

Editor's Note: The views and opinions of the authors of the articles appearing in the Chaptergram are his or her own and not necessarily shared by the officers and members of the CPCU Society and the Philadelphia chapter.

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Some of the new designee class of 1998 attended the September 17, 1998 Chapter were Society V.P. Cynthia Ziegler, CPCU presented helpful advice for those new CPCUs who will be attending the October 1998 convention in San Diego.

James A. Sherlock, CPCU Receives 1998 Jack F. Derrickson Award

At the Gala Awards Celebration Tuesday evening of October 27, 1998, Philadelphia chapter member James A. Sherlock, CPCU, received the prestigious 1998 Jack F. Derrickson, CPCU award for outstanding Course Leadership in recognition of his outstanding classroom leadership from the American Institute for CPCU and the Insurance Institute of America.

The award honors a course leader:

- whose students pass exams at a rate higher than the national average
- who received excellent evaluations from his/her students
- has a command of course content and ability to convey knowledge to students and
- shows an interest in students that fosters development of their self-esteem, encourages their interest in learning and professional development and motivates them to complete their educational program.

For those of you who have taken formal CPCU classes, Jim teaches CPCU 8 - Economics and he teaches it so well that most of his students pass the national exam. Way to go Jim - Congratulations!

Note: This award honors Philadelphia Chapter Past President Jack F. Derrickson, CPCU who graded Institute exams for 38 years and taught insurance courses through the Insurance Society of Philadelphia for many years.



Jim Sherlock, CPCU proudly holds the Jack Derrickson award for Outstanding Course Leadership which he received in San Diego.

HERE WERE OUR NEW CPCUS FOR 1998

Congratulations to our 94 new chapter members who earned their designation in 1998 and received their diplomas at the Society's annual meeting in San Diego.

<i>Aaronson, Rachel E.</i>	<i>MacLean, David R.</i>
<i>Aloisio, Angela M.</i>	<i>Macolino, Paul J.</i>
<i>Alter, Nancy A.</i>	<i>Mailley, Kenneth</i>
<i>Barto, Carlton R.</i>	<i>McColgan, James F.</i>
<i>Bernard, Edward M.</i>	<i>McCuen, Kristen E.</i>
<i>Berner, Cheria L.</i>	<i>McCune, John N.</i>
<i>Bissonnette, Theresa M.</i>	<i>McGarrigle, Christina M.</i>
<i>Bowen, Constance</i>	<i>McIntyre, Timothy J.</i>
<i>Brandon, Karen A.</i>	<i>McKeown-Harm, Theresa</i>
<i>Brass, Robert D.</i>	<i>Messick, John T.</i>
<i>Bryson, Carole Ann</i>	<i>Monahan Jr., Neil F.</i>
<i>Cathcart, Joseph J.</i>	<i>Moore, Sharon D.</i>
<i>Chang, Vincent</i>	<i>Morris, Michelle</i>
<i>Congdon, David E.</i>	<i>Nagle, Kevin J.</i>
<i>Cordes, Kristen M.</i>	<i>Ogla, John M.</i>
<i>Cottrell, James</i>	<i>Olijnyk, Irene</i>
<i>Cowan, Lilly</i>	<i>Olszewski, Marlene C.</i>
<i>Crowther, Joseph A.</i>	<i>Osgood, Bruce A.</i>
<i>Cummings, Dodd E.</i>	<i>Peters, Kathryn M.</i>
<i>Daemer, John P.</i>	<i>Puglisis, Gregory T.</i>
<i>Di Silvestro, Anthony J.</i>	<i>Reilly, Jane Walton</i>
<i>Diaczynsky, Thomas A.</i>	<i>Reynolds, Marcia R.</i>
<i>Dillon, Matthew C.</i>	<i>Rizer, Amy M.</i>
<i>Dimming, Christine A.</i>	<i>Ryan, Mary Ann M.</i>
<i>Doan, Cynthia J.</i>	<i>Scafida, Michael R.</i>
<i>Donato Jr., William C.</i>	<i>Spadaccini, Evangeleine R.</i>
<i>Downey, Patricia A.</i>	<i>Stanley, Kenneth A.</i>
<i>Flacco, Anthony W.</i>	<i>Stanley, Lynn R.</i>
<i>Fox, Laurie</i>	<i>Stevenson, Sharon</i>
<i>Furman, Thomas P.</i>	<i>Styer, Yvette D.</i>
<i>Gallagher, Joseph J.</i>	<i>Subers, Raymond M.</i>
<i>Garrett, Emily T.</i>	<i>Swanson, Jeffrey P.</i>
<i>Gosnear, Timothy J.</i>	<i>Swisher, Faith L.</i>
<i>Haiser, Maryann N.</i>	<i>Tatoian, Michael A.</i>
<i>Harrington, Geraldine M.</i>	<i>Theobald, Barbara A.</i>
<i>Heath, Thomas P.</i>	<i>Tindall, Jay D.</i>
<i>Helmetag, Ruth J.</i>	<i>Toner, Ann M.</i>
<i>Higgins, Christopher J.</i>	<i>Torbeck, Lynne C.</i>
<i>Howley, Carole A.</i>	<i>Torunian Mary Beth</i>
<i>Jamison Karen L.</i>	<i>Van Slambrouck, Charles H</i>
<i>Keane, Marybeth</i>	<i>Veiga, Joseph A.</i>
<i>Keene, Daryl</i>	<i>Waite Jr., John R.</i>
<i>Kelleher, Joan M.</i>	<i>Walker, Richard J.</i>
<i>Kertis, David E.</i>	<i>Wells, Ellen M.</i>
<i>Kiessling, Thomas G.</i>	<i>Wohlgerith, Duane A.</i>
<i>Langley, Cecily</i>	<i>Wong, Man-Yee Mary</i>
<i>Lion Jr., John H.</i>	<i>Young Jacqueline A.</i>

The President's Corner

by: Sandra L. Loebs, CPCU

www.philadelphiacpcu.com

Yes we have a fully functioning Philadelphia Chapter web site. And in keeping with the *Celebrating CPCU Excellence* theme for the 1998-99 year at the CPCU Society, I personally and on behalf of the Philadelphia Chapter want to Celebrate CPCU Excellence here in our own chapter by recognizing Peter F. Palestina, CPCU. Pete has single-handedly created an outstanding web site for our chapter at www.philadelphiacpcu.com with information about chapter activities, committee information, historical information, etc. and all with wonderful pictures, links to other related sites and e-mail addresses of our officers, directors and chairs. And welcome Linda Spender, CPCU of CGU who has graciously accepted the role of coordinating all of the updates to our new web site. If you haven't visited our web site yet, check it out.

