

**2014 PRESIDENT-ELECT CANDIDATE QUESTIONNAIRE****DEADLINE: MAY 2, 2014**

Name:	Tom Bakos
Designation(s) (as stated on SOA Directory) and Year:	FSA 1972; MAAA 1972
Current employer, position, city and state (if retired please provide city/state of residence):	Tom Bakos Consulting, LLC President/Consulting Actuary PO Box 2006 Ridgway, CO 81432
Primary Area of Practice (as listed on the SOA Directory):	Nontraditional
Other Areas of Practice/Interests:	Banking Financial Reporting General Management Life Insurance Long Term Care Marketing and Distribution Product Development Property & Casualty Regulatory Reinsurance Risk Management Smaller Insurance Company
Brief Description of the type of work you currently do (1-2 sentences):	Examination and analysis of the use of genetic information in life and health risk selection, management, analysis, and mitigation, processes; Product design/development of nontraditional insurance or financial products enabled, primarily, by patented innovation; Intellectual Property – protecting insurance and financial innovative processes with patents; Expert Witness work – insurance; patent validity/infringement; Traditional actuarial work in life/annuity/health.

NOTE: If you are nominated, your entire questionnaire will be reproduced in the election ballot and posted on the SOA website for all members to read. There may be minor editorial changes made for consistency across the ballot. You will receive your formatted ballot page for your approval before going to print. It is suggested that you please write your answers in full sentences. Bullets can be utilized for any lists.

Please provide your Professional Background and Volunteer Experience (not to exceed 250 words):

Shortly after becoming an FSA 42 years ago I began proctoring exams and continued to so for 15 years in three different cities.

I served on SoA E&E committees for a period of 20 years from 1982 – 2002 (as Chair or Vice Chair).

Prior SOA Board service as a regular Director (2002–2005) and as VP (2008–2010). Section Council prior to election to the SoA Board.

I served on many SoA committees and have been a frequent presenter on a variety of topics at SOA meetings over the past 41 years. I participated in developing and presenting one of the first “sponsored” sessions (on genetics) at the SoA Annual Meeting in DC in 2012. I have also made presentations at CAS meetings and the Living to 100 Symposium.

I served on the AAA Committee on Professional Responsibility for 16 years 1995–2010 (as chair for six years). I also served on the Council on Professionalism 2002 - 2010. I have been a presenter for Academy webinars on professionalism topics

and had responsibility for drafting Discussion Papers on professionalism topics posted on the Academy website. I served on the Academy Governance Task Force in 2010.

In the mid-1980's I worked with a group of upstate New York actuaries to form the Adirondack Actuaries Club. I was an officer of the Adirondack Actuaries Club from 1983–1987, President from 1986-87.

I have published a significant number of articles in Contingencies (currently serving as a Department Editor) and The Actuary.

Strategy

1. The SOA has implemented a 2013-16 strategic plan. What specific objectives within the strategic plan do you believe are a top priority for the SOA and explain why? The current plan can be found at this link on the SOA website: [2013-16 SOA Strategic Plan](#) (150 word limit)

Response:

Above all else, the SoA, as a representative of the actuarial profession, should direct its activities so as to emphasize the profession and SoA members, recognized by their credentials, as a trusted source of information on the financial consequences of risk. We serve our employers and the general public best when our continued integrity makes our credentials relevant.

We must always be on guard to assure that our education remains relevant, our research activities are leading edge and important, and that our marketing activities reflect an understanding of the role the profession plays in society. That is, we should lead in the areas that our skills allow us to by example so as to demonstrate the relevance of actuarial skills in everyday life. If we do that, our input will be sought and though useful.

2. What initiatives do you believe will be most effective in achieving these specific objectives of the new strategic plan and why? (150 word limit)

Response:

Trust is built by doing what you do well. Therefore, E3, which emphasizes a continuing education process and includes developing individual member expertise outside of traditional actuarial technical competencies (e.g., business acumen) is an initiative keyed on supporting the objectives of R1.

In addition, to be a vibrant organization, we must anticipate and innovate research on a wide variety of emerging risk subjects in keeping with the objectives of E4 and E6. That will make us a relevant source of information, create a reputation for forward thinking, and divorce us from any remnant of the “accountant” syndrome that has plagued the profession in the past among those who even know that we exist.

