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Director Compensation and the Management-Captured Board - The History of a Symptom and a Cure

Charles M. Elson

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The most significant problem facing corporate America today is the management-dominated, passive board of directors. A common occurrence in many of our largest corporations is that passive boards are responsible for excessive executive compensation and, more importantly, poor corporate performance. The board, created to moni-

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** Professor, Stetson University College of Law; Visiting Professor, Cornell Law School, Spring 1996; B.A., 1981, Harvard University; J.D., 1985, University of Virginia; Salvatori Fellow, The Heritage Foundation, Washington, D.C.; Member, National Association of Corporate Directors' Commission on Director Compensation. The author wishes to thank Chris Dalrymple, Scott Davies, and Ellsworth Summers for their excellent research assistance.

1. The following Article draws from and expands upon two earlier works that both examined the negative impact on corporate performance resulting from passive boards of directors and offered an equity-based solution to create more active board oversight and greater corporate performance. See Charles M. Elson, *The Duty of Care, Compensation, and Stock Ownership*, 63 U. Cin. L. Rev. 649 (1995) [hereinafter Elson, *Duty of Care*]. This article examined the relation between a passive board of directors and the director’s legal duty of care. It suggested that the duty in its present form enhances board passivity and why substantial director stock ownership will counter that passivity. *Id.* at 691. To achieve high levels of director equity ownership, it suggested compensating directors with stock and presented an empirical study to support its conclusions. *Id.* at 700-06. See Charles M. Elson, *Executive Overcompensation—A Board-Based Solution*, 34 B.C. L. Rev. 937 (1993) [hereinafter Elson, *Board-Based Solution*]. This article examined the history of the executive overcompensation problem and critiqued as either ineffective or harmful to corporate well-being, the solutions offered by other commentators, including heightened disclosure, tax-based remedies, judicial involvement, institutional shareholder activism, strengthened board compensation committees, and a market-based approach. Based on an empirical study of the executive compensation voting behavior of boards composed of outside directors with substantial stockholdings, Board-Based Solution suggested that a link exists between heightened equity ownership and more effective compensation over-
ctor management in order to ensure effective decision-making, has evolved into a body that, in its most extreme form, simply "rubber stamps" executive prerogative. Management, no longer checked, freely engages in conduct that is slothful, ill-directed, or self-dealing—all to the corporation's detriment. Shareholders, mindful of recent disasters at General Motors, IBM, American Express, Archer-Daniels-Midland, W.R. Grace, and Morrison Knudsen, are keenly aware of this problem.²

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2. The effects of a derelict board are evidenced by the recent fortunes at a number of well-known American companies. The recent turmoil at General Motors, IBM, American Express, Archer-Daniels-Midland, W.R. Grace, and Morrison Knudsen demonstrates the consequences of an inattentive board. Throughout its history, the GM Board was typically beholden to GM management with board meetings being little more than social gatherings in which the CEO's agenda was approved. After a long, steady decline during which GM's share of the American car market dropped from 52% to 35%, the GM Board finally took affirmative steps to improve the company's performance, including firing GM's CEO Robert Stempel. See John Greenwald, What Went Wrong?, TIME, Nov. 9, 1992, at 42, 44; see also Dana W. Linden et al., The Cosseted Director, FORBES, May 22, 1995, at 168 [hereinafter Linden et al., The Cosseted Director]; Kathleen Day, GM's Move Symbolizes Wider Fight, WASH. POST, Oct. 27, 1992, at Al (noting that "boards typically have been captive to the wishes of the company chairman," but that pressure has been mounting on the boards to assume a more proactive stance in the fulfillment of their duties).

In January 1993, IBM CEO John Akers was forced to resign amid sagging profits and lost market share. Preceding this resignation, IBM saw its worldwide market share drop from 30% in 1985 to 19% in 1991, its stock price lose half its value over a six-month period, was forced to make a 55% cut in its quarterly dividend, and recorded a $4.97 billion loss in 1992. Carol J. Loomis, King John Wears an Uneasy Crown, FORTUNE, Jan. 11, 1993, at 44; Michael W. Miller & Laurence Hooper, Signing Off: Akers Quits at IBM Under Heavy Pressure; Dividend Is Slashed; Outsiders Will Lead Search for New Chief Executive to Be a "Change-master," WALL ST. J., Jan. 27, 1993, at A1.

Similarly, American Express board members dissatisfied with the company's recent financial performance and public relation gaffes deposed CEO James D. Robinson, III. Bill Saporito, The Toppling of King James, III, FORTUNE, Jan. 11, 1993, at 42-43. Robinson, who served as CEO for 16 years, developed American Express into a "financial services supermarket." Id. at 42. However, the number of American Express cardholders was down worldwide, earnings were lackluster as a result of a $112 million charge at Optima, and its stock price remained depressed. Id. at 43.

Following a shareholder revolt resulting from damaging disclosures relating to a federal antitrust investigation of the company, the Archer-Daniels-Midland board of directors in October 1995 announced that it would form a corporate governance committee consisting of several present board members to recommend possible changes in board structure. An-
But is there a solution?

Corporate governance scholars have debated potential solutions for years. Numerous legal reforms have been proposed, often involving such acts as the creation of the professional "independent" director,\(^3\) the de-

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development of strengthened board fiduciary duties, or the stimulation of effective institutional shareholder activism. All, it seems, have yielded little success because the passive board still flourishes. Yet the solution may be simple and obvious. Just as compensation is used to motivate employees to do their best, directors' compensation must induce directors to think more like shareholders. A shareholding mind-set will stimulate the outside directors to engage in the kind of active management oversight that so many boards now fail to exercise.

To create this perspective, companies should compensate their outside directors primarily in company stock that is restricted as to resale during


4. Professor Cox has argued for the application of a stronger, more rigorous duty of care. James D. Cox, Compensation, Deterrence, and the Market as Boundaries for Derivative Suit Procedures, 52 GEO. WASH. L. REV. 745, 762-63 (1984). Other commentators suggested similar approaches. See, e.g., Stuart R. Cohn, Demise of the Director's Duty of Care: Judicial Avoidance of Standards and Sanctions Through the Business Judgment Rule, 62 TEX. L. REV. 591, 595 (1983) (proposing a standard of reasonable care so that "the business judgment rule would resume its historical basis as a protection against hindsight evaluation of erroneous decisions, but would shed its protective role as a shield for all director action in the absence of fraud or other illegal behavior").

their term in office. Each director will thus possess a powerful personal financial incentive to examine questionable management initiatives with the vigorous, independent, and challenging eye of an owner. All other forms of director compensation, which I believe promote board passivity and a pro-management bias, should be discontinued in favor of this equity-based approach.

In order to understand why stock-based compensation will solve the problem of board passivity, we must first examine its origins and the history of board compensation. This passivity problem is not a new one, but dates back over seventy years with the rise of the large-scale public corporation. Adolph Berle and Gardiner Means, in their 1932 landmark work, *The Modern Corporation and Private Property*, were the first to identify the force that was to lead to passive boards—the rise of management domination of the large corporation through the separation of ownership from control.6 Traditionally, corporate directors were major shareholders and received no compensation for their services. Early corporate legal doctrine clearly stated that directors were not entitled to remuneration for their activities as board members.7 However, with the tremendous expansion of the American economy occurring throughout the early part of the twentieth century, corporations became vast financial entities. With this growth in the size of the modern corporation, shareholdings in these enterprises became proportionally smaller and smaller, with no one shareholder or shareholding group possessing enough stock to exercise effective control over the entity. Consequently, professional management filled this control vacuum. Directors, rather than being selected from among shareholder ranks, instead were nominated by management. Their connection with the enterprise generally resulted from a prior relationship with management (in fact, many directors were themselves members of management), not the shareholding owners, and they often had little or no shareholding stake in the company.8 However, as the shareholders' legal fiduciaries, directors were expected to expend independent time and effort in their roles, and, consequently, it was recognized that they must now be compensated for their activities. By the mid-1950s, the legal prohibition against director

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6. *Adolf A. Berle & Gardiner C. Means, The Modern Corporation and Private Property* (1932). According to Berle and Means, the result of the wide diffusion of ownership in the modern corporation was the birth of a class of professional managers who controlled the corporation while owning a de minimis amount of the company's stock. *Id.* at 47-68; see Elmer W. Johnson, *An Insider's Call for Outside Direction*, *Harv. Bus. Rev.*, Mar.-Apr. 1990, at 46 (stating that capitalism evolved a “market society dominated by corporations . . . with absentee owners and professional managers”).