Bernadette B. Fuller

Also in keeping with the theme I want to recognize former First Vice President Bernadette B. Fuller, CPCU for her energetic and tireless efforts on behalf of our chapter. At the beginning of September, Bernadette resigned her position because she was moving to the Albany, NY area where her husband had accepted a new position. Bernadette we will all miss you and your innovative contributions to our chapter. (Note: To provide continuity in leadership until the next elections, Pete Palestina was unanimously elected at the September Board meeting to fill the term of First Vice President for the remaining year.

New Designees

But the real recognition goes to our 94 New Designees! Congratulations New Designees! You have worked hard to obtain the designation and our Chapter is proud to have you as members. The hard work has finally paid off and we hope, for those of you who went to San Diego, that you have a wonderful time celebrating your new found CPCU designation. How about getting to know us better. What better way than by helping us on a committee. Why not e-mail us your interests. And for those of you interested in developing leadership skills, there is plenty of room at our Board meetings. Come join the fun.

Holiday Charity Giving

Although we will not have a December Chapter meeting, a meeting in which we usually donate a toy or monetary gift to our designated charity, Big Brothers/Big Sisters. I hope you will remember them by sending in a contribution in the Chapter's name.

On behalf of the officers, directors and chairs of the Philadelphia Chapter, I want to wish each and every one of you a happy, healthy and enjoyable holiday season. Come on back and see us at our 1999 chapter meetings.

I took the CPCU Challenge!!

by: Mary Ann Ryan, CPCU

June 1998 Class New Designee Rep



Hi! I am Mary Ann Ryan, the New Designee Representative for the June 1998 class. I am honored to take on this position for the Philadelphia Chapter and value it as one of the many benefits of attaining the CPCU designation.

When I decided to take the CPCU courses, I actually thought it would be fun, a great way to boost my insurance knowledge and meet new people. After preparing for the first exam, I quickly learned that I was in for a lot of hard work. The CPCU curriculum is strenuous and demanding.

Determined to take on the CPCU challenge, I armed myself with a Personal Sponsor, perseverance and a lot of caffeine. Gradually, with each passing exam, I could see the finish line. Along the way, my family, friends, colleagues and Personal Sponsor were cheering me on. My efforts and their support paid off, I am heading to San Diego, California to receive my diploma.

For the most part, the hard work is behind me. I no longer have to attend classes and spend countless, sleepless hours preparing for an exam. However, I do realize that in order to enjoy the benefits of the designation, I will need to keep growing as an insurance professional. That means, taking continuing education courses, attending the Chapter's monthly breakfast meetings and staying visible in the industry. But, at least I will finally be able to attend those annual Super Bowl Sunday parties and relax at the beach on Memorial Day weekend without my books.

Hope to have seen you in San Diego and at the Chapter meetings!

National Director's Corner

by: Don L. Dudey, CPCU



I have been very impressed with the continued strength of the Philadelphia Chapter and the many activities you perform. Your chapter officers are doing an outstanding job in developing a plan to promote the new year's theme - *Celebrating CPCU Excellence*. Your chapter's Franklin Award is an excellent example of this theme. I challenge each of you to identify an individual or company you think deserves recognition on their support and/or involvement with your CPCU chapter of the National Society. Encourage and assist your chapter in developing and conducting a very meaningful recognition program. Our partners, be it individuals or companies, mean a lot to our success. Let's recognize them appropriately. Remember, recognition comes from the heart, no matter it's form, and the recipients will recognize your sincerity in it's presentation. Let's make this a banner year in Celebrating CPCU Excellence.

Your chapter has 94 new designees for this year. Congratulations on such a large class. Now comes the challenge - to get them involved and participating in your local programs. Your chapter officers will be working extremely hard in getting them involved, but they would appreciate your help also. If you know a new designee, contact them and discuss with them how they can be an "active CPCU", not a CPCU in name only. Remember there are national committees that new designees may be interested in also. Contact Sandra Loebs, your chapter president for more information.



A MESSAGE FROM THE CANDIDATE RECRUITMENT AND DEVELOPMENT COMMITTEE

The candidate Recruitment and Development Committee held two evenings dedicated to the role of a CPCU Personal Sponsor. The sponsor discussion centered on what a sponsor can do for a candidate. Here are our conclusions:

We can:

Give time management suggestions to candidates especially those doing self study.
Advise on what classes to take (experience and need).
Extract Information needed: refer candidate for help (the entire Institute is available)
**Pep talks (remember)?

Some suggestions were given to the Committee:

Hold a Sponsor and Candidate Wine and Cheese hour beginning at 4:30 pm at the beginning of each semester.
Reserve tables at each of our Breakfast Meetings for Candidates and Sponsors.
November shall be a meeting where special invitations are sent to Sponsors and Candidates.
April will continue to be Sponsor Appreciation Month.
Sponsors could visit on site classes to talk about the program.
Sponsors need support: establish a sponsor buddy system.

We ALL need to emphasize why the CPCU Program is important to an individual:

Bonus
Attendance at a conferment ceremony
Continuous learning, personal satisfaction
Job security, marketability
Credentials
Professional Recognition
Sponsors are always needed. If you would like to be part of the Personal Sponsor Program please contact Val Ullman Katz 215-761-3876 or Rita Hoffstein 610-825-8100 ext. 389.

