



UCLA 2014-2015 Bruin Actuarial Society Case Study

Background (this part is true): The University of California (UC) is one of the premier public higher education organizations in the world. Over the years, UC has come under increasing financial pressure due to diminishing funding from the State of California. Between 1990-91 and 2014-15, state funding decreased 27% while UC enrollment grew 43%. In order to respond to these financial pressures while maintaining its ability to offer world-class education, UC has instituted a series of initiatives to increase revenue (from donations, grants, tuition, and investments) and decrease expenses.

Case study (this part is fiction): Your actuarial firm, The Bruinators, provides property/casualty actuarial consulting services to UCLA. UCLA has a large fleet of aging autos, half of which will need to be replaced next year. UCLA is aware that over the past several years there has been a lot of innovation related to auto safety, and they have asked the Bruinators to investigate whether the new cars they purchase should include some of these features and also whether they should add safety devices to the half of their fleet that will not be replaced. The people who will be evaluating this decision include representatives from the following operations:

1. Risk: Responsible for student, visitor & employee safety as well as managing the cost of auto liability, auto physical damage, workers' compensation, and other insurable risks. They are particularly interested in potential auto and workers' compensation cost savings. In order for your recommendations to move forward they need to be convinced of the return on investment (ROI) of these safety features, and they need to understand the payback period.
2. Operations: These represent the areas of UCLA that will purchase and use the vehicles. While the Risk Department would pay to cover the additional cost of new safety features, the Operations Department would need to pay for any driver training or increased repair costs resulting from the safety features.
3. Finance: Responsible for the overall finances of UCLA. They are involved due to the size of this potential safety investment, and they will need to be convinced that the ROI is higher than what they could get if the money were otherwise invested (for example in conservative financial instruments).
4. Marketing/Public Relations: Marketing is interested to know if this safety initiative could further enhance UCLA's renowned reputation as an innovative leader among universities that treats its employees and students with the utmost regard.

UCLA is self-insured for auto and workers' compensation exposures. This means that rather than purchasing coverage from an insurance company UCLA directly pays for costs associated with auto accidents and work-related injuries to employees. Costs related to auto accidents are broken down into the following categories:

- Auto physical damage: generally the cost of replacing or repairing the UCLA vehicle

- Auto property damage liability: the cost associated with property (other than the UCLA car) that is damaged in a UCLA car accident. For example if a UCLA car hits another car, the UCLA driver is at fault, and the other car is damaged, then costs associated with repairing/replacing the other car falls under this category.
- Auto bodily injury liability: the cost associated with people who are injured in a UCLA car accident but are not UCLA employees. For example if a UCLA car hits another car, the UCLA driver is at fault, and the driver of the other car is injured, then costs associated with the other driver falls under this category.
- Worker's Compensation costs for injuries related to UCLA employees (see assumptions below for expected costs).

You will be expected to give a presentation that makes recommendations regarding what safety features UCLA should add to existing vehicles and should be purchased for the half of the fleet that is being replaced. You should address what you think will be the key concerns of the evaluators from each department. There may be some issues that you are not able to quantify to your satisfaction. That's okay. Make an educated guess, and state any additional assumptions you needed to make. You are expected to be factual and unbiased; you have no investment in whether or not UCLA purchases any of the auto safety features.

At a minimum you will need to forecast ultimate costs associated with auto claims under two scenarios, one in which UCLA does not purchase any of the potential safety features and one in which they purchase the features you are recommending. If you recommend not purchasing any of the potential safety features, then you should explain why. You do not need to be concerned with the basic cost of each new car, only the incremental cost associated with any safety features you are recommending.

At a minimum you should consider the following safety features. Through your research you may come across additional safety features, and you may include these in your presentation if you want.

- Safety options for new cars: Collision warning, adaptive headlights, lane departure warning
- Safety options that could be added to existing cars: Parking assistant technology (ultrasonic parking sensors) and backup cameras without ultrasonic parking sensors (no helpful beeps; just a camera). Assume that these safety features are automatically installed on all new cars.

Assumptions

- On average, each auto accident results in workers' compensation costs of \$1,000 which are incurred immediately. There is no inflation.
- UCLA's current fleet does not have any of the safety features being considered. It is made up of mid-size private passenger sedans.
- Half of the UCLA auto fleet will be replaced next year. The average life of a new car is 10 years. The average remaining life of cars that will not be replaced is 5 years.

Data

- You have been provided with an Excel workbook that will be useful in developing a forecast of UCLA auto costs. The data in this workbook is based on UCLA's current fleet, which does not have any of the safety features you are considering.