7. See infra notes 18-36 and accompanying text. Cahall v. Lofland, 114 A. 224, 229-30 (Del. Cl. 1921); National Loan & Inv. Co. v. Rockland Co., 94 F. 335, 337 (8th Cir. 1899); *Joseph W. Bishop, Jr., The Law of Corporate Officers and Directors §§ 1.01-.02* (1981); *Douglas M. Branson, Corporate Governance § 8.18* (1993).

compensation was crumbling, and directors increasingly were receiving cash compensation for their services.9

Because directors primarily were appointees of management and subject to management approval in relation to retention, the interests of the directors naturally became more aligned with the group that selected and retained them than with the stockholders. This was the real origin of the board passivity vis-à-vis management oversight with which we grapple today. If a director owed his or her position (and continuance in that seat) to management largesse and that position entailed considerable compensation and prestige, the director had little personal incentive to actively challenge the appointing party.10 This trend became increasingly more pronounced throughout the 1980s with changes in board compensation practices. In addition to simple cash retainers (which were becoming increasingly more generous—amounting to $40,000 or more at many companies), directors began to receive numerous and substantial other benefits for board service. The typical director of a large, publicly traded corporation was now provided, among other things, with a substantial pension for board service following retirement, company-sponsored health and life insurance, and significant charitable donations to organizations of the director's choosing. Perhaps the most generous benefit of all, provided to selected directors, was a rich consulting contract, at rates far exceeding those for regular board service.11


All of these special forms of compensation, it has been argued, were necessary to retain the services of top-flight director talent. Unfortu-
nately they also compromised outside director independence from man-
agement, thus further fueling the board passivity that resulted in minimal
management oversight and poor corporate performance. Today, board
compensation treats the outside director as an employee of management,
rather than a fiduciary of the shareholders. The nonmanagement board
member's stake in the enterprise does not reflect the performance-based
concerns of ownership, but instead reflects the interests of a highly sala-
ried company employee. Outside directors, whose compensation is unre-
lated to corporate performance, have little personal incentive to
challenge their management benefactors. Eager not to "bite the hand
that feeds them," it is little wonder that boards became so passive and
subject to management domination.

As board compensation practices may have acted to compound the
problem of board passivity, these practices may also form the basis for its
solution. To break management's grip on the board and stimulate real
oversight, an appeal must be made to the director's same sense of per-
sonal self-interest that initially created the problem. There is nothing in-
erently wrong with a management-appointed board. The problem arises
when a management-sponsored director fails to exercise appropriate
oversight because of loyalty to the appointing party. The outside direc-
tors must be motivated to view management not from the perspective of
a loyal employee, fearful of discharge, but from the viewpoint of an
owner, concerned with overall profitability. To ensure that directors will
examine executive initiatives in the best interest of the business, the
outside directors must become substantial shareholders. To facilitate this,
directors' fees must be paid primarily in company stock that is restricted

year, nonemployee directors at American Express who have served at least five years were
eligible to receive $30,000 per annum upon their retirement from the board; these pay-
ments continue for a number of years equal to the time served on the board or until death.
Electric's nonemployee directors who have served at least five years, are over the age of
65, and retire directly from the board are eligible to receive either an annual payment for
life equal to the amount of the last retainer received or a $450,000 life insurance policy.
GENERAL ELECTRIC CO., MAR. 3, 1992 PROXY STATEMENT 13 (1992). Heinz Co. pays,
upon a company director's death, $1 million to the charity of choice. The amount the
company will donate to qualifying charitable organizations on each present director's be-
half ranges from $750,000 to $2 million based upon the director's length of service to the
company. HEINZ CO., MAY 24, 1996 PROXY STATEMENT (1996). Ogden Corp. pays one
board member $1000 per month to consult with management on health issues. The com-
pany pays to another director $5000 monthly for consultation on "international" issues.

12. See Joann S. Lublin, Management: Investors Push to Ax Pensions for Outsiders,
WALL ST. J., Apr. 10, 1995, at B1. "We want to attract the best directors that we can," says
Rae Paltiel, corporate secretary of the Morris Plains, N.J., drug maker. The trick 'is to
make sure directors have a comparable package, and being on our board is as good as
being on any other board.' Id. "Such pensions also 'encourage directors to think about
the company long-term, which is one of the things you want directors to do.'" Id. (quoting
William G. Bowen, president of the Andrew W. Mellon Foundation in New York and an
outside member of Merck, American Express Co., and Reader's Digest Association Inc.).
as to resale during their term in office. No other form of compensation which acts to compromise their independence from management should be permitted. The goal is to create within each director a personal motivation to actively monitor management in the best interest of corporate productivity and to counteract the oversight-inhibiting environment that management appointment and cash-based fees create.

In June 1995, in what business commentators termed a major development in American corporate governance, the National Association of Corporate Directors’ Commission on Director Compensation released a report calling for a radical overhaul of the compensation system for U.S. public company directors. Focusing on greater board equity ownership, the Commission made a series of recommendations designed to improve corporate governance by changing board pay practices to more closely align director and shareholder interests. Of greatest importance, the panel called upon companies to pay their directors primarily in stock, set substantial stock ownership targets for directors, and abolish all benefit programs, including pension plans, for board members.

Since the report’s release, a substantial number of companies have adopted the Commission’s recommendations on director stock ownership and elimination of directors’ pensions, including some of the nation’s largest and most respected corporate institutions. That trend accelerated considerably with the approach of the 1996 proxy season, as the Investor Rights Association of America (IRAA), a small-shareholder advocacy group, announced that it was proposing over 120 shareholder resolutions calling for the discontinuation of director pension plans and the adoption of outside director stock-based compensation. With the

15. Some of the companies making these changes include the following: American Express, Archer-Daniels-Midland, Bell Atlantic, Campbell Soup, Chrysler, Digital Equipment, IBM, ITT, Kaufman & Broad, McGraw Hill, NationsBank, NYNEX, Texas Instruments, Westinghouse Electric, and Woolworth. Elson, Major Shifts Seen in Director Pay, supra note 1, at 3; Jonathan Auerbach, Director’s Cut: The Trend Toward Stock-Based Pay Has Spread to Board Members, WALL ST. J., Apr. 11, 1996, at R6; Jill E. Lyons, Restructuring Director Pay Leads to Increased Payouts, ISSUE ALERT, June 1996, at 1; Dana W. Linden, Off With Their Perks, FORBES, Dec. 4, 1995, at 54, 60. In fact, prior to the report’s release and apparently mindful of the relationship between director stock ownership and better oversight and performance, a number of large corporations accordingly adjusted their compensation practices. Scott Paper, Travelers Group, and Alexander & Alexander adopted solely equity-based director compensation plans. In fact, Scott Paper’s stock jumped three percent in value on the date its equity plan was made public; IBM announced that it was scaling back its board pension program and was switching from a primarily cash-based to a 50% equity, 50% cash director compensation package. Elson, Shareholding Directors Create Better Performance, supra note 1, at 7-4.
16. Letter from Thomas E. Flanagan, President, Investors’ Rights Association of America, to the members of Investors’ Rights Association of America (1995) (on file with author). See Linden, Off With Their Perks, supra note 15, at 60; Auerbach, supra note 15,
widespread coverage of the IRAA’s efforts by the national financial press along with the group’s success in previous years in attracting substantial shareholder support for their efforts, a number of companies voluntarily adopted the director compensation changes requested by the organization in exchange for the withdrawal of its shareholder proposals.\footnote{Firms Cut Director Pay, but CEO Salaries Soar, Christian Sci. Monitor, Apr. 10, 1996, at 6; Joann S. Lublin, More Companies Are Dumping Pensions for Outside Directors as Activists Prevail, Wall St. J., Dec. 14, 1995, at A4; Michael Selz, Big Companies Heed Investors' Call for Cutting Outside Directors' Benefits, Wall St. J., Jan. 10, 1996, at B2; David Henry, Investor Rights Gadfly Group Has a Big Sting, USA Today, Nov. 27, 1995, at B3.} If current trends continue, within a short time equity-based director compensation will have become the norm for most of America's largest corporations.

This development has significance far beyond the change it represents in director compensation structure. It promises to fundamentally alter a decades-old norm of corporate governance—the separation of ownership and control and resulting management-created board passivity. Oddly enough, while director compensation was an outgrowth of the split between ownership and control, it may also result in their reunification. By changing the form of compensation to include primarily equity, we will make the directors substantial owners of the corporation once again and perhaps will have finally found the solution to the conundrum Berle and Means identified over sixty years ago. With board control in the hands of owner-directors once again, boards should become more active management monitors and the oversight-driven problems resulting from board passivity will become much less prevalent. This Article will explore the legal history of director compensation and explain why the current movement towards equity-based compensation will reunite ownership and control to create more active board oversight of management and a healthier, more competitive corporation.

