



Town Hall With CAS Leaders

May 24, 2021





New Volunteer-Staff Framework

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Why is Volunteer-Staff Model Changing?

Volunteer Task Force Charged to Address Following Problem Statement:

The current volunteer model has become difficult to manage as our Society continues to grow and we face additional business complexities. Resources are becoming scarcer as employers cut costs. There is an opportunity to expand the skillset available to us by thinking about the needs of the organization and hiring staff with the necessary skills.

In May 2019, the Volunteer Task Force Recommended that:

Current model does not fully and efficiently support the Society's current and long-term initiatives

CAS would benefit from a reorganization of existing committee structure and inclusion of additional paid staff member support.





CAS Staff-Volunteer Framework

Evolving Components

1. Establish Standing Board Committees.

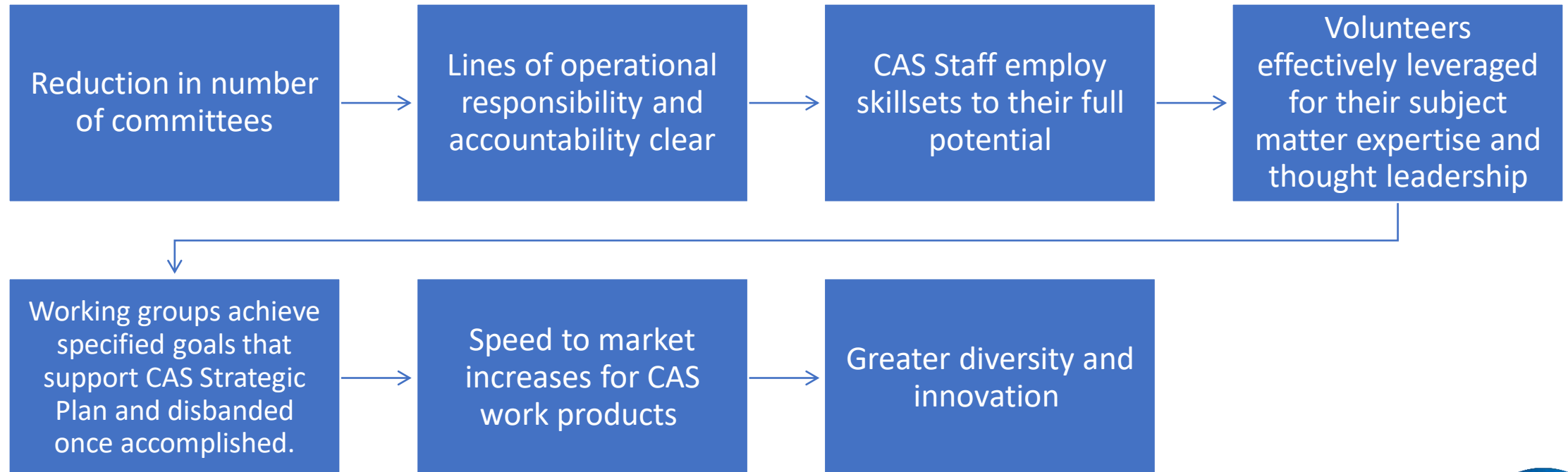
2. Transitioning VPs to Role of Senior Advisors and Sunsetting Executive Council

3. Transition Committee Structure to Councils, Working Groups and Task Forces



Transition of Committee Structure

Impact





Board and EC Changes





CAS Staff-Volunteer Framework

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Evolving the CAS Volunteer-Staff Model

Board of Directors

Current State

Establishes CAS strategic direction and sets CAS policy.

Provides oversight over CAS operations.

Challenges

Could be focused more on longer-term strategy development and engagement.

Limited opportunities for Board members to engage beyond Board meetings.

Lack of agility and slow to respond to market changes.

Future State

Board continues to set strategic direction.

Board focus is on interpreting market intelligence, engaging with membership, and elevating the CAS brand.

Board functions through committees delegated by the Board, makes recommendations, and acts on Board decisions, enhancing board productivity and effectiveness.

Board Governance Committees

Existing Committees

- **Nominating Committee:** Nominates candidates for offices of the Society and for Board directors and submits its selections to the Board (for vice presidents) and to Fellows of the Society (for president-elect and Board directors) prior to the annual elections.
- **Leadership Development Committee:** Responsible for implementing the "Leadership Development Program" through which potential leaders will be identified and development plans for their progress will be formulated and tracked.
- **Discipline Committee:** Responsible for considering recommendations for disciplinary actions against members...in accordance with procedures described in the Bylaws and the CAS Rules of Procedure for Disciplinary Actions.
- **Audit Committee:** Responsible for overseeing the internal control structure and the annual independent audit of the financial statements and supporting accounts of the CAS by an auditing firm.
- **Risk Management Committee:** Provides ongoing identification and assessment of risks associated with existing CAS activities as well as risks stemming from opportunities for future activity.

