

SECTION 6. Management

Roles and Responsibilities

THE ACADEMY IS THE VOICE OF U.S. ACTUARIES on public policy and professionalism issues. It represents the U.S. profession both domestically and internationally.

The Academy provides reliable, independent actuarial expertise on policy issues to Congress, state legislatures, other policymakers, regulators, and the public. The Academy also develops and maintains standards of qualification to practice as an actuary.

In addition, the activities of the Actuarial Standards Board (ASB), the Actuarial Board for Counseling and Discipline (ABCD), and the Joint Committee on the Code of Professional Conduct are coordinated through the Academy's Council on Professionalism. The ASB and ABCD are entities established within the Academy. They act independently in setting standards and recommending discipline. They receive administrative support from the Academy.

The Academy's work is governed by three primary groups: The Board of Directors, the Executive Committee, and the President's Advisory Committee.

Board of Directors

The Board of Directors has 29 members: the Academy's nine officers; the immediate past and past presidents; 10 regular elected directors; and eight special directors consisting of the presidents and presidents-elect of the American Society of Pension Actuaries, the Casualty Actuarial Society, the Conference of Consulting Actuaries, and the Society of Actuaries.

The board's main purposes are to:

- ▶ Establish goals and priorities for the Academy.
- ▶ Consider profession-wide policy issues relevant to the Academy's and the profession's goals.
- ▶ Ratify the Academy budget, approve dues level.
- ▶ Review and approve Actuarial Standards Board (ASB) and Actuarial Board for Counseling and Discipline (ABCD) budgets.
- ▶ Elect Academy officers.
- ▶ Initiate bylaw changes.

- ▶ Review and, where appropriate, approve interim policy and administrative actions of the Executive Committee.

EXECUTIVE COMMITTEE

The Executive Committee has 10 members: the Academy's nine officers, plus the immediate past president. It oversees the operations of the Academy's practice councils. It also carries out other duties delegated by the Board of Directors.

PRESIDENT'S ADVISORY COMMITTEE

The President's Advisory Committee (PAC) has three members: the Academy president, president-elect, and immediate past president. It oversees the management of the Academy, including the performance of senior level Academy staff. It also makes policy recommendations to the Executive Committee.

The Academy's executive director is the primary staff liaison for the Board of Directors, the Executive Committee, and the PAC. The executive director manages Academy staff and directly supervises the four staff directors (communications director, finance and administration director, public policy director, and professionalism director and general counsel). Staff duties and responsibilities are described in more detail at the end of Section A.

COUNCIL OF U.S. PRESIDENTS (CUSP)

CUSP, established in January 2007, was tasked with facilitating collaboration and, where appropriate, coordinating cross-discipline, cross-organizational, and international issues for the U.S. actuarial profession. This includes managing the relationship between the Academy and the ASB, the ABCD, and the IAA. CUSP is composed of the Academy's president and president-elect, and the Academy's special directors (the presidents and presidents-elect of ASPPA, CAS, CCA, and SOA).

Vice Presidents

The duties of the vice presidents are stated in the Acad-

emy bylaws, Article 6, Section 3. The vice presidents are generally responsible for recommending and implementing policy and direction under their areas.

The vice president serves as chairperson of one of the six councils (health, casualty, risk management and financial reporting, life, pension and professionalism). In addition to duties assigned by the president, the vice presidents have duties pertaining to committee operations: communication (a-f) and project oversight (g-l).

Vice presidents:

- ▶ Request policy direction from the Board of Directors and Executive Committee, as required.
- ▶ Monitor the committee planning and reporting system.
- ▶ Communicate pertinent actions to committee chairpersons following each meeting of the Board of Directors and Executive Committee, and may be asked to give a report at the annual meeting.
- ▶ Present requests for approval to expose or to adopt standards of professional conduct and qualification to the Board of Directors and Executive Committee.
- ▶ Review any proposed change to a committee name or charge and forward to the Board of Directors and Executive Committee for approval.
- ▶ Work with Academy staff to formulate practice council goals for the year, including development of key issues and action plans for each issue.
- ▶ Encourage timely calling of committee meetings and attend meetings, as appropriate, if mutually agreeable with the chairperson.
- ▶ Consult with committee chairpersons on public statements under development.
- ▶ Participate in the selection of committee chairpersons in consultation with the president and other actuarial organizations, if appropriate. Participate in the selection of committee members in consultation with the committee chairperson, including the utilization of volunteers.
- ▶ Facilitate the provision of staff support or other resources to enable committees to function adequately.
- ▶ Fulfill the functions described for vice presidents in the “Guidelines for Making Public Statements.”
- ▶ Implement the council’s peer review procedure and ensure that it is followed throughout all work products of the Annual Schedule of Council Activities.

Vice Chairpersons

Each council should have a vice chairperson who is selected by the vice president. The vice chairperson is not necessarily the successor to the vice president. The vice chairperson will assist the vice president in fulfilling his or her responsibilities and will represent the council if the vice president must be absent from an event or meeting.

Academy Councils

The councils:

- ▶ Develop strategic plans, set priorities, monitor budget compliance, develop budget requests, and establish committee or task force assignments.
- ▶ Communicate and coordinate Academy activities relating to the area of practice or to professionalism within the Academy, particularly with the ASB and the ABCD, and with the other actuarial organizations.
- ▶ Provide advice to Academy and profession-wide communication efforts on issues concerning the subject area.
- ▶ Act on applications from Academy members (who are not fellows or associates of the CAS) seeking to be approved as qualified to perform loss reserve determinations (casualty practice area only).
- ▶ Oversee the Academy’s participation in the development, publicizing, and implementation of professional standards.