OCTOBER MEETING RECAP

by: Lilly Cowan, CPCU

The "Financialization" of risk management is a term created by the Chapter's October meeting speaker, David Katz, Assistance Managing Editor for the National Underwriter. Katz, who specializes in writing on Risk Management and Loss Control, stressed that the process of managing risk is becoming increasingly complex.

Several years ago, after reviewing the literature, Katz found that the approach toward risk was changing from compartmentalized and analytical to more holistic and financial. Today, the risk management process requires looking at the risks of the entire corporate enterprise as a whole.

So what does this mean for insurance industry practitioners? In brief, it is no longer sufficient to address traditional insurance risks (general liability, conventional property); agents, brokers, carriers and risk manager must also be prepared to consider other types of perils, such as: catastrophic property and political risks, environmental risks, product and director's and officers' liability, and currency and interest rate risks.

To learn more about the decision-making process for funding a company's risks (insurance buying and other methods), the NU Co. sponsored a research study. Using 3 flow charts, Katz discussed how this process varies at different companies. The research revealed that senior financial officers have a high level of interest in the insurance buying process (but a small amount of time for day-to-day monitoring), which is intensified at renewal time. Some even initiate the renewal process.

According to Katz, the study showed "a vast change in perspective in the roles of senior financial officers and risk managers." He concluded that the great role of the CFO in the risk management process is here to stay.

[For further information, refer to NU's report, published as a supplement to its October 26 edition, "Risk Financing & Insurance Renewal: A Guide for Senior Financial Executives & Risk Managers." It has 3 sections: Renewal Process, State of the Market, and Risk Management Strategies.]



David M. Katz, journalist for the National Underwriter, speaker at our October 20th meeting.



New Designee Lilly Cowan, CPCU relaxing in San Diego.



New designee Lynne Young, CPCU and husband Rob.

Philadelphia Chapter Receives Three Awards from the Society at the San Diego Annual Meeting

Our Chapter received a total of 3 awards presented on the Gala Awards Celebration Tuesday evening in San Diego.

- **Edwin S. Overman Candidate Recruitment and Development Award for Excellence**

This award recognizes chapters that run successful programs encouraging prospective CPCU candidates to begin and complete their CPCU studies. The Chapter helps recruit and retain quality insurance professionals in the CPCU program

- **Continuing Professional Development Award for Excellence**

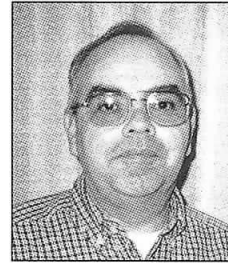
Chapters qualify for this award when either 50 Chapter members, or 20 per cent of the paid chapter membership, earn PCD qualification through continuing education attendance and participation during the year.

- **Membership Achievement Award**

This award recognizes the hard work of the chapter to recruit and retain chapter members.



(Left to right): New designees Rose Dalton, CPCU; Dave Viscusi, CPCU; new designee Joan Kelleher, CPCU and husband Tim who is a past President of the Brandywine Chapter.



New designee Tony Flacco, CPCU.



New designee Man-Mary Wong, CPCU

Celebrating CPCU Excellence Awards

At the September 17th breakfast meeting the following employers were presented with the prestigious *Celebrating CPCU Excellence Award* by Philadelphia Chapter President, Sandra L. Loeb, CPCU.

Bryson Associates, Inc.
CNA
Delaware Valley Insurance Trust
Keystone Insurance Company
Paist & Noe, Inc.

CIGNA
Cohen-Seltzer, Inc.
Insurance Services Office
Loeb's Information Resources
Royal Insurance

SMG

In keeping with the Celebrating CPCU Excellence theme for the 1998-99 year at the CPCU Society, the Philadelphia Chapter of the CPCU Society recognized these employers for their support of our Chapter's board members. Without their support, i.e., giving the board members time off from work to attend chapter meetings, board meetings and workshops, the Officers, Directors and Chairs could not continue their work. The Philadelphia Chapter says, "Thank You" for your support of your employees work with the CPCU Society!

Chapter members: you are encouraged to nominate a CPCU who you think deserves to be honored with the Celebrating CPCU Excellence Award. Just send any nominations to Chapter President Sandra L. Loeb, P.O. Box 1499, Philadelphia, PA 19105-1499 or E-mail loebinfo@compuserve.com.

September Meeting Recap "A View from the Top"

by: Lilly Cowan, CPCU



NOTE: The following is a condensed report of the questions posed to the panel and their respective responses. Some statements have been paraphrased due to space limitations.

As is traditional for its first meeting, the Philadelphia CPCU Chapter presented a panel of distinguished leaders from the insurance industry to discuss their perspectives on key trends and issues. Valerie Ullman-Katz, Chapter second Vice-President and Chair for Programs, introduced each guest: (in alphabetical order).

Joseph Braunstein, Senior Vice-President, Group Insurance Managed Disability, CIGNA; Karen Foley, Group Vice-President, Corporate Business Development, Marketing, CHA; Luke Laborde, Senior Vice-President, Strategic Market Relations, Willis Corroon America, Bill Caplice, Senior Vice-President, Corporate Marketing, AON Risk Services, Inc.

Question (Ullman-Katz): How are Agent-Broker-Insurance Company-Customer roles changing due to technology, which enables rapid and direct communication of information to customers?

Foley: I would re-phase this question to, "How are changes in technology affecting customer behavior and what is the impact on us?" Customers have been experiencing interactions, via the Internet and other channels of electronic commerce, with many suppliers (e.g. banks, retail book-sellers, etc.) Their expectations are being transferred to the insurance world. Thus, consumers have increasing power, due in part, to the changes in technology.

