

CalPERS Board Self-Evaluation: Findings and Opportunities

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What We'll Cover Today

- Background
- Process
- Findings
- Strengths & Opportunities
- Next Steps

Background

- Strong commitment to effective board governance
- Self-evaluation every two years
- Long-standing NACD membership
- Independent, expert facilitation
- Tailored approach for CalPERS

CalPERS Board Self-Evaluation Process

**Board
Evaluation**

**Committee
Evaluation**

**Attributes
Evaluation**

Findings

CalPERS Board Self-Evaluation Process

**Board
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Committee
Evaluation

Attributes
Evaluation

Board Evaluation Survey

**Board
Structure**



**Operational
Oversight**



**Talent Oversight
and CEO
Succession**



**Strategy
Oversight**

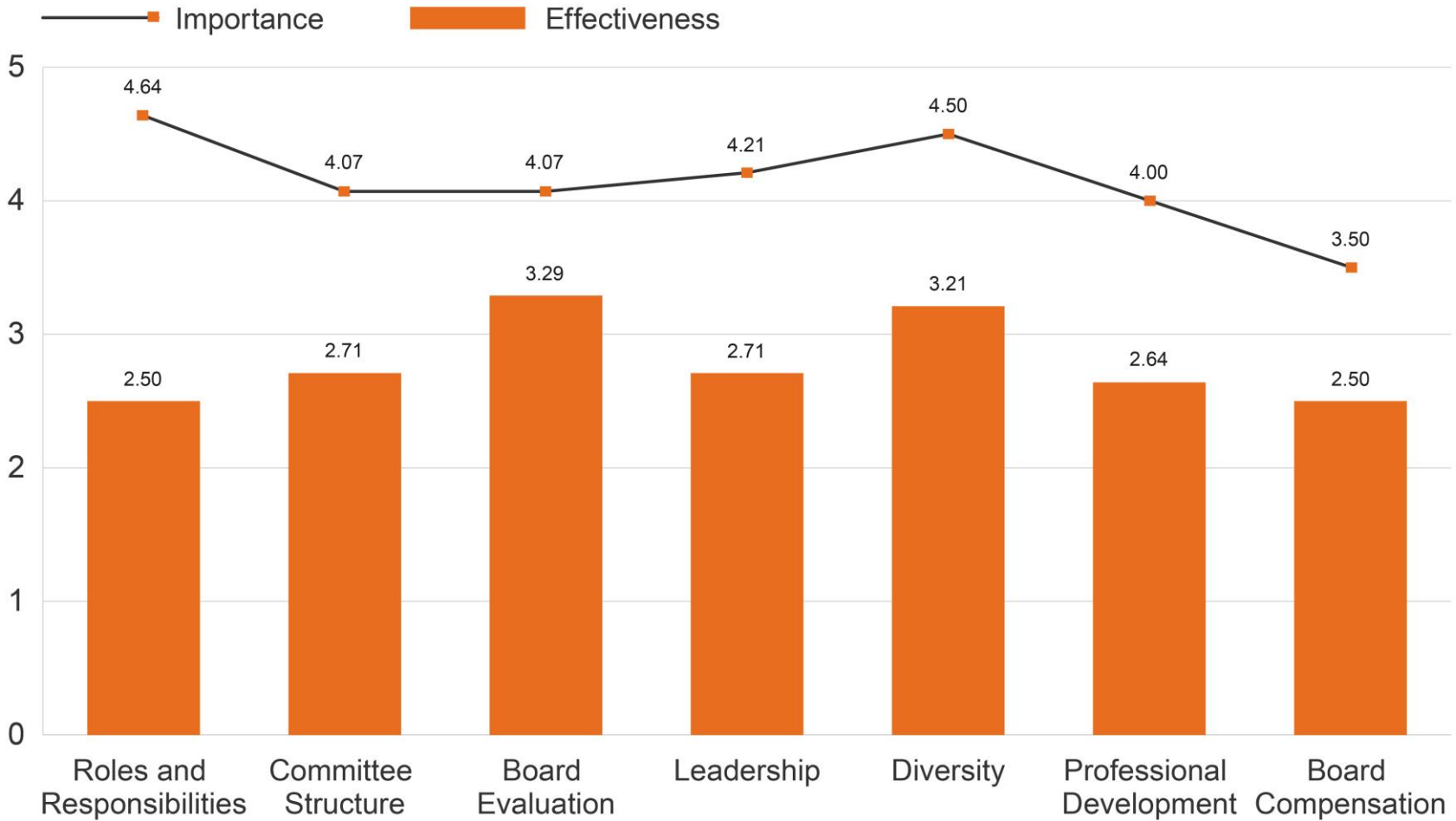


**Risk
Management
Oversight**



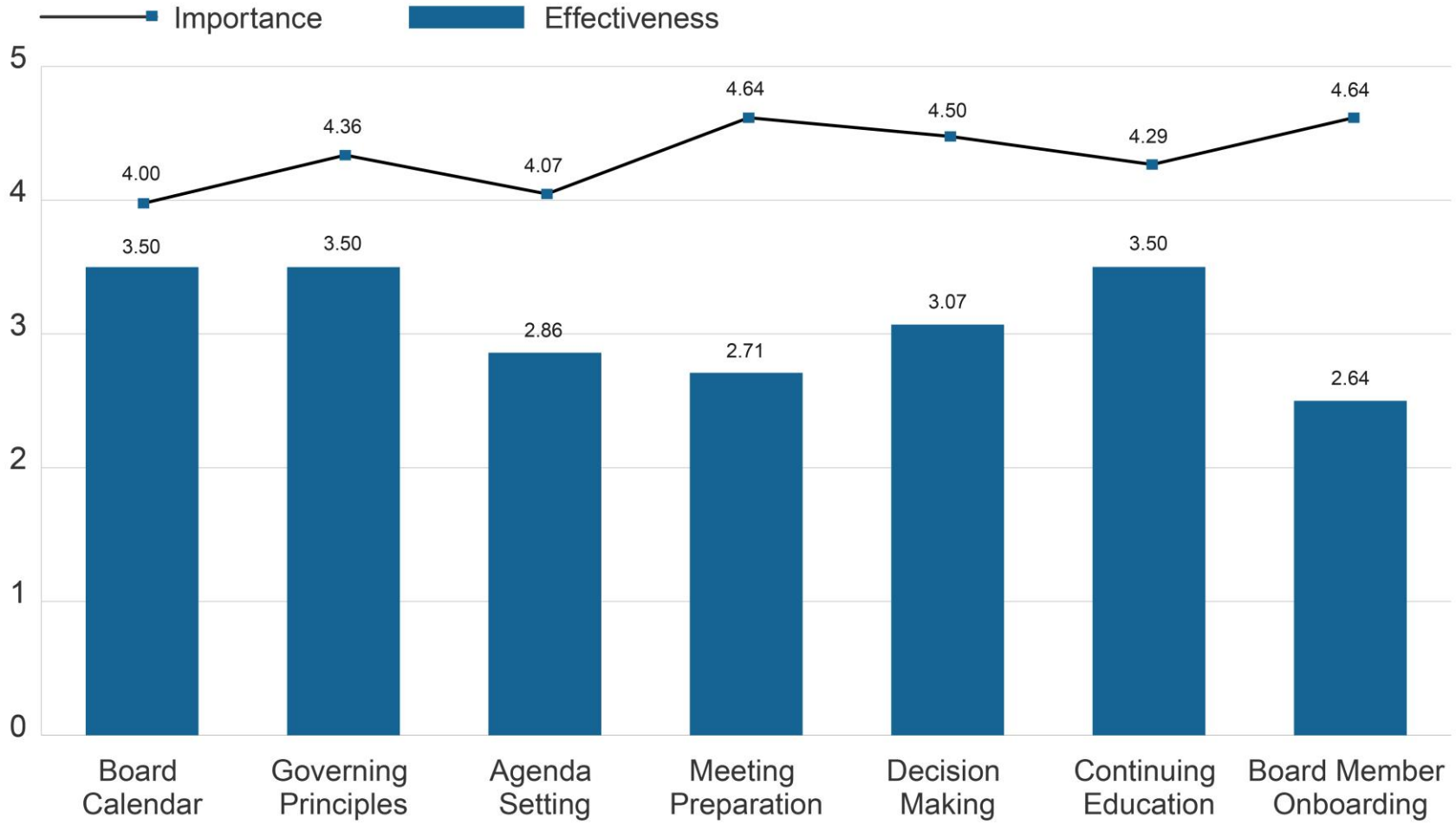


Board Structure



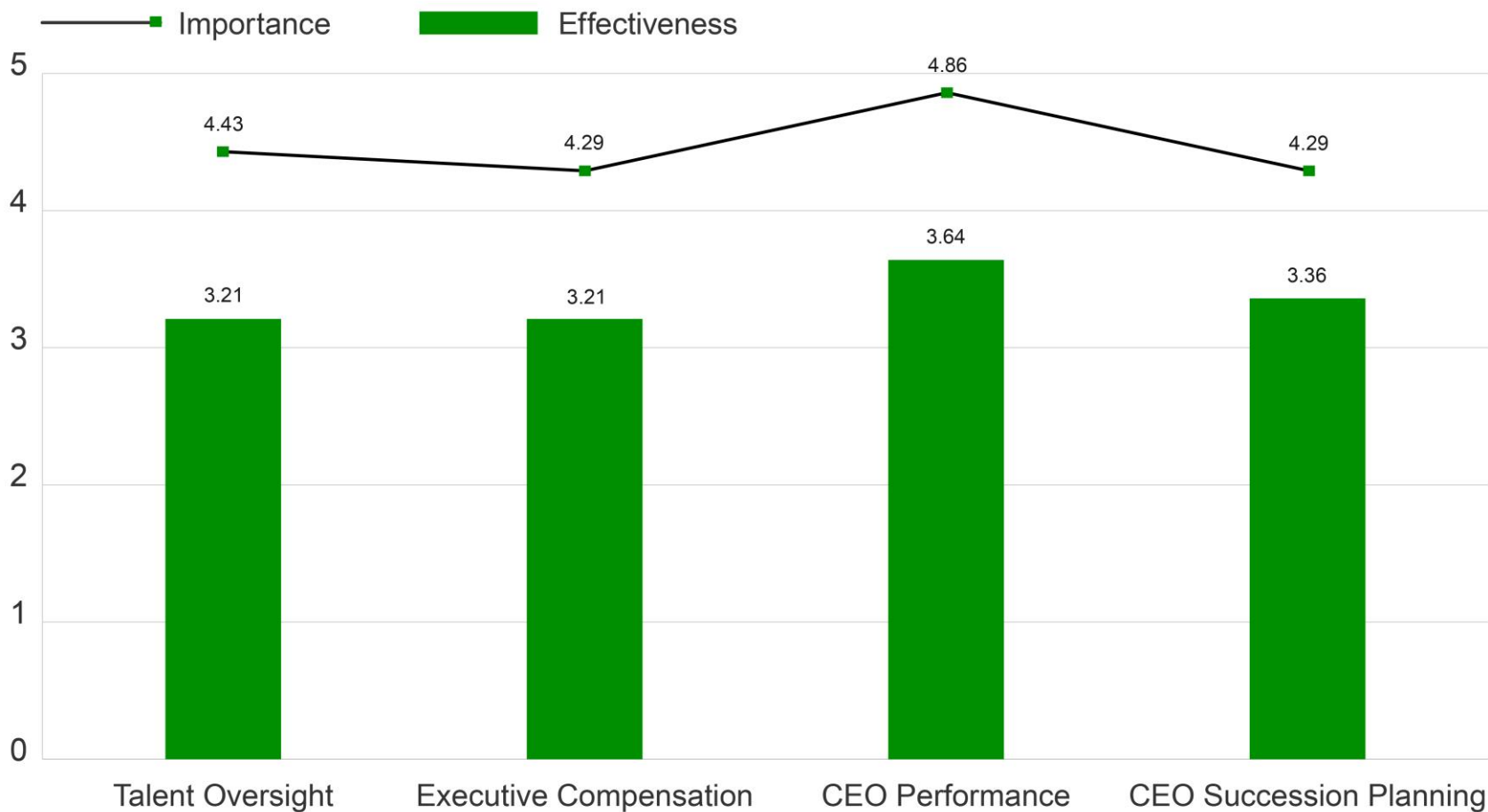


Operational Oversight



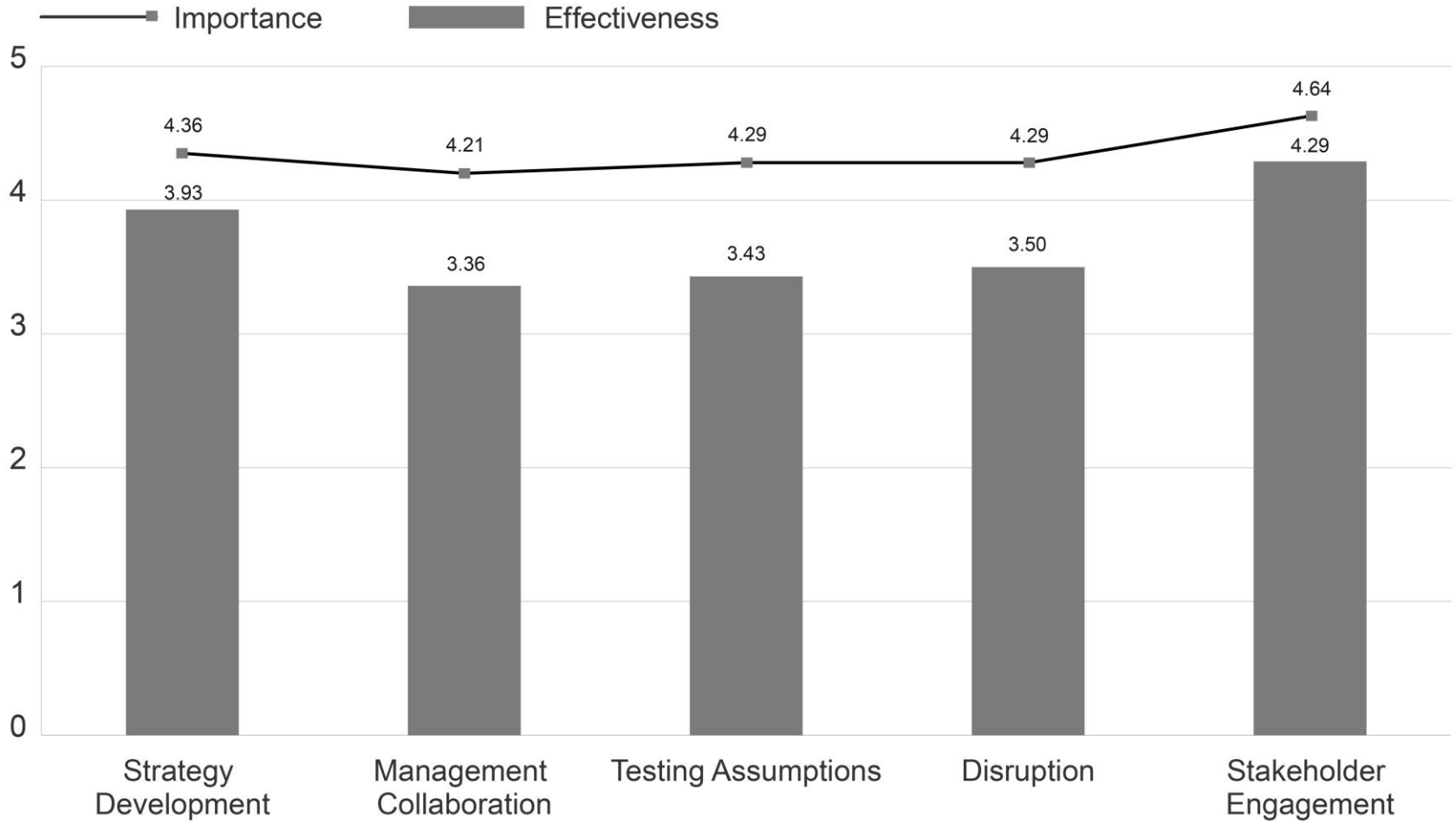


Talent Oversight and CEO Succession



