

FUTURE FELLOWS

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A Changing of the Guard in CAS Admissions Leadership

By Rachel Hunter, FCAS

Every three years there is a change in the leadership of the CAS Admissions Committees. Three years ago, Jeanne Crowell started her tenure as vice president-admissions, I became chairperson of the Candidate Liaison Committee (CLC) and Jason Russ became the chairperson of the Syllabus and Examination Committee (SEC). Now that terms are up, we are welcoming our respective replacements William Wilder, Laura Hemmer and Jim Sandor.

Laura Hemmer, who is taking over my role, has prepared by serving as vice chairperson for the past year. She has attended some SEC meetings and learned more detail of how the CLC serves as a voice of the candidates and plans content for the *Future Fellows*. During my time as CLC chairperson, the CLC also helped share candidate perspective on small and substantial changes to the exams. Hemmer, the candidates and CLC volunteers will continue giving these valuable perspectives to the CAS.

In light of the transition, I decided to interview the outgoing and incoming CAS VP-Admissions to learn more about the major changes Jeanne Crowell has led over the past three years. I also wanted to get some insight into what William Wilder will be doing over the next three years and how he will work with Hemmer and the CLC.

Rachel Hunter: The CAS VP-Admissions has an important role. Can you describe the responsibilities?

Jeanne Crowell: VP-Admissions is one member of the CAS Executive Council. The Executive Council is broadly responsible for executing the strategy defined by the CAS Board. The VP-Admissions manages the aspect of the CAS activities leading to the admission of new mem-

bers to the CAS, including syllabus and exams. There are two committees overseen by the VP-Admissions: The Candidate Liaison Committee (CLC) and the Syllabus and Exam Committee (SEC). The SEC is the largest CAS committee with over 700 members.

RH: What in your prior background helped prepare you for this role?

JC: First, I have had extensive experience volunteering for the CAS within Admissions committees. When I started volunteering as a new Fellow, it was with the Syllabus Committee. At that time, the Syllabus Committee was separate from the Exam Committee, so I was not involved with writing or grading exam questions. Later, I joined and eventually became chairperson of the Education Policy Committee, which no longer exists. I also became involved in a number of task forces focused on Admissions issues.

Second, I served a term on the CAS Board of Directors. This is not a prerequisite to being the VP-Admissions, but the experience helped me to understand the Executive Council (EC) and role of the EC in how the CAS Board sets strategy for EC to implement.

RH: Could you give us similar insight into your background?

William Wilder: I have been involved in Admissions Committees since becoming an FCAS in 2002. I started as a writer/grader and then ascended through Exam Committee ranks up to being assistant chairperson while Steve Armstrong was the chairperson of the Exam Committee. This allowed me some overlap to ensure continuity with leading the committee

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The Sexuality and Gender Alliance of Actuaries: How it Began and Hopes for the Future

By Sarah Manuel, ACAS, MAAA

When I heard that a new organization called the Sexuality and Gender Alliance of Actuaries (SAGAA) had been formed, I was thrilled. As a bisexual woman who didn't feel comfortable being "out" at work, this felt like the actuarial organization I didn't know I needed. I'm now out and on the board of SAGAA, and I hope that the organization can make all actuaries who identify as LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, plus others) feel comfortable being who they are. I spoke with Jake Akstins and Matt Gentile, the co-founders, about how SAGAA came to be and what they hope it can become.

Akstins and Gentile didn't set out to create an actuarial organization. Presentations and trainings on LGBTQIA+ issues were done at their workplace, but they wondered why those types of trainings weren't being given on a broader scale throughout the actuarial profession. They reached out to a person on the planning committee for the 2020 Spring Meeting about doing a presentation there and received a ton of support for the idea. Akstins and Gentile ran a concurrent session called "Lesbian, Gay, Bisexual, Transgender, and Queer Identities & Allyship in Actuarial Workplaces."

As it turned out, Akstins and Gentile weren't the only ones who felt that LGBTQIA+ issues should be discussed more in actuarial spaces. They received many requests to run the session for other groups, and they even ran another CAS session after the Spring Meeting so anyone could participate. This discussion was clearly filling a need, and the conversation was just getting started. After meeting with the CAS/SOA Joint Committee for Inclusion, Equity and Diversity (JCIED), Akstins and Gentile knew they had support to form an organization focused on supporting LGBTQIA+ issues within the profession.

