is broken, we shouldn't try to fix it.

Future Education Methods (FEM) and Exam Waivers

While the CAS has declined to continue pursuing proposals to award exam credit based on college credit, the Board left open the possibility that Canadian students could receive credit via waivers based on the Canadian Institute of Actuaries' awarding of exam credit. I oppose this back door effort to impose FEM on the membership. If a Canadian wishes to receive credit for a CAS exam they may take the exam at one of many exam centers in Canada. I also support the revisiting of our waiver policy in Australia, India, and the United Kingdom. Candidates have opportunities to take exams in many countries and if they wish to become CAS members, they should be required to take the exams.

² http://www.abcdboard.org/publications/annual/current/cases_all08.pdf

Jonathan Evans

A.C.A.S. - Fall/1998

F.C.A.S. - Fall/2001

Education

1989 B.A., Physics, University of Kentucky

1989-1994 graduate student in Ph.D. programs at U.K. and U.C. Berkeley,

I switched between the Math and Physics departments at Kentucky and the Math Department at Berkeley before leaving to become an actuary – one of the best decisions of my life. I did not finish a graduate degree but am very proud of having passed the Fall 1990 Ph.D. Mathematics Preliminary Exam at Berkeley:

<http://math.berkeley.edu/~desouza/Prelims/Fall90/Fall90.html>

Current Employment (please include position)

Actuary at The National Council On Compensation Insurance

CAS Activities and Publications (please include years on committees, for positions, etc.)

04/01/2002 - Present Examination Committee Member

09/14/2006 - 03/31/2008 Syllabus Committee Member

Author or coauthor of 7 papers in the CAS Forum and CAS Discussion Paper Program

Creator of 2 puzzles that appeared in the *Actuarial Review* column “It’s a Puzzlement”:

- August 2006 - Win \$1 Billion, Probably
- August 2009 – The Joy of International Trade

Other Actuarial Organizations (please list activities, positions and years)

MAAA since 1998

Other Professional Designations

Jonathan Evans

Additional Biographical Information

Employment History (complete, abridged or recapped)

1994 – Present Property and Casualty Actuarial

Membership and Activities in Other Organizations (professional and industry)

Civic Activities (volunteer, elected, appointed)

Other Publications

Awards and Recognitions

- A “winner” of Round 2 of the Committee On The Theory of Risk (COTOR) Challenge.
- 3rd place out of 259 entries in the web hit prediction contest to celebrate the 5th anniversary of the CAS website in 2001.

<http://web.archive.org/web/20020222165215/www.casact.org/aboutcas/5yr/winner.htm>

Candidate Name

Jonathan Evans

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I support the continuation of rigorous standardized exams as the sole route to CAS membership. Otherwise the FCAS designation will experience severe devaluation. I want to serve on the Board to fight to make sure that this does not happen and that the FCAS continues to be a gold standard credential in league with a medical doctor's M.D. or an attorney's J.D.

Unfortunately, for about the last 10 years the CAS Board of Directors has undertaken numerous initiatives to undercut the exam system. The Board has attempted to reduce the number and length of exams, increase pass rates, reduce the size and content of the syllabus, grant credit for college courses, and replace exam requirements with various easy ways out such as seminars. Fortunately these attempts have only slightly succeeded, so far. Particularly disturbing was the recent failed Future Educational Methods (FEM) Proposal of 2009. This proposal would have granted exemptions from Exams 2-4 to students who got good grades in college classes. The Board pushed very hard on this proposal despite prior surveys and anecdotal information that had consistently indicated over the years that the membership was at least 80% to 90% against such exemptions. Worse still is that this proposal would have violated or gone against the spirit of several sections of the CAS Constitution: Sections 2(a), 2(b), 2(d), and 2(e). This proposal was rejected many months after large Steering and Accreditation Committees had been formed in partnership with the SOA and CIA to implement the FEM exemptions, only due to a massive and unprecedented backlash when the membership became aware.

It is also very disturbing that Fellows of the United Kingdom's Institute of Actuaries who have obtained their FIA designation primarily through college class waivers are now apparently eligible to claim an FCAS designation through mutual recognition. The constitutional amendment Section 2(e) allowing for mutual recognition explicitly mentions rigorous examinations: "...a process that includes rigorous testing of a comprehensive property and casualty specialization". Several years ago when this amendment was passed the FCAS members who voted for it were led to believe that mutual recognition would only apply to foreign actuaries who had passed a roughly comparable exam system. The Institute Of Actuaries appears to be moving to an entirely university class credit based credential. Our current mutual recognition treaty with the Institute violates our Constitution. This treaty must be amended or the CAS must withdraw from it.

Candidate Name

Jonathan Evans

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Exemptions And Other Easy Ways Out Of Passing Exams – I oppose all of these without equivocation. Everyone should pass rigorous standardized exams to get an F.C.A.S. There should be no exam exemptions or substitutions based on college classes, seminars, on-line modules, special projects, etc.

Development And Modernization Of The Syllabus And Examinations – Resources should be invested in developing syllabus material and test questions covering subjects such as catastrophe modeling, mass latent reserving, predictive modeling, risk transfer testing, advanced reserving, etc. Some people have described these topics as “untestable”. Based on my experience serving on the Examination and Syllabus Committees I completely disagree with this assessment. The testability challenge can be solved fairly easily by allocating a moderate amount of resource to the development of syllabus materials that include explicit examples and practice exercises.

It may be necessary to reverse the decrease in total hours of testing for the FCAS, which has declined from approximately 40 to 33 in recent years. I would support a return to an exam structure along the lines of ten 4 hour exams to open up extra space for vital material that is currently inadequately covered.

Mutual Recognition – I would have preferred the concept that was proposed many years ago, but not adopted, of creating a distinct “M.C.A.S.” designation for mutual recognition rather than the F.C.A.S. At a minimum the F.C.A.S. should only be granted to foreign actuaries who have passed an extensive set of rigorous standardized exams roughly comparable to the CAS exams. Since our mutual recognition treaty with the U.K. Institute of Actuaries does not satisfy this condition it should be amended or the CAS should withdraw from it.

Domestic And International Relations – Good relations should be cultivated with other actuarial associations. However, I am convinced that the general direction that the foreign actuarial societies are currently steering for the profession is wrong. The CAS should be willing to stand up for its own interests and clearly say no to other organizations when appropriate. This will promote respect and ultimately better relations over the long term.

Continuing Education Requirements and Enforcement – I oppose and support the repeal of the recently adopted 2nd Exposure Draft on Continuing Education. With very few exceptions the CAS should not be in the position of auditing and punishing members based on continuing education compliance. I can only think of two situations where continuing education requirements should be enforced: 1. A very limited class of actuarial services, such as statutory loss reserve opinions, that involve a very high level of fiduciary responsibility together with specific legal regulation. 2. Disciplinary cases where a member has clearly and severely violated very basic standards of

actuarial work and continuing education is necessary for remediation and rehabilitation of the member's standing.

CAS Independence – The CAS should continue to exist as a distinct and independent organization. I oppose the cession of, and with few exceptions any delegation of, authority and power from the CAS to the American Academy of Actuaries or the International Actuarial Association.

CAS Meeting Attendance – The CAS should avoid attempts to pressure or coerce members into attending CAS meetings. This appears to have been a key unspoken motivation behind the recently adopted Continuing Education Policy, which I oppose. It is the responsibility of the CAS to sponsor meetings and seminars that are valuable, interesting, and affordable enough to draw a larger attendance. One way this could easily be accomplished is through more interactive and competitive activities, such as the COTOR Challenges.

Democratic Governance Of The CAS – The CAS is and should continue to be a democratic organization. The President and Board Members should represent the interests and the will of the F.C.A.S. members who elected them. The interests of the members are primary and supersede the interests of academics and other actuarial associations. Unfortunately, very often the leadership has viewed itself as a “wise” and well informed elite that knows better and should defy the overwhelming opinion of the broader membership which it views as an uninformed “rabble”. This viewpoint is an abuse of the power that is entrusted through the election process.

Charles Gruber

A.C.A.S. - 1976

F.C.A.S. – 1987

Education

B. S.	Mathematics	City College of New York
M. A. - 1970	Mathematics	Hunter University
M. A. – 1979	Journalism	Columbia University

Current Employment

SGRisk, LLC Principal – President and Chief Operating Officer
An actuarial consulting firm.

CAS Activities and Publications

Activities:

Member	University Liaisons	1999 – Present
Member	Committee on Professionalism Education	1997 – 2000
Member	Long Range Planning Committee	1996 – 2000
Member	Examination Committee	1988 – 1989

Publications:

Author of two reviews of CAS papers on workers compensation:

- *Proceedings of the Casualty Actuarial Society, 1976, Vol. LXIII, PP. 57-61*
Title: "A Current Look at Workers' Compensation Ratemaking" (Discussion)
- *Proceedings of the Casualty Actuarial Society, 1975, Vol. LXII, PP. 11-12*
Title: "Revising Classification Structure Using Survey Data" (Discussion)

November 1998 Actuarial Review: "Random Sampler" on Actuarial Standards.

Other Actuarial Organizations

Member	Actuarial Academy of Actuaries
Fellow	Casualty Actuarial Society
Fellow	Conference of Consulting Actuaries
Member	International Association of Consulting Actuaries

Charles Gruber

Additional Biographical Information

Employment History

1969 – 1974: Insurance Services Office, Actuarial Associate
1974 – 1979: New York Compensation Insurance Rating Board, Chief Actuary
1979 – 1986: National Council on Compensation Insurance, Research Actuary
1986 - Present: SGRisk, LLC, Consulting Actuary

Membership and Activities in Other Organizations (professional and industry)

Member	American Academy of Actuaries
Fellow	Conference of Actuaries in Public Practice
Member	International Actuarial Association
Member	International Association of Consulting Actuaries

Civic Activities (volunteer, elected, appointed)

1977 – 2001: Appointed to Board of Directors for Craig School, a school for students with learning disabilities for Grades 1 to 8.

Other Publications

Freelance articles in many newspapers and magazines, such as the New York Times and Institutional Investor.

Co-author of full-length play produced by Off-Off-Broadway Repertory Theater.

Awards and Recognitions

New York Times award for Financial Writers

Charles Gruber

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I have been a member of the CAS for over 30 years and a Fellow for more than 20. I have always been proud of my CAS membership and my participation in CAS activities. What has troubled me about the CAS direction in recent years is twofold.

1. There seems to be a difference in outlook between CAS members and current CAS leadership, as represented by the Board. This became dramatically clear to me after the CAS issued its second exposure draft on continuing education. Nearly 50 members, on short notice, signed a petition against it. Despite the objections, the Board voted to establish the new continuing education policy, claiming the membership misunderstood the draft.
2. The current CAS leadership, through its recent actions, seems to be diluting the value of both FCAS and ACAS designations. Examples are CAS mutual recognition with international actuarial associations and membership credits for college courses in lieu of CAS exams.