We've been looking at this question by using a "4-S" model that would apply both to insurance and brokerage/agency business. The four elements of what we do for a living consist of:

SELL (or purchase)

SORT - do a needs analysis and specifications, develop different options that might fit a customer's particular needs

SELECT - final option that we think best for that customer's needs

SERVICE - component which is increasingly important in our business

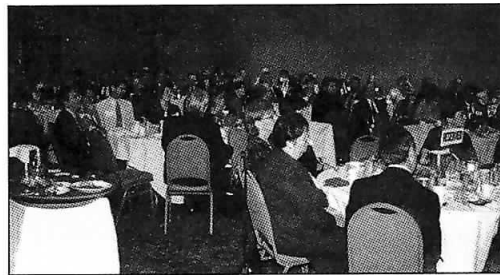
Looking at how these roles for each of the players in our industry are being impacted relative to emerging customer expectations, we see a very different industry going forward.

Caplice: I think the key is customer expectation. From a broker's viewpoint, we definitely are seeing a more educated client, more demanding client; their job in understanding risk is different. But there are different levels, from the sophisticated global risk manager or the owner of the barbershop on Main Street USA. I think customers still want the ability to talk to a human being, a professional, so that we can help buyers make decisions. The role of the broker agent is also critical. We need to be very disciplined in listening and understanding what the risk needs are so that we can drive solutions.

Braunstein: Many employers are now having pressure from their employees in regard to traditional benefit plans. We have a more educated work force who are demanding more choices, the ability to customers what they believe they need for their financial security. This is changing a lot of the dynamic in terms of what providers/vendors have to give employers in the employee-benefits sector. Technology has been a big driver of that attitude and behavior change.



Program Chair Val Katz, CPCU directs a question to Luke Laborde (l) V.P. Corroon & Black, one of the panelists at our September "View from the Top" kick off meeting. Other panelists are (l-r) Karen Foley, V.P., C.N.A., Bill Caplice, Sr. V.P., AON Risk Service and Joseph Braunstein, Sr., V.P., CIGNA.



Some of the audience in attendance at our September kickoff meeting.

Laborde: We now see ourselves in the business of mass-customization. Being able to take what once were fairly standard products, and through technology, have the ability to really tailor those products to the individual company. Technology, especially knowledge sharing on a global basis and faster response time, is changing the whole scope of our business. We are moving from strictly insurance solutions to business solutions.

Question: There's been tremendous consolidation the past three years involving insurance carriers, agents and brokers. In your view, has this been a positive or negative development for insurance buyers? Where is this trend going?

Laborde: I recall this simple concept from an executive development program, "Customer vote with their feet." Customers have been driving the consolidation of the industry through their expectations of both the scope of services and value/prices they are willing to pay. What we are seeing through consolidation is really a drive to be able to afford the type of technology investments that are necessary and still maintain reasonable levels of overhead that allow some market rate of return. Those companies that don't have the ability to invest (in technology) will not survive. We hope there's not much more for it to go on the brokerage side, but on the agency and insurance carrier sides, it will continue.

Foley: I want to make two points. First, the issue of transparency. The more information that is accessible, the more it changes the role of each of the players. Second, we have to think about new competitors. When we talk about consolidation, we can't think about it only among insurance brokers or agencies.

I think that we will see consolidation of some very interesting combination that we have not seen before. The reason is transparency, meaning that the mechanisms of insurance are becoming much clearer to people. It is almost more of an engineering concept, where you have component pieces that can be snapped together. (e.g. put together personal insurance, wrap that around financial planning, and then online access to mortgage financing, and so on.)

The result will be that all customers, both retail and commercial, will be able to have customized portfolios of products and services that meet highly individual needs.

Caplice: Clients value consultative services. The traditional brokering transaction that we are used to, negotiating for a better price (among underwriter, broker, client), is getting old and stale, even hiring our profits. We need to become better listeners. Part of consolidation is getting the right talent together, going with the best people, and getting a variety of different disciplines together. All these things come together so that the best talent is up front listening to the client, with the tools they need to develop and design solutions.

Braunstein: To be slightly contrarian, let's look at this from our customers' point of view. They see "800 pound gorillas" being created, and that concerns them. For example, "Am I losing markets?...Am I losing availability?...Do these organizations now want to dictate terms and conditions?"

In our drive to become more effective and efficient, we shouldn't forget to address the fears that customers naturally will have. So we need to change our approach: become consultative, provide value, identify what our organizations are very good at and execute. In the absence of that, customers are going to look to other types of vendors for their solutions.

Question: In such a fiercely price-conscious, competitive benefits market, how can a company truly differentiate its product?

Braunstein: In thinking about this, I started to go back to some fundamentals. First, we've got to start with persistency, retaining the existing customer bases that we have as a foundation. Focus on what it takes to retain customers long term and translate that into new product ideas.

Continued on next page

We can learn from benefits decision-makers. They focus on how satisfied employees are, especially now with record low unemployment. Stronger and richer benefits programs, with lower costs and greater value and service, are becoming the norm. So to the extent that we work on satisfying and providing care for employees, that is one way by which we will differentiate our organizations to the employer (or other decision maker.)

The last point I want to make is about this drive towards integration. There's a lot of value and interest in it. Our organization is making a big investment in integrating care (linkage of benefits and property/casualty products, WC, etc.) Those things will succeed because they solve a customer's problem, not because we will pull customers to them. Generally, people tend to resist taking pioneer risks. So, when we bring new products and services to the table, we have to do it in a customer-friendly way.

Caplice: One of the things I am involved with everyday is getting people to think differently, "out-of-the-box". It really gets down to changing peoples' behavior on how they approach business everyday. Our business, we're in the business of taking risks. We have to be risk-takers, we have to be first. We cannot be afraid to fail.

Foley: "How do you start something like that?" First of all, we have a tendency in our industry, to start innovating, by thinking of distribution channels and profit. When we look at other industries, (e.g. credit card companies), they track customer data very carefully and can distinguish between real "drivers of behavior" and "proxies". Let me explain. A "driver of behavior" is the actual thing on which a consumer bases his/her decision, whether or not to purchase product or service. A proxy would be an answer a person might give in a satisfaction survey.

