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Date: August 31, 2009

AGENDA ITEM - 7

TO: MEMBERS OF THE GOVERNANCE COMMITTEE
FROM: CAROL R. NEWMAN, GENERAL COUNSEL

**I. SUBJECT: STATE FUND BOARD OF DIRECTORS
EDUCATION and TRAVEL REIMBURSEMENT
POLICY**

II. INFORMATION *POLICY DRAFT*

III. ANALYSIS

Pursuant to Statutory Requirements under Insurance Code 11770(e), each member of the Board of Directors shall attend training that covers topics, including, but not limited to:

- The duties and obligations of members of a board of directors,
- Corporate Governance,
- Ethics,
- Board of Director legal issues,
- Insurance,
- Finance and Investment, and
- Information Technology.

The training shall be conducted by persons or entities not affiliated with the State Compensation Insurance Fund ("State Fund"). In addition, the Board requested a policy on the appropriate and necessary travel expenses that will be reimbursed by State Fund in order to have clarity and consistency for the Board.

Attached is the *Draft* State Fund Board of Directors Education and Travel Expense Reimbursement Policy. The Policy will be considered by the Governance Committee at the September 10, 2009 Governance Committee Meeting and, if approved, the Governance Committee will make a recommendation for the Policy to be adopted by the full Board at the September 11, 2009 Board of Directors Meeting.

The Policy Guidelines include, but are not limited to:

- Approval processing requirements
- Attendance Limitations
- Authorized Expenses
- Filing Claims for Reimbursement
- Travel Arrangements
- Expense Allowance Limitations , and
- Preapproved Educational Conferences

Carol Newman, General Counsel

Attachment

GOVERNANCE COMMITTEE MEETING (OPEN)

AGENDA ITEM 7

ATTACHMENT 7-I

BOARD EDUCATION and TRAVEL REIMBURSEMENT POLICY

PRESENTED BY: Carol Newman

September 10, 2009

**DRAFT STATE COMPENSATION INSURANCE FUND
BOARD MEMBER EDUCATION AND
TRAVEL EXPENSE REIMBURSEMENT POLICY**

APPROVED: _____, 2009

I. Purpose.

The State Compensation Insurance Fund (“State Fund”) Board of Directors (the “Board”) recognizes the importance of each of its members’ participation in regular Board and Committee meetings, and their regular education regarding topics pertinent to State Fund. In addition, as required by California Insurance Code section 11770, State Fund seeks to ensure that Board members are properly trained to perform their duties and are, on an ongoing basis, exposed to up-to-date information regarding best practices in the numerous subject matters that are pertinent to the operation of the State Fund, including, without limitation, the duties and obligations of members of a board of directors, corporate governance, ethics, board of director legal issues, insurance, finance and investment, and information technology.

In furtherance of these purposes and to establish uniform and clear guidelines for the reimbursement for Board members’ travel-related expenses incurred as a result of their performing State Fund duties, the Board adopts this Board Member Education and Travel Expense Reimbursement Policy (the “Travel Expense Reimbursement Policy”).

This Travel Expense Reimbursement Policy is intended to be applied and interpreted in compliance with the relevant provisions of the California Insurance Code and California Government Code, all other applicable law, and in harmony with State Fund’s mission statement, policies and guidelines.

II. Guidelines.

State Fund shall reimburse Board members for their actual and necessary travel expenses incurred while participating in Board and Committee meetings, training programs that have been pre-authorized by the Board, and in the performance of any other appropriate State Fund duties. The purpose of this Travel Expense Reimbursement Policy is to set forth approval procedures, to impose certain limitations on travel expense reimbursements, and to promote prudent and cost effective travel.

A. Approval.

Travel on State Fund business within California need not be approved in advance as long as overnight accommodations are not provided. The Board hereby approves for purposes of authorizing reimbursement under this Policy, and their current cost, the actual and necessary costs for attendance at the regular and special Board and/or Committee meetings.