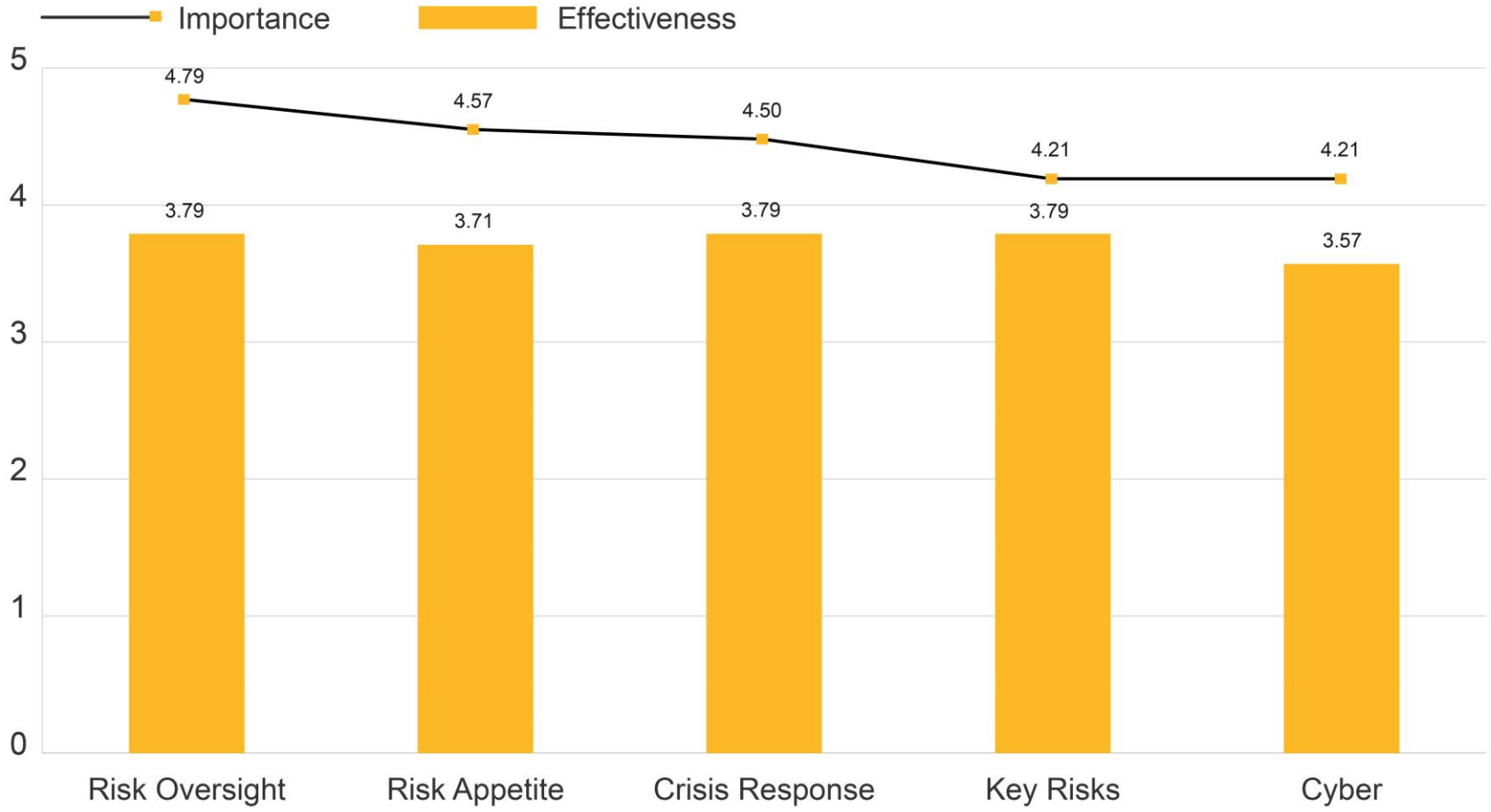


Strategy Oversight





Risk Management Oversight



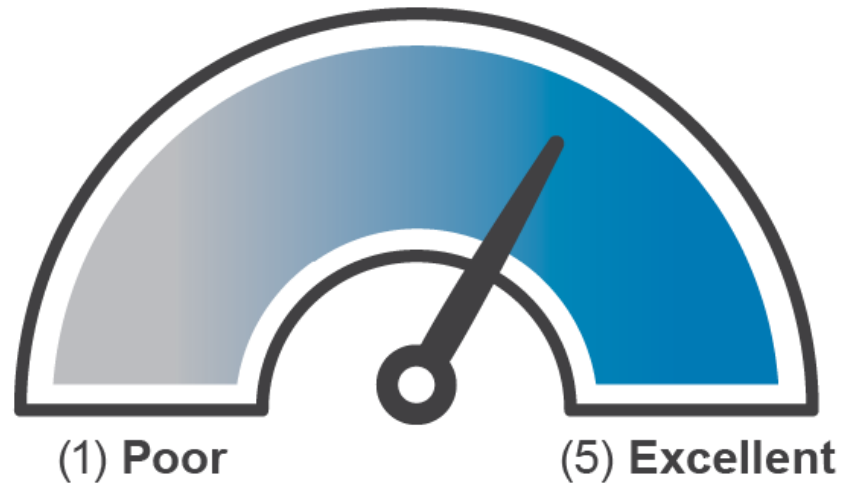
CalPERS Board Self-Evaluation Process

Board
Evaluation

**Committee
Evaluation**

Attributes
Evaluation

Committee Evaluation Survey



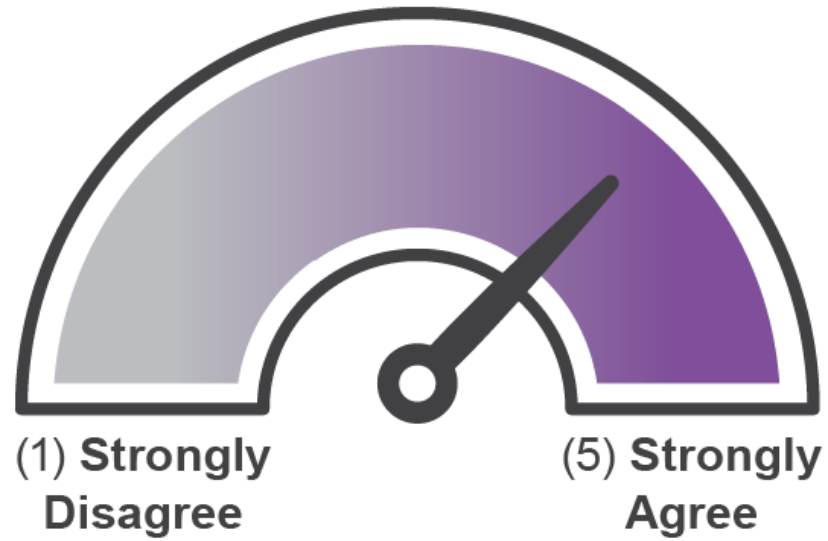
CalPERS Board Self-Evaluation Process

Board
Evaluation

Committee
Evaluation

**Attributes
Evaluation**

Board Attributes Survey



Strengths & Opportunities

Strengths

- Commitment to CalPERS' mission