My goal, should I be elected to the CAS Board, will be to enhance the value of CAS membership. I pledge to listen to and act upon the views and opinions of CAS members. I thank you for your support.

Charles Gruber

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Issues near and dear to my heart.

1. *The new CAS compulsory continuing education policy.* I firmly believe the CAS should revisit this policy. The CAS should encourage voluntary continuing education rather than the new compulsory policy. At the very least, The CAS should conduct a straw vote of its members to see whether they approve of the new policy.
2. *Becoming a CAS member.* Exam requirements should absolutely be maintained for CAS membership. Of course, there should be consistent evaluation of the exam process and syllabus in order to maximize actuarial skills.
3. *CAS independence.* I believe the CAS should remain totally independent and not cede any of its entrance requirements, education or discipline activities to other domestic or international actuarial organizations. Of course, positive relations with these other organizations should be encouraged.
4. *CAS educational programs.* The success of these programs should be based on educational content to attract members, not on coerced attendance due to mandatory continuing education credits.
5. *CAS governing policies.* Historically, the CAS relied on volunteers for its remarkable growth and, in my experience, ideas for improvement stemmed equally from its membership and leadership. In recent years, however, I sensed a drifting from a voluntary structure to a command structure. In my view, the CAS Board of Directors must listen to its members and not implement new policies which members oppose.

Steven Kelner

A.C.A.S. – 1994

F.C.A.S. –1998

Education

BS – Mathematics, Albright College, 1988

Current Employment (please include position)

Managing Director, US Casualty, Swiss Re

CAS Activities and Publications (please include years on committees, for positions, etc.)

Examination Committee Pass Mark Panelist 03/16/2006 12/31/2006

Examination Committee Pass Mark Panelist 03/15/2005 12/31/2005

Task Force on FCAS Education Member 12/01/2004 11/20/2005

Examination Committee Pass Mark Panelist 04/01/2003 03/15/2005

Nominating Committee Member 05/19/2002 11/05/2002

Nominating Committee Member 05/19/2002 11/10/2003

Examination Committee Pass Mark Panelist 04/01/2002 04/30/2002

Examination Committee Part Chairperson 12/01/2000 07/31/2003

Examination Committee Vice Chairperson 08/01/1999 08/31/2000

Joint Program Committee for Reinsurance Seminars Member 11/01/1998 11/30/2000

Examination Committee Member 08/01/1998 08/31/1999

Other Actuarial Organizations (please list activities, positions and years)

None

Other Professional Designations

None

Steven Kelner

Additional Biographical Information

Employment History (complete, abridged or recapped)

2006 to present, Managing Director, US Casualty, Swiss Re
2002 to 2006, Chief P&C Valuation Actuary, Employers Re
1995 to 2002, Munich Re / American Re
1994 to 1995, Robert Plan of NJ
1988 to 1994, Keystone Insurance Company

Membership and Activities in Other Organizations (professional and industry)

None.

Civic Activities (volunteer, elected, appointed)

None at this time.

Other Publications

None.

Awards and Recognitions

None.

Other Relevant Information

None.

Candidate Name: Steven Kelner

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

The actuarial profession has been very good to me. It has provided me with a great educational foundation, fantastic peers, and a very interesting set of career possibilities. The CAS Board of Directors is instrumental in ensuring that the profession thrives and continues to provide similar opportunities for the next generation of actuaries. I would consider it a privilege to serve the current CAS membership and future members.

Candidate Name Steven Kelner

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

The most important issues to me as a member of the CAS and as a Board of Directors candidate are:

- Effectiveness of the exam / educational process,
- Vitality of the professional community,
- Integrity / reputation of the profession, and
- Relevance and impact of the profession.

Exam / Educational Effectiveness

As the foundation of our actuarial skill set is provided via our examination process, it is critically important that we are disciplined and diligent about ensuring the syllabus materials are relevant, current, and well-written. The processes of exam writing, grading, and pass-mark setting are all critically important.

Vitality of the professional community

It perhaps seems obvious but, it is imperative that we continue to attract talented potential actuaries into the profession. Clearly, our need to ensure appropriate credentialing and minimum standards of performance must be maintained. Concurrently, we also need to ensure that the barriers to membership are not unnecessarily challenging, undermining our ability to develop the next generation of actuaries.

Integrity / reputation of the profession

I am constantly impressed by the integrity of the actuarial profession as a community. Having met and worked with quite a few actuaries, the integrity of my peer group is one of the greatest points of satisfaction that I get from my job and career.

Relevance and impact of the profession

As we look at the challenges of the recent financial crisis and mortgage backed securities in particular, one can argue that the standards of professional performance were not met in a number of areas. Similar arguments were made about actuarial work after soft-market reserve increases and insolvencies. ‘How could we let this happen (again)? ‘Aren’t we the guardians of the balance sheet and price adequacy?’ ‘Did we not know that the market was soft?’

As a member of the CAS Board of Directors, I will maintain my commitment to the students, the exams, and the admission process. These are our lifeblood and help to ensure the vitality of the profession. And, as we head toward more challenging times from a market / cycle standpoint, I will lend my strong personal focus on the issues of business relevance, business impact, and personal / professional integrity.

C. K. "Stan" Khury

A.C.A.S. - 1964

F.C.A.S. - 1973

Education

BA	Mathematics	Ohio Wesleyan University
MS	Mathematics	Ohio State University

Current Employment

Bass & Khury, Inc. Principal

CAS Activities and Publications

Current Activities:

Member	Member Advisory Panel	Since 2007
Member	Discipline Committee	Since 2005
Editor Emeritus	Actuarial Review	Since 1998

Past Activities:

The following list illustrates the scope of my past service:

President		1984-1985
Director	Board of Directors	1995-1998
Chair	CAS Task Force on Board Operations	2009
Chair	CAS Centennial History Committee	2005-2009
Member	CAS Centennial Goal Implementation TF	2003-2005
Member	Committee on Reserves	2003-2006
Member	Long Range Planning Committee	2001-2005
Editor-in-Chief	Actuarial Review	1989-1998
Member	Committee on CAS Organization	1981-1982
Member	Board of Directors	1981-1986
Editor	Proceedings	1979-1981

Publications:

I have published numerous papers and articles both in CAS publications and in other professional journals. I am limited to one page for all of the categories on this page and thus I cannot list them all. Instead, here is a link to the CAS website that gives a number of CAS publications.

[Click here for list of CAS publications](#)

Other Actuarial Organizations

Casualty Actuaries of Greater New York – President
American Academy of Actuaries - Board of Directors

Other Professional Designations

MAAA
CLU

C. K. "Stan" Khury
Additional Biographical Information

Employment History (with Title at time of departure)

1996 – Present	Bass & Khury	Principal
1987 – 1996	William M. Mercer, Inc.	Managing Director
1972 – 1987	Prudential P&C Insurance	VP & Actuary
1969 – 1972	Utica National	VP & Actuary
1965 – 1969	Ohio State University	Instructor
1962 – 1963	State Farm Mutual	Sr. Actuarial Assistant

Awards and Recognitions

Boleslaw Monic Fund Prize: 1972 & 1975
Woodward & Fondiller Prize: 1973 & 1974
Dorweiller Prize: 1980

C. K. "Stan" Khury

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

It is difficult to answer this question just in today's terms. I have served the CAS in various capacities continuously since 1973, the year in which I attained my fellowship designation. Serving the CAS has been a way of life for me. And service on the board, first and foremost represents a continuation of this aspect of my professional life. Moreover, as I continue to scale back my work-related activities from full time status, I anticipate having more time available to devote to CAS service. And my understanding is that Board service has become a highly demanding service in terms of time commitments.

More specifically, as the CAS has grown rapidly in size and in scope, the number of issues facing the CAS has multiplied virtually exponentially. One of the many challenges associated with coping with this type of rapid growth is maintaining the collegial character of the CAS in the manner in which the CAS chooses to respond. Overall I see two main paths the CAS can choose: one is a bureaucratic path that focuses on the organization and the other is a professional path that is focused on the individual actuary. My hope is that by serving on the Board I can dedicate myself to the task of supporting the path of focusing on the professional and minimizing the need for an overly bureaucratic emphasis on responding to issues. One prominent example of this type of issue is the manner in which the CAS has chosen to respond to the need for a new Continuing Education Policy. I think we can do a better job of maintaining focus while meeting more rigorous Continuing Education standards.

Another problem that accompanies the rapid growth of the CAS has been the manner in which we interact with the international actuarial community. My sense has been that the CAS has been in a response mode, virtually always responding to initiatives emanating outside the US. Given the CAS is the largest actuarial society dedicated to the Casualty Actuarial path, it would seem to me that we can be in a greater leadership role than we have been during the past ten or fifteen years.

For these and other related issues, I would like the opportunity to serve on the Board of Directors.

C. K. "Stan" Khury

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

My main issue is that concerned with maintaining the focus of all CAS activities on those endeavors that support those aspiring to become casualty actuaries, those who are already members, and research and advancement of the science. I believe the CAS exists mainly to serve the aspiring actuaries and its members as it seeks to live its main mandate.

Within that framework I have three main concerns:

1. **Educating Actuaries.** That the education and preparation of the actuary remain firmly under the control of the Casualty Actuarial Society. In other words, all cooperative efforts involving other organizations and possibly other educational institutions do not in any way diminish the degree of authority the CAS exercises over the standards of admission and the process of educating new casualty actuaries.
2. **Discipline Process.** There is a movement that seeks to cede a substantial part of the CAS autonomy with respect to disciplining errant members to other organizations. I firmly believe the entire administration of the discipline process is a badge of our autonomy and that disciplining members should not be delegated to any other organization.
3. **Continuing Education.** The recently adopted Continuing Education policy smacks of a "big government" motif. I believe the Continuing Education Policy needs to be amended to keep the focus on assuring that members meet the highest standards of continuing education without the onerous burdens of bureaucracy and at the same time promoting the maintenance of the collegiality the CAS has enjoyed for many decades.

Ronald T. Kozlowski

A.C.A.S. - 1990

F.C.A.S. - 1992

Education

Bachelors Degree in Actuarial Science, University of Illinois at Champaign-Urbana (1986)

Current Employment (please include position)

Towers Watson - Director of General Insurance Practice, Asia

CAS Activities and Publications (please include years on committees, for positions, etc.)