Reimbursement of travel expenses for Board members to attend an educational program, or other business for State Fund that includes overnight accommodations, requires the prior approval of the Board, except under exigent circumstances when such approval cannot be obtained in advance; provided, however, that State Fund will not pay for overnight accommodations in locations that are within fifty (50) miles of a Board

member's residence and business office, unless the Board member attends at least two days of a program or meeting and one of the following circumstances apply i) the length of at least one of the official days, as listed on the official agenda, is nine (9) hours or longer; or ii) there is a reasonable expectation that additional reading, course work, or State Fund-related work will be required at the beginning or end of the program or meeting day; or iii) the meeting commences at or before 8:30 a.m. Board attendance at conferences outside of the United States are generally disfavored.

B. Limitation on Attendance by Board Members.

A Board member is authorized to attend up to two (2) approved educational programs that require overnight accommodations each calendar year. In the event it is necessary for a Board member to attend more than two approved educational programs in any given calendar it requires prior approval of the Board. A list of educational programs that the Board hereby approves for purposes of authorizing reimbursement under this Policy, and their current cost, is attached as Exhibit B to this Policy. Attendances by Board members at any educational programs that are sponsored by State Fund are excluded from this limitation. A majority of Board members, or of a Standing Committee of the Board, are not authorized to meet together for business purposes unless there is public notice of the meeting in accordance with the Bagley-Keene Act. Attendance at educational conferences and seminars that are open to the public and social activities at which State Fund business is not discussed, by more than a majority of the members of the Board or a Committee is not a violation of this provision.

C. Authorized Expenses.

Board members shall be entitled to reimbursement, either directly or through business expense reimbursement requests submitted by State Fund employees on a Board member's behalf, for travel expenses and for all other necessary expenses incurred in connection with State Fund business on the terms set forth herein and as reflected in the schedule attached as Exhibit A to this Policy.

Meals provided by State Fund to Board members while they are conducting State Fund business (and thus not paid for by State Fund through reimbursement requests) are excluded from the attached schedule's limitations.

The Board hereby authorizes State Fund to sponsor educational training programs for the Board at a calendar year expense to State Fund not to exceed the amount that will be included in a Training Budget to be adopted by the Board annually.

D. Claims for Reimbursement.

Reimbursement for travel by a Board member shall be submitted on State Fund's Expense Reimbursement Forms, which shall be reviewed and approved (or disapproved) by the President, or the President's designee, in accordance with the provisions of this Travel Expense Reimbursement Policy. All claims should be submitted within sixty (60) days following the completion of travel. In no event will a claim for reimbursement be approved if submitted ninety (90) days after the end of the calendar year in which the expense was incurred. Board members shall reimburse State Fund for all advances or reimbursements made in excess of allowable expenses within ninety (90) days from the date State Fund submits a refund request.

E. Expenses for Traveling Companions.

Under no circumstances shall State Fund pay or provide reimbursement for the expenses of a family member or traveling companion of a Board member; provided, however, that reimbursable expense that would be the same if incurred by a State Fund Board member without a traveling companion (e.g., for a taxi) need not be reduced from the full actual cost.

F. Limitations on Expense Allowance.

Reimbursement for expenses shall not exceed that which is reasonable and necessary for travel to the precise destination and date of the covered occurrence, whether by private automobile or common carrier. Expense costs for extra days prior to or after a conference and/or meeting will be reimbursed only if such extension results in the same or lower overall trip costs in accordance with this Travel Expense Reimbursement Policy.

G. Travel and Lodging Cancellations.

Board members are responsible for the timely cancellation of or change to any registration to a conference where fees may be charged and/or travel and lodging reservations are made on their behalf. Board members shall be responsible for the costs of any fees charged as a result of the failure to timely cancel or resulting from changes to said reservations, unless otherwise approved, on a case-by-case basis, by the President.

