

GARY LEE

1908 Normal Hill
Edmond, OK 73034

Office: (405) 285-6435
Cell: (405) 408-8927
E-mail: glee@underwritingsolutionsllc.com

INSURANCE UNDERWRITING CONSULTANT *Expertise: Underwriting, Operations, International Business*

Highly accomplished underwriting subject matter expert combines outstanding technical-savvy with over 35 years of leadership and personal contributions in strategic planning, new business operations, underwriting, claims, business continuation and solution planning, technology project management, budgeting, vendor and client relations, marketing/sales/public relations, facilities management, relocation logistics/planning/management, public speaking, seminar and workshop facilitation. Recognized as valuable industry leader, mentor and trainer during career. Excels in strategic planning, team building, analytical thinking, driving organizational change and process improvements.

CAREER PATH

Concentration: Underwriting and Operations

Underwriting Solutions LLC - Edmond, OK

Founder and Managing Member – 2006 to Present

Founded boutique consulting company to provide underwriting, technical and managerial expertise to life insurance companies, brokerage agencies and law firms. Focus on delivering life mortality risk underwriting expertise. Project list includes:

- Strategic and operational consulting engagements through affiliation with ATSET Consulting Group Inc.
- Led market analysis including product, distribution, and underwriting research efforts for a US based insurer seeking entry into the offshore life markets in Central and South America.
- Provided older age medical analysis life expectancy expertise to an actuarial consulting firm's life settlement division.
- Litigation support and expert witness engagements.
- Medical and financial underwriting of older age risks for Hooper Holmes.
- Interim Chief Underwriter.
- Reinsurance ceded process review and revision project.
- Underwriting subject matter expert for a customized APS summary system built in Microsoft SharePoint technology.
- Underwriting subject matter expert for mortality research project to support an automated straight through processing system.
- Numerous life underwriting medical underwriting manual review and revision projects.
- Life underwriting audits for insurance companies and litigation projects.

American Fidelity Assurance Company - Oklahoma City, OK

Chief Underwriter, Domestic and International Life – 2005 to 2006

Appointed leader of integration project that combined domestic and international underwriting areas. Led efforts to design and create in-house underwriting training courses. Developed and maintained positive working relationships with major independent insurance brokers in Miami, Central and South America. Significant support role in the generation of new annualized premium while ensuring sound underwriting practices.

- Achieved nearly \$10,000,000 new annualized premium from international sources at YE 2006.
- Grew domestic annualized premium to nearly \$3,000,000 at YE 2006.
- Restructured individual underwriter responsibilities to support time service and mortality standards.

Responsible for 5 direct reports. Scope of management included all underwriting and mortality risk management related functions.

Director, International Life – 2003 to 2005

Recruited by company Chairman to lead turnaround of ailing International SBU. Restructuring began in 2003 with measurable results in 2005. Leader of product development team that expanded product portfolio from 1 UL product to 6 UL and Term plans. Contributed to the turnaround of the Bermuda subsidiary to a profitable status.

- Reshaped SBU to maximize operational efficiencies.
- Recruited and hired new Director, International Marketing and Sales.
- Increased number of top tier IMO's from 2 to 5.
- Identified and appointed new IMO in Brazil improving production from the low \$200,000 range to over \$1,500,000.
- Premium production increased from \$3,200,000 in 2004 to nearly \$10,000,000 in 2006.
- Improved mortality experience through the creation and implementation of prudent underwriting standards, practices, and procedures.

HealthMarkets– Oklahoma City, OK

Coach, Application Solutions – 2001 to 2003

Led \$200,000 corporate remodel project as first assignment for office employing 105 employees. Directed multiple technical projects involving systems integrations and data migration to upgraded software platforms. Initiated business process improvements in several functional areas. Coordinated efforts to revise emergency response and disaster recovery plans.

- Project leader for design and implementation of automated workflow and imaging system for New Business.
- Slashed costs by over \$400,000 through Quality Program initiatives.
- Contributed to the stabilization of Workers Compensation line of business through improved management oversight and reporting.

Responsible for 12 direct reports and 4 indirect reports. Scope of management included network administration, desktop support, programming, application development, systems integration, model office, quality initiatives, disaster and business continuation planning, telecommunications, mail, imaging, and facilities.