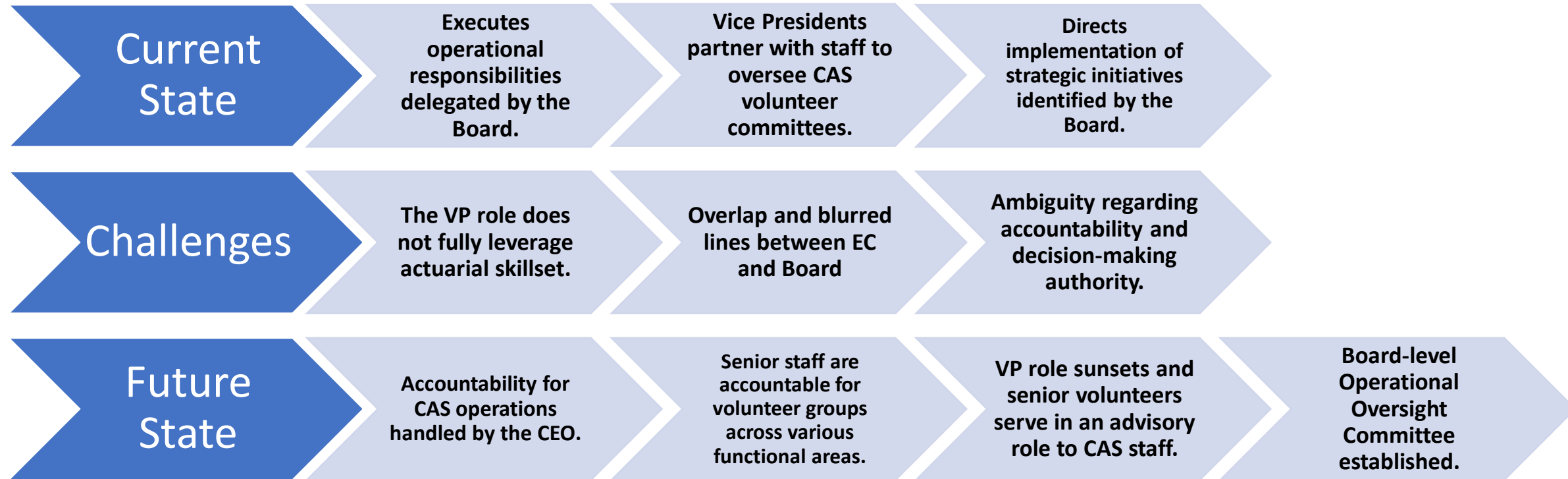
New Committees

- **Diversity, Equity & Inclusion Committee:** Establishes CAS policy for diversity, equity, and inclusion (DEI) across the Society's actuarial community, ensuring integration of the CAS DEI program with the Society's mission, strategy, operations, and business goals.
- **Operational Oversight Committee:** Oversees CAS business operations, collaborating and maintaining alignment with the CEO and his executive staff.