H. Travel Expense Reports.

The President shall report all travel expenses reimbursed to Board members by State Fund on the consent calendar that is submitted to the Board at each regular Board meeting. All travel expense reimbursements to Board members are subject to review and a determination by the Board that the payments are in accordance with the provisions of this Travel Expense Reimbursement Policy.

I. Gifts of Travel and Education.

Prior to accepting or using payment or reimbursement for travel from any source other than State Fund or a Board member's employer, it is recommended that a Board member obtain the advice of counsel to ensure that such payment complies with the provisions of the Political Reform Act and the implementing regulations adopted by the Fair Political Practices Commission. Board members shall be responsible for tracking and properly reporting any such payments on the Board member's Form 700-Statement of Economic Interests.

All proposed gifts or payments for travel to State Fund must be approved in advance by the Board after obtaining advice from the General Counsel as to whether such payment complies with the provisions of the Political Reform Act and the implementing regulations adopted by the Fair Political Practices Commission.

J. Travel Arrangements.

All hotel arrangements for which reimbursement will be sought shall be made through or coordinated with the office of the President.

III. Policy Review.

The Board shall review this Travel Expense Reimbursement Policy at least every three years to assure its efficacy and relevance. This Travel Expense Reimbursement Policy may be amended from time to time by majority vote of the Board.

EXHIBIT A -- EXPENSE REIMBURSEMENT SCHEDULE

Airline Travel

Board members shall be reimbursed for actual and necessary expenses for airfare for approved travel on State Fund business. Any scheduled U.S. or recognized international air carrier may be used for domestic or international travel. A fully refundable coach class ticket shall be purchased, which shall be at competitive prices. If a restricted or excursion class ticket is purchased at the request of a Board member and the ticket is subsequently cancelled, the Board member shall be required to reimburse State Fund for the cost of the ticket, unless a credit voucher for future travel is issued by the air carrier; charges incurred because of urgent State Fund business or the cancellation of a meeting or event by the organizing entity are exempt from this requirement.

If savings can be realized on the airfare by having a Board member extend his or her stay to include a Saturday night, at his or her option, said Board member may extend his or her stay in order to realize such savings. State Fund shall reimburse the cost associated with the additional lodging and meals resulting from an extended itinerary, not to exceed the savings in airline fare.

If, at the conclusion of a business-related trip, it would be impractical for a Board member to return home the same day and arrive home prior to 10:00 p.m. California time due to the distance that must be traveled, or the unavailability of a return flight, the Board member may lay over for one additional night and State Fund shall reimburse the costs associated with the additional lodging and meals resulting from the extended stay.

Hotels

Actual expenses for lodging in a standard class of hotel shall be reimbursed by State Fund. Whenever possible, a request for a government or conference rate should be made. If State Fund has obtained a negotiated rate at a preferred hotel for a particular event, Board members may not be reimbursed for more than the amount of that negotiated rate. While meals charged to the hotel bill shall be reimbursed in accordance with this Travel Expense Reimbursement Policy, State Fund shall not reimburse expenses related to alcoholic beverages, tobacco, in-room movies, barber/beauty shop, gifts, magazines, personal telephone calls and mini-bar charges. In the case of an extended trip or an emergency situation, laundry and dry cleaning expenses may be reimbursed. Cancellation fees incurred because of urgent State Fund business or the cancellation of a meeting or event by the organizing entity are exempt from this requirement.

Original hotel receipts must be submitted along with a completed State Fund Expense Reimbursement Form to obtain reimbursement.

Meals

A Board member will be reimbursed for the cost of meals, either directly or through an expense statement submitted by a State Fund employee, up to \$60.00 total per day. Meal expenses in excess of the total daily limit are at the expense of the Board member. The meal limit is not a per diem. Meal expenses on the day of travel may be claimed (i) for breakfast if the departure is prior to 6 a.m., and/or (ii) for dinner if arrival is completed after 7:00 p.m.