I think that data mining, collecting real valuable information on our customers, is something we all need to do. It is a tool that can help increase the probability of customers wanting a product or service we are offering. Also, it keeps the overhead down and that's what we, as an industry, have to do because the cycle of product development time is shrinking. The only way to do that is to have data on what really drives customer buying decisions.

Laborde: I think the key trend going to forward, looking at the next ten years, is to think out-of-the-box, in terms of the way that we have been historically organized and how we provided clients with services. For many of our clients, traditional insurance industry distinctions (such as P & C, Survey, etc.) are not relevant. They have business problems to face. What they need are individuals who can come in and understand their business situation and offer multiple solutions. I think that is where the differentiation at all levels of the industry is likely to happen.

Question: *How would you, as strategic planners for your organizations, cultivate that type of risk taking culture within your employee ranks? Can you foster that?*

Laborde: We have to, because, as Karen [Foley] indicated earlier, our competition is no longer just AON or Marsh, direct writers, etc. We have whole new levels of competition and a new standard is being set. It has to be a very structured and formalized process, but it begins with recognition that there is an issue, a problem and an opportunity. We have to raise that recognition for all the staff.

Braunstein: There is both a strategic view of the company, if you're in a leadership capacity, as well as how to get that vision of what's happening to the employee level. It starts with selection, complemented by a conscious effort at employee development. It will survive only if management's commitment towards driving out the fear of making a mistake is continuous. The behavior that you want to see happen with the entry level operating staff has to be modeled by senior levels.

Caplice: I agree that we must drive out the fear and even offer rewards for trying. Perhaps, people ought to fear for their jobs if they don't try new or creative approaches, because change is going to occur. People have to understand that the risk of staying the old way is greater than trying new things.

Foley: I think that one of the things we ought to do as senior people, or as future leaders, is that, as problems are brought to us, see if they can be punted back down the line. By doing that, we could not be denying our responsibility but saying to people who work for us, "We trust you to make these important decisions."

Question: *What type of individual may be needed in the industry as we go forward? (directed to Mr. Caplice)*

Caplice: For many of us, joining the insurance industry just kind of happened. We need to change that. Today, we are a dynamic, risk management business. What type of people do we need in order to continue the changes that are happening, and bring to clients solutions that are beyond simply selling an insurance policy? Perhaps engineers, accountants, lawyers environmental specialists, financial thinkers? We need to get people who want to come into our business. Different educational backgrounds are welcome because the needs of clients are always changing and evolving.

Laborde: The issue of selection or attracting people is really about diversity in the broadest sense. We should look for individuals who bring diverse experiences, who thrived in education and learning environments by taking diverse types of courses and programs. Bringing these people into our organizations, and allowing them to blossom by bringing a different perspective to decision making, is an important ingredient that we need to succeed now and in the long run.

Braunstein: My greatest fear as a strategic planner is not where our competition will come from for customers' business, but our competition for talent. I think that Bill [Caplice] was right about "raising the bar." We have to aggressively seek a higher level of talent than we have done in the history of our industry...making sure that these individuals have both the technology background and the customer focus.

Foley: The last question brought to mind one of the 12 principles set out in a book I read recently. It was, "Hire the Children." The idea really is to reach out to this new generation; however, we should not to abandon all the knowledge that resides in this room. We should all be proud of being in this industry. It's a very worthy thing to do.

Braunstein: As leaders or managers in our respective organizations, we each have certain responsibilities. I can't imagine one more important than improving the quality of the gene pool of the organization that we support. It's something that we don't put enough effort into but that has to happen.

Ullman-Katz: *Any closing remarks pertinent to this group?*

Caplice: Whenever I talk with CPCUs, I'm always impressed with their level of technical knowledge of the business. But expanding beyond that, how we go forward with it, is the key to driving change.

Laborde: One of the things that I admire about the CPCU Society is the commitment to continuing education. My challenge to all of you is, "Do not be satisfied with pat answers or the status quo." Question the issues and changes that are taking place. You have great intellectual capital to contribute to this process, individually and collectively. Come here to learn, but also make us (those doing strategic planning) listen and learn as to where you believe the changes that are most important should take place.

Braunstein: The notion of credentialing is really valuable but I also offer a challenge. There are multiple levels in our organizations, and people with a variety of skills, roles and responsibilities. They all should have the opportunity to have some sort of credentialing. It gives people a goal to strive for a stronger sense of worth. It helps breed better quality, more satisfied employees. I encourage you to create ways to credential, apart from professional designations. I think this is also part of selection and retention.

Foley: If there were one thing that I would suggest. If you have not yet tried using the Internet, then give it a try. On any website, there's a feedback link. So let us know (we all have websites) how we did today. Tell us where you agree, and why and where you don't. Because it's important for us to know what you're thinking about these issues.



At the September 1998 Chapter meeting, President Loeb recognized several firms who employ members of the Chapter's Officers and Directors thanking them for allowing their employees to devote the time required to work for the good of the Chapter.



Mr. Frank Devinyne, CEO, Paist & Noe, Inc. (center) along with Vice President George Komelasky (left) receives recognition and thank you from the Chapter for allowing long time Chaptergram Editor, first V.P., past President and long time involved member Pete Palestina, CPCU to serve the Chapter.

Greetings from Sunny Southern California

by: Sandra L. Loebs, CPCU, Chapter President



Arriving in sunny San Diego on Friday, October 23rd, the city was abuzz with a celebration parade down Broadway for the 1998 National League Champions, the San Diego Padres. The parade, complete with marching bands, fire engines, large baseball balloons, trolley cars and what seemed like an endless cadre of Corvette convertibles with Padre ball players was followed by evening fireworks in the harbor in front of the Marriott Headquarters Hotel. Although there was a huge Go Padres banner hanging between the Marriott Towers complete with the Padres mascot swinging the bat, one could mistakenly think that this celebration was because the CPCUs had come to town! Even Nordstroms department store in downtown San Diego had a welcome sign in one of their store entrances!