East Asia Task Force, Chair – 2009 - Present

Asia Regional Committee, Member – 2009 - Present

Asia Regional Ambassador – 2009 - Present

Joint Program Committee for CLRS Seminar, Member – 2007 - 2008

Professional Education Policy Committee, Member – 2004 - 2006

Committee on Special Interest Seminars, Chairperson – 2004 - 2006

Committee on Special Interest Seminars, Member – 2001 - 2003

Casualty Actuaries of the Bay Area, President – 2003

Examination Committee, Member – 1993 - 1996

“Reserving in a Changing Environment: Responding to Impacts of Layoffs, Plant Closures and Downsizing in Reserving for Workers Compensation Liabilities”, Ronald T. Kozlowski and Atul Malhotra, Casualty Actuarial Society Forum, Fall 2004

“Measuring and Managing Catastrophe Risk”, Ronald T. Kozlowski and Stuart B. Mathewson, Casualty Actuarial Society Discussion Paper Program, May 1995

Other Actuarial Organizations (please list activities, positions and years)

Member of the India Insurance Regulatory and Development Authority (“IRDA”) commissioned Working Group on Financial Conditions Report for General Insurers – 2009/2010

ASB Task Force on ASOP 38, Member – 2003 - 2008

ASB Casualty Committee, Member – 1999 - 2006

ASB Task Force on Complex Models, Member – 1997 - 2000

Catastrophe Reserving and Natural Disasters Insurance Work Group – 1996

Other Professional Designations

American Academy of Actuaries, since 1992

Also current member/associate of

— Actuarial Society of Hong Kong

— Singapore Actuarial Society

— Institute of Actuaries of India

Ronald T. Kozlowski

Additional Biographical Information

Employment History (complete, abridged or recapped)

1992 - Present – Towers Watson

2009 - Present; Hong Kong, China; Director of General Insurance Practice, Asia

1998 - 2008; San Francisco, California, USA; Principal & Consulting Actuary

1996 - 1997; Atlanta, Georgia, USA; Consulting Actuary

1992 - 1995; Hartford, Connecticut, USA; Consulting Actuary

1986 - 1992 – Aetna Life & Casualty; Hartford, Connecticut, USA; Actuarial Associate

Ronald T. Kozlowski

Question #1: Why do you want to serve on the CAS Board of Directors?

Response: The CAS's Nominating Committee had asked me if I would be interested in being a candidate for the CAS Board of Directors. I am one of the 6% of the CAS members living and working outside of the U.S./Canada. The Nominating Committee felt that having someone with my background would be helpful in addressing issues for actuaries living and working abroad. These issues affect actuaries working internationally, as well as in the U.S./Canada. These issues may include: on-line educational opportunities; continuing education activities; exam syllabus; need for development of professionalism, management, and business skills; developing areas of expertise; international reserving practices and accounting standards; international accreditation; mutual recognition; relations with other actuarial associations; etc.

Over the years I have participated on a number of committees for both the CAS and AAA (including the ASB). I have participated in dozens of presentations designed to further educate our CAS members as well as the broader insurance marketplace. I believe that it is important for our members to volunteer and push our profession into new areas of practice. In pushing into new areas we need to be sure to give our members educational guidance and support standards of practice such that these developments are appropriately implemented. Since I have been working with our Asia offices, I have participated (spoken) at actuarial conferences in China, Korea, Thailand, Singapore, and India on topics ranging from catastrophe exposure management, economic capital, enterprise risk management, implications of detarrification, financial condition reports, and professionalism/ethics. I believe that it is important to showcase the actuarial talent of the CAS and provide CAS actuarial resources to regulators, insurers, reinsurers, and students internationally. We should continue to develop the international recognition of the CAS as one of the premier actuarial associations around the world.

I hope that you will give me your support by voting for me to join the CAS Board of Directors.

Andrew E. Kudera

ACAS – November 1985

FCAS – November 1987

Education

The College of Insurance (now St. John's University's Peter J. Tobin College of Business) – B.S. – Actuarial Science – 1982.

Current Employment

Executive Vice President and Chief Actuary
Validus Holdings, Ltd.
Hamilton, Bermuda

CAS Activities

Task Force on Executive Council Governance – Member 2010-present.

Committee on Sponsorships and Advertising – Member 2009-present.

Task Force for Restructuring CAS Meetings – Member 2009-present.

Executive Council – Vice President of Professional Education 2006-2009.

Task Force on CAS Revenue Opportunities – Member 2007-2009.

Board of Directors – Elected Director 2003-2006.

Program Planning Committee – Chairperson 2001-2003; Vice Chairperson 2000-2001; Committee Member 1997-2000.

General Business Skills Task Force – Committee Member 1999-2000.

Committee on Review of Papers – Chairperson 1996-1997; Vice Chairperson 1995-1996.

Casualty Loss Reserve Seminar – Chairperson 1994-1995; Vice Chairperson 1993-1994; Committee Member 1991-1993; Presenter 1989, 1990, 1991, 1996, 1999, 2000, 2001, and 2002.

CAS Course on Professionalism – Presenter 1992 and 1995; Speaker 2002.

Examination Committee – Committee Member 1987-1994 and 2007.

Andrew E. Kudera

Other Actuarial Organizations

Casualty Actuaries of the Southeast – Board Member 1997-1998; President 1996-1997; President Elect 1995-1996; Vice President of Programs 1993-1995.

American Academy of Actuaries – Casualty Practice Council, Member 1994-1995 and 2010-present. Committee on Property Liability Financial Reporting, Committee Member 2004-present.

International Congress of Actuaries – 2006 ICA Meeting Chairperson of Scientific Organizing Committee for the CAS 2005-2006. 2010 ICA Meeting Liaison for the CAS 2006-2009.

Other Professional Designations

MAAA – Member of the American Academy of Actuaries – 1984

ASA – Associate in the Society of Actuaries – 1983

CPCU – Chartered Property and Casualty Underwriter – 1990

FCIA – Fellow of the Canadian Institute of Actuaries – 1990

ARM – Associate in Risk Management – 1992

CLU – Chartered Life Underwriter – 1983

ChFC – Chartered Financial Consultant – 1984

FLMI – Fellow of the Life Management Institute – 1983

Employment History

Prudential Reinsurance Company – 1980-1983 – Actuarial Assistant.

Hansec Insurance Company – 1983-1984 – Actuarial Assistant.

United States Fidelity and Guaranty Company – 1984-1986 – Actuarial Superintendent.

Tillinghast a Towers Perrin company – 1986-1993 – Consulting Actuary.

William M. Mercer, Incorporated – 1993-1997 – Principal.

CNA Risk Management – 1997-1999 – Senior Financial Officer.

KPMG LLP – 1999-2001 – Principal.

Fireman's Fund Insurance Companies – 2001-2003 – Vice President.

Endurance Holdings, Ltd. – 2003- 2005 – Senior Vice President.

Kudera Consulting, LLC. – 2006- 2010 – Consulting Actuary.

Other Relevant Information

Married with two children.

Interests include running marathons (completed a full marathon in every state).

Coach for girls softball team.

Candidate Name: Andrew E. Kudera

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I enjoy being an actuary and participating as a member of the CAS leadership team having previous experience as a Vice President and as a Board member. I now work outside the United States and this experience has broadened my view of the international nature of our profession and how the CAS is viewed and what it needs to do to maintain a leadership position globally. A seat on the Board would allow me to provide leadership and direction on important issues that the CAS is facing.

Based on my involvement in CAS activities over the past twenty three years and my varied work experience over the past thirty years I would bring the following qualities and experience to the Board:

- Firsthand experience of how the CAS operates at the Executive Council level as well as at the Board level. There would be no “learning curve”.
- Varied employment experience in the company and consulting environments. This includes traditional as well as non-traditional experience and international experience.
- Ability to objectively analyze issues while taking into account the best interests of the profession as well as the views of the membership.
- Openness in providing the membership relevant information and honest feedback on important and controversial topics.
- Willingness to take a stance on unpopular or adversarial issues and deal with associated discussions surrounding them rather than avoiding them.
- Ability to resolve and bring issues to closure after soliciting input and allowing for discussion and debate.
- Membership in other professional organizations, including actuarial ones, and awareness and familiarity with the challenges and issues that they are facing and their perspectives.

Candidate Name: Andrew E. Kudera

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Continuing Education – It is important that the CAS provide the membership with cost effective and quality opportunities to earn continuing education credits. This is a continuous process and requires constant attention. As Vice President of Professional Education I was the catalyst behind the separation of continuing education responsibilities from the Meetings Department and the creation of the Professional Education and Research Department. I also championed and supported the offering of numerous webinars, the creation of the University of CAS, and the formation of the Ratemaking and Product Management Seminar.

Communication – I believe that it is important for the leadership to communicate openly, honestly, and frequently with the membership on hot topics and important issues. This communication should be timely and transparent and should be used to solicit member views. The Board should make more frequent use of the Membership Advisory Panel (MAP) and other means of soliciting input from the membership in a timely manner when dealing with hot topics and important issues.

Professionalism – The reputation of actuaries is critical for the continued success of our profession. There are a number of current issues that are related to the reputation of actuaries. One such issue is the revision to the discipline process. The Board approved a change in March that will allow a CAS member to be suspended for up to two years based on a “joint” decision process (by a pool of potential hearing panel members populated from the various US actuarial organizations) rather than an individual decision by the CAS Discipline Committee. While I understand that one of the reasons for this change is “efficiency”, this change needs to be balanced with the needs of our members to have disciplinary issues decided upon solely by the CAS.

Basic Education – As a learned society we need to continually make sure that our basic education material and methods to test that material are up to date. This needs to be balanced with the disruption to candidates in the system and the need for the CAS to uphold its high accreditation standards that we have become known for. The CAS is one of the leading property and casualty actuarial organizations in the world and our basic education is one of the reasons we enjoy this status. We should only consider joint examinations or other methods of accreditation if they support this goal and are in the best interests of the CAS and its current and future members.

International – The CAS has enjoyed strong working relationships with other North American actuarial organizations for years now and has been developing similar relationships with actuarial organizations in other parts of the world. It is important for the CAS to continue to nurture these relationships as well as develop new ones. We also need to provide support to our members outside of the US as this portion (over 15%) of our membership continues to grow.

James R. (Jim) Merz

A.C.A.S. – November, 1995

F.C.A.S. – July, 1999

Education

Bachelor of Science in Mathematics, Kent State University, 1987

Master of Science in Mathematics, John Carroll University, 1990

Current Employment (please include position)

Vice President and Chief Actuary, Hanover Insurance Group

CAS Activities

Current

- Candidate Liaison Committee, Member, 11/3/2009 – Present
- Education Policy Committee, Member, 2/23/2009 – Present
- Underwriting Cycle Special Interest Seminar Subcommittee, 2/17/2009 – Present

Past

- Examination Committee, Part Chairperson, 1/1/2006 – 1/13/2009
- Examination Committee, Pass Mark Panelist, 6/1/2004 – 12/31/2005
- Examination Committee, Vice Chairperson, 2/3/2004 – 12/31/2005
- Examination Committee, Pass Mark Panelist, 10/1/2003 – 10/31/2005
- Examination Committee, Pass Mark Panelist, 10/1/2002 – 10/31/2002
- Examination Committee, Member, 9/1/1999 – 2/3/2004

CAS Publications

Dickmann, Kurt S., and James R. Merz. "Consideration in Estimating Loss Cost Trends."
Casualty Actuarial Society Forum Winter 2001: 21-60.