SCOR LIFE RE INSURANCE COMPANY OF THE US – Addison, TX

(A series of vice presidential roles with United States subsidiary of SCOR Paris, France offering life and health reinsurance to insurance companies. Organization is amongst the top 5 largest global multi-line reinsurers. Played role in growing start-up company in 1989 from \$56 million in assets to \$1.5 billion during 11-year tenure.)

Vice President, Administration & Information Services – 1997 to 2001

Entrusted to assume daily operations of division subsequent to business reengineering initiatives while concurrently managing Underwriting and Claims operations. Accountable for reinsurance administration, facultative underwriting, claims adjudication and review, direct policy administration, policy owner service, regulatory compliance, and treaty/contract administration. Spearheaded \$500,000 corporate relocation project and logistics encompassing data and voice communications, telephone system administration and physical office enhancements for office employing 35 professionals. Led projects involving systems integrations and data migration to new software platforms.

Directed one Senior Underwriter, Manager Administration and indirectly managed 7 administrative staff.

- Created data recovery and business continuation plans that provided a basis for continuing business operations in the event of a disaster.
- Devised Internet, information and data security policies that secured the integrity and confidentiality of company information.
- Led company-wide efforts to integrate Internet and work processes that improved the efficiency of communications and research activities.
- Managed Y2K project.
- During 10 years of underwriting, generated only 1 facultative claim out of 1,100+ cases.

- Appointed as member of Business Recovery Planning Team.

Vice President, Underwriting & Administration – 1996 to 1997

Landed high-profile position pending business reorganization and guided team of 8 (direct and indirect) through corporate reinsurance administration, direct policy administration, policy owner service, underwriting and claims initiatives as company experienced phenomenal growth. Dual role involved Information Technology functions.

- Conceived company's information technology support infrastructure comprised of outsourced support partners. Partnered with external technical support companies and independently tackled several projects such as outsourcing corporate e-mail while retaining administration in-house via web server.
- Saved company nearly \$100,000 by eliminating the need to hire additional full time IT staff through strategic outsourcing.
- Chosen as member of Technology Advancement Committee.

VICE PRESIDENT, UNDERWRITING & CLAIMS – 1989 to 1996

Joined company (then known as Winterthur) as founding key member of senior management team to provide underwriting expertise, strategic direction and corporate vision for first life reinsurance start-up (life and health reinsurance subsidiary) in United States in over 20 years. Championed policies and procedures for start-up Underwriting and Claims Divisions; managed direct policy reinstatements and adjudicated claims. During timeframe, company's revenue grew from less than \$1 million to over \$200 million annually.

- Conceived and introduced brand awareness for company through visibility in various industry organizations.
- Sharpened public speaking skills and was retained as keynote speaker for numerous underwriting meetings.
- Researched and authored numerous articles for "*On the Risk*" (Journal of Academy of Life Underwriting) and was appointed Associate Editor.
- Recognized as expert among peers and participated as member of several industry panels and facilitated several teaching seminars.
- Achieved international recognition on personal and company level through work on substandard annuity project in Great Britain and as Administrative Chairperson for inaugural International Underwriting Congress in Mexico City.
- Strategic vision contributed to initiation of new coverage – coinsurance of annuities with majority of \$1.5 billion in reserve assets dedicated to supporting this business line.
- Selected to Standard Reinsurance Treaty Project Team.

Career reflects additional 15 years of success in underwriting with Swiss Re and Prudential Insurance Companies. Held key positions as Underwriting Consultant and Director of Underwriting.

PROFESSIONAL AFFILIATIONS

Home Office Life Underwriters Association (now AHOU) – Past Executive Council Member
Texas Home Office Life Underwriters Association – Past President
International Underwriting Congress Administrative Chairperson – 1997
Academy of Life Underwriting Seminar Series – Faculty Member – 1993, 1995, 1996
Society of Actuaries Meeting Program Presenter – 1990, 1995, 2007
Southwest Insurance Association Program Committee – 1993
Southwest Insurance Association Annual Meeting Workshop Leader – 1996

EDUCATION

BA Sociology
 Rutgers University – New Brunswick, New Jersey