

INTRODUCTION

The key to the success of the CAS lies in the effective utilization of all of its resources -- officers and directors, committees and task forces, and staff. The work done by committees, all on a volunteer basis, is the lifeblood that constitutes the core of the Society's professional actuarial commitment to fulfilling its purposes. All references in this manual to committees apply to task forces and working parties as well.

This manual is designed to be a repository of information useful to a committee chairperson in effectively running a CAS committee. It should answer many questions, allowing the committee to focus attention on its mission. It also offers committee chairpersons important policy guidance in a number of areas. Although the manual provides more structure for committee operations in such areas as planning and reporting, it is not intended to significantly increase the bureaucratic load placed on committees. The CAS has always encouraged its committees to be independent and responsive to a changing environment, and this policy continues.

Appropriate updates of position descriptions were incorporated based on coordination with the respective committee chairpersons.

This manual is intended to be a living document. Please forward any suggestions you may have for changes in the manual to the Director of Communications and Marketing, who will compile them for the annual review by the Executive Council in the fall.

GOVERNANCE OF COMMITTEES

Introduction

The purpose of this section is to address the relationship of committees to their supervisory officer and to the Board of Directors (Board) and Executive Council (EC). In general, the functions of all committees are subject to the policy determination and overall direction of the Board of Directors. With certain exceptions, each committee chairperson directly reports to an officer of the Society. The Audit, Discipline, Strategic Planning, and Nominating Committees are under the direct supervision of the Board of Directors. For administrative purposes, these Board committees generally interact with the President.

Organizational Chart

The CAS reporting structure is illustrated in the organizational chart that appears in the CAS *Yearbook*. Committee descriptions with committee rosters are also grouped under the Board of Directors and respective Vice Presidents, as appropriate, in the *Yearbook*.

Duties of the Vice Presidents

The following are duties of the Vice Presidents (or other supervisory officer) pertaining to committee operations:

- a. Supervise the activities of the committees reporting to him/her:
 - ensure that the goals of the committee are clearly defined and continue to be relevant;
 - ensure resources are always equal to the task;
 - ensure there exists at all times at least one qualified successor candidate for each committee chairpersonship;
 - monitor contact/placement by committee chairpersons of all response code #1's on the CAS Participation Survey;
 - review requests for extension of three-year tenures on committees.
- b. Recommend committee chairpersons and vice chairpersons to the Executive Council, for the committees reporting to him/her.
- c. Prepare (annually) goals and submit to the President-Elect for EC approval.
- d. Oversee the annual budgeting process for committees.
- e. Submit quarterly cycle reports to the President, in writing, on progress within his/her areas of responsibility, with such reporting to be on an actual vs. goals basis.
- f. Review (at least annually) and approve the position descriptions of each committee chairperson reporting to him/her.
- g. Attend and participate in meetings of the Executive Council.
- h. Attend meetings of the Board.
- i. Approve, on an exception basis, committee travel expenses up to a \$10,000 authority limit. The authority limit does not apply to expenses in the approved CAS budget.
- j. Approve other expenses up to a \$10,000 authority limit. The authority limit does not apply to expenses in the approved CAS budget.

Duties of the Executive Council

The Executive Council approves appointments of committee chairpersons and vice-chairpersons, except for committees reporting to the Board of Directors.

Duties of the President-Elect

The President-Elect is responsible for reviewing the results of the Participation Survey to assure opportunities for members to participate in committees. The President-Elect is assisted in this responsibility by the Committee on Volunteer Resources.

COMMITTEE APPOINTMENT PROCESS

Introduction

The staffing of committees is essential to ensuring that work of high quality results and is accepted throughout the profession. The following are characteristics to consider:

- a. Providing opportunities for and obtaining volunteers who are willing to work;
- b. Balance, by such factors as specialty, employment, geography;
- c. Breadth of opinion, where diversity is known to exist; and
- d. Succession planning.

Committee Appointment Guidelines

Each committee chairperson is requested to observe the guidelines that appear below. However, chairpersons are requested to replace ineffective committee members prior to the normal term specified in the guidelines.

Guidelines

These guidelines reflect the intention to involve as many members as possible in committee activities without sacrificing continuity. However, the effectiveness of committee work is paramount and as a consequence strict adherence to the guidelines is not necessarily to be expected, particularly with respect to committees that interface regularly with other professional organizations.