I. THE HISTORY OF DIRECTOR COMPENSATION

To understand why equity-based director compensation will reinvigorate previously passive boards, it is first necessary to examine the historic origins of board compensation and how the rise of the large-scale public corporation effected dramatic change in its prevalence and structure. Traditionally, corporate directors received no direct compensation for their services. Early corporate legal doctrine clearly stated that directors were not entitled to remuneration for their activities as board members. In the early days of the American industrial age, virtually all companies were closely held by a relatively small group of investors. Directors were simply major shareholders and their board service was considered to have
resulted from their desire to protect and enhance the value of their investment. Hence no compensation was necessary or desirable. They assumed their posts not to earn a paycheck, but to monitor and grow the value of their stake. As an 1846 corporate law treatise noted, "Directors of corporations . . . are not usually compensated for their ordinary services as directors." This was because directors were not "servants of the company" (i.e., employees) and therefore not entitled to remuneration for services in that capacity.

The courts' approach to the issue reflected this viewpoint. Throughout the nineteenth and early twentieth century, courts did not support the notion that a corporate director was entitled to remuneration for his ordinary services as director. In 1899, the Eighth Circuit Court of Appeals in National Loan & Investment Co. v. Rockland Co. clearly spelled out the traditional judicial approach to the issue when it stated:

The directors of a corporation are trustees for its stockholders. They represent and act for the owners of its stock. Ordinarily the employment of a servant by a corporation raises the implication of a contract to pay fair wages or a reasonable salary for the service rendered, because it is the custom to pay such compensation, and men rarely sacrifice their time and expend their labor or their money in the service of others without reward. Directors of corporations, however, usually serve without wages or salary. They are generally financially interested in the success of the corporation they represent, and their service as directors secures its reward in the benefit which it confers upon the stock which they own . . . . The presumption of law follows the custom . . . . From the service of a director, the implication is that he serves gratuitously.

Delaware law was similarly hostile to the concept of director remuneration because "[d]irectors [were] presumed to serve without compensation." The leading case was Lofland v. Cahall. In this 1922 decision, the Delaware Supreme Court, in affirming a Court of Chancery decision, ruled that the directors of a corporation had no right to compensation for services provided in the course of their duties as directors unless authorized by the company's stockholders, charter, or bylaws. Neither the charter nor bylaws of the company involved in the litigation authorized payment to the directors of salaries or compensation for their services.

18. Percival E. Jackson, Corporate Management 158-59 (1955). "The legal assumption that directors serve gratuitously was a natural concomitant of director-stockholder concurrence in the small local enterprise, in which directors had the incentives of stockholders to serve the common interest." Id. See Mortimer Feuer, Handbook for Corporate Directors 169-70 (1965); Branson, supra note 7.


20. Id. at 311.

21. 94 F. 335 (8th Cir. 1899).

22. Id. at 337.


24. 118 A. 1 (Del. Ch. 1922).

25. Id. at 6-7.

26. Id. at 3.
All of the directors did, however, own a substantial amount of the company's capital stock. The remuneration at issue involved cash payments voted by the directors to themselves in the years 1912 through 1917 and an issuance of stock to each director without consideration in 1911. In finding these payments unlawful, the court endorsed what it called "general principles of law and equity" to be considered in this context:

1. Directors of a corporation are trustees for the stockholders, and their acts are governed by the rules applicable to such a relation, which exact from them the utmost good faith and fair dealing.

2. [Directors] have no right to compensation for services rendered within the scope of their duties as directors, unless it is authorized by the charter, by-laws, or the stockholders of the company.

3. [Directors] have no right to compensation for services rendered outside their duties as directors unless there had been an express contract to pay for such services, or, unless performed under circumstances sufficient to show that it was understood by the proper officers, that the services were to be paid for by the corporation.

4. A contract to pay compensation for such services must be made with directors, or other proper corporate officers who have no personal interest, directly or indirectly, in the contract.

It is interesting to note that in setting forth these principles, the court explained that because each was "so well settled, it is not deemed necessary to cite cases to support them." However, by stating that services provided by a director outside the scope of his regular duties might be

27. Id.
28. Id. The payments received were paid as salaries or compensation for extra services claimed to have been rendered for the company.
29. Id. at 3.
30. Id. A review of six of the more prominent corporate law treatises authored in the late 19th and 20th centuries revealed that all took a more or less common view on the director compensation issue. Each had the following elements in common:

1. Unless otherwise provided in the charter or by-laws, directors are not entitled to compensation for their services as directors. This is because they are presumed to work for the welfare of the corporation and not in expectation of receiving compensation.

2. Even though a director may also hold an executive position, there is still a presumption that he is serving gratuitously. This presumption may be overcome, however, by showing, from the surrounding facts and circumstances, that an understanding or implied agreement existed that he should receive compensation.

3. Where at the request of the board, a director performs some extra or special work (extraordinary) outside the line of his duties as director, he will generally be entitled to receive compensation, unless the circumstances justify an inference that he was giving his services to the corporation gratuitously.

4. Traditionally, the only compensation received by directors were nominal fees paid to them for attending board meetings.

compensable, the court left open the possibility of legal director compensation. In relation to this point, the Delaware Court of Chancery in a 1928 ruling stated:

[It was] aware that the Supreme Court in the Lofland case used language from which the inference might be drawn that if the services rendered by the directors in securing the sale of their company's stock or bonds were such as to amount to "exceptional or extraordinary efforts," it might be proper for them to receive compensation for such services. But this is only an inference.\(^3\)

However, it would be a number of years before there would be full legal acceptance of broad-based director compensation in Delaware.

The legal hostility to ordinary director compensation had its origins in the nineteenth century and appeared to have remained very much intact even through the 1940s. In a 1946 case, an Ohio court, considering a compensation dispute, stated that "because of the fiduciary relationship of directors courts will closely scrutinize and strictly construe contracts for compensation between a corporation and a director."\(^3\) In this regard, the court noted the oft-cited presumption that directors serve without compensation and that "they are entitled to no salary or other compensation for the performance of the usual and ordinary duties pertaining to the office of director in the absence of some express provision or agreement to that effect."\(^3\) But despite this court's concern with director compensation, by the time of this decision, the financial community as a practical matter had abandoned any concern with the propriety of such compensation and many directors were in fact being compensated.

Although traditionally directors were not compensated for their services as ""[c]orporate offices [were] usually filled by those chiefly interested in the welfare of such institutions by reasons of interest in stock or other advantages, and such interests [were] presumed to be the motive for executing duties of office without compensation,"\(^3\) this did not necessarily mean that directors received absolutely no additional reward for their services. First of all, it was not uncommon for directors to receive some kind of "nominal" payment for their attendance at board meetings—usually a gold double eagle (worth twenty dollars) placed in front of their seats at each board meeting.\(^3\) Secondly, there was probably some "unstated" compensation that directors received for board service. This form of compensation included such things as "lucrative tips—advance information—concerning proposed stock manipulations, consolidations, mergers, stock split-ups, opportunities to be included in preferred stock lists..."

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31. Finch v. Warrior Cement Corp., 141 A. 54, 63 (Del. Ch. 1928).
33. Id.
35. Bishop, supra note 7, § 1.02; Linden, Off With Their Perks, supra note 15, at 58; Carey et al., supra note 1, at 2.
and to share in ground-floor stock subscription." Thus, the ability to engage in lucrative insider trading was a reward for faithful board service. Nevertheless, the ability to directly monitor one's investment in a company still seemed the primary motivation for board service and explained why, for many years, directors were not directly compensated for their services.

The early twentieth century witnessed not only the phenomenal growth of the American economy, but also the growth of those corporate entities whose activities comprised that economy. Corporations were no longer local ventures owned, controlled, and managed by a handful of local entrepreneurs, but instead had become national in size and scope. Concomitant with the rise of the large-scale corporation came the development of the professional management class, whose skills were needed to run such far-flung enterprises. And as the capitalization required to maintain such entities grew, so did the number of individuals required to contribute the funds to create such capital. Thus, we saw the rise of the large-scale public corporation—owned not by a few, but literally thousands and thousands of investors located throughout the nation. And with this growth in the size and ownership levels of the modern corporation, individual shareholdings in these ventures became proportionally smaller and smaller, with no shareholder or shareholding group now owning enough stock to dominate the entity. Consequently, the professional managers moved in to fill this control vacuum. Through control of the proxy process, incumbent management nominated its own candidates for board

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36. Jackson, supra note 18, at 159.