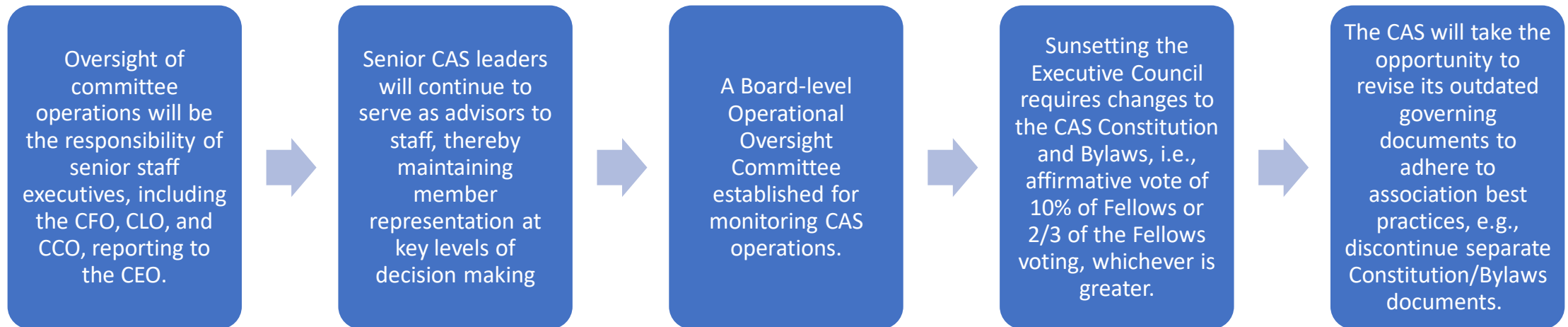
Evolving the CAS Volunteer-Staff Model

Executive Council



Summary of Board/EC Changes

With accountability for CAS operations assigned to the CEO, **the Executive Council governance level will be sunset**



Constitution and Bylaws Revisions

- Developed by working group of Board/EC members: Mary Frances Miller, Mary Hosford, and Erika Schurr, working with the CAS Staff, CEO, and General Counsel
- Proposed revisions will reflect sunseting the Executive Council
- Opportunity to revise outdated governing documents to adhere to association best practices, e.g., discontinue separate Constitution and Bylaws documents
 - Proposing one governing document – Bylaws – going forward
- To be reviewed and voted on by the Board in June and then by the Fellows in August (assuming Board approval)