A Board member shall be reimbursed for a gratuity of up to 20% of the cost of the meal. No reimbursement will be made for alcoholic beverages. A Board member must provide a receipt for any meal that exceeds \$25.00.

When a meal is provided to Board members at a State Fund meeting or other State Fund function, or is included in the cost of a conference registration fee, mode of travel (e.g. airfare), or other State Fund-paid activity, Board members will not be entitled to reimbursement for that meal.

Automobile Mileage

A Board member who uses his/her personal automobile for transportation on State Fund business may be reimbursed for the actual mileage driven on business and shall report such mileage on a State Fund Expense Reimbursement Form. Reimbursement shall be made at the per-mile rate allowed by the Internal Revenue Service.

Parking and Tolls

Parking and tolls will be reimbursed at current rates. A receipt is required for amounts over \$25.00.

Public Transportation

Use of taxis, hired cars and public transportation for State Fund business shall be reimbursed at actual rates; provided, however, those Board members are encouraged to use the most economically reasonable form of public transportation that is reasonably available to them. A receipt is required for amounts over \$25.00.

Car Rentals

The use of a rental car by a Board member shall be reimbursed when it is economically reasonable to rent a vehicle rather than use taxis, hired cars or public transportation. Rental car discounts must be used whenever possible and appropriate. If available, midsize or smaller vehicles should be requested, unless several Board members will be using the vehicle together. Receipts are required for all car rentals.

Incidental Business Expenses

Incidental business expenses reasonably incurred in connection with State Fund business, such as telephone, fax, internet access, and similar business expenses, shall be reimbursed as necessary and appropriate. Receipts are required in each instance of such business expense.

Porterage

Maximum reimbursement for porterage is \$10.00 per day of travel. Receipts are not required for porterage.

EXHIBIT B – PRE-APPROVED EDUCATIONAL CONFERENCES

(As attached)

**START DATE
ORDER**

**STATE FUND
Board Training Opportunities**

**Exhibit B - PRE-APPROVED
EDUCATIONAL CONFERENCES**

Provider	Start Date	End Date	Cost	Topics	Subject
National Association of Insurance Commissioners (NAIC) Washington, DC	09/08/09	10/06/09	\$ 795 pp	Introduction to Financial Regulation - ONLINE Gain an overview of several key areas of financial regulation: - The P&C and life annual statements - Assets and liabilities - Differences between SAP & GAAP - Tools available to you as examiners & analysts - The financial analysis process - The examination process, including the Risk-Based approach	Finance
Corporate Compliance and Ethics Institute PLI (Practicing Law Institute) California Center, 685 Market Street, San Francisco, California 94105. (415) 498-2800. Event Held in Las Vegas, NV	09/12/09	09/16/09	\$1,079 pp	Program Sampling: (1) FCPA and Anti-Corruption: What's New and What You Should Do (2) The Wall Street Meltdown: Lessons for Compliance and Ethics Professionals (3) Monitoring for Retaliation: A How-To Guide for Ethics Officers (4) Risk Management Culture: The Linkage Between Ethics & Compliance and ERM (5) Managing Ethics and Compliance During a Recession (6) Ethics/Compliance Hotline Benchmarking: Best Practices and Data Trends (7) Compliance Programs on Trial: Assessing Programs Through Cross Examination (8) How to Manage a Whistleblower Process in the New Regulatory Environment (9) The Values-Based Approach to Ethics and Compliance: The Only Sustainable Means of Achieving Consistent Ethical Behavior Over Time (10) Lower Your Costs and Implement Best Practices in Building a Reputation Risk Due Diligence Program for the Emerging Markets (11) Compliance Goals in 2009: Given Anticipated DOJ Priorities in A New Economic Regulatory Environment (12) Whistleblowing, the New Imperative and the New Challenges (13) Ideas for Your Compliance & Ethics Program: Communications and Training (14) The Employee Free Choice ACT: Why Strengthening Employee Relations Matters (15) Practical Challenges of Implementing a Compliance Program in the Not-for-Profit Sector (16) Executive Compensation and Building Incentives	Ethics Compliance
National Association of Insurance Commissioners (NAIC) Washington, DC	09/14/09	09/21/09	\$ 595 pp	Annual Statement Investment Schedules Preparation - ONLINE Gain better understanding Schedules A, B, BA, D, DA and E? Do you want to hear about the 2009-2010 changes? Subject matter expert, Becky Fuller, an insurance reporting analyst with the NAIC, will be with you throughout the course to provide reporting guidance and answer your questions. Use this training opportunity to learn what you need to know in order to accurately report your company's investments.	Investment
The Conference Board InterContinental The Barclay New York, NY	09/16/09	09/17/09	\$2,495 pp	Executive Compensation Conference	Compensation