37. Coincident with the rise of a new managerial class, was the development of an educational system to train this group. The creation of the modern business school and collegiate business curriculum was a response to the need for the professional manager. A history of the Columbia University Graduate School of Business written in 1954 details this phenomenon:

> In the Wharton school, before the nineteenth century ended, business education began to shift in interest and emphasis from the general to the special, from the speculative to the practical, to the scientific, to the professional. The remarkable spread of collegiate business education during the last forty years is not difficult to explain. It has been part and parcel of the growth and expansion of American economic activity. The increase in the number, in the size, and the complexity of business enterprises has given rise to progressive needs for better means and methods of supervision management, and control, as well as for highly specialized services designed to meet the requirements created by the division and the diversification of functions of the individual enterprise. Among all the needs of the business world, none has given greater concern than the need for a high grade of managerial personnel, competent to analyze problems as they arise and competent to cope with them promptly and successfully.

> The main tasks of schools of business are (1) the training of technicians in fundamentals recognized as measurably common to a variety of businesses; and (2) the developing, in a carefully selected group of students, of an awareness of factors underlying policy and planning in business enterprise requiring the exercise of managerial responsibility and judgment.

38. Neiva, supra note 8, at 2-6.
membership. The board of directors, theoretically composed of the representatives of various shareholding groups, instead was comprised of individuals selected by management. The directors’ connection with the enterprise generally resulted from a prior relationship with management, not the stockholding owners, and they often had little or no shareholding stake in the company.

Berle and Means in their path-breaking book *The Modern Corporation and Private Property* described this phenomenon of the domination of the large public corporation by professional management as the separation of ownership and control. The firm’s nominal owners, the shareholders, in such companies exercised virtually no control over either day-to-day operations or long-term policy. Instead control was vested in the professional managers who typically owned only a very small portion of the firm’s shares. This separation occurred because stock ownership in the large-scale public company was diffused amongst many shareholders, with no shareholder or shareholding group owning enough shares to materially affect the corporation’s management. Berle and Means spoke of the ownership/control split in terms of the surrender of control by the shareholders to management and the transformation of the owner from an active agent with discretion over property to a state of passivity in which the owner was “practically powerless through his own efforts to affect the underlying property.”

[There] lies a more fundamental shift. Physical control over the instruments of production has been surrendered in ever growing degree to centralized groups who manage property in bulk, supposedly, but by no means necessarily, for the benefit of the security holders. Power over industrial property has been cut off from the beneficial ownership of the property . . . . We see, in fact, the surrender and regrouping of the incidence of ownership, which formerly bracketed full power of manual disposition with complete right to enjoy the use, the fruits, and the proceeds of physical assets. There has resulted the dissolution of the old atom of ownership into its component parts, control and beneficial ownership. They summarized the state of the “modern corporation” as one “in which the individual interest of the shareholder is definitively made subservient to the will of a controlling group of managers even though the capital of the enterprise is made up out of the aggregated contributions of perhaps many thousands of individuals.”

One consequence of this phenomenon identified by Berle and Means was the filling of board seats with individuals selected not from the shareholding ranks, but chosen instead because of some prior relationship with

40. Id.
41. Id. at 47.
42. Id. at 66.
43. Id. at 7-8.
44. Id. at 277.
management. Boards were now comprised either of the managers themselves (the “inside directors”) or associates of the managers, not otherwise employed by or affiliated with the enterprise (the “outside” or “nonmanagement directors”). As one prominent business historian has explained:

As they became increasingly influential, corporate managers had little incentive to invite assertive individuals who might challenge their authority to fill the board seats ... As one observer explained: “Many chief executives are not really convinced that they wanted a strong and independent group of directors. After all, the chief executive fought long and hard to reach his position of power. Is it not normal and natural for him to tend to avoid critical review of his stewardship?” Managers instead invited fellow insiders and prominent community members, as well as corporate attorneys and commercial bankers to serve on their boards ... .

Although directors enjoyed next-to-no influence over senior managers and played a negligible role in the formulation of corporate strategy, executives had little difficulty finding individuals willing to serve on their boards. Some accepted invitations because they feared that if they refused, they might later find it difficult to locate executives to sit on their own boards. Others viewed directorships as a form of public service, “much as someone who must serve on the board of governors or greens committee of the golf club.”

Because boards of the large public corporations were now comprised of a number of outside individuals with little connection to the enterprise other than their relation with management, changes would have to be made in the corporation’s relationship with them. This new breed of outside director often had little or no shareholding interest in the enterprise and, as such, no longer represented their own personal financial stakes or those of the other shareholders in rendering board service. However, as the shareholders' legal fiduciaries, the outside directors were still expected to expend independent time and effort in their roles, and, consequently, it began to be recognized that they must now be compensated directly for their activities.

Without a substantial personal investment in the company, a token twenty-dollar gold piece did not constitute a sufficient reward for the time this new breed of director devoted to corporate activities. Thus, real compensation was necessary to encourage board membership and stimulate effective service. A 1940 article entitled The Board of Directors appearing in the Harvard Business Review argued:

The compensation of directors is peculiarly a problem to be worked out according to particular circumstances. To the extent that it is now possible to generalize, it can be said that if the optimum functions of a board are to be performed and one excuse for partial performance or invisible rewards removed, directors should be paid

45. Neiva, supra note 8, at 2-6 to 2-7.
substantial rather than nominal salaries or fees for their services.\textsuperscript{46} In fact, Berle and Means themselves supported the establishment of a compensation scheme for corporate board members. They criticized the lack of an "adequate system of payment" for corporate directors because "[t]he director's fee does not remotely compensate for successful and faithful management."\textsuperscript{47} Their solution was "an honest and fully disclosed profit sharing scheme of some kind . . . ."\textsuperscript{48}

Within fifteen years, the director compensation situation had changed dramatically. In a 1947 study entitled \textit{Compensation and Duties of Corporate Directors}, the Conference Board reported the following:

There has been a significant trend in the last ten years toward remunerating directors on an annual salary basis. Approximately one out of every five of the surveyed companies now pays outside directors either a straight salary or a base salary plus a fee for each meeting attended. Paying directors a salary more nearly commensurate with the duties and liabilities attached to the position is coming to be recognized as serving the best interests of both the corporation and the shareholders.\textsuperscript{49}

This sea change in compensation practice can be traced to the changing composition of public corporate boards, now increasingly staffed with management appointees, rather than controlling shareholders—a by-product of the dramatic shift in corporate control identified by Berle and Means. As representatives of management, without a financial stake in the business, the outside, nonmanagement board members needed to be compensated for their time and effort devoted to corporate activities. Indeed, Berle and Means's work probably had something to do with this change in remuneration practice. In reporting on the move to director compensation, the Conference Board specifically referred to their study and its call for director remuneration, labeling the two professors "outstanding authority."\textsuperscript{50}

\textsuperscript{47} BERLE \& MEANS, supra note 6, at 225 n.6.
\textsuperscript{48} Id.
\textsuperscript{49} Paul W. Dickson, \textit{CONFERENCE BOARD, INC., COMPENSATION AND DUTIES OF CORPORATE DIRECTORS} 3 (1947) [hereinafter 1947 CONFERENCE BOARD REPORT]. A 1948 study sponsored by the Stanford Business School found the following:
\begin{itemize}
  \item Compensation of directors varies. All companies participating in this study reimburse directors for traveling expenses incurred in connection with attendance at board meetings. Most companies, in addition, pay fees for attendance, the amounts being about equally divided between $20, $50, and $100 per meeting. Several companies compensate directors for attendance at committee meetings on the same basis as for attendance at directors' meetings. About one-half of the companies that pay fees for attendance at meetings exclude those directors who are full-time executives and who are on the salary roll of the company. Two companies pay annual stipends to outside directors regardless of the number of meetings attended. Five companies report that no fees are paid to any director.
\end{itemize}
\textsuperscript{50} PAUL E. HOLDEN ET AL., \textit{TOP-MANAGEMENT ORGANIZATION AND CONTROL} 235 (1948).

\textsuperscript{50} 1947 CONFERENCE BOARD REPORT, supra note 49, at 6. As was noted in a 1955 treatise on corporate management:
In what was later to be a significant development, as the compensation of outside corporate directors in the large corporation became increasingly more typical, a movement began for substantially increasing the level of that remuneration. A 1950 article in the Harvard Business Review strongly encouraged this change:

An important step to be taken to improve the boards of most large companies is to increase the remuneration of board members. This is probably the most underpaid group of individuals in the American business system today, in view of its responsibilities and at least potential services. The average outside director received approximately $850 during 1945, with other directors averaging $625. By 1946, according to a study of 184 directors of large companies, about 3 out of 5 were receiving in the aggregate over $1,000 per year—an improvement, but still by no means sufficient.