The CAS announced SAGAA's formation to kick off Pride Month in June 2020. The first meeting was virtual and open to anyone. Since then, Akstins and Gentile have been working to build up SAGAA by bringing on Arius Johnson, Erin Campbell and me as part of the executive board; meeting with other organizations like the International Association of Black Actuaries (IABA) and Organization of Latino Actuaries (OLA) to learn how they got started; and speaking at CAS and SOA events to introduce SAGAA. What started as a question of, "Why aren't we talking about this?" has developed into an organization of actuaries working to advocate for LGBTQIA+ individuals within the profession.

This group wouldn't need to exist if there weren't circumstances that needed to be changed. They've received no negative feedback nor faced any repercussions from their work. Both


Akstins and Gentile said that, but if there were negative consequences, they'd probably be invisible to them. These "invisible" consequences might be familiar to actuaries who don't feel wholly accepted within the actuarial community. Sometimes it's losing opportunities — even ones that you may not have even known about — because of someone else's unconscious (or conscious) bias. Sometimes it's losing out on mentorship or networking connections because a person doesn't feel that they can really "connect" with you. It's hard not to wonder when you go for a job opening, promotion or spot on a project and it doesn't go your way, just how much does someone else's bias factor into that decision? Is it because you were not good enough or would you have achieved your goal if you had a different identity? We hope that, in time, no actuary will have to ask these questions; SAGAA is working to get us there.

SAGAA facilitates connections between LGBTQIA+ actuaries and allies to engage in community-wide dialogue about LGBTQIA+ issues. SAGAA aims to create a safe space for dialogue, community and career encouragement, while educating the broader actuarial profession. To build toward its purpose, SAGAA has three pillars: networking, professional development and company education. This framework will focus and support SAGAA's initiatives to move the profession forward.

Akstins and Gentile hope that SAGAA can help normalize the idea that LGBTQIA+ actuaries can be leaders within the profession, in addition to being leaders in conversations about diversity, equity and inclusion. They hope to normalize the experience of coming out at work, of being out at work or not being out at work. They also hope to educate actuaries on how they can best be allies. It can be hard to talk about LGBTQIA+ issues if someone is not sure exactly what to say or afraid of saying the wrong thing. Akstins and Gentile hope to help teach people how to navigate those conversations and how to handle situations where perhaps someone does say the wrong thing but wants to make it right.

It will take all of us to ensure that LGBTQIA+ actuaries feel accepted and valued within the profession. If you support LGBTQIA+ actuaries, or if you yourself identify as LGBTQIA+, SAGAA is for you! The next SAGAA meeting is on December 17 at 8:00 p.m. EST/5:00 p.m. PST (connection details can be found on social media).

Get involved by filling out this interest form: <https://www.surveymonkey.com/r/33G7Q7F>.

Find SAGAA on LinkedIn here: <https://www.linkedin.com/company/sagaa-actuaries/>; and on Instagram here: <https://www.instagram.com/sagaactuaries/>. 

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after Steve. During my three-year tenure as chairperson, the Syllabus and Exam Committees were merged to form the SEC we have today.

I also served on the CAS Board and was involved in the working group discussing the proposed CAS and SOA combination. As Jeanne mentioned, this background is helpful in understanding how the VP-Admissions is expected to execute on the vision of the board.

Most recently, I started getting involved in activities of the VP-Admissions as soon as it was announced that I would be the next VP-Admissions. This allowed me to listen in and learn about latest things in the admissions space. My approach has been to focus on learning what is going on while respecting existing structure to ensure a smooth transition.

RH: Could you highlight major initiatives you worked on during your time as VP-Admissions?

JC: Immediately upon starting my tenure as VP-Admissions, we announced the plans for rolling out TBE (technology-based exams) with Exam 5. It took full time a commitment to complete the preparations for this change and then, after the sitting, to understand how we could improve in the future. As VP-Admissions, I knew that we needed to move toward computer-based testing (CBT) and we had to decide where to go next. As you know, in 2020 we accelerated our next steps with CBT due to the pandemic.

Another major examination change announced at the start of my term was the introduction of the MAS (Modern Actuarial Statistics) exams. A lot of time was also spent on the NAIC (National Association of Insurance Commissioners) review of the CAS credentialing process and putting together information demonstrating that our exam process and syllabus met their standards for qualification of actuaries in the U.S. There was also attention given to the potential CAS and SOA combination, which included starting to think about whether that might lead to a change in the credentialing process. While I was not as directly involved as William and others on the board were, I was paying close attention as I knew it could impact our admissions process.

