

Board Smart

Board Smart 2.0 New Organization of Curriculum

21st Century

- The State of Public Pensions (Economic Stability/Funded Status)
- Importance of Public Pension Benefits (Benefits to Retirees and the Broader Economy)
- Importance of Balance (Intergenerational Fairness, Diversity, Participation)
- Key Differences Between Defined Benefit and Defined Contribution Plans
- The Cyber Threat: What Board Members Should Know

Purpose/Vital Functions

Essential

- Annual Required Contribution Basics
- Expected Rate of Return Basics
- Financial Management Essentials
- Actuarial Basics for Defined Benefit Plans

Advanced

- Differences Between the US and Canadian Models
- Public Pension Governance Structures
- Operating the Public Sector Fishbowl
- Corporate Governance and Proxy Voting – An Overview
- The Basics of Private Equity Investing and Costs
- Corporate Governance in the US

Fiduciary Duties

- The Prudent Fiduciary
- Fiduciary Fundamentals
- The Role of the Fiduciary Board
- Powers of the Fiduciary Board

Conduct Business

- Ethics, Code of Conduct, Conflicts of Interest
- Governance Policies
- Choosing the Right Leadership (Hiring and Succession Planning for the CEO/CIO)
- Evaluating the Executive Director
- The Roles of Chair and Vice Chairs
- The Roles of Committees
- Board Self-Evaluation
- Stakeholder Engagement

Set Then Delegate

- The Board's Focus on Strategy
- Investment Beliefs
- Setting the Course (Asset Management Basics)

Approve

- *In development*

Oversee Execution

- Insight Not Overload
- Risk Series
 - A Primer on Performance and Risk – Part 1
 - Performance and Risk – Part 2
 - Risk Appetite and Risk Tolerance – Part 3
 - The Role of the Board in Oversight of Performance and Risk – Part 4
- Understanding Investment Risk
- Peer Benchmarking
- Overseeing the Course
- Overseeing Investment Operations

Verify Then Trust

- *In development*