



Final Report of the Membership Linkage Task Force (MLTF)

As Adopted by the CAS Board of Directors on November 3, 2024

Introduction

The Membership Linkage Task Force (MLTF) is a task force of the CAS Board of Directors (Board) established to enhance communication, collaboration, and engagement between the Board and the membership. The MLTF aims to facilitate open communication, mutual understanding, and active engagement to ensure that the Board's strategic decisions and actions align with the needs of members.

The MLTF is recommending the following initiatives to the Board. The recommendations reflect member feedback, which was provided through an exposure draft process.

Recommendations

Recommendation 1: Strengthen the Board's commitment to transparency.

The Board considers transparency a guiding principle. Transparency fosters trust in the CAS, encourages the Board to remain dedicated to the CAS's mission, holds Board members accountable, and promotes strong relationships between the Board and CAS members.

The Board demonstrates its transparency by:

1. Making decisions in accordance with the CAS Constitution and Bylaws
2. Seeking out and considering stakeholder feedback in its decision-making process
3. Making Board meetings open to members
4. Releasing meeting agendas and minutes to members
5. Updating members on progress towards achieving the Strategic Plan
6. Making existing public financial information easily accessible to members
7. Maintaining open lines of communication between the board and members

In addition, the Board continues to commit to exposing the following items for stakeholder feedback as appropriate:

1. Updates to the Strategic Plan
2. Changes to the Constitution or Bylaws
3. Changes to the Continuing Education Policy
4. Significant changes to basic education
5. Significant changes to the CAS's governance structure

Other items may also be exposed for stakeholder feedback. When determining whether a potential board decision should be exposed to stakeholders for feedback, the Board will consider these questions:

1. How might this item impact members? What other stakeholders might be affected?
2. How material is any anticipated impact?
3. Could the Board's decision be improved if it gathered input from additional subject matter experts and/or affected stakeholders?
4. Could the Board's decision affect other organizations, e.g., other actuarial organizations, to which members may belong?
5. Could the item be considered an opinion with respect to a question of public interest, per the CAS Constitution?
6. Will the time required for the solicitation of feedback prior to making a decision disadvantage stakeholders or result in missed opportunities?

7. Is the matter sensitive in terms of the CAS's competitive position?

It is recommended that the Board commitment to transparency above be included with other front matter in all Board meeting material packages.

Recommendation 2: Create a "Board Information Portal" on the CAS website, in place of [the current Board webpage](#).

1. Change the focus of the Board page from who is on the Board, to what members should know about/from the Board.
2. Include a function for asking questions/providing feedback to the Board, including the option for questions and answers to be visible to all members.
3. Highlight recent Board topics, including those topics soliciting member input/exposure.
4. Highlight how to attend Board meetings, and make it easy for members to attend virtually.
5. Include links to key information, such as the CAS Annual Report and meeting minutes/agendas.
6. Include information about how CAS governance works, including nomination/election process, VP/Staff roles, and the organizational chart.

Recommendation 3: Enhance support for Board-member engagement at all in-person events.

1. Leverage Board member attendance at all the "Big 5" meetings/seminars (Spring/Annual meetings, RPM, CLRS, and Reinsurance Seminar).
2. Include a "Board 101" slide in presentations by Board members at Regional Affiliate meetings, highlighting recent Board topics and how to engage with the Board.
3. Ensure Board member presentations at in-person Regional Affiliate meetings are given by Board members attending in person, and not virtually.

Recommendation 4: Continue holding CAS Town Halls for members.

1. Continue with Town Halls in conjunction with Spring and Annual Meetings, as the meeting format permits.
2. Continue to record and invite members to watch recordings after the event.
3. Continue to conduct surveys post-Town Hall.

Recommendation 5: Establish Measures of Success for Enhancing Board-Membership Linkage

1. The following metrics are recommended for gauging the success of the Board's efforts to enhance communication, collaboration, and engagement between the Board and the membership:

Target a 10 percentage point increase from the 2023 Quinquennial Membership Survey results to the 2028 Quinquennial Survey	
Measure	2023 Survey Result
Satisfaction with CAS Leadership (Board and Officers)	47.7% Somewhat or Very Satisfied
Satisfaction with Board Transparency	36.1% Somewhat or Very Satisfied
Satisfaction with Organization Transparency	38% Somewhat or Very Satisfied
How familiar are you with the CAS Strategic Plan	18.8% said 4 or 5 (Scale of 1 to 5)

2. Measure incremental improvement along the way using pulse surveys.