The importance of director's functions, together with the desirability of providing incentives for the best men, makes the remuneration problem a vitally important one. From a strictly psychological point of view, the director who is receiving only a nominal fee for attending board meetings may unconsciously devote to the affairs of the company only as much effort and time as the fee seems to warrant. In the case of professional directors, for whom salary is the prime incentive, the importance of compensation is obviously magnified.

Other reasons for deeming increased remunerations desirable include the fact that legal liability may jeopardize the director's personal fortunes. There have been many cases where, even after his death, his estate has been involved in litigation for years. Another reason is the fact that executives are likely to feel greater freedom in using the abilities of directors who receive reasonable compensation. In turn, most directors will not be willing to accept substantial compensation unless they are able to give to the corporation commensurate performance. Obviously, the company which recognizes the importance of all these factors should be rated up.

Despite the dramatic change in director compensation practice that began in the 1930s and 1940s and appeared to have its roots in the new type of director occasioned by the Berle and Means's separation of ownership and control, the legal recognition of this movement was a bit slow in coming, providing yet another demonstration of the difficulty in amending legal standards to meet changing cultural expectations. Even with the

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The legal assumption that directors serve gratuitously was a natural concomitant of director-stockholder concurrence in the small local enterprise, in which directors had the incentives of stockholders to serve the common interest. But as the cycle has replaced the stockholder-director with separate ownership and management, so the legal concept of no compensation for directors has given way to the practical recognition of the need for director monetary incentive.

Jackson, supra note 18, at 158-59.

growing recognition by the late 1940s that directors should and, in fact, were being regularly compensated for their services, the newly promulgated Model Business Corporation Act in its initial 1950 version provided no legal recognition of this phenomenon. Section 33, entitled Board of Directors, simply provided:

The business and affairs of a corporation shall be managed by a board of directors. Directors need not be residents of this State or shareholders of the corporation unless the articles of incorporation or by-laws so required. The articles of incorporation or by-laws may prescribe other qualifications for directors.

However, three years later, in 1953, the Committee on Business Corporations of the American Bar Association (ABA) revised the Model Act to authorize the board of directors to set their own compensation. To effect this change, a sentence was added to the end of section 33 that was to change dramatically the corporate law's approach to the director compensation issue. The new clause provided that "the board of directors shall have the authority to fix the compensation of directors unless otherwise provided in the articles of incorporation." This statutory change effectively overruled the century-old common law hostility to director compensation and paved the way for even more sweeping change in the structure and functioning of corporate boards. In making this revision, the Committee noted that director compensation had "been a practice of long standing without statutory recognition in many jurisdictions." The language of this provision, presumptively allowing for director compensation, has largely remained intact except for a change in 1984 which provided that by-laws, in addition to the articles of incorporation, could specifically prohibit director compensation.

52. The primary purpose of the Model Business Corporation Act was to provide states and bar association committees with a working model for revision and modernization of their own corporate laws. Using the Model Act as a guide, states could adopt in whole or in part provisions of the Model Act to modernize their corporate laws. The first draft of the Model Act was completed in 1946 by the Committee on Business Corporations of the American Bar Association under the title, "Model for State Business Corporation Acts." The Committee recognized that this initial draft was incomplete and required further intensive study. Following this further study and subsequent revisions, the Committee published the first complete Model Business Corporation Act in 1950. See MODEL BUSINESS CORP. ACT, iv (preface 1950). Since 1950, the Model Act has undergone a number of periodic revisions with the last full revision occurring in 1984 when the Committee published the Revised Model Business Corporation Act. See REVISED MODEL BUSINESS CORP. ACT (1984) (amended 1991).

53. MODEL BUSINESS CORP. ACT § 33 (1950).

54. MODEL BUSINESS CORP. ACT § 33 (1953). The current comparable provision is located at § 8.11 which provides: "Unless the articles of incorporation or bylaws provide otherwise, the board of directors may fix the compensation of directors." MODEL BUSINESS CORP. ACT § 8.11 (1991).

55. MODEL BUSINESS CORP. ACT ANN., COMMITTEE ON CORPORATE LAWS 756 (1971).

56. REVISED MODEL BUSINESS CORP. ACT § 8.11 (1984) ("Unless the articles of incorporation or bylaws provide otherwise, the board of directors may fix the compensation of directors.").
The Model Act was designed to provide states with a working model for the revision and modernization of their corporate laws. Using the Act as a guide, states could adopt in whole or in part its various sections to modernize their corporate statutes.57 In the years following the Model Act’s addition of a director compensation provision, the states slowly began to enact their own versions,58 sometimes changing the provision slightly.59 Today, all but eight jurisdictions have enacted provisions expressly authorizing directors to fix board members’ compensation.60 Of

those that have not, there does not appear to remain any judicial hostility to the notion of director compensation. With one exception, their corporate statutes are simply silent on the point.61

By the 1960s, director compensation had generally become an accepted part of the American corporate landscape. Remuneration essentially took one of three forms—a simple fee per board meeting attended, an annual fee, or a "hybrid"—an annual retainer “plus a stated fee per meeting.”62 But, despite the growing legal and financial acceptance of the notion, compensation amounts remained relatively small. A corporate director’s handbook written in 1965 detailed the evolution of director remuneration, yet was unenthusiastic with what it called the slow pace towards paying board members more substantial compensation amounts:

The tradition that directors serve with no or only token compensation stems from the early days of the corporation when the directors were the proprietors whose compensation for the time and effort devoted to corporate affairs was expected to come through their stockholdings . . . But there has been considerable change since those days. Stock is scattered among many small owners, foundations, investment companies, mutual funds, . . . Concomitantly, the trend has been away from "inside" control and towards an “outside” majority, which is likely to view corporate problem areas with a greater objectivity and, in theory at least, can represent the corporation (and the body of stockholders) as ‘independents’ in matters in which the officer-director group might have a personal interest and be tempted to let the opportunity for self-aggrandizement get the upper-hand. Despite this trend, and the fact that most corporations now have a majority of outside directors, the token compensation tradition is only slowly giving way to a realistic recognition that dedication-time and effort is not purchased with a peppercorn.63

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61. Louisiana provides that director’s compensation may only be authorized by the articles of incorporation or bylaws. LA. REV. STAT. ANN. § 12:81(C) (West 1994). California, Maine, Maryland, Massachusetts, Nevada, Puerto Rico, and Texas do not directly address the issue of directors’ compensation. See MODEL BUSINESS CORPORATION ACT ANN. 3d § 8.11 (Supp. 1993).

62. JACKSON, supra note 18, at 158-60.

63. FEUER, supra note 18, at 169-70.
Throughout the 1960s and the early 1970s the number of companies providing regular compensation to their directors continued to grow as did the amounts of that compensation. In 1962, a substantial majority of the largest American public corporations compensated their outside directors. Among manufacturing companies, the median board meeting fee was $200, and the median annual retainer was $2000. By 1975, virtually all public companies compensated their directors and, among manufacturing companies, the median annual compensation, including fees and retainers, had grown to $6000, with the largest companies paying a median of $13,000. However, beginning in the late 1970s, both the amount of director remuneration and the form such compensation took began to change dramatically. In an article published in the Business Lawyer in 1976, Professors Leech and Mundheim argued that because of the "time-consuming and dedicated service that is now being demanded of the outside director, [many] are probably not being compensated adequately." The Corporate Director's Guidebook, published shortly thereafter by the ABA Business Law Section's Committee on Corporate Laws, stated that because "it is expected that a non-management director will devote substantial attention to the affairs of the corporation," he or she should "be compensated accordingly." Consequently, the amount of cash compensation increased substantially, and other forms of remuneration began to appear.