I am very excited to see initial recommendations from the CAS Job Task Analysis being nearly ready to share. This huge undertaking started many years ago and has seen many major pieces completed over the last three years, including surveying the membership and summarizing the learnings. This will help shape the future of our exams and credentialing process with a goal of reflecting skills and knowledge actuaries really need in their day-to-day jobs. Along with that, I have been involved with the Admissions Roadmap, which is well under way. Steve Armstrong has announced that he expects to share more details in the Spring.

RH: Moving written response exams to CBT sooner than planned was a major change for the CAS Exam administration process this fall. What needed to happen to make that possible?

JC: The CAS has massively upped its staff support of admissions recently, including the addition of Jennifer Naughton as chief learning

officer and Wesley Griffiths as dedicated admissions actuary (though sadly, Wes has advanced his career further outside of the CAS). The general staff actuary, Ken Williams, has also devoted considerable time to the CBT transition. Adding a professional testing expert and two actuaries made huge differences in how the CAS staff were able to focus on the transition.

The original CBT plan for 2020 was to launch only the multiple-choice MAS exams through Pearson VUE centers in the fall. Adding written response exams meant that we needed to work with another vendor to allow grading of the computer-based written responses. So, the timeline for that process needed to be accelerated, [which] largely fell to CAS staff. [It] was a very big initiative to make sure we'd be ready for fall exam grading.

Another major issue was not just that the pandemic caused us to move to CBT, but also that because of the pandemic other organizations were moving to CBT and the Pearson VUE center capacity could be limited in response to local guidelines. This unanticipated supply and demand issue with Pearson VUE testing locations was a challenge that led to a longer testing window than preferred.

There have been many other issues to iron out to make it possible. We needed to create sample questions for candidates to familiarize themselves with the Pearson VUE environment and software. We also needed to format all Fall Exam questions to be ready for the Pearson VUE environment. This required many hours from CAS actuaries and volunteers to help in ways that were not anticipated earlier in the year.

Furthermore, we wanted to provide details to candidates as quickly as possible even while many details were not yet finalized. This meant we had to carefully craft and review communications to provide accurate and complete information in a timely fashion to all candidates including through articles and webinars. We had to strike a balance between informing candidates of the change so they could prepare and being unable to provide all details immediately because some details were still being worked out. We used the CLC as a sounding board to make sure our messages were detailed enough and to get feedback about what might be helpful from a candidate perspective.

RH: This fall, the CAS announced a move toward not releasing exams to enable question banking. What benefits might candidates expect to see as the CAS grows its bank of questions?

JC: In my mind, there are many potential benefits that will address some candidate pain points. As the CAS develops a quality bank of exam questions and statistics on those questions, candidates can expect to see:

- More consistent question quality and relevance to learning objectives.
- More consistent and faster grading of exams.
- More appropriate exam length and distribution of question types between sittings.
- Exams offered in windows instead of single day events or offered more frequently.

The decision to move toward item banking will improve future exams, but it also necessitated a lot of other changes to policies and exam administration, including eliminating the Examiner's Reports and changing the appeals process.

RH: We've heard from Jeanne about a lot of changes, including CBT and question banking. What about the future admissions vision is motivating for you?

WW: There is so much great progress happening in admissions and a lot to be excited about. Although not necessarily of our choosing, accelerating the shift to CBT and item banking for all exams is a major step toward a vision that goes back to my days in Exam Committee leadership. Likewise, seeing the Job Task Analysis coming together is super motivating for me and I'm eager to see how it'll help us keep CAS members the best at what they do. Lastly, I'll just say that staff have always been critical to the success of the CAS. With so much going on and membership increasing so fast, I'm excited to see the additional investments we're making in admissions staff and I'm eager to work with them.

RH: The VP of Admissions has two committees, the SEC and the CLC. What is your view of the role of the CLC and how has the CLC helped during your time as VP-Admissions?


JC: I found it helpful to get the perspective of current CAS candidates on proposed changes. Many changes have happened during my time as VP-Admissions, and it has been helpful to get feedback from the CLC on planned changes and how to improve the ways we communicated or implemented the changes.

The CLC also has important role to communicate directly to candidates in ways that resonate with them. Official CAS Admissions

communications are official announcements, but CLC communications can share candidate impressions such as how Nate Williams shared his planning to prepare for Exam 5 TBE and his actual experience with it, or articles regarding how to plan for future changes to exams such as strategies around the MAS Exams transition rules. This can be very helpful for candidates who don't have a large network of other candidates that they work with.

