

RECORD

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REORGANIZATION OF THE ACTUARIAL PROFESSION  
IN NORTH AMERICA

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PANEL DISCUSSION ON THE REORGANIZATION OF THE ACTUARIAL PROFESSION IN  
NORTH AMERICA

MR. JOHN C. WOODY: Actuaries have always been concerned about their organization, and in the past, that has tended to take the form of starting a new organization every time a new problem was observed. Now we find ourselves with six recognized organizations, and it looks as though proliferation is not a useful device for enhancing the stature of the actuarial profession. Consolidation is, as the saying goes, the name of the game today. Some of the things that have bothered us are that actuaries are not furnishing the predominant input in such areas as ERISA and Social Security. It seems to us that if we could speak with one voice, if we could stand up and say the actuarial profession has this particular point of view on matters which involve actuarial science, we would be listened to more than we are today. At least in part, our lack of influence can be attributed to faulty organization.

MISS BARBARA J. LAUTZENHEISER: My major concern deals with this lack of influence which the actuarial profession has in various official circles. Nobody on the reorganization committees believes that reorganization in itself will cure this, but reorganization will give us a unified front. It is clear that we did not have enough influence in the Enrolled Actuary situation. We probably are not having the influence we would like on the Social Security issues. Another critical incident is that the recent court decisions on sex discrimination are using professors of finance to give expert testimony at various court cases, not necessarily calling on actuaries to talk about the statistics. Many in government do not know to whom to go when they want actuarial advice. Many times, they do not even know that they have an actuarial problem. The American Academy of Actuaries (AAA) recently heard of the crop insurance program and did get input made in time, but the government possibly did not know that they needed an actuary. Any time that a risk is involved, they need an actuary. Maybe we do not know how broad our horizons are and should try to broaden them.

We do not have an organization that is designed to monitor well. We are all running like the queen of hearts just to stay in the same place, just to keep up with what is happening, rather than taking a look and seeing what might happen and trying to influence it. Sometimes, by the time we get our act together, it is a little too late. Take a look at the GAAP accounting situation where we spent a lot of time spinning wheels on both the Academy and Society fronts and by the time we got there, the accountants had already made up their minds.

One of our major problems is that we are still thinking in terms of insurance companies being state regulated as opposed to being federally regulated. Yet if you were to list all of the areas in which we are federally regulated, you would find a long list. We have a strong possibility of federal licensing.

We already have federal licensing at the Enrolled Actuary level. What happens if the Brooke's bill is passed? Do we then have federal licensing as a requirement for signing annual statements? What happens if we get national health? Is the government going to license certain people in order to establish who is qualified for the national health insurance programs? They are already talking about possible licensing for malpractice actuaries so that is a very real threat. We need to pay attention to those possibilities. People are going to tell us who we are and what we are, if we do not establish who we are and what we are and tell them, so that they can determine their standards from our standards. We have traditionally been a private profession looking inward, stressing education and examinations and not looking outward as to how we impact our outside public. We have to change that.

MR. DAVID R. CARPENTER: Even the Society of Actuaries (SOA) itself needs to look at its own structure from the standpoint: Are we organized properly to respond quickly to the issues of the day? We do need to have a structure that allows us to respond on a timely basis, and we do not have that now. Regardless of whether or not the reorganization comes to pass, we do have some very serious immediate problems. Reorganization is not the answer to these problems, unless we can proceed swiftly. Even then, some of these problems are so immediate that we need to pay attention to them on a cooperative basis with the other bodies, even as we proceed with the reorganization effort itself.

MR. WOODY: Aside from the question of reorganization improving our own effectiveness, we are also concerned about the fact that there are people who call themselves actuaries who do not have the qualifications that we think actuaries should possess. That is a problem having long range effects and with many complications, in that different actuaries who are obviously qualified have different areas of specialization and different qualifications. There is no publicly accepted answer to the question "What is an actuary?"; and with the present dispersion of the profession, it seems unlikely that public acceptance and awareness of the actuary's roll can be achieved until actuaries decide what an actuary is. Public awareness and acceptance today are becoming more and more critical.