Other Actuarial Organizations (please list activities, positions and years)

American Academy of Actuaries, Member, February 1997 - Present

Casualty Actuaries of New England, Member, March 2007 - Present

Other Professional Designations

Member of the American Academy of Actuaries (MAAA), 1997

Associate of Reinsurance (ARe), 2004

Charter Property Casualty Underwriter (CPCU), 2007

<bio.fm>

James R. (Jim) Merz

Additional Biographical Information

Employment History (complete, abridged or recapped)

Great American Insurance Companies, 1990-1991

Nationwide Insurance Group, 1991- 2007

Hanover Insurance Group, 2007- Present

Membership and Activities in Other Organizations (professional and industry)

Insurance Service Organization Actuarial Advisory Board, 2009 - Present

Civic Activities (volunteer, elected, appointed)

Hilliard Baseball Association Board, 2003

Boy Scouts of America, Various Positions, 1995 - 2004

First Community Service Board, 2004 - 2006

Worcester Public Library Foundation, Board of Directors, 2008 - Present

Treasurer, 2009- present

Wachusett Food Pantry, Volunteer, 2009 - present

Other Publications

Awards and Recognitions

Other Relevant Information

James R. (Jim) Merz

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I feel a personal responsibility to serve on the CAS Board of Directors because I can provide a balanced, external perspective on behalf of the membership. I am not an insider, and I have only my own and the membership's best interests in mind when asking to serve. My primary goal is to make sure the CAS's education program provides the skills that our members need, now and in the future, to remain the foremost experts on actuarial issues in Property and Casualty Insurance.

I was involved in the examination process for a decade after receiving my fellowship in 1999. I understand the pros and cons of that process. I understand the need for continuous improvement and support that goal; however, I also understand the value of receiving that education through self-study and uniform testing. Having witnessed my two children's educational experiences at different high schools and colleges, I am a firm believer in uniform testing. This is the primary reason that I chose to run for the board. I would like to serve the current members and future members, to see that we do not devalue the credentials that we all worked so hard to earn. I do not want to give them away due to mistakes by the CAS leadership or perhaps by misguided leadership. I believe that we have the responsibility to protect our rights and designations.

James R. (Jim) Merz

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Many issues are currently pressing at the CAS. The three most significant are (1) how the CAS works with other actuarial organizations, (2) whether the current continuing education process is appropriate and (3) how actuaries' work will change with the continued ERM emphasis and the adoption of international accounting standards in the next several years.

The relationship with other actuarial organizations has changed recently. The CAS has ceded power to other organizations. This is part of a broader issue of how the CAS functions with other actuarial societies both within and external to the borders of the United States of America. The interactions with the AAA have become increasingly complicated with syllabus changes that created unintended consequences regarding signing rights. Additionally, the likely implementation of FEM in Canada will change the dynamics of that relationship as well. We must decide soon how we will react if Canada implements FEM. We must work to create the appropriate equilibrium without conceding the power that we have as the preeminent property and casualty actuarial society in the world.

We must strike a balance between the importance of continuing education and the generation of additional paper work and expenditures for our society members and supporters. We should continue to be the masters of our own continuing education process.

As ERM continues to be emphasized, we must decide how we will handle this educational opportunity. While we have had syllabus material which is related to ERM for many years, it is important to draw the topics learned under other topic names to the new and improved topic name. This is an example of the need to continue to refine and update the syllabus to remain flexible with new and emerging ideas (and recycled ideas too!)

Additionally, the changes to the international accounting standards will change the way that we function and what responsibilities we will have in reporting. We must be prepared for this change. The groundwork for this must be done soon to insure that we are prepared, as an organization, for the change.

Finally, as a volunteer organization, we must balance the apparent complacency of our members against the possibility that a small group in power could implement changes that the members do not understand until it is too late. I believe that the board of directors should protect the members and solicit their feedback to ensure that their will is being followed. I am a protector of the society's members' values and ideals.

James (Jim) Rowland

A.C.A.S. - May/1993

F.C.A.S. - November/1996

Education

B.S. Mathematics Education, 1982
University of Kansas
Lawrence, Kansas

Current Employment

Senior Actuary, Allstate Insurance Company

I am currently responsible for strategy development and execution of P&C actuarial hiring, training, and sourcing solutions. In addition, I provide actuarial input on strategic cross-functional business and corporate initiatives. Externally, I represent Allstate on various actuarial and industry committees and boards.

CAS Activities and Publications (please include years on committees, for positions, etc.)

Chair, Webinar Committee (2007 – present)
Professional Education Policy Committee (2004, 2005, 2007 – present)
University Liaison at multiple schools (2001 – present)
Exam Committee (1996 - 1999, 2008 - present)
Exam Committee Pass Mark Panel (2002 - 2006)
Program Planning Committee (2007 – 2009)
Chair, Ratemaking Seminar Committee (2005)
Vice Chair, Ratemaking Seminar Committee (2004)
Ratemaking Seminar Committee (2000 – 2003)
Membership Survey Task Force (2003, 2004)
Committee on Professionalism Education (1997 – 2000)
Moderator or panelist at various CAS meetings

Other Actuarial Organizations (please list activities, positions and years)

Michigan Catastrophic Claims Association Actuarial Committee (2007 – present)
New Jersey Auto Insurance Risk Exchange Actuarial Committee (2007 – present)
New York Motor Vehicle Accident Indemnification Corporation Actuarial Committee (2007-present)
New Jersey Territorial Rating Equalization Exchange Technical Working Group (2007)
Florida Residential JUA Actuarial Committee (1996-1999)
Alabama Insurance Underwriting Association Actuarial Committee (1997-1998)

Other Professional Designations

James (Jim) Rowland

Additional Biographical Information

Employment History (complete, abridged or recapped)

I held various teaching positions in Kansas, Taiwan, and Australia from 1982 to 1988. I taught high school mathematics in Kansas (82-83) and Australia (85-88), and English as a Second Language at Tunghai University in Taiwan (83-85).

I began work at Allstate as an actuarial analyst in 1988. With the exception of nine months as a Pricing Manager at USF&G in Baltimore in 1993-94, my actuarial career has been with Allstate. I have worked in several different capacities, from pricing analyst/manager/director to product manager for various geographical regions and lines of insurance. During my career, I have gained experience in specific actuarial functions and duties, as well as in broad-based issues within the industry and business of insurance, in which actuaries can play a critical role.

Membership and Activities in Other Organizations (professional and industry)

Maryland Auto Insurance Fund, Board of Trustees (2006 – present; Chair 2008, 2009)
Arkansas Earthquake Task Force (1997-1999)

Civic Activities (volunteer, elected, appointed)

Libertyville Masters Swim Club, Treasurer
Northwest Christian Community, Sunday School Teacher (past)

Other Publications

Awards and Recognitions

Outside of my professional life, I am a frequent competitor in local, regional, and national United States Masters Swimming events. This enables me to continue a lifelong passion for competitive swimming that began as a child and continued through four years at the University of Kansas and while living in Australia. In 2006, I was fortunate to team up with three talented swimmers from Illinois to win the USMS National Championship in the men's 45+ 200 yard freestyle relay.

Other Relevant Information

Married to Jenny for 23 years, five children

While completing my actuarial exams from 1988 to 1996, our family grew from two to seven from 1991 to 1993, through birth and the adoption of three special needs children. Needless to say, I have a deep appreciation for the discipline and effort required to attain the FCAS credential, not as an end, but as a means to further contribute my skills to my employer and the profession.

James (Jim) Rowland

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I'm honored to be asked to run for the CAS Board of Directors, and would consider it a privilege to serve in that capacity. I am fortunate to work for an employer who values and encourages involvement with the CAS as a means to give back to the profession.

Professionalism and accountability are attracting even greater attention within all professions in these times after the "Great Recession", and actuarial organizations are no exception. I see a far greater level of scrutiny of the actuarial work product in the future. The CAS and its members must be well-prepared to both withstand this higher level of scrutiny and effectively demonstrate to our employers, clients, and the public in general that our members are deeply skilled, well-trained professionals whose actuarial input and recommendations are greatly needed and valued. As a member of the Board of Directors of the CAS, I will keep these goals at the forefront as issues, both those currently known as well as unknown, come to the Board's attention.

I would describe my interaction style as collaborative. I am able to keep an open mind when faced with new or controversial issues, and will contribute my collaboration skills to help reach solutions that are in the best interests of the CAS and its members, both current and future.

James (Jim) Rowland

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

Future Education Methods (FEM):

I have kept abreast of the recent debate within the actuarial profession regarding this topic, and was pleased to offer my input to the decision-making process. As a previous professional educator, I have worked in the US, Taiwanese, and Australian education systems as a teacher. I am currently deeply involved with educational institutions in the US, Canada, and the UK that train future actuaries. This experience has given me what I believe to be a unique perspective on the current debate. Each of the national educational institutions I have been or am involved with bring their own strengths and priorities to the table. The challenge for the CAS is to respect these differing educational systems while maintaining the quality and value of the FCAS designation as our membership continues to expand across national borders. As a member of the Board, I will bring my knowledge and experience to this discussion as the Board continues to monitor developments in this area.

CAS Continuing Education Policy:

I am in support of the recent Board decision to adopt a Continuing Education policy for CAS members, which in part incorporates the current continuing education requirements of the American Academy. As a member of the Board, I will support further developments in this area that would appropriately balance the needs of the profession, the CAS, its membership, and their employers. My response to Question #1 outlines why I believe this is an important area for the CAS.

Obviously, many other matters besides educational issues come before the board. As a member of the board, I will use my experience, knowledge, and informed judgment to contribute to the betterment of the CAS.

Jeanne Swanson

A.C.A.S. – November, 1993

F.C.A.S. – November, 1995

Education

MS, Actuarial Science, University of Wisconsin, December, 1990

BS, Mathematics (with Honors), University of Wisconsin, May, 1989

Current Employment

Senior Actuary, National Market Actuarial, Liberty Mutual Insurance Group

CAS Activities

Chair, University Relations Committee, 2007-2009

Chair, Education Policy Committee, 2001-2004 (member since 1999)

Sr. Part Specialist, Syllabus Committee, 2000-2001 (member since 1996)

Trust Scholarship Committee, 2005-2009

Committee on Volunteer Resources, 2000-2002

Joint Accreditation Committee, 2009-2010

Chair, Task Force on Technical Excellence Certificates, 2009

Joint Task Force on the Future Education Model for the CIA, 2008

Chair, Future Education Task Force, 2002-2003 (member since 2001)

Exams 3 & 4 Contingency Plan Task Force, 2000-2001

Task Force on the Review of Exams 3 & 4, 2000

Other Actuarial Organizations

University of Wisconsin Actuarial Science Advisory Council, 2001-2002

Other Professional Designations

MAAA, 1994

CPCU, 2007

ACI (Associate in Captive Insurance), 2006

Jeanne Swanson

Additional Biographical Information

Employment History

Liberty Mutual/Wausau Insurance, 1990-Present

Membership and Activities in Other Organizations (professional and industry)

CPCU Society, 2007-Present

Research Committee, Workers Compensation Research Institute, 1996-1999

Actuarial Committee, Massachusetts Workers Compensation Rating and Inspection Bureau, 1996-1999

Actuarial Committee, New York Compensation Insurance Rating Board, 1998-1999

Civic Activities

Active in various ministries at Crossway Christian Church.