RH: As VP-Admissions, how would you like to see the CLC help support upcoming changes to the exams?

WW: I would like the CLC to continue to provide candid, thoughtful and constructive feedback as they do today. With so much going on and so much planned for the coming years, the role of the CLC may be more important than ever. They bring a candidate's vantage point directly into the inner circles of leadership. We obviously can't always do exactly what candidates want or share every detail of the decision-making process, but I believe firmly that we disregard their perspective at our peril, the same as with any critical stakeholder or customer segment. Let's face it, without our candidates, the CAS has no future.

I want to thank Jeanne and William for their time! I look forward to seeing the continual evolution of the CAS Admissions process and how the CLC will continue to provide the candidate voice as part of that process. I have enjoyed my six years volunteering with the CLC and very much appreciate the thoughtful and dedicated members and candidates of the CLC who have helped support CAS Admissions initiatives. 

Have You Thanked an Actuary Today?

By Chip McCleary, ACAS

I know, it's not a question that crosses the minds of many people. It's probably not a question that crosses the minds of even actuaries. It should, though.

Study after study on employee behavior shows that employees like to be recognized for work that they do. Actuaries aren't any different. They don't like to have their hard work treated as "part of the job we all do." It doesn't mean being recognized for every little thing — some things really are just part of our job — but it does mean that when we must go beyond the norm, we want to have that effort acknowledged. The digging that we didn't expect to have to do, the finding something wrong that we know others don't notice but we do and think to ourselves, "I have to fix that and make it right," the taking time to make

things come together for others in an easy-to-understand way, the amending of write-ups to highlight what others want to see mentioned, the back-and-forth of answering all the what-ifs that others inevitably have, that's not just "part of the job we all do." It's that kind of effort that should be noted, called out and applauded.

It doesn't even have to be after-hours, on-the-job work that gets recognition. It could be noticing someone else needs help with their work and giving assistance. It could be calling out a problem in how something is done and suggesting a solution for how to solve it. It could be working proactively on a project and finding new information that makes that analysis more

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Exams IRL: Exam 7

By Dan Watt, FCAS

The purpose of the “Exams In Real Life” series is to share how content from CAS exams are used in the workplace today. In essence, we would like to supply a little motivation by answering “Why am I learning this stuff?” and “When am I ever going to use any of it?” If you have not already done so, please take a moment to read our prior articles. (See Exams IRL Archive on page 7.)

For this issue, we’re focusing on Exam 7 – Estimation of Policy Liabilities, Insurance Company Valuation, and Enterprise Risk Management. Exam 7 is a deep dive into reserving, expanding on some of the concepts introduced with Exam 5. I love this material! I am a nerd. Exam 7 gets pretty “mathy,” but for your own good. The deeper you understand a process, the better equipped you will be at using them properly, explaining it to others, and visualizing all the moving parts and assumptions. Good stuff!

An actuary is so much more than a number cruncher! An actuary needs to be an effective business partner, consultant, decision-maker and teacher. Exam 7, along with Exams 8 & 9, will bring deeper understanding to ratemaking and reserving, as well as overviews of enterprise-level concepts, such as risk management and reinsurance. This is vital if you are going to be an impactful partner at the table. You need to see the big picture! You need to understand how all the actuarial concepts fit into the workings of the company.

One of the greatest aspects of Exam 7 is delving deeper into how the variance of typical reserving methods can be used to develop ranges around best estimates. This is incredibly useful in the decision-making process. It is a far better conversation with business partners to have a range of reasonable estimates, rather than just a point estimate. Simply having the difference between booked and indicated is often not enough information to know how much we should be concerned and how to react to the difference. A range of reasonable estimates provides this perspective.

Exam 7 also teaches the tools you need to push the art of prediction forward in reserving. Understanding how models work, the various sources of risk and how to compare models as well as identifying opportunities to improve your predictive methods are vital pieces of knowledge for the profession going forward. We actuaries are constantly reinventing ourselves and the methods we use. As computing power increases and more tools become available to push the envelope of prediction, we will be able to estimate IBNR with better accuracy, which has always been a challenge for longer-tailed lines of business.