MISS LAUTZENHEISER: We have various groups, which are really not qualified actuaries, who are lobbying in the government for standing as actuaries. Take a look at the Institute of Life Insurance's Trend Analysis Program and you will see a tendency of society away from equity and toward equality, including equality in setting various qualification standards, and this means standards at the lowest level. You no longer have to have a high school degree to hold a job if that high school degree is not necessary to perform the job. Take a look at your own state regulations which say that a qualified actuary is a member of the AAA or someone deemed qualified by the insurance commissioners. That particular tendency of society, and of our regulators, is going to water down the qualifications for an actuary. The difficulty, in particular, is that once they have established this watered down standard, the public has a different image of it. What we end up with is the public thinking that Enrolled Actuary or other licensing standards are very high standards, yet some of these regulatory bodies have a tendency to make the standard the lowest common denominator instead of the highest common denominator. If it turns out that these standards, set by the government, leave a bad taste in the mouths of various people, it is going to be the profession that suffers, not the regulators. I would hope that whatever reorganization scheme we develop, has what I would

call a smorgasbord of degrees. You can distinguish people now, as to their tested or educated competence, by determining if they have a high school diploma or a Bachelor's or a Master's or a PhD. The medical profession includes M.D.'s, para-meds, registered nurses, practical nurses, etc. They have a smorgasbord of various degrees so you have some idea of determining where their tested competence lies.

MR. CARPENTER: I would really like to believe that attainment of Fellowship in, for instance, the SOA, has been meaningful for one reason among others, and that is that it has proven in general to be one heck of a good way of becoming a performing professional, as proven on the battleground. If the SOA had trained a bunch of Fellows that really were not able to go out and excel in whatever they were doing, I really do not think that we would have been able to maintain the high image that Fellowship has been able to maintain. There will be a fear among many that any reorganization would cause a watering down of the importance of Fellowship. This is not true. It can be handled in a way that will not water it down where it counts: as credentials, not as a membership hierarchy. It is either going to continue to be a meaningful, professional goal for all of us in the future as it has in the past or it will die out.

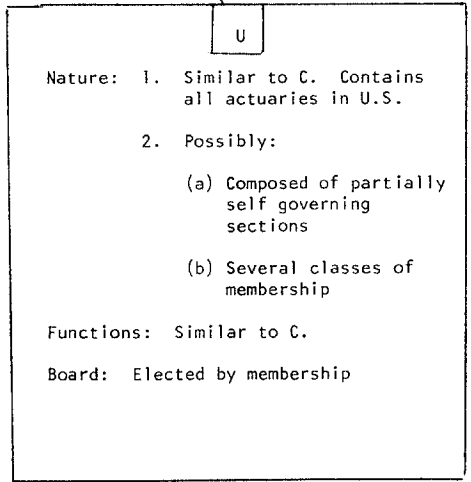
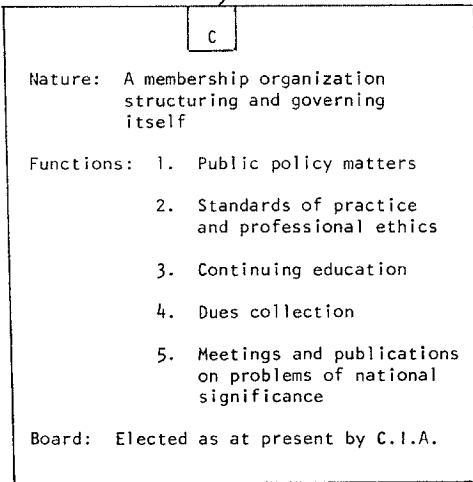
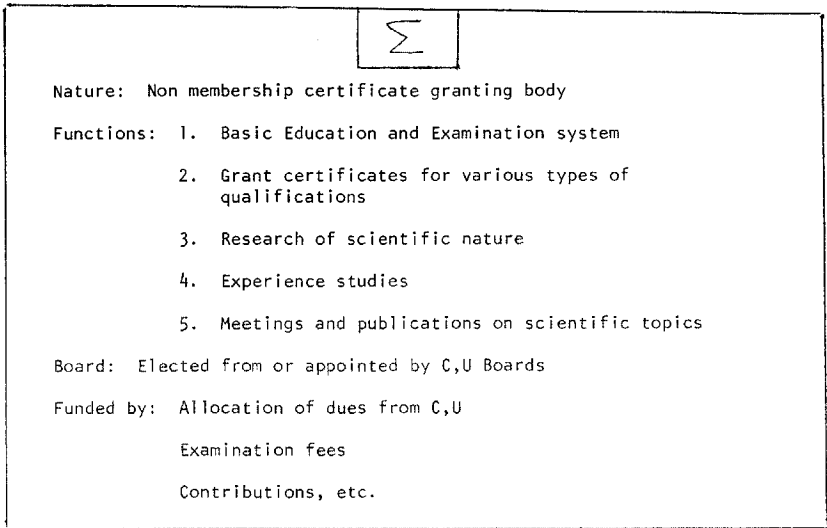
MR. WOODY: Among the other reasons for working on reorganization are some lesser points. We do have several administrative offices among the various bodies. We published a number of different journals. We have individual actuaries struggling to keep up with a multiplicity of meetings and of committee assignments. We are pushing ahead on the reorganization proposals in order to solve some of these administrative matters.