Sing with and hold various leadership positions in New England Voices in Harmony.

Awards and Recognitions

Bass of Synchronicity, 2004 Champion Quartet of Harmony, Incorporated

Other Relevant Information

Native of Wisconsin; lived in New Hampshire for 14 years.

Mother of two college-age daughters.

Jeanne Swanson

Question #1: Why do you want to serve on the CAS Board of Directors?

Response:

I care deeply about our profession and would be honored to represent our membership on the Board of Directors. Over the years I have had the opportunity to serve the CAS in leadership positions in a number of roles. I have a reasonably good understanding of some of the issues that our organization has been facing, and I look forward to digging deeper into these and other issues in the years to come. I believe that my experience allows me to add value to the discussions and decisions facing the Board.

I also would like to serve in order to give back to the profession which has been very rewarding to me in many ways. I enjoy working with other actuaries toward the betterment of our profession, and I look forward to meeting more members and candidates through my future volunteer service.

Jeanne Swanson

Question #2: Candidate Issue(s) Identification and Discussion:

Response:

There are a number of issues currently facing the CAS, including:

Basic Education System

Our exam system has undergone a number of changes over the years. Many of our preliminary exams are now administered in a computer-based format, offered up to six times each year with immediate results. Some of the material that needs only to be understood at a familiarity level was moved to Validation by Educational Experience requirements. Next year our upper-level exams are undergoing significant revisions, including the introduction of internet-based courses, combining the basic ratemaking and basic reserving material onto the same exam, and the addition of an advanced reserving exam. All of these changes allow CAS candidates a better opportunity to learn and demonstrate their understanding of the important concepts that actuaries need to know. The tweaking of our exam system will continue into the future, and I support efforts to seek better ways to educate our future members and better ways to validate their understanding.

Recently the Canadian Institute of Actuaries embarked upon a plan to exempt certain candidates from preliminary actuarial exams based on their performance at specific university actuarial science programs. The CIA asked the CAS and SOA to join this initiative. Upon further review, including seeking membership opinions, both the CAS and SOA have declined to join this initiative. I agree with this decision. As the CIA continues developing their program, the CAS will need to determine policies regarding exam waivers for candidates who are granted exam exemptions from the CIA and/or mutual recognition agreements for FCIA's who have not passed the joint preliminary exams. I seek to ensure that our membership requirements are not weakened by this CIA initiative.

Discipline Process

Currently the Actuarial Board for Counseling and Discipline (ABCD) is the central body for investigation of actuarial wrongs for five US-based actuarial organizations, including the CAS. If the ABCD determines that an actuary has erred in such a way as to require discipline, the ABCD will recommend a course of action to the CAS and/or other actuarial bodies to which the actuary belongs. The CAS and/or other actuarial bodies then independently conduct investigations and decide what discipline to enforce. This process involves duplication of efforts on the part of the ABCD, the CAS, and/or other actuarial organizations, and it can result in different disciplinary results from different organizations.

The Council of US Presidents has proposed a joint discipline process that would allow a more unified approach across the US actuarial profession. I support a coordinated disciplinary process that will minimize duplication of efforts but allow the CAS to maintain appropriate authority over the discipline of our members.

CANDIDATES' RESPONSES TO QUESTIONS

1. Hello All, I do see that some of you have been on the examination committees in the past. I admire your services. My question is that while so many of the members serve on the exam committee, how would you distinguish yourselves while running for a board of director position when stressing the point that you have served on the exam committee. While exams are a great part of our lives, how would you bring a balance from various other perspectives and bring in a multi-focused approach. Also, running as an outsider has been a common theme. As a common man, I have observed in many contested elections, that theme has been used and when the reality or other pressures hit their hands being tied and we continue to digest the old way of doing business. How would you promise/approach when faced with the realities and fight for your values and beliefs?

Thanks for your time and I appreciate your response in advance.

Kevin Burke

The exam committee is an important part in a member's volunteer service as it is a natural place for new fellows to begin volunteer service. The need for confidentiality in the exam process precludes candidates from enumerating their contributions in a meaningful way so I'd say that lack of service on exam committees would be more appropriate as a distinguishing characteristic for candidates. As far as bringing other perspectives is concerned, even though I'm a new fellow (2009), I'm also over 50 years old with experience outside the insurance industry, complementing the perspective of a typical board member. I also bring the perspective of a company actuary at a regional P&C carrier that is involved in a variety of different projects (actuarial and other) on a daily basis.

In regard to fighting for values, there are times when compromise is appropriate and other times, when compromise conflicts with your values, that you must stand firm. I'll have no problems being the sole dissenting vote and having that dissent noted, but I don't anticipate any conflict and my vote will be one of many. My votes will be primarily influenced by the wishes of an informed, active membership.

Jon Evans

Another key perspective is that a CAS member must provide high quality services to whomever is the client. Even when we work directly for another actuary the ultimate consumers of the services we provide are non-actuaries. It is very important that we focus on what services our clients indicate they need and not just what we imagine they should need. There is no better indication of need than what clients are willing to pay for, or market demand. In the real world for several decades some services that clients have strongly demanded include catastrophe modeling analyses and mass latent tort reserving (asbestos, environmental, product recall, etc.). The exam system has barely covered these two areas, yet they fall squarely within the context of the two most central

CAS skills: ratemaking and loss reserving. Moreover, catastrophes and mass latent claims are clearly long term enterprise risk challenges to industry and not just temporal fad concerns. At the same time in the last few decades much effort was spent by the CAS to develop material to support “Dynamic Financial Analysis” or “DFA”. DFA has turned out to be, for the most part, just a fad created by an insular actuarial perspective: never clearly defined and limited buying demand for such services. ERM (Enterprise Risk Management) has been described by some as the new spelling of DFA. When developing ERM training programs the CAS must focus not on a vague undefined abstract notion of ERM but on concrete real world enterprise risks, such as catastrophes and mass latent claim liabilities, for which clients desperately demand advanced analytical services.

Charles Gruber

Exams are an entry point to the CAS. The Exam Committee, for many Fellows, is where they begin their service. It’s been over 20 years since I served on the committee. For me, as I stated in my “Candidate Issue” section, the exam process is very important to the CAS, but it has to be considered within the entire framework of the organization.

The opinions I currently hold on CAS issues have been there consistently throughout my actuarial career. I have always expressed them and will continue to express them. Though I can’t guarantee that my opinions will actually sway other members of the Board who may disagree with me, I believe that intense discussion on diverse issues will strongly benefit CAS members.

Steve Kelner

I served on an exam committee initially to help ensure that the students taking the exam had good questions on relevant topics. My hope was simply to make sure that we were testing the right issues on my topics rather than minutiae and/or footnotes. When I took over as an Exam Committee Chair my goals were essentially unchanged. I wanted the students to have a fair exam, for us to ask the right questions, and for the right students to pass. (Note that I chaired a new exam, so I had to learn the material prior to testing on it. Then each year as we passed new Fellows, I had to recruit new exam writers and graders so that at the end of my tenure we had an exam committee made up of people who had studied the material and passed the exam. When we started, the committee was mostly comprised of people who had never seen the material to be tested. The material was untested, so we needed to continuously review the syllabus, the learning objectives, etc. It was much more work than simply taking and passing an exam.)

As time progressed, the focus on the right students passing led me to drive for both higher pass marks and higher pass ratios as I was chairing a Fellowship exam. My view was that Associates were very unlikely to be false positives, so a pass ratio of 30% to 40% seemed too low. I tried to bring the pass ratio closer to 50%. I also felt that having a passing score in the 40s or low 50s demonstrated that the exam was not testing the material effectively. Here, again, our candidate pool was primarily Associates, it just

seemed wrong to suggest that they should not be able to earn half of the points.

How does this service distinguish me as a board member? I think it demonstrates my commitment to the profession as well as my principles for having invested my time on the committee. Lastly, I think it demonstrates a little of my personality and behavioral tendencies. I tend to try to make things better. I cannot always tell you what that will mean prior to getting engaged, e.g., the focus on pass marks and pass ratios.

As regards balance, it is important to me that we as a profession continue to focus on our business relevance and our business impact. It is very easy for us to focus the bulk of our time on issues like exam quality, accreditation, and technical expertise. I hope to also focus on our role as regards the cycle, industry profitability, etc. I cannot tell you how this will manifest but it is important to me.

I don't view myself as an outsider or an insider.

As regards fighting for my values and beliefs, I take a simple approach. I just try to do the next right thing. I am not uncomfortable holding a contrary view but I am not a contrarian simply for argument sake. I also recognize that leadership decision-making does not mean winning the argument all of the time, perhaps it means changing the premise for a solution, the means of achieving a goal, etc.

Stan Khury

I see this as a two part question and here are my answers:

1. Significance of service on the exam committee. This is difficult for me to answer directly as my experience on the exam committee has been more than 30 years ago. That experience helped in forming my professional profile in the early days and as such cannot be expected to have a significant bearing on what I would be doing as a board member. On the other hand I also think that my more recent experience, in numerous capacities in the affairs of the CAS, would be more relevant and hence play a much larger role in forming my responses to emerging issues.

2. Ability to influence outcomes. This is an excellent question and goes to the heart of board service. In short, it is virtually impossible for any individual candidate/member to claim he or she can single-handedly move the board in a particular direction on any issue. However, I believe given the scope of my past experience with the affairs of the CAS, on many levels, I would be regarded as a serious person who has been involved in initiating, shepherding, and helping deliver many initiatives over a period spanning more than three decades. As such I would hope that that other board members would afford my views sufficient hearing and credibility to help move the issues forward in accordance with my bedrock sensibilities with respect to the mission of the CAS.

Ron Kozlowski

I felt that serving on an exam committee was a rewarding experience. It helped me understand the challenges of developing exam questions and grading exams, as well as giving me a better appreciation of the process. I felt it was important to develop questions that would show whether the candidate really understood the issues rather than just memorizing a footnote formula. We want our candidates to be able to apply what they have learned. I also found the grading process interesting as we could see what kinds of question passing and non-passing students were getting right and wrong. Passing an exam meant that a candidate had a reasonable understanding of the materials and not that these materials were mastered. It may take years of practice for a Fellow to develop that understanding. For those of us that had served on examination committees I think it is difficult for us to distinguish ourselves unless we were the chairperson of an exam - which I was not. I do feel that those that served on an exam committee have a better understanding and appreciation of the process and are more informed in dealing with issues such as providing credit for college courses, mutual recognition issues, and syllabus changes.

While exams are important to our educational process, I do not believe that our process should end there; I believe in continuing education. Having received my Fellowship in 1992 I realize that the syllabus has changed quite a bit since then. While I have stayed up to date on some of the technical developments I think it is also important to better understand the business - understanding the risks and how they have changed over time, changes in coverage, changes in claims handling, etc. There are lots of things not covered by the exams that I have learned over my career. Some have eventually been put on the syllabus while others are still outside the curriculum. Today, I am concerned that some of our candidates know how to do the math but do not understand the business. They develop book knowledge but lack experience. I also feel that we need to do a better job in developing better applications and guidance in implementing developing practices.