It is, of course, important in keeping with E11 and E12, to coordinate and cooperate with other actuarial organizations that share our publics in order to present a unified, trusting, well-respected view of actuaries everywhere.

Leadership

1. Explain why you want to serve as SOA President. (100 word limit)

Response:

I have served the actuarial profession and the SoA in one way or another during all of my 42 year career as an FSA.

My goal has always been to, through service, repay the profession and the SoA for the opportunities belonging to the profession has afforded me. It is natural, after such long service, for someone like me to want to use the knowledge I have gained over those years of service in a leadership role as a presidential officer.

I would like help develop a unified actuarial profession within the U.S. and the world-wide community.

2. What do you consider your greatest contribution during your past SOA Board service? (100 word limit)

Response:

Over a year or two during the period I was a regular Board member I was part of a team that reorganized how the SoA communicates with its members. We created the SoA News Today eNewsletter and updated the Actuary making it a glossy, more refined publication of which member readers could be proud. Both continue to serve SoA members more or less unchanged from that beginning. We did that with little or no cost increase to members.

3. How should the SOA contribute to the global expansion of the SOA profession?

Response:

[I am assuming that the question was intended to read: How should the SOA contribute to the global expansion of the SOA actuarial profession?]

Clearly, by qualifying new actuaries through education and examination the SoA plays a very important role in expanding the actuarial profession globally.

We, of course, must also nurture effective and productive relationships and agreements with the many other actuarial professional organizations that exist worldwide in order to provide a unified and uniform face for the profession. Certainly, by demonstrating through the actions of research and education, the importance and relevance of actuarial thought in financial risk scenarios, we will make a significant contribution to the relevance and importance of the actuarial profession globally. This would be in keeping with and support the SoA Vision Statement.

Experience

Reflecting Different Perspectives

The SOA Board is responsible for the needs of a broad membership. Perspectives and priorities may be very different in the diverse geographical and practice areas of SOA members. Describe a situation where you have made a decision after consideration of perspectives that differed significantly from your own, and illustrate how you incorporated these different perspectives into your decision making. (100 word limit)

Response:

A common goal is an important ingredient in reaching agreement. I am engaged in many projects with respected partners – not usually actuaries. In deciding how to move a project forward we all recognize that we should defer to the individual with the skill set necessary to address specific issues we encounter in order to find a reasonable course of action. In doing so, each exercises a willingness to listen to and address the concerns of the others. It works.

I have found that willing partners with common goals, objectives, and rewards will find a way to cooperate.

Constructive Participation

Serving on the Board of Directors requires strong skills in constructive participation, building consensus and communication, often when multiple parties have different views of a problem that needs resolution. Describe a situation in which you demonstrated this ability, in the SOA or in another organization. (100 word limit)

Response:

As noted above, constructive participation in a decision making process relies on making the best use of the information and knowledge that each participant brings to the table. Invariable, some will have greater knowledge than others on aspects of the topic.

For example, when on the Board we often discussed and debated pension, life, health, or education issues. We seek on the Board a broad array of actuarial disciplines precisely so that we have members who can make a contribution on any topic. I have always respected and sought out the opinions of knowledgeable people.

Effective Governance

Strong organizations benefit from strong governance from their Board of Directors. Describe your experience in establishing financial and organizational policies, ensuring accountability, and managing performance, in the SOA or in another organization. (100 word limit)

Response:

As the chief actuary or chief LOB actuary for the insurers I have worked for the establishment and oversight of financial and organizational policies was an important part of my job – particularly because I was responsible for divided scale recommendations to the company Boards. That is also clearly so, on a smaller scale, for my independent actuarial consulting firm.

I have also been involved with partners in organizing and setting policy for an LLC, Genecast Predictive Systems, which has produced articles on genetics in risk selection and analysis, seminars, and presentations at, for example, the recent Living to 100 Symposium.

Strategic

SOA leaders need to find a balance between maintaining progress on multi-year strategic initiatives, and responding swiftly to strategic changes, particularly in the global economy. Please describe what you have had to do to balance strategic objectives with shifts in marketplace demands and illustrate how you made these decisions. (100 word limit)

Response:

I am a sole practitioner now but during the first 30 years of my actuarial practice I worked for life insurers and addressed marketplace demands created by competition, changing law, regulation, or actuarial practice.