Committees for which specific appointment rules are established by the Board (e.g., Nominating and Audit Committees) are exempt from the guidelines. Appointments to joint committees and liaison appointments are subject to the guidelines applicable to standing committees, although certain of the liaison appointments must be Board members or officers pursuant to agreements with other organizations.

1. All Fellows are eligible and encouraged to serve on committees.
2. Although it is generally preferable to staff committees with Fellows, Associates are also eligible to serve on all committees except the Discipline, Education Policy, and Syllabus Committees.
3. An officer of the Society should not serve on any committee except the Strategic Planning Committee except in an *ex officio* capacity.
4. In general, a person should be chairperson of a standing committee for no more than three years subject to annual reappointment, and should retire from the committee after serving as chairperson.
5. In general, a person should remain on a standing committee for no more than three years unless such person becomes chairperson by the end of that period, with exceptions permitted if justified to Vice Presidents by committee chairs.
6. In general, a person appointed to a task force or a special committee is expected to serve until the task force or special committee is discharged.
7. The size of the committee will be determined by the chairperson. It is desirable for committees to be sufficiently large to permit the formation of subcommittees to deal with specific projects.
8. Committee chairpersons may elect to utilize a new Fellow or Associate as a committee secretary.

9. It is up to the committee chairperson to contact non-participating members and take appropriate action, such as suggesting they should withdraw from the committee.

Staffing Deadlines

All committee chairpersons (other than for committees reporting to the Board of Directors) should be selected by the Executive Council on or about August 15 of each year (during the August meeting of the Executive Council). Chairpersons for Board committees will normally be selected during the September Board meeting.

Normally, all remaining committee members should be selected by the committee chairpersons and supervisory officer by November 15 of each year. The Examination and Syllabus Committees, however, may make their selections at any time that is consistent with their staffing needs.

Notification of Roster Changes to the CAS Office

Each committee chairperson should submit the committee roster to his supervisory officer for publication in the *Yearbook* by November 15 of each year. Any subsequent changes in committee membership are to be reported as they occur.

Participation Survey

Each year in August the CAS Office will distribute a copy of the Participation Survey results to the committee chairpersons for the following year. As an additional aid to committee staffing, the CAS Office will include with the Participation Survey a tabulation of the membership of each committee over the prior five-year period.

Committee Chairpersons are encouraged to use as many of the volunteers listed in the Participation Survey results for their committee as reasonably possible. As a minimum, Committee Chairpersons should personally contact (by phone if possible, by e-mail or letter if unable to contact by phone) those members who indicate they are very interested and intend to serve if asked (response code "1"), and keep a record of the reason for those not placed.

Placement of volunteers is closely monitored by the Committee on Volunteer Resources and the Executive Council. The CAS leadership is committed to making sure that everyone who is interested in serving on a CAS committee gets an opportunity to do so.

Courtesy Letters

Every new committee member should receive a welcoming letter from the chairperson of the committee at the beginning of each year.

Every retiring committee member should receive an appreciation letter from the chairperson of the committee at the close of each year with a copy to the Vice President and President (if Board Committee) or President-Elect (if not Board Committee). Vice Presidents will note extraordinary performances by committee members, as nominated by committee chairpersons.

Recognition for Retiring Committee Chairpersons and Especially Deserving Committee Members

Retiring committee chairpersons will receive a CAS lapel pin and a letter from the CAS President. Especially deserving committee members nominated by committee chairpersons may also receive a CAS lapel pin.

COMMITTEE PLANNING PROCESS

Introduction

The Society uses a formal planning and reporting process to assist committee chairpersons in structuring their committee activities and facilitating their interface with the Board and EC. Likewise, the process assists the Board and EC in monitoring committee effectiveness and resolving any policy issues that may arise.

Initial Plans

Committee chairpersons are to submit a committee plan to their supervisory officer at the beginning of each CAS fiscal year (October). The deadline for these plans is three weeks before the first Executive Council meeting of the new year (normally in December). The plan should be limited to no more than two pages and could include the following:

- Committee name and its chairperson;
- Statement of committee goals for the coming year;
- Outline of anticipated committee activity for the coming year;
- Any policy issues for which the committee is seeking guidance;
- Program for communicating with the membership via the *Actuarial Review*, CAS Web Site or otherwise;
- Unresolved staffing issues; and
- Other matters, at the discretion of the chairperson.