MISS LAUTZENHEISER: As a member of the boards of both the SOA and the AAA, it has been very clear that difficulties have been caused by people serving on joint committees, mainly because of the work it requires. There are two power structures. Decisions have to be taken to two separate boards. The separate boards may change something slightly, maybe even just one word or a comma and it has to go back to the joint committee. They rehash it again and send it back to the boards. This can continue for quite a long time, and our volunteer workers end up wasting a great deal of time. Even more important, we are not able to come up with something on a timely basis. We have a simple case of duplication of effort. We have both an Academy and a Society Social Security Committee. We had them both on GAAP and we have both on Discipline. Discipline is one of those areas where it is even more touchy, because of the difficulty created if one organization disciplines at one level and the other disciplines at another. This is not necessarily just a committee or a duplication of effort problem, but a problem that comes about because of different responsibilities. We are not sure now in which organization our various responsibilities lie, so we spend a fair amount of time discussing to which organization a particular issue should be referred and that consumes time. A necessary element of any reorganization structure is a clear definition of where the responsibilities lie.

MR. CARPENTER: Even if we did not proceed with the reorganization, the various organizations ought to at least get together and examine their constitutions and by-laws, their basic purposes of being. Our committee was shocked by the discovery that the purposes of the SOA and the AAA are almost identical.

DISCUSSION—GENERAL SESSION

CHART OF ARC PROPOSAL



MR. WOODY: Committees were appointed at various times to study the problems, and the report whose principles were accepted by the Board of Governors last year represented a winnowing of many previous proposals, ideas, and suggestions, together with some original contributions. The major concern of the proposal is to improve the relationships of the actuarial profession with its outside publics, which consist of government officials, legislators, clients, and the public in general. The problem is particularly acute in the United States. In Canada, it would seem that the profession has pretty well achieved its objectives. In the U.S., actuaries have not been able to mobilize their real strength and bring it to bear on these matters where logically actuarial opinion should carry great weight. The major object of restructuring is to facilitate that mobilization, but at the same time to retain our capability in those areas which are presently being dealt with effectively, particularly education and examination, mortality and morbidity studies, publications and so on.

I should like to mention one of the fundamental conclusions which the Actuarial Reorganization Committee (ARC) arrived at and which is reflected in the report. We felt that a trap which needs to be avoided, particularly where people of a mathematical inclination are involved, is the trap of symmetry. There is a tendency when drawing organizational diagrams to try to make a pretty picture and bring things into some kind of balance, but that just does not fit the facts of the actuarial profession in North America. It is obvious that there are more life actuaries than there are casualty actuaries. It is obvious that there are more actuaries practicing in the U.S. than practicing in Canada. These are just a couple of instances illustrating that we cannot have an organization which is perfectly symmetrical. In order to permit an objective consideration of the proposals brought out by the ARC, uncolored by any attachments to existing organizational designations, the ARC assigned the symbol U to a proposed organization for the U.S., the symbol C for the Canadian organization, and the symbol  $\Sigma$  for the proposed non-membership organization. The most important point that needs to be brought out and stressed is that if reorganization is to be accomplished successfully, it can be done only with the support of the vast majority of present members of each body affected by the reorganization. There is no way that a small group is going to railroad anything through. The organizations, the memberships as a whole, must not only accept, but desire a change in the structure of the profession in order to achieve that change successfully; and part of the effort to gain that acceptance and desire is meetings like this, meetings at the actuarial club level, and general discussion of all of the aspects involved in reorganization. One of the things that guided the ARC in its original discussions was to produce a report which would leave enough flexibility so that the precise details could be filled in later, after the memberships of the various organizations had reacted to the proposals themselves. Our objective was not to build a strait jacket, but to provide some bolts of cloth and some measuring instruments so that the final suit of clothes can be tailored to the needs as perceived in considerable detail by steering committees appointed by the various organizations, and task forces appointed by those steering committees.