By 1981, the median annual overall compensation paid to outside directors of the nation's most substantial public manufacturing companies was $15,000. The largest operations paid a median of $25,000. Indeed, according to data collected by Towers Perrin, the international compensation consulting firm, the 1981 median retainer for companies in the Fortune 100 was $15,000, with the median payment for attending board or committee meetings at $500. Additionally, a small but growing number of companies began to supplement their directors' cash compensation with varying combinations of employee-type benefits such as retirement arrangements, life insurance, travel insurance, medical insurance, and matching donations to charities of the directors' choice. A significant

65. 1962 Conference Board Report, supra note 64, at 32.
70. Carey et al., supra note 1, at 3.
number of corporations started offering their outside directors the opportunity to defer their compensation on a tax-favored basis (reported by 38% of the Fortune 100 companies in 1981).\(^7\) And, by 1985, median total annual compensation in the manufacturing sector had grown to $18,900, with the median for the largest manufacturing corporations at $31,900.\(^7\) The number of companies offering the various forms of noncash compensation outlined above had also increased in the four-year-period.\(^7\)

Two factors appeared to be responsible for the change in amount and type of director compensation. The first was legal. During the 1970s, director liability became more of an issue, with shareholders bringing suit in a number of instances where they believed directors had not acted in their best interest. Professor Bishop, writing in 1981, spoke of such actions as "numerous and varied and [showing] every sign of proliferating rather than diminishing."\(^7\) Indeed, Professors Leech and Mundheim, writing five years earlier, had argued that director compensation should "include some component adequate to cover the legal risks of serving on the board. The corporation can provide this through insurance and indemnity; failing that, the director's fees should include amounts adequate to purchase insurance."\(^7\) This fear of increased director legal liability had a great impact on compensation practice. It led not only to larger and more varied pay packages to compensate for the increased risk of legal challenge, but to the creation of director and officer ("D & O") insurance plans to protect the directors.\(^7\) In fact, by 1985, 85% of the nation's largest public companies offered their directors D & O coverage.\(^7\)

The second factor responsible for the change in director remuneration involved new theories on how the board should operate vis-à-vis management. The concept of the "independent" board and the "independent" director began to surface in legal and academic circles. The idea was that boards should be independent of management involvement so as to exercise proper oversight to ensure maximum corporate performance.\(^7\) One

\(^{72}\) Carey et al., supra note 1, at 3; 1981 Conference Board Report, supra note 69, at 12.


\(^{74}\) Id. at 18.

\(^{75}\) Bishop, supra note 7, § 1.01[1].

\(^{76}\) Leech & Mundheim, supra note 67, at 1832.


\(^{78}\) 1985 Conference Board Report, supra note 73, at 18.

of the major thrusts of the American Law Institute's Corporate Governance Project of the early 1980s was to alter board structure and composition to minimize management domination. Only directors with no significant relationship with management were to dominate the board's more important oversight committees, such as Audit or Compensation. The kind of relationship that was considered problematic was direct employment by the company or the provision of such varied services to the business as legal or financial advice (or almost any business relationship with the corporation which provided the director with substantial financial benefit). While no mention was made of changing compensation practices as a result of creating the "independent" board, the financial independence from the company that the effort sought for the outside director, acted to strengthen the argument for increased compensation packages. The less connection that one had with an enterprise, the more one should be compensated for their efforts on its behalf—for how else could one be encouraged to expend the necessary time and effort in a job for which one received no other reward? Therefore, an increase in director compensation was necessary.

Although the early 1980s brought some changes in the nature and amount of director compensation, it was not until the middle part of the decade that a substantial shift in pay for outside directors began to occur. The reason for the dramatic change was, by and large, primarily legal in nature. Until 1985, there had been few challenges to director decision-making alleging violations of the directors' duty of care which had resulted in director liability. Although actions against directors for poor decisions were certainly either filed or threatened, and the possibility of liability, or at the very least adverse publicity, weighed on directors' minds in the 1970s and early 1980s, very few actions were ever successful. The duty of care proved relatively easy to satisfy. Under the tradi-


81. Id. at § 1.26.

82. Elson, Duty of Care, supra note 1, at 670; Joseph W. Bishop, Jr., Sitting Ducks and Decoy Ducks: New Trends in the Indemnification of Corporate Directors and Officers, 77 YALE L.J. 1078, 1099 (1968). After extensive research, Professor Bishop discovered only four cases in which a court found that a director violated the duty of care, absent an allegation of self-dealing. Bishop, supra, at 1099-1100; see New York Credit Men's Adjustment v. Weiss, 110 N.E.2d 397 (N.Y. 1953); Syracuse Television, Inc. v. Channel 9, Syracuse, Inc., 273 N.Y.S.2d 16 (Sup. Ct. 1966); Clayton v. Farish, 73 N.Y.S.2d 727 (Sup. Ct. 1947); Selheimer v. Manganese Corp. of Am., 224 A.2d 634 (Pa. 1966). Even though all these decisions resulted in director liability, Bishop stated that "none of these cases carries real conviction." Bishop, supra, at 1100.

Several more recent commentators have also taken the view that the duty of care was an easily satisfied standard for directors. They argued that in the few cases where the courts found a breach of the duty of care, elements of director self-interest were present. See William J. Carney, The ALI's Corporate Governance Project: The Death of Property Rights?, 61 GEO. WASH. L. REV. 898, 922 n.126 (1993) ("I am aware of only five cases in the history of American Corporate law that have held directors liable for breaches of the
tional duty, a director was expected to carry out his or her responsibility "with the care that an ordinary prudent person in a like position would exercise under similar circumstances." Failure to meet this standard would result in the imposition of liability upon the slothful director. This would theoretically compel circumspect and diligent conduct in carrying out the various responsibilities of board membership. However, under the business judgment rule, a director would be found to have met this duty of care if in making a specific business decision he or she acted without self-interest, in an informed manner, and with a rational belief that the decision was in the best interests of the corporation.

A director who

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83. Elson, Duty of Care, supra note 1, at 669-70; MODEL BUSINESS CORP. ACT ANN. § 8.30 (3d ed. Supp 1996). The Model Business Corporation Act states the director's duty as follows:

A director shall discharge his duties as a director, including his duties as a member of a committee:

1. in good faith;
2. with the care an ordinary prudent person in a like position would exercise under similar circumstances; and
3. in a manner he reasonably believes to be in the best interests of the corporation.

MODEL BUSINESS CORP. ACT ANN. § 8.30. The American Law Institute has defined the duty of care in a similar fashion:

(a) A director or officer has a duty to the corporation to perform the director's or officer's functions in good faith, in a manner he or she reasonably believes to be in the best interests of the corporation, and with the care that an ordinary prudent person would reasonably be expected to exercise in a like position and under similar circumstances.

AMERICAN LAW INSTITUTE, PRINCIPLES OF CORPORATE GOVERNANCE: ANALYSIS AND RECOMMENDATION § 4.01(a) (1994) [hereinafter ALI].


84. Elson, Duty of Care, supra note 1, at 669 n.36. In Aronson v. Lewis, 473 A.2d 805 (Del. 1984), the Delaware Supreme Court described the business judgment rule as follows: 
so acted in reaching a business decision was then protected from any legal liability to his or her shareholders. As long as a director's actions were in "good faith"—that is, not self-dealing—the business judgment rule standards were easy to satisfy, and, hence, actions alleging violations of the duty rarely resulted in director liability.85

But, in 1985, this situation changed dramatically with the Delaware Supreme Court's ruling in Smith v. Van Gorkom86 which toughened the duty of care standard considerably and made director liability for slothful decision-making no longer a remote possibility. In that case, the shareholders of Trans Union Corp. brought suit after the board had approved the sale of the company at a price deemed too low. The court, after describing in great detail the board's decision-making process, found that the board had made an "uninformed" judgment, pointing to, among other things, the very brief amount of time it had deliberated on the sale87 and its failure to obtain expert outside financial advice.88 As a re-

[A] presumption that in making a business decision the directors of a corporation acted on an informed basis, in good faith and in the honest belief that the action taken was in the best interest of the company . . . . Absent an abuse of discretion, that judgment will be respected by the courts. The burden is on the party challenging the decision to establish facts rebutting the presumption.

Id. at 812 (citations omitted).

The American Law Institute has defined the rule in the following manner:

(c) A director or officer who makes a business judgment in good faith fulfills the duty under this subsection if the director or officer:

(1) is not interested in the subject of the business judgment;

(2) is informed with respect to the subject of the business judgment to the extent the director or officer reasonably believes to be appropriate under the circumstances; and

(3) rationally believes that the business judgment is in the best interest of the corporation.

ALI, supra note 82, § 4.01(c); see Smith v. Van Gorkom, 488 A.2d 858, 872 (Del. 1985); see also Teren v. Howard, 322 F.2d 949, 952-53 (9th Cir. 1963); Richardson v. Blue Grass Mining Co., 29 F. Supp. 658, 665 (E.D. Ky. 1939), aff'd, 127 F.2d 291 (6th Cir. 1942); Wall & Beaver Street Corp. v. Munson Line, Inc., 58 F. Supp. 109, 115-16 (D. Md. 1944); Cede & Co. v. Technicolor, Inc., 634 A.2d 345, 360 (Del. 1993); Citron v. Fairchild Camera & Instrument Corp., 569 A.2d 53, 64 (Del. 1989); Haber v. Bell, 465 A.2d 353, 357 (Del. Ch. 1983).

Where a director has not made a business decision, such as in the case of an omission, the business judgment rule does not apply, and the director should not be judged under the reasonable care standard. Aronson, 473 A.2d at 813.

For a complete discussion of the difference between the ALI's formulation of the business judgment rule and that of the Delaware Supreme Court in Aronson v. Lewis, see Dooley, supra note 82, at 461.