Representing the chapter, I was invited to a swinging Friday evening reception hosted by Society President Anita Z. Bourke, CPCU. Among the entertainment was former Institutes CEO Norm Baglini on sax, incoming CPCU Society President Bill Sleeper on drums and CPCU Society Sections Manager John Kelly vocalizing. Early Saturday morning I was busy at work as a member of the MIS committee of the CPCU Society and then it was non-stop from there on.

The Chapter Board decided not to have a Philadelphia Chapter Welcome Reception at the Annual Meeting partly because of the high cost of the reception and low turnout. Instead apart from the hustle and bustle of the Annual Meeting, the chapter will honor New Designees at a dinner in the spring. But there was an announcement on the bulletin board for Philadelphia Chapter members to meet at a designated place at the Saturday evening CPCU Society Welcome reception and a few gathered together. Those who did included, former board member Terry Carlin, CPCU; new designee Lilly Cowan, CPCU; Chapter President Sandra L. Loebs, CPCU; Chapter members Stephanie Ladsun, CPCU and Ed Levy, CPCU. This astute gathering behind a "Philadelphia Chapter" placard caught the eye of the Society's roving photographer and we were "beamed" on to the big screen to receive 5 seconds of fame before the Opening Session among other candid photos of CPCUs.

On Monday, in keeping with the 1997-98 CPCU Society Theme of "Influence to Future", the Annual Meeting and Seminars was officially opened by CPCU Society President Anita Z. Bourke, CPCU, with a futuristic "star wars" introduction followed by a dialogue between Anita and CPC2 (as in R2D2) robot. The opening session included the San Diego State marching band (in case you couldn't attend the Saturday evening San Diego State football game.) And the national anthem was sung by Ms. Laura Jacobs who the day before sang at the Sunday San Diego Chargers - Seattle Seahawk game in Qualcomm stadium (in case you missed it).

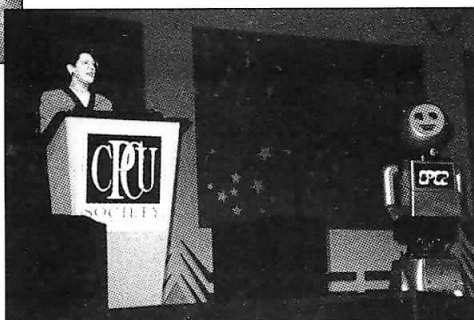
The Keynote speaker Darryl Conner discussed his firm's research findings on implementing change which included major shifts in people's expectations and the magnitude and consequences of the changes. He advised the attendees that in two years we would look on these years as the "good old days" as the trend was toward an era of "perpetual unrest" for tomorrow's business environment.

The Marriott headquarters hotel was very active with the many seminars, the popular society expo, and CPCUs enjoying themselves and renewing acquaintances. As your chapter president, I represented the chapter at the CPCU - Harry J. Loman Foundation Luncheon. It was there that I met fellow CPCU Eric Sigel from the Valley Forge Chapter. Eric's father, Louis P. Single, Jr. is a past president of our chapter. The guest speaker was William Toone of the San Diego Zoo relating his many experiences in a very humorous way.

I felt honored to represent the chapter at the Gala Awards Celebration as they called out the winners of the awards. I was also trying to get as many pictures as possible, knowing that our Chaptergram Editor, Pete Palestina unexpectedly could not attend the Annual Meeting. Thank you so much Philadelphia Chapter for the allowing me to represent you.



Chapter President Sandra Loebs, CPCU with husband Stan reporting from San Diego.



Outgoing Society President Anita Bourke introduces robot CPC2 at the opening session in San Diego.

A Spouse's Comment on the Annual Meeting

by: Stan Cranstoun, husband of Sandra Loebs, CPCU

What's not to like about San Diego? Where on a bad day you can still walk about wearing shorts and a shirt. Where walkways border the harbor with magnificent views of the naval shipyard and sailboats are sprinkled about the harbor.

And if you did not take the opportunity of riding the trolley to Old Town or even to just ride to the end of the line then you missed a fine ride. For \$1.50 (Old folks fare) I was able to ride for the half hour journey to the end of the line and back and enjoy the view of the country side. Or a half hour in the opposite way gets you to another country (Tijuana, Mexico). And perhaps the most surprising of all - No graffiti. I wonder how they did that?

We even got to see the city's parade which brought large crowds into the streets to honor the National League Championship San Diego Padres baseball team. Can a city that honors their team even though they lost the World Series be all that bad?

We enjoyed thoroughly what spare time Sandra was able to find from her duties by strolling along the harbor halfway in the welcome warm sun taking in the usual tourist shops and the local food. We even had dinner in the world famous Del Coronado Hotel Coronado Island with our new friends New Designee Lilly Cowan, CPCU and Ken Kite.

One complaint though. The airport layout was quite inconvenient. In order to get out of the airport you had to go downstairs to get your luggage then back upstairs carrying your bags and across a walkway and back downstairs just to get to the taxi stand.

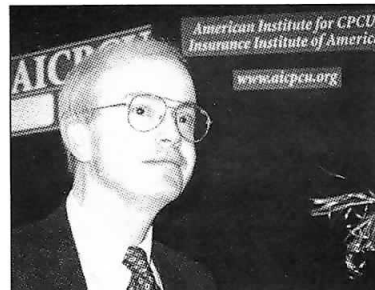
All in all, it was an enjoyable place to have an Annual Meeting and perhaps even a good place to live.