MISS LAUTZENHEISER: I think that it is important that we stress the fact that the ARC proposal was specifically designed to be flexible. The ARC proposal, as you can see from the chart, really requires only three things-- 1) the non-membership organization which we call  $\Sigma$ , 2) the two national membership bodies, C and U, and 3) that the board of  $\Sigma$  be elected by the boards of C and U. The flexibility, we felt, was absolutely necessary.

There is not one of us in this room who does not resist change, particularly when that change possibly affects our credentials and those credentials may affect our livelihood. People resist change automatically, but they resist it much less if they feel they have some part in it or that their interests have been represented. It is, therefore, very essential and very necessary that we get all of the organizations talking together in order to specify what things are necessary from each organization's or each actuary's particular viewpoint so we can have the establishment of steering committees to get together and represent these various interests. Secondly, actuaries' needs differ. The letters that the ARC received clearly indicated that actuaries had different necessities. There were those who specifically wanted to be designated by a specialty. There were others who did not want specialty information in their credentials. Thirdly, we all face different publics. Some of us are in companies. Our publics are mostly our policyholders, our employers and our agents. Others are in public practice. Their publics are clients. We all face the government. We have to make sure that each of us perceives our new standing and the new organization as being a good standing, both as to the outside publics as well as to ourselves. Thus, the ARC proposal was intentionally left flexible so that we can get all of these interests ironed out and so we end up with what the behavioral scientists call a win-win situation on all sides.

MR. CARPENTER: The ARC proposal had to be flexible, because there is no other way that we could get the other organizations to rally and participate. All we have now is a good, solid, conceptual framework, and it can be rounded out through discussion and negotiation among the various actuarial bodies. On the entire subject of reorganization, the most frequently asked question of me in the past year has been "Is there really a significant need to reorganize?". Now that we have spent some time trying to fill you in on what we perceive those needs to be, we will spend the rest of the session rounding it out with specific reference to the ARC proposal itself.

For purposes of completeness, I would like to refer those of you who are interested in researching the topic to the reasons for reorganization as presented by the Bassett Subcommittee of the Council of Presidents Joint Committee on Reorganization. If you do not have access to the information which was sent out by President Bragg on June 16, 1976, I suggest that you refer to the May, 1976, issue of "The Actuary". Also on June 16, 1976, President Bragg exposed his white paper on this subject, which defines the reasons for considering reorganization in terms of the problems with which we are being confronted. Today we have decided to concentrate on the basic considerations presented by the SOA's Actuarial Reorganization Committee in the appendix of its report to the Board of Governors at the 1976 annual meeting. You all received a copy of the proposal in the booklet entitled "1976 Annual Meeting Report", the Committee's report beginning on page 33. What we would like to do this morning is take you through those basic considerations with at least two purposes in mind: (1) to catalog and explain the factors which signify a need to reorganize, and (2) to explain how we feel the ARC proposal measures up with regard to each of these considerations. We will take these basic considerations in the same order as presented by the Committee.

Let us begin with consideration A, "Maintenance of high standards of competence and conduct in the actuarial profession". I believe virtually all of us would agree that any organizational proposal for the actuarial profession in North America would be deficient if it did not allow for, as a minimum, the maintenance of the high standards that the SOA and other professional bodies have achieved to date.