85. See supra note 82 and accompanying text.

86. Van Gorkom, 488 A.2d at 858.

87. Id. at 874 (stating that the board was grossly negligent when it approved the sale of the company after only two hours of deliberation).

88. Id. at 876-78; Elson, Duty of Care, supra note 1, at 677 n.56. See Lucian A. Bebchuk & Marcel Kahan, Fairness Opinions: How Fair Are They and What Can Be Done About It?, 1989 DUKE L.J. 27, 28 (1989); Dennis J. Block & Jonathan M. Hoff, Investment Banker Opinions and Directors' Right to Rely, N.Y. L.J., Nov. 17, 1988, at 5; Charles M. Elson, Fairness Opinions: Are They Fair or Should We Care?, 53 OHIO ST. L.J. 951, 958 (1992) [hereinafter Elson, Fairness Opinions: Are They Fair or Should We Care?]; Robert J. Giuffra, Jr., Investment Bankers' Fairness Opinions in Corporate Control Transactions, 96 YALE L.J. 119, 119-20 (1986); see also Polk v. Good, 507 A.2d 531, 537 (Del. 1986) (finding
suit, the directors faced the potential of being held personally liable for the difference between the price actually paid for the company and what the shareholders could have received had an "informed" decision been reached.

This ruling, which still remains authoritative, had a major impact on corporate and board behavior. It was responsible for the now common use of third-party advisors to provide expert opinions to boards. It also led to far more elaborate decision-making procedures involving lengthy meetings, voluminous documentation, and the like. While the decision attempted to improve the actual decisions that boards made, in reality, it instead led to more form over substance, with directors spending more time than necessary wading through papers and analyses simply to provide proof that their judgment was informed. Nevertheless, Van Gorkom expanded the time and effort (if not always the diligence) that directors had to give to their job and made the threat of legal liability for not acting in an "informed" manner certainly more credible than it previously had been.

Not coincidentally, the Van Gorkom ruling came at a time when boards were facing even more complex business decisions than ever before. In the merger mania of the 1980s, as well as an increasingly competitive global economy, the actions that boards were being called upon to take had tremendous financial, and sometimes even social implications, not to mention the ever present threat of legal challenge. With the director's}

that the board's reliance on the advice of an investment banker fulfilled its duty of good faith and reasonable investigation); Citron v. E.I. DuPont de Nemours & Co., 584 A.2d 490, 512 (Del. Ch. 1990) (holding that the board's reliance on the advice of an investment banker satisfied its fiduciary duty).

89. See Douglas M. Branson, Intragroup Corporate Process and the Avoidance of Director Liability, 24 WAKE FOREST L. REV. 97, 103-04 (1989) (stating that to avoid due care violations after Van Gorkom, directors should "make use of independent, outside experts, at least when the transaction is large enough to justify their use"); Elson, Duty of Care, supra note 1, at 678 n.57; Elson, Fairness Opinions: Are They Fair or Should We Care?, supra note 88, at 958-59; Daniel R. Fischel, The Business Judgment Rule and the Trans Union Case, 40 BUS. LAW. 1437, 1453 (1985) (providing "[t]he most immediate effect of Trans Union will be that no firm considering a fundamental corporate change will do so without obtaining... documentation from outside consultants"); Giuffra, supra note 88, at 119-20; Jonathan R. Macey, The Transformation of the American Law Institute, 61 GEO. WASH. L. REV. 1212, 1220-22 (1993); Jonathan R. Macey & Geoffrey P. Miller, Trans Union Reconsidered, 98 YALE L.J. 127, 139 (1988).

Professor Fischel, commenting on the Trans Union ruling shortly after its announcement, wryly noted that the "outside consultants are the biggest winners after Trans Union. The decision requires their participation as a type of insurance no matter how worthless their opinion is or how much it will cost." Fischel, supra, at 1453.

90. Elson, Duty of Care, supra note 1, at 679-82; Carey et al., supra note 1, at 3-4. For a listing of steps that directors should take to ensure a judicial finding of "informed" decision making, see Branson, supra note 89, at 103-09; Bayless Manning, Reflections and Practical Tips on Life in the Boardroom, 41 BUS. L. LAW. 1, 8-14 (1985). See also William J. Carney, Section 4.01 of the American Law Institute's Corporate Governance Project: Restatement or Misstatement?, 66 WASH. U. L.Q. 239, 283-88 (1988) (discussing the judicial determination of a properly informed business decision); Macey, supra note 89, at 1219-21 (discussing the steps that directors should take pursuant to the ALI).

91. Elson, Duty of Care, supra note 1, at 682-87.

92. Carey et al., supra note 1, at 3-4.
position increasingly viewed as a "hot seat," companies became extremely concerned with the impact of these developments on director recruitment and retention. Their response was to provide much richer and more varied pay packages, along with greater D & O insurance coverage and other indemnification arrangements.

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93. Id. at 4.
94. Id. In response to the Van Gorkom decision, a number of state legislatures took action to reduce a director's risk of personal liability for actions taken while a board member. Delaware was the first state to enact a statute that allowed the placement into the corporations' certificate of incorporation by shareholder vote of a clause limiting or eliminating director liability for a breach of the duty of care. Block & Hoff, Protecting Outside Directors: D & O Insurance, supra note 77, at 5, 7. The Delaware statute provides that a certificate of incorporation may contain the following:

A provision eliminating or limiting the personal liability of a director to the corporation or its stockholders for monetary damages for breach of fiduciary duty as a director, provided that such provision shall not eliminate or limit the liability of a director: (i) For any breach of the director's duty of loyalty to the corporation or its stockholders; (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of law; (iii) under § 174 of the title; or (iv) for any transaction from which the director derived an improper personal benefit.

Del. Code Ann. tit. 8, § 102(b)(7) (1991). "Within two years" following enactment of the Delaware statute, some 41 states similarly amended their corporations statutes to limit director liability. Romano, Aftermath of the Insurance Crisis, supra note 77, at 1160. Most of these statutes tracked the Delaware approach, but there were some variations. Some states increased the level of culpability necessary to find personal liability. See, e.g., Ind. Code Ann. § 23-1-35-1(e) (Burns 1993) (requiring "willful misconduct or recklessness"); Ohio Rev. Code Ann. § 1701.59(D) (Anderson 1992) (requiring "deliberate intent" or "reckless disregard"); Wis. Stat. Ann. § 180.0828(1)(a)-(d) (West 1993) (requiring "wilful failure to deal fairly," "violation of criminal law," "improper personal profit," or "wilful misconduct"). At least one state simply limited the amount of damages for which a director may be liable. Va. Code Ann. § 13.1-692.1(A)(2) (Michie 1993) (capping the liability at the greater of $100,000 or the amount of compensation received from the corporation during the last 12 months). For further discussion on the different approaches state legislatures used to limit director liability, see Joseph W. Bishop Jr., Law of Corporate Officers and Directors: Indemnification and Insurance §§ 6.36-86 (1994); Block & Hoff, Protecting Outside Directors: D & O Insurance, supra note 77, at 5, 7; DeMott, supra note 77, at 295; Hanks, supra note 77, at 1208-09; Romano, Aftermath of Insurance Crisis, supra note 77, at 1160-68.

These statutes, however, have not necessarily eliminated the potential for, or the director's fear of, personal liability. See Leo Herzel et al., Next-to-Last Word on Endangered Directors, 87 Harv. Bus. Rev. 38, 43 (1987) (stating that courts can circumvent the new Delaware statute because "[w]ith only a little effort, courts could find directors liable for disloyalty where before they would have found them liable for negligence"); Romano, Aftermath of the Insurance Crisis, supra note 77, at 1161 (questioning the effectiveness of the legislative response to director liability because "the statutes in most states do not exempt from liability claims for breach of the duty of loyalty, violation of federal securities laws, and breach of the duty of care by directors who are also officers"); Roberta Romano, What Went Wrong with Directors' and Officers' Liability Insurance?, 14 Del. J. Corp. L. 1, 32 (1989) (stating that limited liability statutes are ineffective because "plaintiffs will, in all likelihood, be able to redraft their complaints to continue to bring lawsuits; for example, instead of alleging negligence they will allege reckless behavior").

