Society of Actuaries 2013 – 2016 Strategy Map *approved October 14, 2012*

Mission: The SOA, through research and education, advances actuarial knowledge and improves decision making to benefit society. We enhance the ability of actuaries to be trusted financial and business advisors on problems involving uncertain future events. We provide and ensure the integrity and relevance of our credentials.

Vision: The SOA is the leading provider of globally recognized credentials establishing actuaries as business leaders who measure and manage risk to support financial security for individuals, organizations, and the public.

...and fulfill our

Stakeholders

CANDIDATES — MEMBERS — EMPLOYERS/CLIENTS — POLICYMAKERS — REGULATORS — PUBLIC

S1. "The SOA's credentials are recognized as the most prestigious and valuable actuarial designations worldwide"

S2. "The SOA's career-long learning programs develop actuaries as technical experts, business professionals and leaders"

S3. "The SOA leads in equipping actuaries and the organizations they serve to effectively measure and manage risk"

S4. "The SOA's activities inform public policy development and public understanding"

...to meet the needs of our...

Execute Our Strategy

EDUCATION & VALIDATION

E1. Set the global standard for a complete actuarial curriculum

E2. Provide globally accessible and state of the art education and validation

E3. Foster career-long learning focused on technical excellence and business acumen

RESEARCH & INNOVATION

E4. Cultivate innovative and practical ideas that expand the boundaries of actuarial science

E5. Be the leading technical and information resource for the actuarial profession

E6. Develop intellectual capital that serves the public interest

MARKETING

E7. Further the reputation and influence of the actuarial profession among the public

E8. Strengthen existing and develop new opportunities with employers

E9. Promote the value of SOA credentials (and the pathway to those credentials) to attract the best candidates

GLOBAL PROFESSIONAL ORGANIZATION

E10. Grow membership in select regions and countries

E11. Build and support strong actuarial communities based on professional interests and/or location

E12. Foster, support and partner with the global actuarial community

Enable us to

Resources & Organization

R1. Ensure that our volunteers gain experience and visibility that benefit members, employers and the SOA

R2. Attract, nurture and retain volunteers and staff who bring diverse skills and perspectives

R3. Promote a culture that supports our values of integrity, professionalism, excellence and service

R4. Deliver cost efficient services and generate net revenue to fund strategic activities