MISS LAUTZENHEISER: The first aspect of this consideration is the maintenance of high standards of competence. The ARC proposal designates a body to be specifically responsible for research and education. We have a large percentage of our actuaries now in the education and examination process. We want that to continue and we felt that an organization  $\Sigma$  that actually pays attention to research and education is going to keep that part of our profession very strong. In order to again stress competence of the profession, we developed  $\Sigma$  as a non-membership credential presenting organization. Credential presenting is this element of the standards smorgasbord, the analog to high school, Bachelor's, Master's, PhD., levels of credentials which can then be used to show the tested competence of actuaries. This will enable those people who are FSA's and FCAS's who have the highest level of tested competence to retain a designation which indicates that level of highest competence. The second aspect of maintenance of high standards is the conduct area and has to do with discipline. We have one discipline committee per nation and those are in the national bodies C and U.

MR. CARPENTER: The second consideration is "Preservation of internationalism, especially with regard to education and examinations, research, and communication of ideas". There is a general feeling among virtually every actuary with whom I have been associated on the subject of reorganization that we have gained much from our international scope, especially with regard to our Canadian professional friends.

MISS LAUTZENHEISER: Hopefully it is clear how the ARC proposal preserves this internationalism.  $\Sigma$ , the education and research element, is a North American organization and essentially an international body. The ARC proposal has not clearly outlined this, but this structure is flexible enough that people who are not residents of North America could take the examinations of  $\Sigma$  and hold degrees in it.

MR. WOODY: It is worth noting that a sizable proportion of our present membership are not residents of North America and that they get services from the SOA and the SOA gets ideas from them which could be lost if we attempt to establish merely a national body. Any solution to our organizational problems which would tend to split U.S. actuaries from Canadian actuaries, without regard to the intellectual aspects, I would find emotionally very unsatisfying.

MR. CARPENTER: Third is the "Preservation of Canadian autonomy". Relatively speaking, our Canadian members have nowhere near the degree of need to reorganize that we feel here in the U.S.. We all envy what has been accomplished in Canada. No reorganization proposal would be satisfactory to the Canadians if it in any material way damaged current day Canadian autonomy.

MISS LAUTZENHEISER: Canadians may want to continue to call their national body the Canadian Institute of Actuaries. It can remain the national membership body and, essentially, with very small changes, stay very close to the way that it is now.

MR. CARPENTER: The fourth consideration is "Preservation of credentials, based on examinations of the SOA and of the Casualty Actuarial Society". No proposal for reorganization would be successful if it materially changed what has been accomplished by the SOA and the other professional bodies with regard to the status of Fellowship. It was, however, the general feeling of

the members of the ARC that the basic significance of Fellowship is the connotation and denotation of professional excellence, as opposed to membership in a specific actuarial organization.

MISS LAUTZENHEISER: This was one of the main objectives of the ARC proposal--to maintain high competence and to attempt in some way to maintain a designation for the highest level of tested competence. The ARC proposal does that through the credentials that are offered by the international  $\Sigma$  organization.

MR. CARPENTER: The next consideration is "Provision for satisfactory membership status with proper representation for all those recognized by the outside public as being actuaries for some bonafide purpose". This is one of the most challenging goals in front of us. As history has proven, if we do not have an organizational structure which can satisfy the needs of all types of actuaries as they evolve and the needs of our outside publics, we will never be able to attain the degree of control over our destiny that we desire.

MISS LAUTZENHEISER: Actually this consideration and the last one go together. Although we need to have some way to maintain designations for the highest tested level of competence, we also must provide for high levels of membership in the new organization comparable to those now held in current organizations, for people such as Fellows of the Conference and Members of the Academy. In fact, we must find a place within the reorganization for all who are bonafide actuaries to our outside publics. People will not agree to a reorganization unless they come into the new organization at the same high level that they previously held. The solution then, to this two-fold problem is that  $\Sigma$ , the non-membership body, gives credentials which indicate the various levels of tested competence; however, the highest level of membership in  $U$ , the membership body, need not (and probably will not) require the highest level of credentials. Thus, Fellows of the Conference, and Members of the Academy, as well as Fellows of the Society and Casualty Society, can all have the highest level of membership, while the Fellows of the Society and the Casualty Society still maintain proof of their tested competence through the credentials awarded them by  $\Sigma$ .