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Directors' Summit Wisconsin School of Business - Exec Edu. Madison, WI	09/24/09	09/25/09	\$2,495 pp	Corporate Directors' Conference - Directors' Fiduciary , Legal and Ethical Responsibilities - Building a Strong Board - Crisis Management / Succession Planning - The Board's Role in M&A - Executive Compensation - Audit Committee Performance / Enterprise Risk Management	Board Effectiveness
National Association of Insurance Commissioners (NAIC) Kansas City, MO	09/27/09	10/06/09	\$ 795 pp	Principle-Based Reserving Designed to acquaint you with the principle-based reserving framework. At the conclusion of the seminar, you will understand the issues well enough to discuss them with policy-makers.	Finance Insurance
The Conference Board InterContinental The Barclay New York, NY	10/14/09	10/15/09	\$2,495 pp	Corporate Security, Business Continuity and Crisis Management Conference Strategies to Limit Risk and Protect Core Assets: Human, Financial, Reputational, Physical and Technological	Security Business Continuity Crisis Mgmt
National Association of Corporate Directors ("NACD"), Omni Shoreham Hotel 2500 Calvert Street, NW Washington, DC 20008	10/17/09	10/20/09	\$3,470 pp for all three days which includes the next 3 items	Audit Committee Effectiveness Principles of audit committee excellence to provide the necessary tools for practicing proactive risk oversight in both good times and bad. Implementing the right standards for audit accountability ensures the corporation's viability is well-protected over time. This seminar provides leading practices for structure, member criteria, agenda-setting, risk oversight and execution.	Audit
National Association of Corporate Directors ("NACD"), Omni Shoreham Hotel 2500 Calvert Street, NW Washington, DC 20008	10/18/09	10/18/09	\$1,645 pp	Scrutinizing Financial Statements Seminar Details of financial statements and their analysis in order to monitor performance, challenge results, assess projected performance, and drive value creation. Review of both traditional accrual-based financial statements and analysis, as well as modified "economic" (cash-based) statements and analysis (7 hr)	Finance
National Association of Corporate Directors ("NACD"), Omni Shoreham Hotel 2500 Calvert Street, NW Washington, DC 20008	10/18/09	10/18/09	\$2,770 pp	Nominating/Governance Committee Effectiveness Focuses on increased expectations of this committee as the focus moves from mere compliance to performance, including strategy, evaluations, nominations, and shareholder communications.	Governance