Suggested Resources

- Cost of safety features: these may be quantified at various car-pricing websites, such as cars.com, kbb.com, and various car manufacturer websites.
- Safety Research
<http://www.iihs.org/iihs/topics/t/crash-avoidance-technologies/presentations/bytag>
<http://www.iihs.org/iihs/topics/t/crash-avoidance-technologies/hldi-research>
Highway Loss Data Institute: Bulletin Vol. 31, No. 16 (September, 2014): Honda Accord collision avoidance features: an update
Highway Loss Data Institute: Bulletin Vol. 28, No. 13 (December, 2011): Mazda collision avoidance features: initial results
Highway Loss Data Institute: Bulletin Vol. 28, No. 22 (December, 2011): Buick collision avoidance features: initial results
- Actuarial methods
"Basic Ratemaking"
http://www.casact.org/library/studynotes/Werner_Modlin_Ratemaking.pdf.
Appendix A, pages 337 – 358.
- Actuarial Reserve Estimation
http://www.casact.org/library/studynotes/Friedland_estimating.pdf
page 57-60 (of the PDF)
page 90-92 (of the PDF)
page392 (of the PDF)
- Additional reference material - CAS Automobile Insurance Case Study
The CAS has a series of case studies available to members of [CAS Student Central](#). You can access a recording of the Automobile Insurance Case Study in the [CAS Student Central Online Community](#). Login is required and can be obtained by [registering](#) as a member of CAS Student Central for free.

Glossary of Terms and Definitions

Allocated Loss Adjustment Expenses (ALAE) – Claim-related expenses that are directly attributable to a specific claim; for example, fees associated with outside legal counsel hired to defend a claim can be directly assigned to a specific claim.

Auto Liability – Insurance that protects the insured against financial loss because of legal liability for automobile-related injuries to others or damage to their property by an auto.

Conservative Financial Instruments – Examples include certificates of deposit, bonds, preferred stocks or mutual funds.

Experience Period – A period of history used by insurance companies to evaluate terms when issuing a policy. Any claim and/or premium amounts within this period will affect the current insurance premium rates the customer receives.

Exposure – An exposure is the basic unit of risk that underlies the insurance premium. The exposure measure used for ratemaking purposes varies considerably by line of business. Some examples are number of vehicles, insured value of building, payroll, square footage, etc. There are four different ways that insurers measure exposures: written, earned, unearned, and in-force exposures.

Incremental Cost – The increase or decrease in costs as a result of one more or one less unit of output.

Indemnity – Compensation for (or to provide against) injury, loss, incurred penalties, or from a contingent liability.

Inflation – A sustained increase in the aggregate or general price level in an economy. Inflation means there is an increase in the cost of living.

Loss Adjustment Expense (LAE) – In addition to the money paid to the claimant for compensation, the insurer generally incurs expenses in the process of settling claims; these expenses are called loss adjustment expenses (LAE). Loss adjustment expenses can be separated into allocated loss adjustment expenses (ALAE) and unallocated loss adjustment expenses (ULAE): $LAE = ALAE + ULAE$

Loss Costs – Also called "pure premium," the actual or expected cost to an insurer of indemnity payments and allocated loss adjustment expenses (ALAEs). Loss costs do not include overhead costs or profit loadings.

On-level – In this case study, on-level refers to inflation adjustments. Claims costs in the historical periods are adjusted to today's dollars.

Premium – Is the amount the insured pays for insurance coverage. The term can also be used to describe the aggregate amount a group of insureds pays over a period of time. Like exposures, there are written, earned, unearned, and in-force premium definitions.

Return on Investment (ROI) – Measures the gain or loss generated on an investment relative to the amount of money invested. ROI is usually expressed as a percentage and is typically used for personal financial decisions, to compare a company's profitability or to compare the efficiency of different investments.

Workers' Compensation – Insurance that covers medical and rehabilitation costs and lost wages for employees injured at work; required by law in all states.

Self-insured – The term used to describe a situation whereby a company opts to retain some of its potential financial risks, rather than to transfer those risks to a third party like an insurance company. In doing so the company chooses to pay its own losses arising from those risks.

Ultimate Costs – Estimate of total costs expected once all claims are settled and paid.

Unallocated Loss Adjustment Expenses (ULAE) – Claim-related expenses that cannot be directly assigned to a specific claim. For example, salaries of claims department personnel are not readily assignable to a specific claim and are categorized as ULAE.