When studying for Exam 7, you get to dig into the good work of Mack, Brosius and Clark. Not only will you better understand how to establish reserve ranges, but you will learn

important specialized techniques to evaluate reserves for complex policies used in excess insurance and reinsurance. Layers! Layers! Layers! As soon as limits and deductibles are introduced, things get far more complicated, particularly if you are trying to estimate the reserves for umbrella and/or excess layers without the benefit of ground-up data. Exam 7 teaches you how to handle layered reserving.

In many aspects of the job, actuaries will need to understand reinsurance. Many of you will and do work for reinsurance carriers or in lines of business that have reinsurance contracts. Exam 7 teaches the base concepts needed to understand reinsurance reserving. This material will be particularly useful when dealing with larger reinsurance contracts, often found for runoff business like asbestos.

How do all our reserving efforts affect the company? Exam 7 delves into this as well. You will learn techniques for the valuation of P&C insurance companies. Thus, you will see how your reserving efforts directly and indirectly affect the value of a company. This knowledge is incredibly helpful as background when working with business partners and presenting results. We do not work in a vacuum! The consultations that actuaries provide to the business are taken very seriously. Thus, we need to contemplate all the impacts of suggested changes to the enterprise level. We need to understand all the moving parts and how one change will impact the rest of the machine.

The actuary’s role at the enterprise level is vital. For this reason, Exam 7 also introduces the concepts of risk management. Many of the companies you work for have a whole department dedicated to risk management (ERM). Whether you are working as a ratemaking or reserving actuary, it is a necessity to understand how insurance risk is quantified and how it can be managed. Economic capital models and other risk management models help to evaluate the enterprise-wide risk of doing business and are the centerpieces of planning. The leverage ratio outputs of these models directly affect ratemaking. The payment patterns from your reserving work are often used in investment strategy and risk management. Again, we do not work in a vacuum! Understanding these concepts will help you see the big picture, which will make you a better business partner, and thus a more effective actuary.

As with all actuarial exams, Exam 7 is tough, but the concepts provided are the core to P&C actuarial work. In studying for the exam, I recommend doing so with the frame of mind that every topic you dig into will be useful during the span of your career. The methods learned will be used. The assumptions memorized will become second nature. Exam 7 will make you a more effective business partner. Soak the material up! It is an incredibly helpful exam! 

Taking Two CAS Exams in One Sitting

By Elizabeth End, FCAS

I bet the idea to take two exams during one sitting flits across the minds of most candidates at some point during their exam journey. It sounds so tempting to shave six months or more off of your ultimate travel time, but setting aside more hours to study than you already do for one exam is quite the deterrent. Most candidates tend to stick with one exam at a time, but some candidates attempt and pass two in one sitting. Some such CAS members were kind enough to share insights into their past experiences that may be helpful to today's candidates who are thinking of taking two exams in one sitting.

It's important to think early on about whether your employer will be supportive of your taking two exams in one sitting. Your company may be happy for you to attain your goal level of CAS membership sooner, but they may want your exam progress and work experience to build together at a more standard pace. Some companies may support your taking multiple exams at once, but others may not provide resources for a second exam. If you will not get any additional support from your company, you may have to pay out of pocket for materials and exam fees as well as use your personal time for all the additional studying required. One double-exam passer said her company was not supportive of her efforts to take two at once, so she ended up switching to a company that did.

Besides the shortened exam travel time, CAS members I spoke with cited prior attempts, topic relevance, above-average study skills, the challenge of it, and ample spare time as reasons they attempted two exams at once. Some exam-takers who failed with a somewhat high failing score felt that they had a pretty solid grasp on the material and would not need as much study time for the second sitting of that exam; they felt like they could handle studying for the second attempt alongside studying for a completely new-to-them exam. People taking this approach generally studied for the first-attempt exam by itself for the first one to two and a half months before incorporating study for the second-attempt exam. Similarly, some people took two exams because the content of one was already somewhat familiar to them since it tied into their everyday work. One double-exam passer realized that she didn't need as much time to study and pass as the CAS recommended; she was able to study for two in the same amount of time as many other candidates studied for and passed one. One CAS member was motivated by the challenge of taking two of the hardest actuarial exams at one time. Another simply did not have many other commitments outside of work and decided to do it while he had the time to devote to it.

Although all of the CAS members had different tactics in terms of their study schedules, they all consistently had a somewhat tiered approach. Their schedule at the start of the


study period differed from the last couple of months or weeks prior to the exam. Some successful double-exam takers started studying by alternating between the two exams every one or two weeks. As the exams got closer, the exam-takers would quicken the alternation to every two or three days. One CAS member shared that, during the last couple of months before exams, he would take a practice exam for one on Saturday and the other on Sunday. Another CAS member said he would get up at 4 a.m. on weekdays to get in his extra study hours. Sticking to schedules was key to most of the two-exam passers, as well as frequently reevaluating and adjusting study plans.