Also, as far as future governmental needs are concerned, if we have a smorgasbord of credentials in  $\Sigma$ , then whenever the government needs a new level of credentials, they can pick from  $\Sigma$ 's level of credentials - our standards, not theirs - to determine which level is most appropriate.

MR. WOODY: We have to recognize that the SOA is not the entire profession, but at the same time recognize that the SOA is the largest and strongest actuarial body, not only on this continent, but in the entire world; and the strength of the SOA is essential to any reorganization which is to take place. If the entire strength of the SOA cannot be brought to bear, cannot be made the strength of the new organization, then no such new organization can survive.

MR. CARPENTER: What you say is true, but that puts each of us as SOA members in a fairly difficult position in that we have to remember that it is our role, if we wish to succeed with reorganization, to make sure that we are welcoming the other bodies into serious negotiation with open arms because there will be a real fear on their part of being smothered or buried by the SOA and its strength. Obviously, that cannot be our intent, nor would the other bodies fall for it, if it were.



The next consideration is "Enhancement of the visibility of the profession and provision of a structure which will facilitate action on problems arising with outside publics; i.e., a structure which will enable actuaries to speak with a single voice within each nation". For relations with many outside publics, it is desirable for each national membership organization to be controlled by nationals and be predominantly national in membership. The structure must permit response to outside publics on a timely basis. Many of us feel that history indicates that bodies such as the SOA are not structured so as to permit such response. Part of this is caused by confusion in responsibilities among actuarial bodies, but part is probably also caused by the fact that the SOA has actually evolved as predominantly an ingrown membership body for professionals, emphasizing the educational and professional aspects. Additionally, it is felt by many that proliferation of actuarial bodies in the U.S. has been harmful in negotiations and discussions with our outside publics, especially legislative-type bodies. No one body can actually claim to be speaking for the vast majority of bona-fide actuaries.

MISS LAUTZENHEISER: We really mean a unified front when we talk about speaking with one voice. We do not mean we will always have just one opinion. We do mean one body per nation to represent all actuaries to the public. The ARC proposal gives that unified front by having the two national bodies be the bodies that present themselves to the two national publics.  $\Sigma$  is the educational and research and examination body, the college of actuaries, presenting itself to the public only as the source for credentials.

MR. CARPENTER: The next consideration is "Provision for different levels of professional qualifications". It is felt that although it is of prime importance to rally (especially the U.S. actuaries) under one banner, we also feel that it is important that the organizational structure be such that different levels of professional qualification can be achieved and recognized.

MISS LAUTZENHEISER: In the ARC proposal, we actually have two ways of establishing professional qualification. First, the credentials of  $\Sigma$ , and second we have the various levels of membership in the national bodies. The levels of membership could be used by themselves or in addition to the credentials of  $\Sigma$  to present various levels of professional qualification to the outside publics.

MR. CARPENTER: The next consideration is "Provision for each national body to set its own membership standards independently of the standards of the other national body". This basic consideration has specific significance with regard to the national identity or image with the outside publics that we feel needs to be established by each national body.

MISS LAUTZENHEISER: Again, there is no need for symmetry between Canada and the U.S.. If Canadians want to maintain the various levels which they have, they can continue to do that in the Canadian Institute. Similarly, in the U.S. we can develop whatever levels are necessary to embrace, with satisfactorily high membership status, all members of current organizations, however, which still represent proper professional qualifications for current as well as future government needs.

MR. CARPENTER: The next consideration is "Provision for proper priority for the research function". It is felt by many that as the SOA now functions, it is difficult to give what we might call "pure research" the priority which it deserves in order to assure that our profession moves professionally into perpetuity.

MISS LAUTZENHEISER: Because  $\Sigma$  has a board that is elected by the boards of C and U, fear that research would lose some of its priority has been expressed. It was the feeling of the ARC members that by having a specific organization to take charge of the research and education functions that the profession would be able to maintain the high level of volunteer committee work from various people, as well as the emphasis on research and education that is necessary for our profession to continue. I fear that, as we are impacted by the outside environment more and more, we will spend our energies only on the outside environment and let the research go. We have a lot of areas into which we have not even looked. If we can have a specific organization paying attention to research and risk theory, our horizons are going to get wider and wider.