Quarterly Cycle Reports

Each committee is to submit a quarterly cycle report to its supervisory officer. The deadline for these reports is generally three weeks before the corresponding Executive Council meeting. Deadlines for the officers' consolidated cycle reports to the CAS President are listed in the CAS Calendar. Committee chairpersons are encouraged to use the established format for cycle reports. Cycle reports may contain the following elements:

- An overview or summary of committee activity during the quarter and expected activity during the coming months.
- A report on goals. This part of the report should contain comments on progress to date and the chairperson's prognosis regarding the likelihood of meeting each goal within preestablished time frames.
- A report on committee staffing changes.

Successor Planning

Working cooperatively with supervisory officers, chairpersons are responsible for successor planning. If possible, the succeeding chairperson should be chosen from the current committee members. Ideally, the successor should be identified and appointed vice chairperson one year prior to the chairperson's retirement. The appointment of a vice chairperson should be made early enough to be shown in the *Yearbook*, but the appointment requires prior Executive Council approval (by the October Executive Council meeting for inclusion in the *Yearbook*).

CAS Leadership Meeting

Every chairperson should plan to attend the annual CAS Leadership Meeting. It is normally a one day meeting that takes place in March. The meeting provides chairpersons and other CAS leaders with a unique opportunity to exchange ideas on committee operations with other committee chairpersons and to establish two-way communication with the CAS leadership with regard to critical issues facing the Society. The primary objective of the meeting is to provide the means for synchronizing committee activities with the Society's goals.

COMMITTEE MEETINGS, TELEPHONE CONFERENCES, AND ELECTRONIC COMMUNICATIONS

Introduction

Committees generally require periodic meetings to secure the required level of interchange of views for effective committee performance. The frequency of meetings is at the discretion of the chairperson depending on the agenda of the committee.

CAS Policy on Committee Meeting Expenses

Committee chairpersons are encouraged to take advantage of free meeting room facilities.

The CAS Office offers an excellent conference room that has the capacity to accommodate most CAS committee meetings. Call the CAS Office to schedule the room and, if desired, make food arrangements for continental breakfast, lunch and breaks. Related catering expenses will be borne by the CAS.

The committee chairperson (or other member hosting a committee meeting) will be reimbursed for the out-of-pocket logistical expenses incurred by the member host to conduct CAS business, to include catering, audio visual, room rent, etc. at both the employer's office and at off-site locations.

The CAS generally does not pay committee travel expenses. Vice Presidents may approve travel expenses on an exception basis. Vice Presidents have a \$10,000 approval authority limit, except for expenses in the approved CAS budget which are in excess of \$10,000.

The CAS does not reimburse members' travel expenses to committee meetings held at CAS meetings and seminars.

Specific exceptions to the travel expense reimbursement policy have been approved for the Examination and Syllabus Committees.

Committee Telephone Conference Calls

The CAS assumes the costs of CAS committee telephone conferences conducted through the CAS vendor when there are a minimum of four participants (within approved budget allocations). The President-Elect (for Board Committees) and Vice Presidents will coordinate budgets for their respective committees within the overall CAS budget approved for this expense category.

The CAS vendor, **Conference America**®, provides a service that permits the conference leader and participants to dial into the telephone conference at the scheduled time with an assigned toll-free number and security code. These calls can be recorded. The CAS is billed directly for each call.

Committee chairpersons may arrange for teleconferences by contacting the staff liaison to their Committee. The staff liaison will then provide the toll-free number and security code.

Committee E-mail Mailing Lists

An e-mail mailing list is a list of multiple addresses grouped under one e-mail address. A mailing list allows a person to send an e-mail message to one address, and have that message be distributed to multiple individuals.

The CAS has the ability to establish e-mail mailing lists for committees. Committee chairpersons can use an e-mail list to send out broadcast messages without typing the individual addresses of each committee member. In addition, an e-mail list can be used to facilitate discussions or coordinate activities among committee members between regular meetings and teleconferences. E-mail lists allow committees to disseminate time-sensitive information without expenses or delays associated with printing, stuffing, and mailing.

Committees wishing to establish an e-mail list should notify their staff liaison at the CAS Office.