I have served on many different committees and will bring a broad perspective to the Board. I do not consider myself an outsider or insider.

I believe in understanding both sides of the issue and then making a decision based on good sound judgment. Having worked across a broad set of professional disciplines, as a company actuary and a consulting actuary, locally and internationally, I feel that I can bring a broad perspective to the Board. For those that know me I believe that they would say that I show passion for what I do, I speak my mind, and am person of integrity. As a Board member I promise to bring these traits in representing our members.

Andy Kudera

Thank you for the thoughtful question. Like many of the other candidates I have served on an examination committee. I believe that my service in various leadership positions I have held in and outside the CAS clearly distinguish me from the other candidates. I have served as the Vice President of Professional Education on the Executive Council, as an Elected Board Member, and as Chairperson of three other CAS committees. These

CAS leadership positions along with other leadership positions are described in detail in my CAS biography. My tenure in leadership positions outside of the examination committee has provided me with a broad base of experience needed to effectively address the issues that the Board deals with. My service on the Executive Council has provided me with in depth knowledge of how the CAS operates and experience across all areas. Anyone that has served with me can attest to the fact that I am an active participant and not afraid to offer an independent perspective or point of view.

Unlike many of the other candidates I am not running as an outsider. As mentioned previously I have held a number of varied leadership positions in the CAS. I understand how the CAS operates at all levels and have been effective in getting things done. As an elected Board member I would set forth logical and objective points of view that best reflect the interests of the membership and the CAS above and beyond my own personal preferences. I believe that it is important for leaders to put the interests of the membership and the CAS first, over and above their own personal interests. Without this order of priority a leader cannot be effective. On hot topics and important issues it is imperative that the leadership solicit the membership for their points of view and develop a dialog with the membership as an issue progresses, not just as a conclusion is being reached or has been reached. In other words the progression of the thought process needs to be transparent from start to finish so that our members can better understand the issues and weigh in with their input. If elected I would champion and support more effective and efficient communication with the membership. Examples of such communication are more frequent use of the Membership Advisory Panel; e-mail surveys to all members; use of webinars and a list server as discussion forums; etc.

James Merz

I have stressed my service on the examination committee because that has provided me with a respect for the current process. I believe that the examination process has solid roots. While the exam taking and grading processes are a significant part of my history, there are many other parts of my life that allow for other perspectives to be brought into my thinking. Having worked in primary insurance for nearly twenty years, I understand the working environment and pressures that many of the CAS members currently face. I have been successful in balancing my personal life, professional volunteering and work life. This has required a multi-focused approach. I have made decisions and lived with my decisions for many years, thus forcing me to admit my shortcomings and grow from these situations. I believe that it is difficult to explain how one brings balance to one's approach, but it is a very important aspect, as I have explained to many of my coworkers.

As with some of the other candidates, running as an outsider was a theme to my announcement. I want to assure the constituents that my primary goal in running for the board of directors is to represent the population of the CAS. If I were to be elected, my initial intent going into the position is to maintain the value of the designation that I and others had worked so hard to attain. It is true that my hands may be tied; however, I will try to change things. I have done this in my professional life at the companies that I have worked. Those who know me understand that I do not lie down and allow the machine to

march regardless of the consequences. I stand up for what is right in my personal and professional life. This will be no different

Jim Rowland

Response to Part 1 of the question:

Most actuaries will spend a much larger portion of their career continuing their education, in whatever form that takes, than they spend achieving their credentials. I am proud of my service on the exam committee, but am also very aware that once credentialed, many actuaries must continue to stay current with developments in their areas of practice. It is incumbent upon the CAS to facilitate these educational opportunities for its members, and a large part of my volunteer efforts on behalf of the CAS, both currently and over many years, has been in this arena.

Response to Part 2 of the question:

Regardless of the platform that an individual is running on, I believe it is imperative for the CAS Board to carefully consider constructive input in its decision making process. It is important to understand the driving forces behind strongly held positions. The recent debate over FEM is a good example, where multiple parties have varying interests in the direction this heads – academics, educational institutions, professional educators, and future fellows, just to name a few. With complex issues that come before the board, I will seek to use my experience and judgment to foster constructive collaboration, while also seeking out additional information whenever necessary to arrive at an informed position.

Jeanne Swanson

I believe our leaders at all levels of the organization need to carefully listen to all sides of an issue before making decisions. This is especially important at the Board level. I do not have a pre-determined agenda. The Board will be faced with a number of issues over the coming years, and it is important that our Board members seek to understand the issues and implications of various options before deciding how to proceed. Member input should be sought, where appropriate and practical, to ensure the opinions of our members are considered. The Member Advisory Panel (MAP) is a very useful tool to solicit member feedback in an efficient and inexpensive manner. In the end, Board members need to pursue what they believe is best for the CAS and our members. I will do that.

2. "Your previous comments told us about your "big picture" strategic concerns. This question drills down to the day-to-day work of the Board. Below are listed six focused issues, not necessarily the most important but real issues the Board has recently faced and may face again during your term. Please number these items in order of your perception of their importance for the CAS. For the most important item only, please discuss its importance to the CAS and its members, how you would like to see it resolved, and why you feel that way about this issue. Your discussion should mention those specific actions you would like to see the Board take on this item during your term.

FEM

2011 Exam Transition

Global CERA designation

CAS CE Policy

Joint Discipline Policy

Currently pending Constitutional ballot initiatives regarding CAS Governance

Pat Teufel

Issue	Rank for Board
Future Education Methods	3
2011 Exam Transition	6
Global CERA designation	1
CAS CE Policy	4
Joint Discipline Policy	2
Currently pending Constitutional ballot initiatives re: CAS Governance	5

The value of the CAS designation, past and future, is in the permissions that the designation affords within the market. I have benefited greatly from the access to opportunity that the FCAS designation provided – I believe that one of the most critical strategic issues for the CAS is to ensure that CAS membership continues to have high value for our members, whether those members work in “traditional” actuarial areas or are forging new ground for the profession in “non-traditional” areas of practice, whether they work in the United States or elsewhere in the world.

The Global CERA designation is a major step forward for the profession – and for the CAS. Consistent with our Centennial goal, Global CERA allows those CAS members who wish to pursue opportunities in enterprise risk management an opportunity to further leverage their skills in risk analysis and quantification and gain recognition in a new and expanding field of practice. I am proud to have served on the CAS Executive Committee as the Global CERA designation was being considered and effected.

The CAS has much to be proud of with respect to its contributions to Global CERA. Your leadership saw the significant opportunity to advance the actuarial profession, worldwide, in a Global CERA designation and they “seized the moment”. The CAS proved itself to be an effective “team player” in the global actuarial arena, articulating

and advocating for terms that were critical to the CAS and conceding to other organizations where appropriate.

While a celebratory toast for Global CERA was held in November 2009 at the CAS Annual Meeting, there is still significant work ahead in order to make CAS CERA a reality. The CAS Board has approved an implementation plan and the implementation plan is currently being reviewed by the Global CERA oversight board. For the CAS, building the examination and administrative infrastructure for another designation will be a significant milestone. The experienced practitioner exemption process must be developed and implemented. Will there be additional dues associated with the new designation? Will additional CAS staff be required to administer the new programs? How should the progress on CAS CERA be communicated to our members? How will mutual recognition work? How does the CAS ensure that ALL of its members – whether or not they pursue CERA -- continue to receive high value from their CAS membership? For individual members, CERA raises lots of questions as well: Should I invest in achieving the CAS CERA designation? What will be entailed – will I have to sit for yet another set of exams? And, for the cynics, is CERA just another way for CAS leadership to expand the basic education syllabus without affecting travel time statistics? The CAS owes its members answers to these and other questions regarding CERA; ongoing communication with our members will be a large part of the work that is ahead. I am a strong believer in the adage that success comes 10% in planning and 90% in execution. For CERA, we're entering the execution phase. The opportunity is real, and it is upon us – we need to seize it!

Kevin Burke

1. Currently pending Constitutional ballot initiatives regarding CAS Governance
2. Joint Discipline Policy
3. FEM
4. CAS CE Policy
5. 2011 Exam Transition
6. Global CERA designation

While all of these initiatives merit discussion, I've rated the pending governance initiatives highest because the initiatives were drafted, worded, and presented to the membership in a way that minimized the voice of members. The language of the amendments was written by the Task Force on CAS Constitution and Bylaws. This task force was formed at the November 2009 Board Meeting and it consisted of 3 current board members, a vice-president, and the CAS Executive Director. They presented their recommendations to the board at the March meeting and they were put on the ballot. In spite of the fact that changes to the constitution and bylaws affect all members, there was no call for volunteers to serve on the task force and was no request for comments from the membership at large. This disregard for the member's voice is seen in the proposed change that purports to give members the right to petition for changes to the constitution and bylaws. This provision allows the board to stop a proposed constitutional amendment supported by 5% of the members from being voted on by the entire membership. As someone who believes that greater membership involvement in governance is essential to

the ongoing success of the CAS, I cannot support an amendment that allows the board to override the will of the members.

The board uses task forces to conduct a large amount of essential business. Among others, there are currently task forces on Associates rights, board operation and structure, a joint AAA task force on discipline, and a task force on the nominating and election process. The policies recommended by these task forces have the potential to substantially affect member's rights and how the CAS conducts business for years to come. As a board member I would work for greater member involvement in board task forces with a call for volunteers for every task force and for a member comment period for task force recommendations. In this age of immediate communication, members can contribute to the inner workings of the CAS on a much deeper level than in the past.

I feel deeply about this issue because, in contrast to the SOA and AAA, the CAS is a much smaller organization and it is much easier to communicate with members and take their views into account. Property-casualty insurance products touch the lives of virtually every citizen and because of the role that actuaries play in the development of those products, we have an obligation to the public to ensure that the decisions made by the CAS are transparent, receive full deliberation, and benefit from a broad range of inputs.

Jon Evans

1. I consider FEM + 2011 Exam Transition + Global CERA designation as all pertaining to the single vital issue of standards of admission.
2. CAS CE Policy
3. Joint Discipline Policy
4. Currently pending Constitutional ballot initiatives regarding CAS Governance

Standards of admission is the most important issue for the CAS by orders of magnitude. The success of the actuarial profession, and the CAS in particular, is based upon some of the highest standards for admission of any profession. FEM was an unconscionable attempt to obliterate a good part of these standards by allowing good grades in college classes to be substituted for passing three rigorous standardized exams on core actuarial skills. During the design of the 2011 Exam Transition there were many attempts to undermine standards, such as a push to cut the number of exams down to 7. In the end the 2011 structure has some minor improvements along with some weakening of the overall standard. CERA was once a potentially good idea that has now become a questionable asset and a significant risk for the CAS. CERA currently does not guarantee a high professional standard because although there is a route to the CERA credential through rigorous standardized exams the final treaty allows a virtual open end of alternative easier ways to attain CERA without exams.

