

ICPM BOARD EFFECTIVENESS PROGRAM (BEP)

For Pension and Other Long-Horizon Investment Institutions

Understand Your Board Role

ICPM and the University of Toronto's Rotman School of Management Executive Programs have designed a unique international board governance program that is specifically targeted to Board members and trustees of pension and other long-horizon investment institutions: the **Board Effectiveness Program (BEP)**. Leading pension practitioners and academics help participants understand their board role in key strategic areas:

- Organization Mission
- Fiduciary Duties
- Board Dynamics
- Roles of Boards vs. Management
- Investment Beliefs
- Risk Management
- Organization Design
- HR Management/Compensation
- Member Communications

BEP participants are provided with an integrated framework to critically examine how these issues are linked together.



10 Program Offerings brought together:

269 participants from **81 organizations** and **14 countries**

6.4 out of 7

Satisfaction Ranking over the last two years.

100% of the participants

in recent offerings **recommend the BEP** to fellow Board members.

Consider integrating the BEP as a valuable step for your incoming Board or Committee chairs. Several Boards of pension organizations currently require new board members to complete the BEP as part of their onboarding process.

Who Should Attend?

The Board Effectiveness Program is designed for **board members of pension funds and other long-horizon investment institutions**. While priority is given to ICPM Research Partners, the BEP Admissions Committee will accept applicants from non-Research Partners when the organization is a substantial participant in the global pension sector and based on the person's professional qualifications. Space is limited to only 35 participants.

• "The Rotman ICPM Board Effectiveness Program gave me new insights both from the academic presentations and the stimulating case study discussions. Here in Sweden, I have started to implement some ideas to increase the efficiency of the board that I chair."

Urban Karlström Board Chair, Första AP-Fonden (Sweden)

• "[BEP] was one of the best educational courses we have participated in thus far. We look forward to sending other CalSTRS Board members in the future."

Sharon Hendricks Board Vice Chair, CalSTRS (United States)

• "The program offers effective research, practical solutions, group networking, training sessions and access to skilled professionals, both academic and business, to guide the learning."

Bob Scheuber Board Chair, QSuper (Australia)



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www.icpmnetwork.com/BEPApplication

BOARD EFFECTIVENESS PROGRAM (BEP)

BEP 11: Nov 27 - Dec 1, 2017

Course Facilities:
Rotman School of Management
University of Toronto, Canada

Program Fees CDN \$6,950 + tax

For More Information:

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