- Support of transparency and accountability
- Pride in the diversity of the board's composition
- Recognition of the importance of stakeholder engagement
- Desire for continuous improvement

Opportunities

- Clarify roles and responsibilities at each level of governance
- Establish a richer and ongoing board orientation program
- Develop board curriculum to further strengthen skills and expertise
- Explore equitable allocation of remunerated board time
- Refine meeting materials to prioritize areas for deliberation
- Review calendar and format for board meetings
- Revisit committee structures, composition
- Review role of board consultants
- Develop a board code of conduct

Next Steps...

Appendix: NACD Resources

Director Professionalism

- [Report of the NACD Blue Ribbon Commission on Director Professionalism](#)
- [NACD Director’s Handbook Series: A Practical Guide: Fundamentals for Corporate Directors](#)

Committee Structures and Charters

- [NACD Nominating and Governance Committee Chair Advisory Council: Changing Committee Structures in Response to Evolving Board Needs](#)

Meeting Materials

- [NACD & Deloitte: Greater Expectations: Strategies for Effective Board Meeting Preparation](#)

Strategy Oversight

- [NACD’s 2017-2018 Private Company Governance Survey](#)
- [NACD’s 2017-2018 Public Company Governance Survey](#)
- [NACD’s 2018-2019 Public Company Governance Survey](#)

Talent Oversight and CEO Succession

- [NACD Director’s Handbook Series: Success at the Top: CEO Evaluation and Succession](#)
- [Report of the NACD Blue Ribbon Commission on Talent Development](#)
- [NACD Director Dialogue: Board Oversight of Talent Strategy](#)