

Academy Strategic Plan

Adopted by the Board of Directors on 10/28/2011

1. Professionalism:

- 1.1. *Collaboratively lead the professionalism activities of the U.S. actuarial profession.*
- 1.2. *Build and maintain standards of qualification, practice, and conduct for the profession.*
- 1.3. *Ensure compliance with the profession's standards through a fair and rigorous counseling and discipline process.*
- 1.4. *Inspire and enable our members to attain and keep a high level of professionalism in their work.*
- 1.5. *Promote and coordinate a consistent and evolving Continuing Education standard in the U.S.*
- 1.6. *Facilitate coordination of profession-wide professionalism education.*
- 1.7. *Facilitate adherence to appropriate professionalism standards by US actuaries practicing outside the US and by international actuaries practicing within the US.*

2. Public Policy; Advising Policymakers:

- 2.1. *Strengthen our reputation as the major source of unbiased advice to Congress and the executive branch, on matters within actuarial expertise.*
- 2.2. *Strengthen our reputation as the major source of unbiased advice to the NAIC and state legislative bodies on matters within actuarial expertise.*
- 2.3. *Be recognized by governmental and non-governmental bodies throughout the United States as the major source of unbiased advice on matters within actuarial expertise.*
- 2.4. *Be recognized internationally by governmental and non-governmental bodies as a major source of unbiased advice on matters within actuarial expertise.*
- 2.5. *Promote awareness of and participation in public policy issues by our members.*

3. Advocacy in the Public and the Profession's Interest:

- 3.1. *Be an effective voice advocating for the public on appropriate topics in the public interest.*

- 3.2. *Pursue state and federal laws and regulations that recognize membership in the American Academy of Actuaries as a necessary credential for all actuarial practice in the United States.*

4. Recognition and Communication:

- 4.1. *Provide the public with unbiased information on actuarial issues.*
- 4.2. *Inform the public of positions taken by the Academy and communications made under #2.*
- 4.3. *Ensure that members of the profession in the US are fully informed of Academy activities on public policy issues.*
- 4.4. *Ensure that members of the profession in the US are fully informed of relevant standards and obligations and have access to the necessary resources to provide high quality actuarial services to their principals*
- 4.5. *Build a collaborative, profession-wide process and structure that will take appropriate advantage of all media opportunities, including public communication crises.*
- 4.6. *Continually assess, improve, and report on communications with key audiences, for the Academy and, in coordination with other actuarial organizations, the profession.*

5. Coordination and Representation:

- 5.1. *Make Academy membership universal for U.S. practicing actuaries.*
- 5.2. *Promote the value and relevance of actuarial expertise.*
- 5.3. *Enhance the value of membership in the Academy.*
- 5.4. *Explore and pursue appropriate opportunities such as affiliate membership for expanding the boundaries of membership in the profession.*
- 5.5. *Promote an efficient and effective U.S. actuarial profession, and a heightened spirit of collaboration among all U.S.-based actuarial organizations to achieve that.*

6. International Representation:

- 6.1. *Facilitate development of U.S. and North American coalitions with respect to international matters. Pursue, coordinate, and communicate on those objectives.*
- 6.2. *Maintain unasterisked membership*
- 6.3. *Ensure that the unique perspective and experience of U.S.-practicing actuaries is properly represented at international forums including the IAA and the IAIS.*

7. Member Services:

- 7.1. Promote and facilitate member volunteer participation in the Academy's work.***
- 7.2. Provide volunteer opportunities in public policy issues and professionalism by our members.***
- 7.3. Vigorously pursue 100% penetration of our markets.***
- 7.4. Improve inter-organizational cooperation and sharing of infrastructure.***

8. Governance and Management:

- 8.1. Develop performance standards for the operations of the Academy, and use as part of a continuing quality improvement program.***
- 8.2. Review and improve the board's operations.***
- 8.3. Institutionalize the strategic and operational planning process.***
- 8.4. Implement and Monitor the Strategic and Operational Plans.***
- 8.5. Increase Institutional Memory for CUSP Processes.***
- 8.6. Conflict of Interest statements signed by board members, chairs, and committee members.***
- 8.7. Review and improve the board's (and its committees') communications.***