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<p>National Association of Corporate Directors ("NACD"), Omni Shoreham Hotel 2500 Calvert Street, NW Washington, DC 20008</p>	10/18/09	10/20/09	\$2,285 pp	<p>Corporate Governance Conference - Board/Shareholder Relations: A Two-Way Street - Risk Governance: A Framework for Discovery - Making It Work: The Board/Management Relationship - Transparency and Technology: Directorship in a Digital Age - Emerging Legal Trends - Making It Work: Safeguarding Your Reputation</p>	Governance
<p>The Conference Board The Conference Board Conference Center New York, NY</p>	10/19/09	10/23/09	\$4,975 pp	<p>Leadership Excellence Week: Strategic Leadership at its Best (5 workshops independent of one another. Workshops are: I: Your Brain at Work: Know Your Brain, Transform Your Performance II: Coaching High Potentials III: Stop—Reflect—Focus: Developing Leaders from the Inside Out Using Focus, Reflection and Managed Attention IV: Purpose-Driven Leadership: A New Framework to Drive Lasting Competitive Advantage V: Power, Politics and Influence Workshops: Learn how to Build Your Capability and Maximize your Results</p>	Board Effectiveness
<p>Corporate Directors Enterprise: Center for UC Berkeley Executive Education, Haas School of Business. Berkeley, California</p>	10/20/09	10/21/09	\$2,000 pp	<p>Non-Profit Boards Effective Governance in Nonprofit Organizations Today - How to develop a board and transform an organization - The major roles and responsibilities of board members - The fiduciary responsibility of the board - How to understand a nonprofit's core strategy - How to read and interpret nonprofit financial statements to assess organizational health - How to balance the passion for the nonprofit's mission with its financial health in decision-making - The range of financial and non-financial resources available to nonprofit organizations, and the strengths and weaknesses of each - New emerging models of nonprofit networks, collaborations, partnerships and mergers</p>	Board Effectiveness

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<p>The Conference Board Wyndham Chicago Chicago, IL</p>	10/21/09	10/22/09	\$2,495 pp	<p>Enterprise Risk Management Conference Building Resilient Risk Management Practices in a Post-crisis Economy - Risk, Governance and Regulation - Lessons Learned from the Economic Crisis: Panel - Getting out of the Risk Assessment Box - Operational Risk Quantification - Root Cause Analysis (and why bother?) - The Place of Technology and Systems - Integrating ERM into Decision-Making and Culture at your Company - Applying ERM to Human Capital Risk</p>	Risk
<p>American Association of State Compensation Insurance Funds (AASCIF)</p>	10/25/09	10/27/09	TBD	<p>Legal/Claims Fall Workshop Phoenix/Scottsdale, AZ</p>	Insurance
<p>National Association of Insurance Commisioners (NAIC) Washington, DC</p>	10/27/09	11/17/09	<p>\$ 695 pp six (6) seminars</p>	<p>Managing the Cost of Regulatory Compliance Webinar Series - ONLINE Provides you with the skills and methodologies needed to assist companies in meeting regulatory requirements and the goals of stakeholders for their companies to be compliant.</p>	Compliance
<p>California Workers' Comp Forum Hyatt Regency Huntington Beach Resort & Spa Huntington Beach, CA</p>	10/27/09	10/30/09	\$1,795 pp	<p>2009 Annual Conference Receive vital legislative and case law updates and proven cost-containment solutions from leading industry experts. Some of the session topics include: Workers' Comp Case Law Updates; Innovative Cost-Control Strategies; New Workers' Comp Legislation; Combating Fraud; Return-to-Work Programs; Claims Management Tactics; Untangling the FMLA, ADA and Workers' Comp Web; Health & Wellness Programs; Risk Management Best Practices; and Workplace Accident Investigations.</p>	Workers' Compensation

