

**CalPERS Governance Committee  
Consultant Findings  
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In July and August 2015, all 13 CalPERS Board members were interviewed about their views of how to improve governance at CalPERS. Executive Team members also provided feedback.

Listed below are key themes based on the number of mentions by Board members.

**Key themes:**

1. Discuss how the Board acts as a collective body in directing the organization.
2. Review our travel policy.
3. Define the job of the Board and the jobs of Board members.
4. Review the role and duties of the Board president and committee chairs.
5. Clarify acceptable Board member behavior and our enforcement process.
6. Evaluate the frequency and duration of our meetings.
7. Evaluate the advantages and disadvantages of having committees of the whole.
8. Review all of the Board's governance policies and update them as needed.

**Other topics mentioned:**

- Review the process for deciding how Board members represent CalPERS on outside boards.
- Review and discuss the process of new Board member orientation.