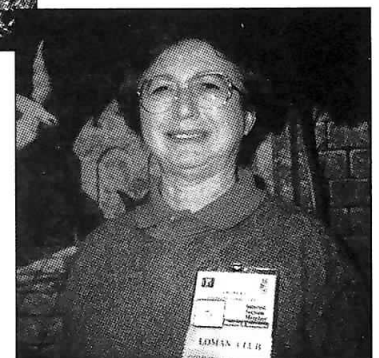
Encouraging Philly CPCUs to gather at an area during the welcome gala in San Diego are (l to r): Terry Carlin, CPCU; new designee Lilly Cowan, CPCU; Chapter President Sandra Loebs, CPCU; Stephanie Ladsun, CPCU and Ed Levy, CPCU.



Past Chapter President Boyd Bruce, CPCU with wife Joyce in San Diego.



Jim Fryer, CPCU staffs the Institutes booth at the convention in San Diego



Retired Chapter member and Senior Resource Committee member Frances Pommer in San Diego.



From the Editor

by: Peter Palestina, CPCU

HAPPY HOLIDAYS EVERYONE!

It is weird extending seasons greetings when I'm writing this column from 80 degree Scottsdale, AZ just a couple of days before I fly to 76 degree San Diego for the national convention. But knowing that you'll be reading this in December, I must extend holiday greetings and a happy New Year.

I thought I would devote this column telling you about our new Chapter website at www.philadelphiacpcu.com. I mentioned the launching of our website in our September chaptergram column and now that it is up and running, I'd like for you to know what is there and what we expect for the future. It took a good part of two months to put up what you now can view at the site, starting with the acquisition of the software program, through the contracting with a host provider and ending with the launch in mid September. Like any project, we are in the infancy stage and there will always be room for improvement and that's where you come in. I value your comments, pro an con, and extend an invitation to help suggest new pages, improvement for current pages and to send me photographs or tidbits of information for posting to our site. Be forewarned, there is a lot of info there now and if your modem is not at least 28K, it will be a slow upload, but it will be worth the wait and should load faster the next time you visit. I am told that our website is three times larger than any other Society Chapter website, and we have only just begun to tread water. The key is keeping it up to date and meaningful to our membership. I am also pleased to report that I have an assistant website administrator due to the kind volunteerism of Chapter member Linda Spencer, CPCU.

How to Begin

From your browser type <http://www.philadelphiacpcu.com> and off you go (no caps, no spaces). As a matter of fact, you probably don't even have to type the "http://" part. Once you are at the Home Page (there are 58 pages as of this writing) there will be a description of our Chapter prefaced by the Billy Penn chapter logo and the Society's logo. This is followed by our mission statement near the end of the page you will find a visitor since October 1, 1998 hit counter. As of now, 190 have visited our site, but of course, I probably account for at least 20 of those visits. In the left margin you will see titles of 15 pages where you can go simply by clicking on them. Most of the pages will also contain sub pages and links once you get there. At the bottom of the Home Page you will find a site search engine where you can type and search for something that might be found in the website.

Descriptions of each page are as follows:

PAGE DESCRIPTIONS

- A. **Officers and Directors** - contains a photo and e-mail link for each of the Chapter's Officers and Directors. In the left margin you can link to a "Contacts Link" page where you will find a directory of departments, contact person, e-mail hot link and webpage responsibility and hotlink for not only the Chapter, but the Society as well. N.B. on this and other pages, you will find a hot button to take you to any of the 15 prime pages of the website.
- B. **Committees** - contains a message from the President and links for the 14 committees shown in the left margin as follows:
 1. Fire Essay Contests - description and photos of each of the three annual contests sponsored by the Chapter: Council Rock School District, Philadelphia School District and Cherry Hill School District.
 2. Membership - helpful information and tips for members including a change of address form.
 3. Personal Sponsorship - description, photos and links.
 4. Philly I-Day - provides info and link to the Philly I-Day website and contains several photos from 1985-1997.
 5. Public Relations - description and link.
 6. Social Events - description and photos of many socials held since 1982.
 7. Candidate Development - still under construction.
 8. Continuing Education - description, photos and link to the Insurance Institutes.
 9. Good Works - description, links and photos
 10. Project InVEST - descriptions, links and photos.
 11. Scholarships - description and links
 12. Scholarships - description, links and photos.
 13. Sections - description of each of the 12 sections with links