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<p>Corporate Directors Enterprise: Center for UC Berkeley Executive Education, Haas School of Business. Berkeley, California</p>	11/02/09	11/06/09	<p>\$5,100 pp (Send 3 for cost of 2)</p>	<p>Financial Analysis for Non Financial Executives: (1) Financial Insight: What past financial results reveal about your firm and your competitors - Linking business decisions and strategy to financial statements; Financial Statements - Income Statement, Balance Sheet, Cash Flow Statement; Financial Statement Analysis - Returns, Ratios, and Trends; Competitor Analysis - Strengths and weaknesses; Stock market response to financial results. (2) Financial Foresight: How to make decisions that maximize your firm's future profitability - Valuation, net present value, discounted cash flow, and cost of capital. Forecasting pro forma financial statements; Operating Leverage, cost allocation and capacity utilization; Evaluating investment projects and business opportunities; Decisions such as outsourcing, product mix, pricing, and capital budgeting; Valuing acquisitions and companies. (3) Financial Oversight: How to use financial tools to control operations and track your firm's current financial results - Evaluating business unit and managerial performance; Tracking customer and business segment profitability; Analyzing budget results and adjusting operations; Balanced Scorecards for long-run synergistic focus; Managing growth, productivity, and risks. (7 hr / day).</p>	Finance
<p>MIT Sloan School of Management, Cambridge, MA</p>	11/09/09	11/10/09	\$2,600 pp	<p>IT for the Non-IT Executive Course Topics: (1) Context and Key IT Concepts & Managing the IT Portfolio (3.5 hr) (2) Business-IT Alignment IT Risk, Business Consequences (3.5 hr) (3) Sourcing Strategies for 21st Century Organizations IT Enabled Change: The Human and Cultural Dimension (3.5 hr) (4) How Top Performing Firms Govern IT, What Makes CIOs (and their units) Effective (3.5 hr)</p>	Technology
<p>Directors Forum (Corporate Directors' Forum at the University of San Diego): 5998 Alcalá Park, San Diego, CA 92110 (619) 260-4600</p>	01/24/10	01/26/10	TBD	<p>This annual conference brings together the nation's leading corporate governance authorities to talk about the most pressing issues of the day.</p>	Board Effectiveness

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<p>Corporate Directors Enterprise: Center for UC Berkeley Executive Education, Haas School of Business. Berkeley, California</p>	05/10/10	05/14/09	<p>\$5,100 pp (Send 3 for cost of 2)</p>	<p>Financial Analysis for Non Financial Executives (1) Financial Insight: What past financial results reveal about your firm and your competitors - Linking business decisions and strategy to financial statements; Financial Statements - Income Statement, Balance Sheet, Cash Flow Statement; Financial Statement Analysis - Returns, Ratios, and Trends; Competitor Analysis - Strengths and weaknesses; Stock market response to financial results. (2) Financial Foresight: How to make decisions that maximize your firm's future profitability - Valuation, net present value, discounted cash flow, and cost of capital. Forecasting pro forma financial statements; Operating Leverage, cost allocation and capacity utilization; Evaluating investment projects and business opportunities; Decisions such as outsourcing, product mix, pricing, and capital budgeting; Valuing acquisitions and companies. (3) Financial Oversight: How to use financial tools to control operations and track your firm's current financial results - Evaluating business unit and managerial performance; Tracking customer and business segment profitability; Analyzing budget results and adjusting operations; Balanced Scorecards for long-run synergistic focus; Managing growth, productivity, and risks. (7 hr / day).</p>	Finance
<p>National Association of Mutual Insurance Companies (NAMIC) Renaissance Vinoy Resort & Golf Club St Petersburg, FL</p>	05/16/10	05/18/10	TBD	<p>Directors' Education Series Boot Camp and Advanced Courses Designed to educate board members of mutual insurance companies on their roles in their companies by addressing the more complex issues and risks involved in strategic decisions as well as the key areas needed to understand the mutual insurance industry. The curriculum is consistent for each Boot Camp and is led by a core group of faculty.</p> <p>Directors Education Series: Advanced Courses focus on board of directors and targets directors who already have experience in the area of governance. It is not a pre-requisite to have attended Directors' Boot Camp, but it is very important to have a good understanding of governance prior to attending the advanced courses. The areas of succession planning, governance for mutuals, liability issues, and financial statements will be discussed in greater depth.</p>	Boot Camp
<p>American Association of State Compensation Insurance Funds (AASCIF)</p>	07/25/10	07/28/10	\$300 pp	<p>Annual Conference Lexington, KY</p>	Insurance