Calendars

The CAS Calendar is posted on the CAS Web Site and updated frequently. The CAS Calendar may be helpful in scheduling meeting dates and in anticipating the submission of quarterly cycle reports. In addition to CAS meetings and seminars, it includes meetings of the Board of Directors and Executive Council as well as all CAS committee meetings previously identified to the CAS Office by committee chairpersons. You are encouraged to advise the CAS Office Secretary (sgrossi@casact.org) of scheduled committee meetings so that they will be reflected in the CAS Calendar.

Agenda and Minutes

An agenda should be prepared and distributed to each committee member before all committee meetings. Minutes should be prepared to record the results of each meeting and distributed to each attendee.

Committee chairpersons will provide copies of approved minutes (without attachments) to their office staff liaisons or CAS Office Secretary for filing, and to their supervisory officer. These minutes will normally be retained for only three years.

EXTERNAL COMMUNICATIONS

Introduction

CAS committee members are expected at all times to represent an independent professional view in their committee participation, and not necessarily the views of their employers.

CAS Stationery

All correspondence concerning CAS business with parties external to the actuarial profession must be on CAS stationery to avoid misinterpretation by the recipients. Use of CAS stationery to parties within the actuarial profession is preferred, but not required. New committee chairpersons can request a supply of stationery from the CAS Office Secretary. Resupply of stationery is also available upon request.

CAS Communications

All written CAS statements, reports, and the like shall not identify employment affiliation of the chairperson or committee members. Similarly, participants in hearings or public discussions should not identify their employment affiliation, unless specifically asked.

Public Expression of Professional Opinion

Article IX of the CAS Constitution restricts the public expression of opinion by CAS Committees with respect to questions of public interest, as indicated (quoted) below:

“No opinion with respect to questions of public interest shall be publicly expressed by, or on behalf of, the Casualty Actuarial Society, the Board of Directors, or any committee except on matters within the special professional competence of actuaries and then only in accordance with authority given and procedures determined in each instance by the Board and in accordance with the following conditions:

- (i) An opinion of the Casualty Actuarial Society shall require advance approval by an affirmative vote of at least ninety percent of the Fellows who vote in a mail ballot.
- (ii) An opinion of the Board of Directors or a committee authorized by the Board to express an opinion shall indicate that it does not purport to represent the views of the Casualty Actuarial Society, but only of the Board of Directors or the committee, as the case may be.”

PUBLICITY

Introduction

Even the best committee work product will not be as effective as it could be if it does not receive adequate publicity, both within and outside the profession. Not only does such publicity enhance the stature of the committee and its work product, but it also enhances the stature of the CAS itself.

Internal Publicity

The CAS Editorial Committee is eager to receive articles highlighting committee work. The *Actuarial Review*, Casualty Actuarial Society *E-Forum*, and CAS Web Site are excellent vehicles for keeping members informed of committee activities. Committee chairpersons are strongly encouraged to communicate timely information through the newsletter and Web Site and to consider a schedule for such communication as part of the annual planning process. Articles should not exceed two and a half double-spaced, typed pages.

External Publicity

External publicity is usually the responsibility of the American Academy of Actuaries. If a committee's work product is thought to be useful in the public arena, the chairperson may forward it to the Academy following discussion with the appropriate supervisory officer. Such items should be addressed to the Vice President of the American Academy of Actuaries having supervisory responsibility for the Casualty Practice Council.

Also, committees are encouraged to publish committee work products in the CAS *E-Forum* and on the CAS Web Site.

Use of CAS Web Site

Committees should utilize the CAS Web Site for both internal and external publicity of committee work and to enhance committee effectiveness through innovative use of the Internet.

LEGAL CONSIDERATIONS

Introduction

Committee chairpersons are representatives of the Society and, in fact, may create legal liability for themselves and the Society by engaging in improper activities. Thus, it is imperative that committee chairpersons do not become involved in matters that exceed their legal authority.

Antitrust Compliance Policy

Of particular concern for associations is the area of antitrust compliance, since certain association activities by their very nature can inadvertently raise antitrust concerns. Successful antitrust actions have been brought against associations in recent years. Penalties can be severe and intent is not a defense against many violations of the antitrust laws.