What other items are needed to succeed? Our exam-takers called out perseverance, quality study time and being organized, as well as finding time to take care of yourself through down time and exercise. It can be a challenging process with bouts of panic and stress, so it is important to take care of yourself throughout. It requires more effort and energy than just taking one exam. As one respondent pointed out, "There is a significant inefficiency component to it due to having to switch back and forth between the exams." And although you may have the time for additional studying, it is crucial that you not be distracted. One respondent commented, "One quality [study] hour beats two distracted hours!"

As for candidates recommending taking two exams in one sitting, everyone said it depends on the individual's circumstances. Candidates need to assess and judge their own levels of commitment, discipline, study effectiveness, time availability and outside responsibilities. You may feel that you have the time to tackle two exams, but your significant other may feel differently. Taking two exams in one sitting can feel like a possible shortcut to actuarial success, but as one respondent pointed out, "[in the] long term, it makes no difference." You have to ask yourself if the short-term gains are worth the studying pains. Posing a probabilistic challenge, one respondent wagered that "there is a far greater chance of failure than success."

Note that all contributors to this article spoke about taking exams during times that had more typical CAS exam schedules (all exams were administered within a week and each exam was only offered on one day of that week). Candidates currently sitting for the Fall 2020 exams have entirely different perspectives.

If you find yourself taking two exams in one sitting and want to share your thoughts and advice, please reach out to the Candidate Liaison Committee. We would be happy to do a follow-up article or Hot Topics post.

Thank you to the CAS members who shared their experiences and thoughts on this topic. Hopefully your insights will help current candidates as they journey through their exams. 

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valuable. It could even be a simple act of kindness like paying for someone else's lunch because they forgot their money — something that I once did that earned me a coffee mug, but I thought nothing of doing it and was incredibly appreciative of receiving the gift.

Do you call out when your fellow actuaries go above and beyond like that? If you don't, perhaps now would be a good time to start doing it. But what are some ways that you can do this?

Ideally, your company has an employee recognition program. Find a way to write up what you see someone else do, and send it in. Hopefully the person you want to recognize finds out that someone else saw their contribution and said, "That's important. That's a good thing. That needs to be recognized and celebrated." If it's important enough for you to notice, it's important enough to be recognized — and perhaps employees can get something from the company for their acts of generosity.

What are some other ways to recognize people's hard work? There's lots of ideas that can come from management, but as a front-line worker you can still do some simple things that mean a lot:

- Mention it to them directly; let them know that you notice and you appreciate the time and effort they put in. The power of "thank you" is often underestimated; employees enjoy hearing

Exams IRL Archive

MAS I: <https://www.casact.org/newsletter/index.cfm?fa=viewart&id=6776>

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a sincere expression of appreciation for their work. Just make sure it's not "Hey, thanks for finishing that project — here's the next thing I need you to work on."

- Leave a thank you card on their desks. It's a simple act, takes a couple minutes to write, but also signals a sincere appreciation and has a powerful effect.
- Leave their favorite snack on their desk. Whatever they like snacking on — a cookie, bagel, muffin, candy bar. It's easy and cheap and can be left anonymously.
- Leave a gift card to their favorite place to eat or shop. Even \$10 signals "your effort is valued by someone" and can be left anonymously with a simple thank-you note.

Any chance you have to recognize a fellow actuary, go out of your way to do it. Your fellow employees will appreciate it, and hopefully you'll be the recipient of someone else's appreciation and notice in return. **f**

Candidate Liaison Committee Mission

The Candidate Liaison Committee communicates with CAS candidates, collectively and individually, who are taking CAS examinations. The committee informs candidates as to appropriate courses of action available to them. Through periodic communication, this committee informs candidates of results of examination administrations, actions taken on complaints received regarding examination questions and reasons for syllabus and examination changes being implemented. Communication encompasses existing policies and procedures as well as changes being considered. The committee should advise the CAS and its committees of the interests of the candidates regarding matters that come before the CAS and its committees. Candidates may contact the Candidate Liaison Committee at the CAS office address. The Casualty Actuarial Society is not responsible for statements or opinions expressed in the articles, discussions or letters printed in *Future Fellows*.

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