Currently, my practice in the area of intellectual property and innovation exposes me to innovative ways to address old or new problems. I am also a named inventor on a number of issued patents and pending applications. The need to balance strategic objectives with practical demands is not more evident than to an inventor, like me, who has prosecuted patent applications through the USPTO.

International

International issues are becoming increasingly important for the SOA. Describe experiences that you have had that would help you effectively address any international issues that may arise. (100 word limit)

Response:

In my actuarial practice I do now and have had foreign clients – principally, in the intellectual property practice area. Patents are nation specific. Broad protection in foreign countries requires some understanding of the foreign patent environment as well as of the way financial services or insurance works outside of the U. S.

As early as 1990 I attended an Australian Institute of Actuaries meeting in Tasmania and experienced how other actuarial organizations operate and how the insurance and financial services markets differ.

Other foreign meetings and contacts have provided additional insight – a Zurich IP conference, for example.

Communications

One important role for the President is to serve as a spokesperson for the SOA and the profession. Describe your experience with the media or any other related opportunities to serve as a spokesperson on behalf of an organization. (100 word limit)

Response:

In addition to presentations made at SoA meetings over a 42 year career, I have also spoken at CAS meetings, actuarial clubs, presented business seminars at various company locations, was a convention speaker at agent meetings for the various insurance companies I have worked for, provided training sessions on two occasions at USPTO business partnership meetings, and have provided expert witness testimony on numerous occasions. On one or two occasions I have been interviewed by the press.

I have supported clients in presentations with respect to the sale and marketing of their inventions on many occasions.

Although you provided some of this information on the previous questionnaire, please review it to ensure that nothing has changed:

Are you a Board member of any other organization? If yes, please provide the name(s) of the organizations and the year your term ends. If it is not an actuarial organization, give a brief sentence or two of background information.

Response:

I currently am Treasurer and a member of the Board for a local Home Owners Association. For a number of years I have been re-elected to this annual term.

I am a founding partner and board member of a new start-up called *Genecast Predictive Systems*. I and fellow Genecast partners did a series of sponsored sessions at the SOA DC Annual meeting (2012) and provided a seminar in conjunction with the SoA San Diego Annual meeting (2013). Genecast has been formed to interpret genetic information and the effect of genetic variation on mortality and morbidity. For Genecast I presented a paper at the 2014 Living to 100 Symposium: Genetically Informed Longevity.

I have a business relationship/partnership with SBH, Inc., an invention development company. I am working in partnership with the owners of SBH to promote insurance products enabled by the patented and patent pending inventions assigned to SBH. I am a co-inventor on the two issued patents and two pending patent applications connected with this relationship.

I have an informal working relationship with a patent agent based in Connecticut. Together, in the past, we have published the *Insurance IP Bulletin* and have jointly written other published articles intended to promote our businesses.

I have read all the information provided about the responsibilities of the President-Elect, President and Past-President offices. I understand the role and time commitment involved.

☒ Yes ☐ No

I have reviewed and agree to fulfill the fiduciary responsibilities of Board of Directors members.

☒ Yes ☐ No

I understand that I am bringing my experience, skills and perspectives to the Board of Directors, but that I am not representing a specific constituency.

☒ Yes ☐ No

I have the support of my employer, and I have checked to ensure there are no company policies that preclude me from serving on the Board.

☒ Yes ☐ No

I have reviewed and am willing to sign the SOA's conflict of interest statement, if elected.

☒ Yes ☐ No

I am willing to sign a release for a background check from the ABCD or CIA for Canadian candidates. **[In fact, that release is included in the filing made with this Questionnaire.]**

☒ Yes ☐ No

I am willing to sign a release for a criminal background check. **[Again, I have already done so, as required.]**

☒ Yes ☐ No

I am Continuing Professional Development (CPD) compliant.

☒ Yes

	<input type="checkbox"/> No <input type="checkbox"/> Retired
I understand that President-Elect votes will be disclosed to the membership.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
I wish to have my name considered for candidacy for the President-Elect position. I understand that completion of this questionnaire does not guarantee a place on the final list of candidates.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Photo
All candidates are asked to submit a photograph to include with your candidate information. Photos must be in .jpeg format.