- 14. Seminars - description of upcoming Society/Chapter co-sponsored seminars with prices, reservation forms and links to the Society.
- C. **Programs** - dates description, location, speakers and pricing info of all the Chapter meetings for the fiscal year July 1, 1998 through June 30, 1999. Once a program date has passed, you will see a hotlink that will take you to an article that recaps what was discussed by the speakers at that particular meeting. This should be posted within 14 days of the conclusion of each meeting. The article will also contain a photo of the speaker.
- D. **Chaptergram** - description of our newsletter tabloid which originated in 1982 and provides links to the editor in which you can submit articles for publication, etc. The left margin provides links to view 4 Chaptergram related pages as follows:
 1. Latest Edition - a full copy of the latest 8 page Chaptergram which is published quarterly.
 2. Inaugural Edition - a copy of the September 1982 two page inaugural edition.
 3. Historic Edition - a copy of the first 6 page edition published September 1984 and the first 8 page edition published September 1989.
 4. Cartoon - reproduction of our "Seepy Seeyou" cartoon character create in 1984 and displaying all of the cartoons published from 1984 to 1997.
- E. **Photo Album** - a collage of photographs of Chapter members and happenings from 1947 to 1997 with a link in the margin for the 1998 album. Actually, we have no photos yet for the period 1947-81 and are hoping that you may be able to mail us some for posting. But from 1982 to present there are more that 70 photos bringing, especially you long time Chapter members, a stroll down memory lane.
- F. **Annual Report** - copy of the past year Chapter Annual Report.
- G. **Bulletin Board** - still under construction as of this writing. We envision members being able to post messages or items of interest for all of us to share.
- H. **Chapter History** - a brief description of the Chapter history with photos. On the left margin you will find links for the following two pages:
 1. **Past Presidents** - complete listing of names and year of each Chapter President dating from 1947 with photograph. There are many names for which we still need photos, especially those from 1947 to 1969. Please check this webpage and if you have access to any photos of these people, please send them to us.
 2. **In Memoriam** - here we intend to post photos, names and year of death of any Chapter member who has passed away. If you know of any deceased Chapter member and can send us a picture or info as to name and year of repose, we will post it on this page.
- I. **Member Directory** - under construction. Soon we hope to publish a listing of all current Chapter members.
- J. **Franklin Award** - instituted by the Chapter in 1983. These pages describe the award and links to the following 3 pages:
 1. A story on the last recipient including photos.
 2. A nomination form to allow you to nominate a recipient for the upcoming award.
 3. Past Winners page - a complete listing with photographs of each of the recipients of the Franklin Award since 1983.
- K. **New Designee Area** - welcome remarks, e-mail links and advice from the 3 Chapter New Designee Reps representing the September 1997, January 1998 and June 1998 completers. You can link from the margin to view the complete list of new CPCUs of the classes of 1996, 1997 and 1998.
- L. **Helpful Links** - here you will find various industry sites as well as other useful sites such as search engines and government links. Simply click the hot button link and you are on your way.
- M. **Our City** - starts with a photo of Billy Penn atop city hall, photos of the mummers parade and an index of phone number for key city, state an federal services that both residents and visitors may find helpful. In the left margin, you can link to the following pages:
 1. Sports - photos and phone numbers for major sports attractions.
 2. Universities - phone number of all Philadelphia colleges and universities.
 3. Culture - photos, addresses and phone numbers of many of the city attractions that visitors and residents may wish to visit and view.
- N. **Bylaws** - full text of the Chapter constitution and bylaws
- O. **Meeting Recaps** - as described earlier, here you will find an article recapping the presentation of the speakers at each of our monthly meetings and posted within 14 days of the conclusion of each meeting.
- P. **Chat Room** - under construction, but soon you will have an area where you can go to chat with Chapter members.

Well that's it in a nutshell. We are off and running and I invite all of you to visit and participate in our website. Its' the best there is among Chapters and with everyone's help, we'll make it even better. Until next issue, enjoy the holidays and have a healthy and prosperous New Year, the last of this century.

Faster Download - Internet Tip

If you want faster downloading of our web site viewing text only, select the option to turn off your graphics in your internet browser.

Chapter Recognizes Barbara McCreery Recipient of IIAA's "Teacher of the Year" Award

Barbara McCreery of Germantown High School, was recognized at the September 17th Chapter meeting by past President Anne Kopanski, CPCU and our members in attendance for winning the "InVEST Teacher of the Year Award" by the Independent Insurance Agents of American (IIAA). "IIAA is proud to recognize Ms. McCreery as an individual who has committed so much of her energy and talent to InVEST," said Barbara Miller-Richards, IIAA's National InVEST Director. "In spite of overwhelming odds, she has consistently been an enthusiastic and dedicated proponent of the principles of InVEST."

The award was presented to McCreery during the National Board of State Directors meeting at IIAA's 103rd Annual Convention and Trade Show September 29. InVEST is a national program administered by IIAA to teach insurance created business skills to high school and community college students in 25 states around the country. InVEST is funded solely through corporate contributions from its insurance industry partners (our Philadelphia Chapter is such a partner). Six years ago, McCreery convinced the administration of Germantown High School an "at-risk," urban, low-income school, to integrate the InVEST curriculum into a four-year program covering all facets of career preparation. McCreery and Kopanski also designed, wrote and secured funding for a two-day teacher workshop in April that resulted in three new schools considering implementation of the InVEST Program.

McCreery works with minimal resources to adapt InVEST to her classes and she began the program with a \$100 grant and has since sponsored "office garage sales" to furnish the classroom with an office environment; arranged for insurance company donations of old office supplies and out-of-date policy kits; and collected issues of industry publications for student research. McCreery also provides games that incorporate classroom lessons, visits to insurance companies and a pen-pal program with local professionals. Germantown InVEST classes have an attendance rate of approximately 95%, in contrast to the school-wide rate of approximately 65%.

McCreery and Kopanski also are InVEST advocates within the industry, having presented InVEST information sessions to organizations such as the Risk and Insurance Management Society, CPCU and Insurance Institutes of America. McCreery has secured five consecutive annual grants from the RIMS Spencer Educational Foundation and has built a network of insurance professionals to serve as information resources for InVEST.



Celebrating with Barbara McCreery at the Chapter's September 17, 1998 recognition for her "Teacher of the Year" award are left to right: Eloise Goldenberg, Vanessa Brown, Barbara Mitchell, Barbara McCreery, Anne Kopanski, CPU, Hsuan Shiang Wu, CPCU, Dr. George Schuler and Reenie Cohen.



During the September 17, 1998 Chapter meeting, Past President Anne Kopanski, CPCU (l) presented a plaque from the Chapter to Barbara McCreery in recognition of her underwriting commitment and dedication to InVEST. Barbara's efforts led to her receiving the IIAA InVEST "Teacher of the Year" award.

Anne Kopanski, CPCU Receives Steven Dach Award

Chapter immediate past President Anne M. Kopanski, CPCU, was honored at the September 25th IIAA's 103rd convention, during the National Board of State Directors meeting, with the Steven Dach Award. The award presented in memory of InVEST founder Steven Dach, Los Angeles, California, is given annually to the volunteer who has contributed substantially to further InVEST's growth and development in his or her community. Anne is president of Kopanski Consulting and along with her involvement with CPCU and the Chapter, has been involved in the InVEST program since 1992, when she recommended the program to Barbara McCreery as a business simulation curriculum for McCreery's classes (See companion article on McCreery). Anne has been directly involved with the Germantown High School's classes since the beginning. Anne made arrangements for the Chapter to recognize the achievement and InVEST Teacher of the Year award of Barbara McCreery at the September Chapter meeting. Way to go Anne!

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