MR. WOODY: I would like to emphasize that the ARC regarded  $\Sigma$  as a strong organization, not as merely an appendage. One of the strengths of the SOA is its elaborate committee structure, which enables the SOA to accomplish objectives in many different directions; and we envision  $\Sigma$  as having a comparable committee structure, particularly in the education, examination and research areas. An expansion of the research function is a part of our view of  $\Sigma$ .

MR. CARPENTER: The next consideration is the "Elimination of or reduction in overlapping membership organizations: (1) to minimize management conflicts; (2) to minimize conflicts in responsibilities; (3) to eliminate competition for dues dollars; (4) to minimize disciplinary conflicts". Both theoretically and practically, there are management conflicts under the current organizational structure, especially in the U.S.. Part of this is caused by conflicting purposes of such bodies as the AAA and the SOA. Part is caused by the different personalities of those elected to office. In addition, we certainly wish to minimize any conflicts in responsibilities, since it is wasteful and frustrating. More importantly, as time goes on, it is felt that the increased competition for dues dollars will pit one actuarial organization against another. I am sure that many actuaries in attendance could agree that they are receiving increased disenchantment from their managements with regard to paying multiple professional dues.

The disciplinary problem has mushroomed in recent years. As we are currently organized, we are finding it difficult for a given actuarial organization to police, for instance, work done in its particular field of expertise by an actuary who does not belong to its organization.

MISS LAUTZENHEISER: It is conceivable that some people might be a member of both national bodies under the reorganization, but we now have members who are members of three or four organizations. That causes not only the dues problem, but it causes the energy problem, since you have only so much time for volunteer services to your profession. The ARC proposal will minimize management conflicts because hopefully we will be able to identify specifically the responsibilities of  $\Sigma$  and the responsibilities of C and U.

The fees to  $\Sigma$  would come from either a per capita or other assessment on C and U, or from various contributions. It is hoped that  $\Sigma$  can be a non-profit organization so money can be left to it in wills. Since the services of  $\Sigma$  are open to non-members of C and U as well, it is important that we charge for the various services of  $\Sigma$ , e.g. for examinations, special studies, etc.

There would be one disciplinary body in each nation. You cannot take away someone's degree, but you can take away someone's license to practice in the profession. Your "licensing" credentials would be given to you through membership in the national body, and that is where the disciplinary action would come from.

MR. WOODY: We are finding that actuaries are going to have to spend more money and perform more functions through paid staff. We are going to have to spend money to cover the costs of travel where such costs prove to be a barrier to the committee members attending committee meetings. Thus, economizing on dues by eliminating any unnecessary duplication would help us in that respect.

MR. CARPENTER: The next consideration is "Elimination of duplicate meetings and publications on the same subject matter". Although it may be too strong of a goal to completely eliminate this kind of duplication, I hope that we would all agree that it would be desirable to minimize it. One way to do this would be to have a clearer understanding concerning the responsibilities of the different managements of whatever organizations make up the overall structure.

MISS LAUTZENHEISER: Many of us attend duplicate meetings now because we keep looking for answers to specific problems. Well, the problem of coming up with the right answers might not be solved by reorganization, but at least you will have only one meeting to go to instead of three to find out you still cannot get your answers.

MR. CARPENTER: The next basic consideration is one of the most important: "Provision of flexibility by specialty for forums of discussion and for management structure to assure the identity and fulfillment of the needs of actuaries working in various specialties". This is also a very difficult challenge, but a challenge which must be conquered if any reorganization is to be successful. It is only normal to expect that any existing actuarial organization would balk at a reorganization which caused its members to lose their identity and forum for growth and discussion.

MISS LAUTZENHEISER: The ARC proposal gives flexibility to the extent that we could have conferences for each of the specialties, with their own management, their own meetings and their own publications. It leaves things flexible so steering committees can work this out.

MR. WOODY: This session has not covered all of the basic considerations but has attempted to focus on the most important ones. At Concurrent Session F, to be chaired this afternoon by Anna Rappaport, reorganization will be discussed in a less structured format, and those who have specific questions and/or opinions will be able to express them.

