

*Final November 17, 2011*

**Strategic Planning Subcommittee**  
**WEDNESDAY, SEPTEMBER 28, 2011: 14:00–17:00**  
**SHERATON ZAGREB HOTEL– ZAGREB, CROATIA**

**Minutes**

**Present**

Desmond Smith, Chairperson  
Thomas Béhar  
Cecil Bykerk  
Malcolm Campbell  
Maria de Nazaré Barroso  
Garth Griffin  
Jean-Louis Massé  
Mike McLaughlin  
Tatjana Racic-Zlibar  
Tom Ross  
Tom Terry

**Invited as incoming President-elect**

Kurt Wolfsdorf

**Observers**

Nicole Séguin, Executive Director

**Regrets**

Estella Chiu  
Toshihiro Kawano  
Paul Thornton

The Chair of the Strategic Planning Subcommittee welcomed the participants.

**1. Approval of Minutes of Sydney meeting**

The minutes of the meeting in Sydney were approved as presented.

There was one item arising from the minutes that was not on the agenda, education goals. The subcommittee was informed that a joint meeting between the leadership of the Strategic Planning Subcommittee and of the Advice & Assistance and Education Committees would be taking place on September 30 to discuss the way forward for the IAA re education goals. It was recognized that the needs differed depending on the size of the association and that the role of the IAA would need to be defined as to how it could facilitate education for those associations that require such support. This topic will be on the agenda for the next strategic planning meeting.

## 2. Revised paper on Participation of Non-Native English Speakers

A discussion took place regarding the revised version of the paper. The following additional changes were agreed:

- Delete the second paragraph under item 1.
- Add an annex containing common acronyms used within the IAA.
- Expand on the footnote to include “and new delegates”.
- It would be useful to develop a standard agenda format that would include the name of the committee leadership.

It was noted that the Secretariat would play an important role in communicating the existence of the policy and in implementing it.

The paper will be finalized, posted to the website and communicated widely.

## 3. Strategic Plan Refresh

*Strategic Objectives survey*

*Results*

It was evident from the results of the survey on the appropriateness of the five strategic objectives that they continued to be supported by member associations. However, the survey results did indicate that some of the priorities/action plans assigned to the objectives needed updating.

Mike McLaughlin informed the subcommittee that the Society of Actuaries (SOA) had suggested an additional strategic objective be added, which would focus on enhancing the brand and image of the profession and therefore provide greater awareness of the IAA. He undertook to forward material developed by the SOA on this topic.

A summary of activity in relation to each strategic objective was reviewed. It was agreed to forward these summaries to committee Chairs for their feedback and updating as required. The SPS review groups for each strategic objective will be retained. They will be asked to collate the feedback from the committees and recommend higher level objectives that should be put in place and any specific actions required to achieve these. It will also be important to ensure there is no duplication of effort amongst the committees in achieving our strategic objectives. Finally, the SPS will also look at ways of measuring success and assigning key performance indicators. This matter will be dealt with through conference call once the information is available.

The subject of IAA Fund meetings was raised. It was noted that not all relevant countries were informed of these meetings; this issue will be taken up with Chris Daykin.

*Comments*

The additional comments received through the survey process were considered. It was agreed that comments 12.2 (the IAA’s approach to ERM should be reviewed in light of the successful launch of CERA designation.), and 29.3 (stop the inefficiency of multiple task forces being tasked

to address different phases of the issue of convergence of actuarial standards) should be referred to the EC.

*Risk assessment – Presidents’ Forum presentation*

It was agreed that Thomas Béhar would present to the Presidents’ Forum.

*Association plans received (CCA, UKAP)*

This was noted.

**4. Surveys for 2012**

*Effectiveness of Committees*

The SPSC considered the updated questionnaire for 2012 and made the following comments.

- Add a question to allow committees to express their views on the means for communicating back into the IAA.
- Add a question about the paper on Non-native English speakers and new delegates.

Once the questionnaire has been revised, it will be circulated to the SPSC then sent to EC for consideration.

*Committee/Section Chairs and Vice-Chairs*

The revised questionnaire was approved. It was noted that, given the similarity of questions between this survey and the one on the effectiveness of committees, that committee/Section leadership would only need to complete this one.

*EC*

It was agreed to continue issuing this questionnaire.

It was suggested that an evaluation is carried out on the EC by the committee chairs.

In view of the support to continue these questionnaires on an annual basis, it was agreed that it would be worth the investment to have the final wording reviewed by a professional survey writer.

**5. 5-year Business Plan**

The request for a dues increase resulted in a suggestion that a 3-5-year business plan be developed. This would help member associations with their own internal budget planning. It was agreed that the SPS develop such a business plan for consideration by the EC. The intent is to present a plan to Council in LA. As incoming Chair, Kurt Wolfsdorf will lead this initiative.

**6. Other Business**

It was suggested that, for future meetings, delegate name badges include the country as well as the name of the association represented.

**7. Next meeting**

The next face to face meeting will be in Los Angeles in May 2012. A conference call to take place before the end of the year will be organized by email.

