



**Strategic Planning Subcommittee Meeting  
April 8, 2015, 9:00 a.m. – 12:30 p.m.  
Renaissance Zürich Tower Hotel, Switzerland**

**Minutes**

**Members**

Malcolm Campbell, Chairperson  
Bob Conger  
Ricardo Frischtak  
Rainer Fürhaupter  
Cathy Lyn  
Joseph Nichols  
Alan Rubenstein  
Junichi Sakamoto  
Jacques Tremblay

**Ex-officio**

Fred Rowley, President  
Rob Brown, Immediate Past President; IAA Treasurer

**Observers**

Cecil Bykerk, Co-Vice-Chairperson, Health; IAA Past President  
Margaret Ann Jordan, Society of Actuaries  
ShuHuei Lin, Actuarial Institute of Chinese Taipei  
Mike McLaughlin, Chairperson, Audit and Finance  
Hsiu-Ting Yeh, Actuarial Institute of Chinese Taipei

**Staff**

Nicole Séguin, Executive Director  
Brenda Kelly, Finance  
Christian Levac, Director, Communications and Development

**Regrets**

Ad Kok

The Chair called the meeting to order at 17:00 (EDT).

**1. Approval of previous minutes and action items**

The minutes of the meeting held in February were approved with a few minor corrections. All action items were noted as having been completed.

*Action item*

- Secretariat to post final minutes to the website. *(Done)*

**2. Discussion Paper on the IAA and its Sections**

Malcolm provided a brief history of the [paper](#) which had been previously discussed at EC. He highlighted some of the potential issues and questions raised in the paper. He welcomed comments from SPS members. The following points were raised:

- Do we have statistics by member association to determine the level of interest in joining sections by country/association? Christian confirmed that those statistics are available and shared with section leadership on a yearly basis.
- Sections are the originators of actuarial wisdom in the IAA, as section colloquia and congresses. ICA 2018 organizers are considering creating an online tool to provide access to ICA 2018 materials; this tool can be expanded to publications of past congresses and section colloquia making all material available through one platform. It could encompass materials from associations also. Christian noted that several sections already have a document library in place or in the process of developing one. Bob also noted that a task force has been formed to develop a general insurance library.
- Sections offer a valuable pool of resources that can help advance the work of the IAA.
- We could consider whether we should establish an auto-enrolment process with member association for a primary level of membership which would be complimentary and provide basic membership in the sections. Sections could then offer a secondary membership level for an additional cost but which provides additional benefits.
- Associations should receive more information that they can distribute to members. Christian indicated that the IAA Newsletter which is published quarterly is circulated to association correspondents and urges member associations to redistribute it locally. Due to anti-spam legislation, the IAA Secretariat can only email actuaries who have specifically requested to receive the Newsletter directly from the IAA.
- Members are more engaged when you ask them to volunteer or work on a project, which is exactly the nature of the outreach efforts of the AWB Section.
- Section members could be a resource for the development of IAA monographs. Until now, this work has been tendered to consulting firms only.
- The IAA should adopt an Amazon type mentality for its website whereby when an actuary who has read a particular publication, would receive a message saying 'because you read XXX, you might be interested in XXX'.

Malcolm indicated that he would present the paper at the Sections Chair meeting in Zurich. It was suggested that we establish a task force including members from SPS and from the sections. He asked for volunteers from SPS that would be willing to serve. Bob, Cathy, Rainer and Fred volunteered to represent SPS on the task force. Bob will draft the initial terms of reference, with assistance from Malcolm.

*Action item*

- Bob and Malcolm to prepare the draft terms of reference for the Sections Task Force. *(Done)*

### 3. Strategic Plan

#### a) [Proposal for timings and responsibilities regarding IAA workplans](#)

Malcolm indicated that he has revised the paper taking into account the comments from Alan which were presented at the meeting in London. He noted that the additions were meant to more explicitly highlight the role played by member associations. Bob remarked that although Council meetings have been orderly, there has been less discussion on strategic issues and perhaps this should occur more frequently.

It was suggested that SPS discuss possible strategic topics for discussion at a future Presidents' Forum a few months prior to any upcoming meetings.

#### b) Revisions to [Strategic Plan](#) & Objectives

The previous [report of the 2014 review of workplans](#) by SPS was noted. The overview of the [draft 2015 Workplans](#) were discussed while considering any possible revisions to the Strategic Plan. The following comments were made:

- It was remarked that only one activity was identified for SO5-2; this relates to the IAA hosting the Presidents' Forum. It was suggested that perhaps the IAA could organize discussions, in conjunction with regional meetings, such as those of the Actuarial Association of Europe, North American Actuarial Council or Asian Actuarial Conference. This could also form part of the member engagement activities of the Branding & Communications Subcommittee. Some possible hot topics suggested for engagement efforts include: revised education syllabus and delivery of education; mobility of actuaries and increasing the fields of actuarial work; knowledge database; branding; ISAPs, etc. It was suggested that we write to FMAs and request opportunities for engaging on these topics of interest.
- SPS members will be asked to review workplans once they have been finalized by committees post-Zurich meetings. SPS members are requested to communicate with Christian their preferred committees for review. Committee Chairs will be reminded at the Leaders Forum in Zurich that they will need to have final 2016 workplans available for the Vancouver meeting.
- The following modifications to the strategic objectives were suggested:
  - SO1-3: Malcolm undertook to revise the wording to indicate that the IAA also seeks input from supranational organizations.
  - SO2-4: Malcolm undertook to re-write to include promotion of actuarial research.
  - SO3-2: Remove "Maintain and" and change "a" to "the".
  - SO4-2: Remove "newly established".
  - SO4-4 and SO4-6: These could be merged. Malcolm undertook to re-write.
  - SO5: should there be something about encouraging Sections to interact with local sections??

It was suggested a complete review of the Strategic Plan could be undertaken in 2017.

Malcolm indicated that each SPS member would be asked to review 2 workplans.

#### *Action items*

- Malcolm will revise the wording to the Strategic Plan and circulate a marked-up version for further comments. *(TBC)*
- SPS members to contact Christian to indicate their preferred committees. *(Done)*

#### **4. Other Business**

Malcolm noted that with regards to the proposal to establish a general insurance committee, it had been decided to establish criteria for the creation/removal of a committee. The paper will be discussed at the EC meeting in Zurich and the intention was to establish a small task force to review the proposal for the GI committee, along with a few other committees. Malcolm, Alan and Bob volunteered to serve on the task force and a representative from each of the selected committees.

#### **5. Adjournment and Next Meeting**

The next meeting will take place by conference call. The topics for the next call will include the review of the committee effectiveness surveys for 2015, reporting on committee workplans and the structure of committees and the creation of a general insurance committee.

##### *Action item*

- Christian will circulate a doodle poll for a conference call in late May or early June. *(Done)*

There being no further business to discuss, the meeting was adjourned at 12:30 pm local time.

*Respectfully submitted,  
Christian Levac*