Reorganization of CAS Committee Structure





CAS Staff-Volunteer Framework

Evolving Components

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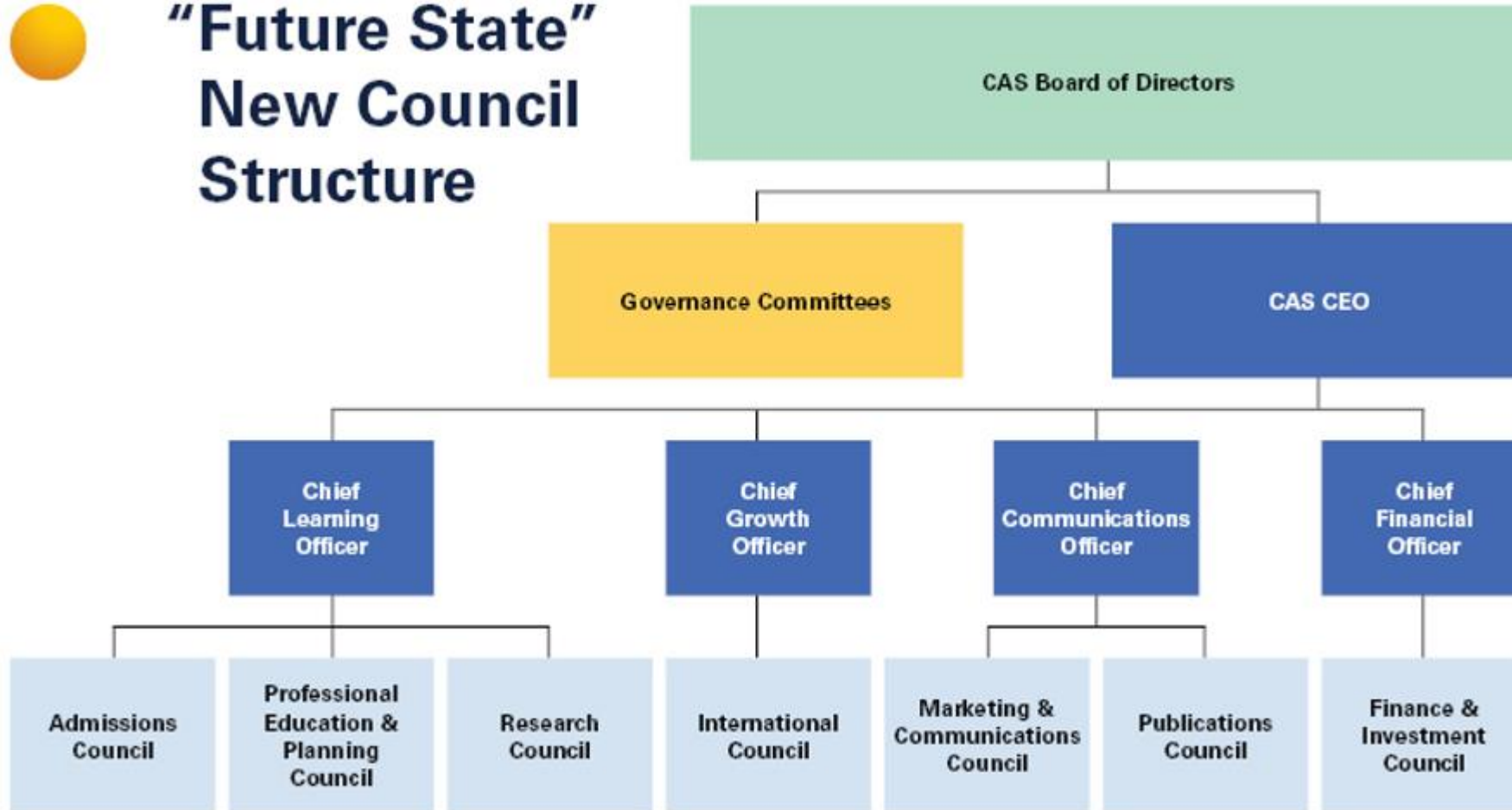
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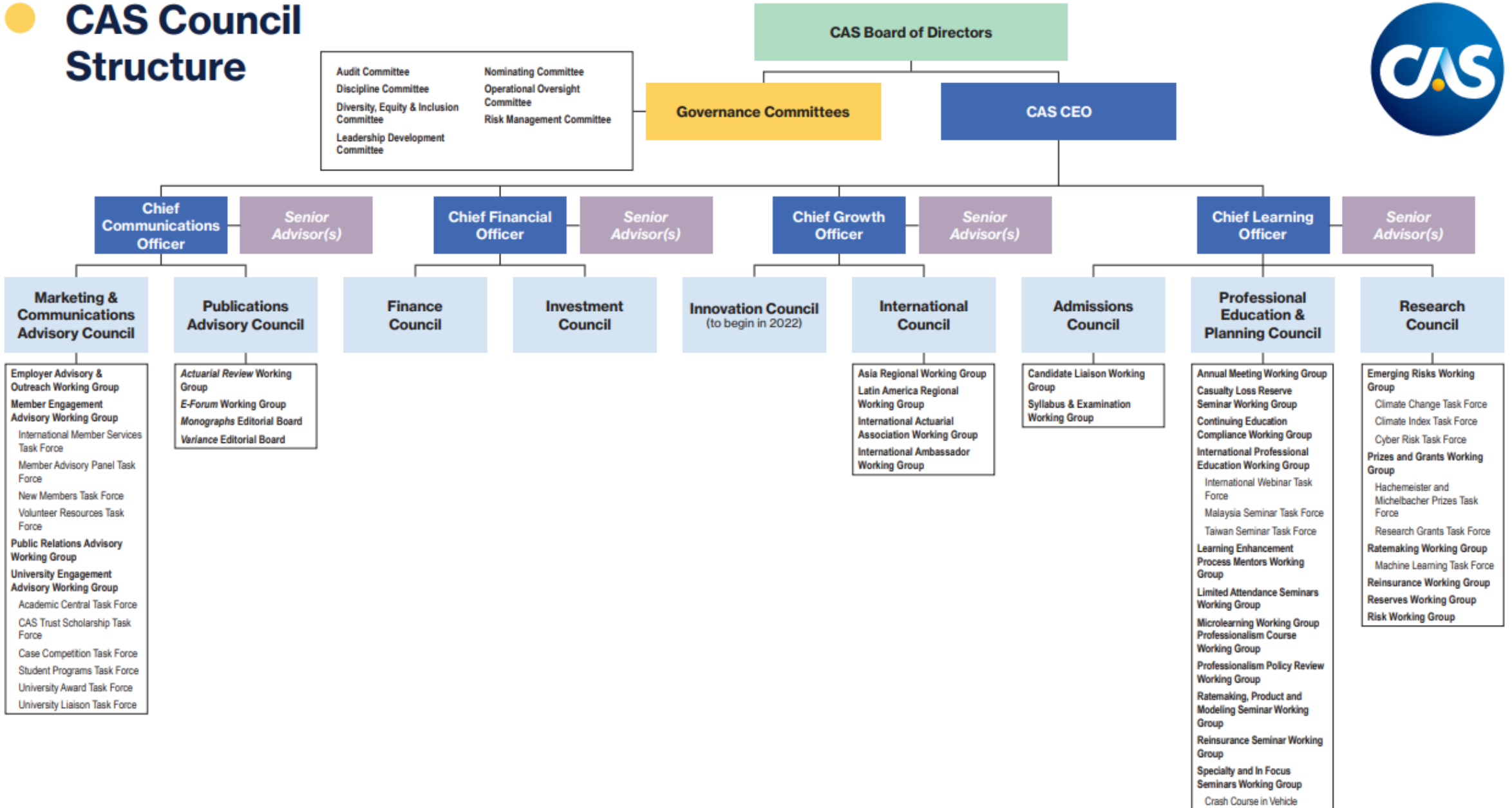
“Future State” New Council Structure



- The CAS CEO is accountable for Operations, and delegates accountability to his staff to lead their Councils.
- The CAS CEO, working collaboratively with his staff, determines topics to elevate to the Board Agenda.
- Structure below Councils include specific working groups; Volunteer pools exist for Councils & Working Groups.