The CAS Board of Directors approved on February 11, 1993 a CAS Antitrust Compliance Policy comprised of the Policy, Guidelines, and a list of "Do's and Don'ts." A copy of the CAS Antitrust Compliance Policy is published annually in the CAS *Yearbook* and is posted on the CAS Web Site.

Committee chairpersons will be guided by the provisions of this policy to ensure compliance in all respects with the letter and spirit of federal and state antitrust laws.

Conflict of Interest

Committee chairpersons are requested to be sensitive to conflict of interest situations that may arise for either themselves or for their committee members. These situations not only have the potential to create difficulties for the individual in question, but may also tarnish the appearance of objectivity in the work product of the committee. Conflict of interest situations should be avoided whenever possible. When not possible, the following guidelines should be observed:

- Committee members who are participating on behalf of another organization on the same, or highly similar, issue should disclose this fact to the committee chairperson. In the case of the committee chairperson, such disclosure should be to the supervisory officer.
- To the extent the other organization has taken or is likely to take a position contrary to, or substantially dissimilar from, that of the CAS, the member or chairperson should disclose that fact as well and should consider terminating participation on this specific project in one or the other of the organizations.
- When a member or chairperson elects to present a statement or otherwise visibly participate on behalf of the other organization (e.g., as a witness), consideration should be given to requiring the member to discontinue representing the CAS in a visible fashion on this issue.

In interpreting these guidelines the following qualifications may be useful:

- The guidelines apply only to dual participation in the private sector. They do not apply for an individual who participated in such issues for a governmental entity. An individual employed by a government entity is normally expected to completely avoid participation in any issue where a conflict of interest might exist.
- A time factor should be applied with these guidelines. As a general rule, the closer in time the dual participation occurred, the greater the weight that should be placed on the need for disassociation.

- The more "public" the forum, the greater the weight that should be placed on the need for disassociation. Thus, dual participation on projects involving AICPA or FASB may create fewer problems than dual participation before committees of Congress.

Indemnification of Committee Members

As stated in Article VI of the CAS Bylaws:

"Each person who at any time shall serve, or shall have served, as an Officer, member of the Board of Directors, committee member, Presidential appointee, or member of any disciplinary board of the Society (and his heirs, executors, administrators, and personal representatives) shall be indemnified by the Society against all costs and expenses (including but not limited to legal fees, amounts of judgments paid, and amounts paid in settlements) reasonably incurred in connection with the defense of any claim, action, suit, or proceeding, whether civil, criminal, administrative, or other, in which he or they may be involved by virtue of such person being or having been an Officer, member of the Board of Directors, committee member, Presidential appointee or member of any disciplinary board of the Society, or in connection with any appeal therein; provided, however, that in the event of a settlement the indemnification herein provided shall apply only when the Board of Directors approves such settlement; and provided further that such indemnity shall not be operative with respect to any matter as to which such person shall have been finally adjudged liable in such claim, action, suit, or proceeding on account of his own willful misconduct.

"The rights accruing to any person under this Article shall be without prejudice to any rights or benefits given by the Board of Directors inconsistent therewith in special cases and shall not exclude any other right or benefits to which he may be lawfully entitled."

Insurance

Committee chairpersons should be aware that the CAS's current Association Professional Liability Insurance Policy provides D&O coverage for up to \$10 million aggregate limit of liability, including claims arising from Standards and/or Certification programs. This policy not only covers directors and officers of the CAS, but all volunteers and members of any duly constituted committee, Regional Affiliate, and Special Interest Section as well. Any committee chairperson or member who believes this limit does not provide sufficient protection may wish to review the provisions of his/her personal insurance policy.

FRAUDULENT OR DISHONEST CONDUCT AND WHISTLEBLOWER POLICY STATEMENT

The CAS will investigate any possible fraudulent or dishonest use or misuse of CAS resources or property by management, staff, volunteers, or members. Anyone found to have engaged in fraudulent or dishonest conduct is subject to disciplinary action by CAS up to and including civil or criminal prosecution when warranted.

All members of the CAS community are encouraged to report possible fraudulent or dishonest conduct (i.e., be a whistleblower). A volunteer may report his or her concerns to any CAS Officer or the CAS Executive Director.

Definitions

Baseless Allegations: allegations made with reckless disregard for their truth or falsity. People making such allegations may be subject to institutional disciplinary action and/or legal claims by individuals accused of such conduct.

