



CAS STRATEGIC PLAN

FROM THE CHAIR, JIM MERZ



As we enter the doldrums of winter, it is important that we redouble our effort to focus on our goals and use all the resources available to accomplish them. We have a clear strategic plan which relies on our extraordinary volunteer leaders and dedicated committee members to achieve these goals. You can learn about the CAS 2021-2023 Strategic Plans in this issue. We need to build skills for the future to enable us to diversify our membership and expand globally to achieve this plan.

Additionally, we must continue to embrace flexibility in this virtual environment to continue to learn. You can read highlights from Bob Conger and Tim Garcia's blog posts on the benefits of mentoring for both the mentor and mentee. Finally, I would be remiss if I did not plug another resource. The [Chairperson Best Practices Manual](#) is a valuable resource to allow each of us to learn about how best to run our CAS committees. Please use your available resources to help the CAS accomplish our goals.

UPCOMING EVENTS

The nominating committee wants your input in CAS elections. Any member may submit a nomination by February 26 for Board of Directors and President Elect positions. Any Fellow of the CAS may nominate themselves. Submit your nominations using the [online form](#).



Aligning Goals with Strategy

David Mamane

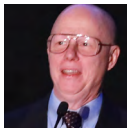
For any CAS committee to be successful, it is important for volunteer leaders to have a clear set of goals that they aim to accomplish in the year ahead. There is no better time than now to revisit this exercise within your committee. While we've left 2020 behind us, several artifacts such as virtual communication, collaboration, and events are likely to persist well after vaccine rollouts and economic recovery. Also, the CAS is embarking on the first year of the three-year strategic plan for 2021-2023. The LDC has provided some guidance below on how volunteer leaders can think about applying the principles within the strategic plan during the committee goal setting process.



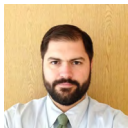
Last November, the CAS released its 2021-2023 Strategic Plan, which is a bold new vision that sets the direction for the organization's continued growth and success over the next three years. The Strategic Plan includes a road map for moving towards the new Envisioned Future, built around three pillars:

Benefits of Mentoring

Highlights from CAS Roundtable Blog posts, [Why I Mentor](#) by Bob Conger and [Being Mentored](#) by Tim Garcia.



Bob Conger



Tim Garcia

My strongest driver [of being a mentor] is that I have benefited hugely from being a mentee myself.

Mentors have helped me immensely along my journey as an actuary.

If the mentee is not hungry for the mentoring and is not willing to invest time and energy, then our relationship is not likely to develop well and the mentoring is not likely to be very impactful.

As with most efforts in life, the more you put into it, the more you will receive.

I am giving back to our profession and perhaps even helping make our profession more diverse.

Sometimes what I need is a different perspective.

I have been the recipient of some very helpful guidance from my mentees.

A mentor can bring experience and expertise to support and reassure you.

Finally, I must admit that most of my mentoring is fun!

Both sides of the mentor relationship can take some time and effort, but I believe you will find it powerful and nourishing.

Pillar 1: Building Skills for the Future

- Analytics in a data-rich world
- Problem solving, strategic thinking and communication skills
- P&C insurance and risk management domain knowledge

Pillar 2: Diversifying the Pipeline

- Attract high-potential professionals
- Variety of educational backgrounds and career paths
- Culture, diversity and inclusion

Pillar 3: Expanding Globally

- Global membership presence
- Global awareness of the CAS
- Global accessibility of P&C actuarial education

For committees focused on basic and continuing education, your focus will be on incorporating goals related to Pillar 1: Building Skills for the Future. Just as the profession is transforming and changing at an accelerated pace, the CAS must change how it prepares our members for the future. To do so, it will be key to prepare our members to have skills in the following three areas: analytics, problem solving, and domain knowledge. Computer-based testing, a new three-year admissions roadmap that covers our entire exam and credentialing process, and a competency-based professional education program are key parts of the strategic plan where volunteer leaders and CAS committees play a critical role.

For committees focused on university, candidate, and volunteer engagement, you will be incorporating goals related to Pillar 2: Diversifying the Pipeline. In the big picture, diversifying the pipeline of CAS members ensures that we attract high-potential professionals into our community who love to solve business problems with data and analytics. Future CAS members will emerge from a wide variety of universities, majors, degrees, and other pathways. They will be able to pursue a variety of career paths and opportunities afforded by the CAS educational foundation. The CAS has also committed to increasing our outreach efforts and making diversity, inclusion, and equity a particular focus in our strategic plan. Volunteer leaders need to be self-aware of unconscious bias within their committees and should strongly consider whether their committee activities and members represent the diverse and inclusive CAS that we strive to achieve.

For committees with an international lens, you will be incorporating goals related to Pillar 3: Expanding Globally. Currently, only 17% of the students taking CAS exams are from outside of North America. The supply of CAS credentialled members is currently not sufficient to support the insurance industry in international regions experiencing rapid growth. The CAS is increasing investment in becoming more global, which will expand our footprint, raise awareness of our credential with key stakeholders, and make our credentials more accessible. It will open new opportunities for volunteer leaders and CAS committees to collaborate globally with international actuarial organizations and professionals, something to consider when setting your goals.

Finally, the CAS is there to support you and your committee. Be sure to engage your CAS Staff Liaison in the goal setting process in order to make the most of your volunteer time as a volunteer leader.



Two of my favorite things about being part of the CAS is the pride we all take in our profession and the high level of engagement of members new and old. Serving on the board means that I get to help guide our future at a pivotal moment and work with a group of people who are also passionate about our organization. When I retire, I am sure it will be one of my most cherished memories!

FEATURED LEADER

Alejandra Nolibos