CAS Council Structure



Evolving the CAS Volunteer-Staff Model

Committee Structure



Evolving the CAS Volunteer-Staff Model

Volunteer Experience

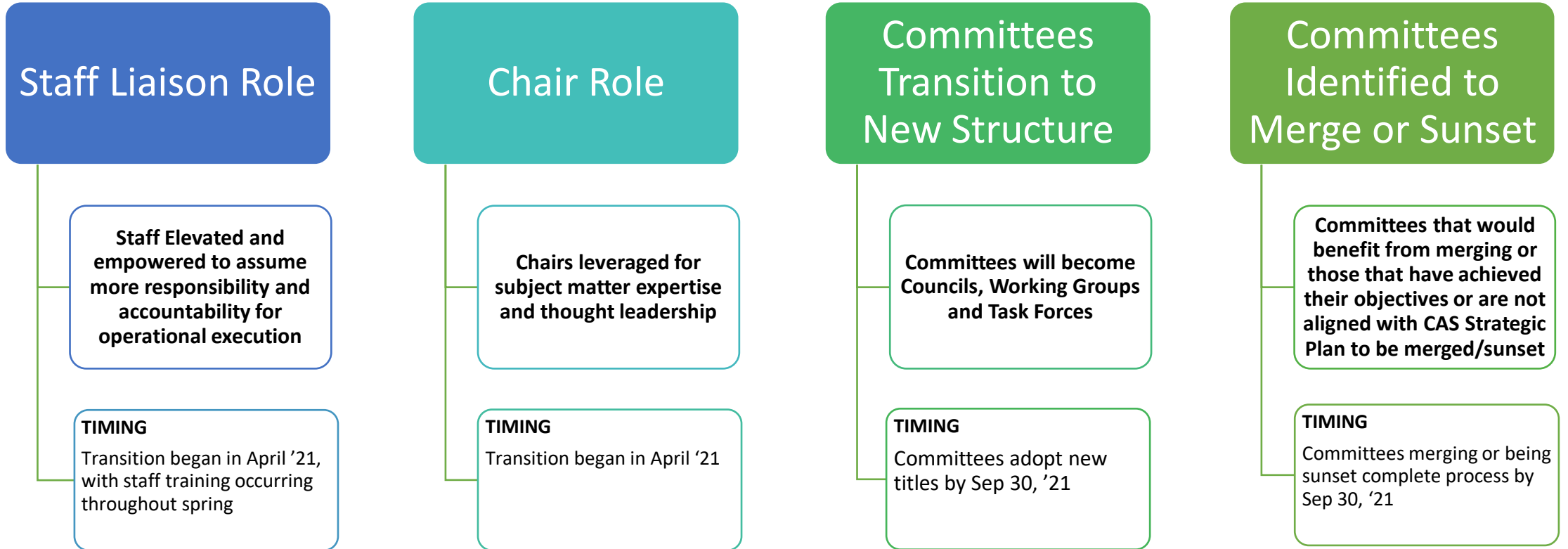


Evolving the CAS Volunteer-Staff Model

CAS Staff



Transition of Committee Structure: Components







Appendix





CAS Volunteer Structure

- **Councils:** an advisory or deliberative body of people formally constituted and meeting regularly.
 - CAS staff are accountable & responsible
 - Councils aligned to the CAS organizational structure
- **Working Group:** a group of experts working together to achieve specified goals.
 - Established when experts are required to exist for indefinite time for a specified purpose.
 - Charter is clearly stated, and goal and objectives defined.
 - Accountability is delegated from the council to a staff lead, volunteer lead, and a pool of supporting volunteers.
- **Task Force:** a unit specifically organized for a given task.
 - A temporary activity or an activity that is repeatable, for example an annual program.
 - Structured under WG's when there is a clear need defined by the WG staff lead.
 - Directly report into their corresponding WG, not the council.