Fraudulent or Dishonest Conduct: a deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include, but are not limited to:

- forgery or alteration of documents
- unauthorized alteration or manipulation of computer files
- fraudulent financial reporting
- pursuit of a benefit or advantage in violation of the CAS conflict of interest policy
- misappropriation or misuse of CAS resources, such as funds, supplies, or other assets
- authorizing or receiving compensation for goods not received or services not performed
- authorizing or receiving compensation for hours not worked

Whistleblower: an individual who informs CAS leadership about an activity which that person believes to be fraudulent or dishonest.

Whistleblower Protection

CAS will protect whistleblowers as defined below.

- CAS will use best efforts to protect whistleblowers against retaliation. It cannot guarantee confidentiality, however, and there is no such thing as an "unofficial" or "off the record" report. CAS will keep the whistleblower's identity confidential, unless (1) the person agrees to be identified; (2) identification is necessary to allow CAS or law enforcement officials to investigate or respond effectively to the report; (3) identification is required by law; or (4) the person accused of Fraud Policy violations is entitled to the information as a matter of legal right in disciplinary proceedings.
- Whistleblowers must be cautious to avoid baseless allegations (as described earlier in the definitions section of this policy).

Contacts

Questions related to the interpretation of this policy should be directed to the Executive Director or Director of Finance and Operations.

GUIDELINES FOR STAFF LIAISONS TO COMMITTEES

Volunteers are the lifeblood the CAS and represent a special type of customer. Staff liaisons to committees must fulfill certain responsibilities in support of volunteers, particularly the chairpersons. Note: All references to committees also apply to task forces and working parties. Staff liaisons are expected to coordinate with chairpersons to perform the following duties.

1. When a chairperson is beginning his/her term, notify the CAS Membership & Volunteer Manager. The Membership & Volunteer Manager will advise the chairperson of available leadership resources.
2. When a chairperson is beginning his/her term, set up a teleconference with the past chair, new chair, and staff liaison to initiate the transition. Make sure the agenda covers ongoing projects and best committee practices.
3. Partner with the chairperson, as necessary, to develop annual goals for the committee supporting the CAS Strategic Plan, and distribute the goals to the committee.
4. Survey committee members through the CAS Doodle account for the best date and time to hold teleconferences/meetings in order to maximize participation by committee members. Extra attention should be paid to accommodating volunteers in all time zones. This could include a standing call in regular time interval.
5. Distribute dial in information to committee members through an Outlook appointment invitation. Initiate teleconferences through Conference America. Extra attention should be paid to accommodating volunteers dialing in from outside the United States.
6. Work with the CAS meeting planning staff to set up in person meetings of the committee and distribute meeting logistics to committee members.
7. Partner with the chairperson in developing an agenda for the teleconference/meeting. If the chairperson does not draft an agenda, draft an agenda and send it to the chairperson for review. Upon the chairperson's approval (or if the chair does not respond), distribute the agenda to the committee in advance of the teleconference/meeting.
8. Participate in teleconferences/meetings and provide input to the committee discussion as appropriate.
9. Record minutes of the teleconference/meeting and send the minutes to the chairperson for review within five business days following the teleconference/meeting. After the chair approves the minutes, distribute them to the committee immediately. Use the committee's online communities when necessary to share documents and information.
10. Work with the committee chairperson to define the roles, responsibilities and projects of the various committee members. Within the projects, help the volunteers with administrative work, as necessary.

11. Partner with the chairperson, as necessary, with providing information about the committee for the Participation Survey through the Participation Survey Input Form (PSIF). Monitor contact and placement on the committee for all response code #1's from the Participation Survey, updating committee rosters in NetForum and sending results to the CAS Membership & Volunteer Manager.
12. Partner with the chairperson, as necessary, to raise issues to the Vice President overseeing the committee and assist in the development of material that requires discussion or approval by the Executive Council and/or Board of Directors.
13. Partner with the chairperson, as necessary, to submit quarterly cycle reports on progress on achieving the goals of the committee.
14. Maintain the roster and email list of the committee in the CAS membership database and ensure the roster is reflected accurately on the CAS Web Site.
15. Ensure that the chairperson sends an appreciation email to retiring committee members at the close of each year.
16. Partner with the chairperson, as necessary, in securing a successor for after his/her term limit ends.