My preferred resolution would be:

1. In the short run a renewed commitment on the part of the CAS Board to an extensive set of rigorous standardized exams as a requirement without exception for the FCAS and ACAS.
2. In the next 2-3 years a constitutional amendment explicitly requiring an extensive set of rigorous standardized exams without exception for the FCAS and ACAS.
3. CERA holders are granted no more rights in, or recognition by, the CAS than affiliate members holding the AFFI designation.

Charles Gruber

My ranking of the items of immediate importance to the CAS are:

1. CAS Continuing Education (CE) Policy
2. Joint Discipline Policy
3. Currently pending Constitutional ballot initiatives regarding CAS Governance
4. FEM
5. Global CERA designation
6. 2011 Exam Transition

The CAS new CE policy, to be effective January, 2011, has, in my opinion, created an unnecessary bureaucratic structure, replete with complex rules and potential negative outcomes for members. Currently, a majority of CAS members are members of the AAA and are subject to straight forward AAA continuing education requirements. I understand that the reason for the new CAS policy was to cover those CAS members who are not AAA members. A simple solution could have been a single sentence: "All CAS members will be subject to the continuing education policy of the AAA, irrespective of whether they are AAA members." Instead, the CAS now has a 10 page document of rules, subrules, and audit provisions. Bureaucratic structures tend to expand after they are initiated. More and more rules and subrules may have to be produced as the original rules and subrules may have to be clarified. In my opinion, this mandatory, coercive process goes against the historic voluntary nature of the CAS. I would urge the Board to:

- a) Postpone the implementation of the new CAS policy;
- b) Reevaluate the entire issue; and
- c) Take additional steps to gauge the opinions of all CAS members before making a final decision.

Steve Kelner

You have four issues that fall in the education / membership space. The fact that you listed them suggests that our current focus and priority is on education and membership. Within that group, it is hard to put any of the issues on a relatively lower priority plane but continuing education policy is very important to me. It is critical to the vitality of the

profession. That said, CE policy has historically felt like it is about demonstrating a minimum investment in learning. I'd like to personally spend more time on the issue, hoping to expand beyond minimum investment compliance thinking, but cannot immediately tell you where this will go.

Sorry, but the priority list in greater detail is just a little too arbitrary for me.

Stan Khury

Recognizing that these are all very important issues, it is very difficult to rank them meaningfully in some universal way. But, be that as it may, below I have ranked them in using an A-F scale, with A being most important:

FEM **(C)**

2011 Exam Transition **(F)**

Global CERA designation **(E)**

CAS CE Policy **(B)**

Joint Discipline Policy **(A)**

Currently pending Constitutional ballot initiatives regarding CAS Governance" **(D)**

Joint Discipline: The rationale for a joint discipline process, since the idea first surfaced, has been a bogus issue. The two main reasons advanced in support of a joint discipline process have been "eliminating duplication" and "avoiding different outcomes for the same 'offense' when a member belonging to more than organization is disciplined separately." Having been intimately involved in the discipline process, in a number of capacities ((a) serving on the CAS Discipline Committee, (b) serving on the task force that revised our discipline process the last time it was studied, (c) as an advocate in defending actuaries accused of misconduct before various disciplinary bodies, and (d) as an investigator on a case for the ABCD) I feel I can speak some authority on the subject. The "duplication of effort" is a complete red herring. What happens is that once the ABCD completes its work, its full file is turned over the membership organization, and that record is accepted. In all the cases with which I am acquainted that was the sum total of the investigation and the membership organization never duplicated ANYTHING. In fact I found it helpful that the complete record is transferred to the membership organization to review and to make the final decision. This is the ideal way in which the process was supposed to, and I believe still does, work. The concept of "duplicate effort" is pure fiction and is no basis for a change such as that contemplated by the CAS. With respect to different outcomes by different organizations, that has happened exactly once in my experience. In my service on the Discipline Committee we have made several inquiries as to the number of times this issue has arisen. Well, the ABCD is not able to supply that information because they don't know. So how could this be a problem? Incidentally, the one case of which I am personally aware, the proposed system would not help as one of the involved organizations was the Canadian Institute and they are not party to the proposed joint discipline process. Finally, there are other ways to make sure that does not happen, ways that do not involved ceding any part of the discipline process

to any other body.

One aspect of this issue is not covered in the discussion above is the issue of sovereignty. To my way of thinking this is an issue of sovereignty of the CAS. The CAS Board admits members and disciplines members. I find it totally abhorrent that the CAS would even consider ceding such authority to any other organization -- who may or may not have a view that is totally synchronous with the interests of the CAS. Ceding any part of the discipline process is just another slice of salami out of the hide of the CAS -- a slice that would weaken our independence.

As to what I would do about this as a board member: (a) I would oppose any motion to proceed on such path. (b) If the effort to stop the attempt at a joint disciplinary process fail at the board level, then I would support all membership-based efforts to defeat the necessary constitutional amendment that would be needed to implement such a change.

I am also fully confident that when the membership is fully apprised of the various aspects of this issue that the membership will roundly defeat any such attempts, whether blessed by the board or not.

Ron Kozlowski

While I believe that these are all important issues I would rank in order of importance as follows:

FEM

Global CERA designation

CAS CE Policy

2011 Exam Transition

Currently pending Constitutional ballot initiatives regarding CAS Governance"

Joint Discipline Policy

Our industry seems to be at a crossroads regarding future exam methods.

While I am not a fan of allowing credit for college courses I would like to understand why the Faculty of Actuaries, Institute of Actuaries, Institute of Actuaries of Australia, Institute of Actuaries of India, and the Canadian Institute of Actuaries have all gone the route of allowing this.

At a recent social event in Singapore, a number of CAS candidates had asked me why the CAS is not following the other societies on this issue and why they should continue with the CAS program. While I tried to emphasize that I believed the CAS track provided the best education these candidates asked whether the CAS designation was going to be a differentiator within their career growth and remuneration. These were difficult questions to answer. I was always taught to act and think independently and not follow for the sake of following. However, I feel that this decision may have implications that affect a number of other goals of the CAS (especially those dealing with international expansion) and that we need to look at this issue from many different angles. I am concerned that we sometimes believe that passing exams and becoming a Fellow should be the only

measure by which a CAS member should be evaluated. I support continuing to look at this issue.

Andy Kudera

All of these issues have been addressed by the current or previous Boards. I believe that all of these issues are important to the CAS and its members. Any attempt to order them does not do justice to the remaining ones. In practice the Board routinely deals with multiple issues at the same time. The “Joint Discipline Process” issue is one that I believe will require more deliberation and discussion by the Board over the next year or two and one that I am interested in and will discuss why. The “Currently pending Constitutional ballot initiatives regarding CAS Governance” will be decided by the members during the voting period next month. I will provide my thoughts and position on this one. The remaining four issues have been decided and as stated in your question may come up again in the future. For these four issues I will provide a brief recap of my perspective on them.

Joint Discipline Policy – I believe that the idea of a “joint discipline” process needs to be balanced with the needs of our members to have disciplinary issues decided solely by the CAS. This feels to me like allowing your relatives to discipline your offspring on a limited basis. The responsibility to discipline offspring resides with the parents and should not be ceded to a pool of relatives. I agree that the current process may be confusing and awkward; however this solution is only treating the symptoms, not the cause of the confusion or awkwardness. The confusion and awkwardness arises because we have ceded the investigation of disciplinary issues to a body outside of the CAS. If elected I would encourage the Board to address the cause of the confusion and awkwardness and not just the symptoms. I believe that our members should only have discipline issues decided solely by the CAS and its members; in other words by a jury of our peers.

Currently pending Constitutional ballot initiatives regarding CAS Governance – I have become familiar with the five proposed changes and agree with all of them except for one. I disagree with the one affecting Section 1 of Article IV of the Constitution and Article IV in the Bylaws. In the past the Vice President of Administration was appointed as the Secretary and Treasurer. The solution is to appoint the Vice President of Administration as the Secretary and Treasurer and continue to allow the administrative duties of Secretary and Treasurer to be performed by CAS staff members. I do not support allowing an individual that is not a Fellow to become an officer of the CAS as we do not allow other classes of members, namely Associates and Affiliates, to be an officer of the CAS. Two of the other changes deal with current practice and antiquated wording. These are straightforward and I support the proposed changes. The remaining two changes deal with removal of an elected Officer and / or Director from office and providing the membership with a mechanism to initiate amendments to the Constitution and Bylaws. I believe that the former is a necessary improvement to our current Constitution and Bylaws. The latter is important in that it gives the membership a greater voice in the governance of our society. Governance is important and the Board should be

proactive in examining the governance of our society on a periodic basis, for example, every three to five years.

FEM – I believe that the Board reached the right decision on this one although it caused a lot of consternation with the membership during the process. As I mentioned in my issue identification I believe that the CAS should only consider other methods of accreditation if they support the high accreditation standards that we have become known for. Hindsight is also wonderful in that I believe the Board could have communicated more effectively and frequently with the membership throughout their discussions on this issue.

2011 Exam Transition – I support the new syllabus as we continually need to make sure that our basic education material and methods to test that material are up to date. Any transition is difficult and every effort needs to be made to do this with a minimal amount of disruption to the candidates in the system. Once the Board approved the changes to the syllabus it was up to the Executive Council, in particular the Vice President of Admissions, to oversee the transition. Based on the number of changes to the syllabus and the complexity of them, I believe that the transition has been managed as effectively as possible.

Global CERA Designation – This was a major accomplishment for the Board and the actuarial profession globally. I believe that all actuaries that pursue the CERA designation will benefit significantly in terms of education and consistent worldwide recognition. I would support any future Board actions that strengthen this accomplishment.

CAS CE Policy – Until this year the CAS was the only North American actuarial organization without a continuing education (CE) policy for its members. This policy will mostly impact those members practicing outside of the US and Canada. Most members practicing in the US and Canada can satisfy the CAS CE Policy under the National Compliance Provisions. The National Compliance Provision in the US is the US Qualification Standard from the American Academy of Actuaries and in Canada it is the CIA Qualification Standard from the Canadian Institute of Actuaries. It is disappointing that the CAS was the last North American actuarial organization to implement a CE Policy for all of its members. As with the FEM issue, I believe the Board could have communicated more effectively and frequently with the membership throughout their discussions on this issue.

If any of these issues come before the Board again I would champion and support more effective and efficient communication with the membership to obtain your input as the issue progresses.

James Merz

The following is the order of the items that you listed. While each item is important and needs to be addressed, the FEM is a symptom of the most important item. The “FEM Crisis” has been averted, but the issue of following the members’ desires is the

underlying problem. Many of the issues below have been addressed without the appropriate consultation of the membership. I believe that gaining an understanding of the members' wishes is imperative to operate effectively as a board member. The specific item that I would do as a board member is to discuss issues with my constituents to understand how they collectively feel about the issues before formulating my own opinions.

