

Board Effectiveness Program for Pension and Other Long-Horizon Investment Institutions

The Program

Pension and other long-horizon investment institutions play special roles in global and national economies. There is evidence that the governing boards and managements of many of these financial institutions are struggling to keep up with the implications of the growing complexity of the investment and administration needs of their beneficiaries. Key strategic issues have emerged around organization mission, the respective roles of boards and managements, investment beliefs, the management of risk, organization design, and human resource management, including compensation.

Rotman has designed a Board Effectiveness Program to support boards of pension and other long-horizon investment institutions in clarifying their role in addressing these issues. Participants are provided with an integrated framework to critically examine how these issues are linked together, resulting in a toolkit for boards to enhance excellence and success in their institution.

Who Should Attend?

This intensive, highly-interactive, strategic Program is tailored specifically to those who are, or are soon to become, members of supervisory boards of long-horizon investment institutions. Participant selection criteria include qualifications, experience, and achieving group diversity. Capacity is 40 attendees.

Program Dates

(each Program runs 4½ days)

Offering I – November 28
through December 2, 2011

Offering II – February 27
through March 2, 2012

Program Fees

C\$6,950 plus tax

Application Deadline

September 1, 2011

Online application form available at
www.rotman.utoronto.ca/icpm

Key Takeaways

The Program enables participants to:

- Explore the unique challenges in governing pension and other long-horizon investment institutions.
- Understand fiduciary responsibilities in a 21st Century context.
- Increase transparency and clarity of roles between the board and management.
- Build and strengthen decision-making processes around investment and risk policies and their implementation.
- Guide the organization's human resources and compensation policies.
- Communicate effectively with the institution's stakeholders.

Program Modules

Current Board Issues/Board Effectiveness

- Current challenges facing attendee Boards
- The theory-practice gap in governance
- Group judgment under risk

Guiding and Assessing Strategy

- Investment theories and realities
- Organization design theories and realities
- Case study on investment beliefs and organization design

Monitoring Results

- Measuring what should be managed
- Case study on financial disclosure

Guiding and Assessing Human Performance

- Appointment, evaluation, compensation, and renewal of executive team
- Board selection and performance evaluation

Assessing Enterprise Risk

- Lessons from the Global Financial Crisis
- Case studies from the banking and pension sectors

Addressing Current Board Challenges

- Attendees design strategies to address challenges facing their Board
- Faculty and other attendees discuss/critique strategy presentations

For More Information:

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THE ROTMAN ICPM BOARD EFFECTIVENESS PROGRAM FOR PENSION AND OTHER LONG-HORIZON INVESTMENT INSTITUTIONS

Workshop Curriculum (4 ½ days)

Current Board Issues – Monday Morning (Keith Ambachtsheer, David Beatty)

- Current Board challenges (based on participant's pre-workshop responses)
- Addressing these challenges (overview of next 4½-days work plan)
- A brief history of organizational governance: the good, the bad, and the ugly
- Addressing the theory-practice gap in governance

Board Effectiveness – Monday Afternoon (Ed Waitzer, Glen Whyte)

- Board members as "fiduciaries": past, present, and future implications
- Case study on group judgment under risk
- The role of the Board in strategy development and implementation

Networking Session – Monday Evening (Roger Martin)

- Cocktail reception with Rotman School Dean Roger Martin, on 21st Century governance challenges
- Networking dinner

Guiding and Assessing Strategy – Tuesday Morning (Rob Bauer, Alexander Dyck)

- Investment theories and realities
- Organization design theories and realities

Guiding and Assessing Strategy – Tuesday Afternoon (Rob Bauer, Alexander Dyck, Mark Wiseman)

- Case Study on the CPP Investment Board
- Implications for your organization

Networking Session – Tuesday Evening (Don Raymond)

- Cocktail reception with ICPM Board Chair on transforming new research findings into practice
- Networking dinner

Monitoring Results – Wednesday Morning (Keith Ambachtsheer, Rob Bauer)

- Case Study on financial disclosure at Public Employees Retirement System (PERS)
- Measuring what should be managed at PERS

Assessing Financial and Other Risks – Wednesday Afternoon (Peter Christoffersen, Alan Jette, Barabara Zvan, Eileen Mercier)

- A risk taxonomy and lessons from the Global Financial Crisis
- Risk management at TD Bank Financial Group
- Risk Management at Ontario Teachers Pension Plan
- A Board Chair perspective

Networking Session – Wednesday Evening (Claude Lamoureux)

- Cocktail reception with former Ontario Teachers' CEO Claude Lamoureux, on the extraordinary 20-year 'Ontario Teachers' Story'
- Networking dinner

Guiding and Assessing Human Performance – Thursday Morning (Keith Ambachtsheer, Glen Whyte)

- Current compensation practices in pension and other long-horizon investment funds around the world
- Appointment, evaluation, compensation, and renewal of the executive team
- Board selection and performance evaluation

Addressing Current Board Challenges – Thursday Afternoon/Evening (Program Faculty)

- Attendees develop plans to address the current challenges facing their Board and prepare presentations for following morning

Addressing Current Board Challenges – Friday Morning (Program Faculty)

- Attendees describe the current challenges their Board faces and their plan for addressing them
- Faculty and other attendees discuss and critique the presentations

Workshop Wrap Up – Friday Lunch-Time (Keith Ambachtsheer)

- Closing Lunch and Program feedback