Committees, Task Forces, and Work Groups

These groups:

- ▶ Carry out duties necessary to accomplish the committee charge, including developing testimony, public statements, and other information for dissemination to government bodies and the public.
- ▶ Perform such duties as may be delegated by the appropriate practice council or the Professionalism Council.
- ▶ Prepare an annual plan and an annual report on the committees’ responsibilities, priorities, and accomplishments.

Committee Chairpersons, Members, and Staff Liaisons

COMMITTEE CHAIRPERSONS

The chairperson guides the committee in its work as consistent with the Academy's mission and strategic plan, as outlined by the Board of Directors.

The chairperson:

- ▶ With staff, develops a work plan that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- ▶ With staff, develops agendas and conducts committee meetings.
- ▶ Approves reports and pre-meeting materials before their distribution.
- ▶ Works with staff to ensure that the committee's work is carried out between meetings.
- ▶ Approves cycle reports on committee activities, including requests to the Board of Directors for action items.
- ▶ Reports to the committee on Board of Directors or Executive Committee decisions that affect the committee's work or activities.
- ▶ Observes and follows the committee appointment guidelines adopted by the Board of Directors, facilitating new member annual appointments.
- ▶ Recommends to the Board of Directors a succeeding appointee to fill his or her chair slot.
- ▶ Where appropriate, makes policy recommendations to the Board of Directors.

COMMITTEE MEMBERS

The committee member reports to the committee chairperson. The member actively participates in the work of the committee, provides input on the deliberations of the committee, focuses on the best interests of the Academy and the committee rather than on personal or constituent interests, and works toward fulfilling the committee's objectives.

The committee member:

- ▶ Reviews all relevant material before committee meetings.
- ▶ Makes contributions and voices objective opinions on issues.
- ▶ Attends committee meetings.

- ▶ Carries out individual assignments made by the committee chairperson.
- ▶ Works as part of the committee and staff team to ensure that the committee develops products and services that help Academy members and staff who are responsible for programs within the committee's scope of interest.
- ▶ Represents the committee in meetings of other organizations representing actuaries.
- ▶ Promotes clarity within the committee on the committee's role and how it supports and fits within the interests of the Academy.
- ▶ Assists in recruiting future Academy volunteers.

STAFF LIAISONS

The staff liaison serves as a resource person to the chairperson and committee members. The staff liaison assists the chairperson in facilitating committee discussions and activities that address the committee's charge and works with the chairperson to ensure that all committee work is consistent with the Academy's mission and strategic plan.

The staff liaison:

- ▶ Works with the chairperson to develop a plan of work that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- ▶ Works with the chairperson to develop agendas and conduct effective committee meetings.
- ▶ Drafts reports of committee meetings for review and approval by the chairperson.
- ▶ Works with the committee chairperson, other committee members, and Academy staff to ensure that the committee's work is carried forward between committee meetings.
- ▶ Facilitates communication of committee activities to staff supervisor.
- ▶ Reports to the committee chair on decisions of the Board of Directors, Executive Committee, or other Academy committees that impact the committee's activities.
- ▶ Assists the chair with the volunteer staffing of the committee.
- ▶ Where appropriate, assists the committee in proposing products and services that will further the mission and objectives of the Academy.

American Academy of Actuaries Organization Chart

Grace Hinchman
Executive Director

Tarita Leftwich
Executive Assistant

Communications

Steve Sullivan
Director

Linda Mallon
Asst. Dir., Publications;
Editor, *Contingencies*

Cindy Johns
Marketing and
Publications Prod. Mgr.

Tim Dougherty
Managing Editor,
Member Publications

Andrew Simonelli
Assistant Director
for Public Affairs

Virginia Keene
Communications
Assistant

Melissa Reilly
Assistant Director
for Marketing

Membership Services

Joe Grimes
Director

Denise Winston
Meeting Planner and
Executive Assistant

Chris Cassidy
Assistant Director for
Technology

Michael Roberts
Manager, Web
Operations

Kasha Shelton
Manager of Membership
Operations

Mary McCracken
Membership Database
Administrator

Stephanie Blanding
Administrative Assistant

Legal/Professionalism

Mary Downs
General Counsel and
Director

Tom Griffin
Staff Attorney,
ABCD Issues

Sheila Kalkunte
Assistant General
Counsel

Kit Pardee
Of Counsel*

Rita Winkel
Legal Assistant

Joe Vallina
ASB Program Manager

Erica Kennedy
Standards Editor

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Administrative/
Editorial Assistant

Public Policy

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Director

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Financial Reporting

Vacant
Policy Analyst,
Life

Jessica Thomas
Policy Analyst,
Pension

Phillip Hafler
Administrative/
Legislative Manager

Justin Edwards
Legislative Assistant

Cori Uccello
Senior Fellow, Health*

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Assistant Director
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Dianna Pell
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Health (State)

Heather Jerbi
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Office Operations

Tireaka Peppers
Human Resources
Coordinator

Veora Riggins
Receptionist

Kathy Bland
Senior Staff Accountant

Alberta Phillips
Accounting Coordinator

*independent contractor