FEM

Currently pending Constitutional ballot initiatives regarding CAS Governance

Joint Discipline Policy

CAS CE Policy

2011 Exam Transition

Global CERA designation

Jim Rowland

I recognize that various audiences would legitimately consider alternative rankings. While I believe all of the items listed are important, my ranking would be as follows:

- 1) FEM
- 2) CAS CE Policy
- 3) 2011 Exam Transition
- 4) Global CERA Designation
- 5) Joint Discipline Policy
- 6) Currently pending constitutional ballot initiatives regarding CAS governance

The FEM issue is of high importance due to its striking at the heart of how individuals begin pursuit of the actuarial career (the early examination process). In the Issues Discussion section, I outline my past and current involvement with various educational systems and institutions, which I believe to be unique among the Board candidates. I agree with the position that the Board has taken to date on FEM, deciding not to pursue a partnership with the Canadian Institute of Actuaries in establishing and administering a Future Education Methods program.

While I agree with this decision, I also believe that there are educational structures and systems in place in some countries that make an exam exemption system based upon university course work viable. Considerations in this area include oversight of the university syllabus structure, learning objectives, exam structure and content, and uniformity of assessment (there are many more considerations as well). I do not believe the current university system in the United States is workable for an effective and fair implementation of this proposal, which is why I agree with the recent board direction. I also believe that there could be unintended consequences to implementing this proposal in the United States, having to do with a potential shrinking of the pool of qualified individuals pursuing this profession due to a perceived lack of opportunity if the "right" university is not chosen to attend.

Since the Board has recently addressed this issue, I would see the monitoring of how this process unfolds within the Canadian Institute of Actuaries as a primary area of interest moving forward.

Jeanne Swanson

1. Joint Discipline Policy
2. FEM
3. Global CERA Designation
4. CAS Governance Initiatives
5. CAS CE Policy
6. 2011 Exam Transition

Joint Discipline Policy: The CAS needs to maintain discipline authority over its members. Other actuarial organizations need to do the same. Some coordination among the US-based actuarial organizations regarding investigation and disciplinary actions would be prudent. My position on this issue depends on the details of the proposal as it gets worked out. I would like to see the Board continue to work with the other US-based actuarial organizations to come up with a coordinated disciplinary process that will minimize duplication of efforts but allow the CAS to maintain appropriate discipline over our members.

3. "The CAS has a direct petition process which allows a candidate to be placed on the ballot if he or she has collected enough signatures from FCAS's. This process is independent of the Nominating Committee, and could produce candidates who are outside the traditional pool.

This petition process exists because the CAS board approves it each year - if the board decided next year not to re-approve the petition process, direct CAS member influence in the nominating process could suffer.

Please let us know your thoughts on the CAS petition process.

-If you support the petition process, what do you think can be done to protect the CAS petition process?

-If you do not support the petition process, please explain why you prefer to limit direct member input on the slate of candidates."

Pat Teufel

The CAS benefits from a diverse membership, with broad skills and perspectives. As we grow, the diversity of our interests presents both opportunities and challenges. It is no longer reasonable to expect that all of our members will know each other.

The CAS has worked diligently to staff the Nominating Committee with broad representation from our membership – at large members reflect both those with tenure of less than 10 years and over 10 years, as well as a cross section of employment types. It is hoped that the diversity of the Nominating Committee itself will encourage consideration

of qualified candidates regardless of their disciplines, employment status, longevity or volunteer career path.

Having seen the process first hand (when I served on the Board, as VP – Marketing and currently as Chair of the Leadership Development Committee), I believe the Nominating Committee does an effective job in identifying qualified candidates that come from both outside and inside the “traditional pool”. Invariably, though, there will be members who wish to serve on Board or other leadership roles and who wish to express that interest directly (rather than waiting for an invitation from the Nominating Committee). Those members should have a vehicle for expressing that interest, and the petition process provides an appropriate vehicle. I support the petition process and have exercised my right to support the consideration of specific candidates by signing petitions on their behalf during my tenure within the CAS.

As a volunteer organization, the CAS relies on its volunteers to do its work. If we hope to have a strong and vibrant slate of candidates to choose from, we need to ensure that ALL candidates feel they have been given equitable treatment during the election process. We cannot allow the election process to become a popularity contest – nor should we allow the process to erode in such a way that only those candidates with “name recognition” have any real chance of being elected. Further, it is not in the best interest of the CAS, in my opinion, to afford “single issue candidates” a platform for their cause(s). The exposure and comment process affords equal opportunity for ALL members to weigh in on issues that are critical to the CAS and its future.

At the end of the day, I believe that the skills most critical to our CAS leaders are that they have an open mind and a desire to listen to our membership – all 5,000+ members! Our individual biases must be left at the door when acting on behalf of the CAS. Specific to your question, I would take no action at this time to preserve the CAS petition process. Current and prior CAS Boards have affirmed the value of all aspects of our election process, and I see no need at this time to anticipate that future boards will disagree.

Kevin Burke

I support the CAS petition process and support the codification of the current practice through an amendment to the Constitution and/or bylaws.

Jon Evans

I support the petition process. A petition process or open ballot access are effectively the only two ballot access options for a fair election. Open ballot access could result in many non-serious candidacies and necessitate multiple rounds of voting. I think the petition process is reasonable and the better alternative. It is a problem that the President-Elect has only been contested once in about the last 10 years. This appears to be due to a perception that a petition candidate for PE is assaulting the character of the Nominating Committee nominee. I suggest that in the future after the petition period if there is no petition challenger that the Nominating Committee automatically select a second nominee. An election with only one candidate, selected by a committee, on the ballot is not an election.

Charles Gruber

I strongly support the direct petition process because it offers a clear path for individual members or a segment of the membership to have their views considered by all members. I would support the adoption of a constitutional amendment which would make the petition process an integral part of CAS nominating procedures.

Steve Kelner

I am supportive of the CAS petition process. I don't know the history and cannot currently explain the petition process requires annual approve. The simple, and perhaps naive, solution seems to be for the Board to formally approve the petition process, in perpetuity.

Stan Khury

I support the petition process.

By way of background, I should disclose that I served on the last task force that was charged with reviewing the nomination/election process -- and those deliberations actually produced, among other things, the petition process. At that time the motivation for creating the task force was that there was a perception that all elected positions were being brokered by an insider group and that the input of the membership was minimal (consisted of only the straw ballot process). The petition process was created in response to that perception and in my opinion has worked well. This year I know that there are at least six petitioned nominees for the board. These are signs of a healthy nomination/election process.

How would I strengthen this process? First some background. The original CAS petition process that was recommended by the task force on which I had served included the PE position. A subtle aspect of the original petition process is that the petitioning is done BEFORE the nominating committee meets so that when the full slate is available, the voting members do not know who is nominated by petition and who is nominated by the nominating committee. I think that process produced at least one contested PE election and almost two others -- in each of the two near contested PE nominations, one of the nominees withdrew prior to the finalization of the slate. To the best of my knowledge this information is not widely known. For some reason of which I cannot be sure -- but can only speculate -- the board decided to drop the requirement that a petition for the PE position be made BEFORE the Nominating Committee meets and completes the development of the full slate. The effect of this action is that the distinction between a Nominating Committee candidate and a petitioned candidate is clearly visible and that distinction tends to influence the outcome of the election, and always in a healthy way. So, how would I strengthen the petition process? I would seek to return the petition process to its former basis, where any PE petitioners would do their work BEFORE the nominating committee meets so that the distinction between a Nominating Committee PE

candidates and petitioned PE candidates would not longer be visible; similar to the way the board member nominations are handled.

Ron Kozlowski

I do believe that the direct petition process is an important one to make sure that different opinions and voices can be heard. I understand some member's concern that the Board may represent one voice especially when Board candidates are presented through the Nomination Committee. Having served on a number of committees I can say that there is often different views represented but the committees debated the issues until a consensus is made. I respect the opinions of my peers but not always agree with them. As a Board member I am willing to listen to all sides of a debate in determining my position. I would be happy to support making the CAS petition process permanent but would look at the review the number of candidate signatures needed. I am concerned whether members who have not been volunteered before will be committed to the process and dedicate the time necessary. I encourage all CAS members to participate as a CAS and AAA volunteer.

Andy Kudera

I support the petition process as it allows the membership to have an influence on the slate of candidates for the election process. It allows qualified candidates the flexibility of determining when they are willing to run for office and serve. It also affords any CAS member, especially those with differing perspectives, the opportunity to be included on the ballot. Over the past decade the election process has become more robust and transparent and the petition process is one of the reasons why. I would advocate and support the “protection” of the petition process by including a provision for it in our Constitution and Bylaws.

James Merz

As a direct petition candidate, I support the direct petition process. I don't believe that the petition process should need to be re-approved by board. It makes sense that this would be added as an addendum to the by-laws or our organization

Jim Rowland

In general, I support the petition process. I believe it provides CAS members with access to diverse points of view and various thinking styles, which can be leveraged for the betterment of the CAS. That said, I believe the process needs to be managed appropriately so that the election process does not become overwhelming and frustrating to the membership.

Jeanne Swanson

The current petition process is good for the organization, and I support continuing it into the future. The Board should consider a revision to our Bylaws to make this a more permanent policy within the CAS.

4. Can you commit to attending ALL of the Board meetings if you are elected?

Pat Teufel

Yes. Before accepting the invitation to stand for election as President Elect, I evaluated whether I would be able to meet the requirements of the position. I am excited to be considered for this leadership role, and will work diligently to live up to the high expectations of our membership in fulfilling the responsibilities associated with the position.

Kevin Burke

Yes. I am fortunate to work at a company that places value on service at both the personal and professional level. Company management and our chief actuary recognize the substantial time commitment necessary to serve on the board of directors and they fully support my candidacy.

Jon Evans

YES, barring unforeseen circumstances.

Charles Gruber

I will attend all Board meetings if I am elected.

Steve Kelner

Getting elected comes with the expectation of attending all Board meetings. Recognizing that life throws us curve balls in the form of volcanic eruptions, hurricanes, and 34" snow storms, I would intend to fulfill this commitment.

Stan Khury

Yes.

Ron Kozlowski

Being the only candidate outside North America I understand that attending the meetings will require significant travel. I have a strong record of committing my time to various professional committees and activities. I promise to put this activity above my other volunteer professional responsibilities. My firm has committed to supporting me in this

endeavor and allowing me the time necessary to participate on the Board. If I was unable to travel, I would look at alternative ways such as teleconferencing or videoconferencing to make sure I was still able to participate.

Andy Kudera

Yes. I will adhere to the Board Attendance Policy.

James Merz

It is my intent to attend all board meetings, either in person or via telephone. As with all volunteer positions, it is essential to understand that my current paying position is a priority and while I plan on attending the meetings, there may be instances where that is not possible.

Jim Rowland

Barring any unavoidable issues that I am not currently aware of, I plan to attend all board meetings if elected.

Jeanne Swanson

Yes, if elected, I intend to be present at all Board meetings for the full three-year term.