In addition to reducing directors' exposures by limiting personal liability, some states increased director indemnification rights. See, e.g., La. Rev. Stat. Ann. § 12:83E (West 1994); N.Y. Bus. Corp. Law § 721 (McKinney Supp. 1996); Block & Hoff, Protecting Outside Directors: D & O Insurance, supra note 77, at 5, 7; DeMott, supra note 77, at 317-22; Hanks, supra note 77, at 1221-24; Romano, Aftermath of the Insurance Crisis; supra note 77, at 1162-63. This approach, however, has also proved problematic. See Dennis J. Block et al., Advising Directors on the D & O Insurance Crisis, 14 Sec. Reg. L.J. 130, 146-
By 1989, median total annual director compensation for the leading publicly traded manufacturing companies had reached $24,000, and the largest corporations paid a median of $40,250. Of particular note were the compensation practices of the Fortune 100 companies. By 1989, their median annual retainer had risen to $25,000, up from $20,000 in 1985. Board and meeting fees were also on the rise, with the median board fee in 1989 at $1000, double the 1981 level.

Additionally, corporations were now providing a multitude of noncash compensation schemes for their outside directors. The director retirement program, by which directors were entitled to substantial pensions following their retirement from the board (typically at their preretirement annual fee level), practically nonexistent among U.S. companies in the early 1980s, had become the norm in the Fortune 100 by 1989. Sixty-nine percent of those companies were now providing director retirement plans, up from just eight percent in 1981. In addition, most companies offered their directors D & O liability insurance, and a substantial number were providing travel insurance, matching charitable donation programs, accidental death insurance, life insurance, and even medical coverage.

Today, the typical director receives a multifaceted package consisting of many or all of the following items:

1. annual retainer, generally in cash, plus supplements for chairing any board committee;
2. fees for attending board and committee meetings;
3. defined benefit retirement arrangements;
4. life insurance/medical insurance;
5. charitable contribution arrangements (where the corporation makes sizeable donations to the charity of the board member's choice, either through direct contributions or the purchase of a life insurance policy on the director's life);
6. opportunities to defer cash compensation on a tax-favored basis; and
7. stock options or grants.

47 (1986); Theodore D. Moskowitz & Walter A. Effross, Turning Back the Tide of Director and Officer Liability, 23 SETON HALL L. REV. 897, 912-13 (1993); John F. Olson, The D & O Insurance Gap: Strategies for Coping, LEGAL TIMES, Mar. 3, 1986, at 25, 33 (stating that "[indemnification is] only as good as the assets of the corporation"); see also MICHAEL SCHAFTLER, THE LIABILITIES OF OFFICE: INDEMNIFICATION AND INSURANCE OF CORPORATE OFFICERS AND DIRECTORS 143-45 (1976) (listing several instances where indemnification does not protect directors).

95. JEREMY BACON, CONFERENCE BOARD, INC., REPORT No. 922, CORPORATE DIRECTORS' COMPENSATION 3 (1989) [hereinafter 1989 CONFERENCE BOARD REPORT].
96. Id. at 4.
97. Carey et al., supra note 1, at 4.
98. Id.
99. 1989 CONFERENCE BOARD REPORT, supra note 95, at 25.
100. NACD REPORT, supra note 11, at 33.
101. Carey et al., supra note 1, at 4; NACD REPORT, supra note 11, at 15.
In addition, some companies also pay substantial consulting fees, sometimes amounting to six-figure sums, to directors for providing counsel on particular issues.102 Finally, although not technically considered compensation, most directors are reimbursed for expenses associated with their board service and are indemnified by the company for any liability that they might incur as a result of their actions.

In 1995, according to the Conference Board, the median total annual director compensation among the nation's most substantial manufacturing companies was $31,000.103 The largest companies paid a median of $60,000, with a range of $35,000-$95,000.104 In fact, compensation consultants Pearl, Meyer & Partners found that the average pay of directors at America's 200 largest industrial companies for 1995 was $68,300.105 These figures, however, did not include the value of the other assorted benefits given directors, including pension plans and charitable contributions, which substantially increased the averages.106 Indeed, the various benefits in the typical package increased the total compensation considerably. For example, a director who retired at age sixty-five with a pension equal to his or her annual retainer of, say, $30,000, might expect to receive anywhere from $200,000 to $400,000 over his or her lifetime.107 And, through the charitable giving programs in place at a number of large U.S. corporations, directors are afforded the opportunity to direct substantial amounts of corporate funds to the charities of their choice; indeed, the sums donated on each director's behalf could exceed $1,000,000.

102. NACD REPORT, supra note 11, at 15. Forbes recently reported on the following director consulting arrangements:
   Donald McHenry, former Ambassador to the United Nations and a director of Coca-Cola, got $185,000, through his company, in fees last year from Coca-Cola for consulting on international affairs.
   Harold Brown, another former Defense Secretary, got $50,000 from Cummins Engine for advice on technology issues. James D. Robinson III, through his consulting company, got $250,000 from MacAndrews & Forbes, one of Ronald Perelman's holdings. . . . Freeport-McMoRan, the natural resources company, is paying twice for the services of former Secretary of State Henry Kissinger. The New Orleans firm paid Kissinger Associates $200,000 for its advice on global developments last year—and another $400,000 for Mr. Kissinger's personal advice "on international matters."

Linden et al., The Cosseted Director, supra note 2, at 171, 172.

104. Id. at 12.
105. Linden et al., The Cosseted Director, supra note 2, at 169. According to Forbes:
   Cash is only one of the incentives, but it is substantial. PepsiCo paid its directors $70,000 for fulfilling their responsibilities last year. General Electric paid its directors an average of $81,000; at Bristol-Myers Squibb the figure was $77,000, at Chemical Bank, $88,000. PepsiCo also gives every director $30,000 in stock each year. GE gives options for 3,000 shares and Freeport-McMoRan options for 10,000 shares. Thus GE's 15 directors got an estimated $14,700 in cash and stock for each of the nine director meetings they attended.

Id. at 170.
106. Id.
107. Carey et al., supra note 1, at 5.
per board member. Lifetime free medical and dental insurance was not uncommon. Additionally, gifts in kind of free company services were sometimes granted to the outside board members. These could include new automobiles, unlimited first-class air travel, free long distance telephone service, or even computer equipment, adding many thousands of dollars in value to each director's annual compensation package. And, when special consulting arrangements were provided to selected board members, their total compensation could well exceed $250,000 per year. Today's rich director compensation packages constitute much more than token payments and are a far cry from the era when remuneration consisted at the most of a shiny twenty-dollar gold piece.

At the turn of the century, a director's compensation essentially consisted of the value he received from the enhancement of his equity investment through the exercise of a watchful eye. As companies became vast economic enterprises no longer dominated by the equity owners, management assumed control and brought their own appointees to corporate boards. Having little connection with the enterprise, other than a relationship with the appointing management, it was now necessary that the nonmanagement board member director be compensated for his services—hence the origins of director compensation. Management domination of the modern corporation was thus responsible for the creation of director remuneration which, by the early 1990s, had grown to substantial proportions. Given the current state of outside director compensation, two questions are raised: Does the present amount and form of director remuneration pose any harm to the effective functioning of the modern board; and, if so, what should be done about it?

II. THE CONSEQUENCES OF THE PRESENT COMPENSATION SYSTEM

There is nothing inherently wrong with compensating corporate directors for the efforts that they expend on behalf of the corporation. Compensation serves two functions: rewarding past works and encouraging future efforts. Service on the modern public corporate board requires great effort and skill. Monitoring the management of a multibillion dollar, multinational operation to ensure maximum corporate operating efficiencies entails amassing a detailed knowledge of the operation and industry and close observation of how current management handles its responsibilities. The amount of time that is necessary to devote to one's duties as director, to do the job properly, is not inconsequential and should be compensated appropriately to ensure the full devotion of one's energies and talents to the task. Giving an individual little or nothing for services rendered will encourage little or nothing in return. Therefore,
director compensation is a necessary component in the modern corporate structure. The problem with today's board remuneration is not necessarily with its existence or significant amount, but with its form.

Director compensation evolved in this country because individuals who served on boards, but otherwise had no interest in the underlying company, would not serve for free; they needed to be compensated for the time and effort they expended. As the required effort became increasingly more demanding as companies grew in size and complexity, and as the potential for crippling legal liability for ill-performed services grew, greater compensation was expected and paid. This development was perfectly natural and, in and of itself, not troublesome. What was problematic was that at the same time compensation amounts were growing, board passivity continued unabated and grew even more prevalent, creating substantial oversight-driven productivity declines in many of our nation's largest business enterprises.

As was noted earlier, with the evolution of the management-controlled enterprise, directors were appointed by management. The board of directors, theoretically composed of representatives of various shareholding groups, was instead comprised of individuals selected by management. The board was thus not representative of any one shareholder or shareholder group, but was instead responsive to the leading officers of the corporation. This phenomenon may be described as the "captured board" syndrome. The directors on a captured board, responsible for oversight, are generally the officers themselves, individuals performing various professional services for the corporation such as lawyers and investment bankers, and, finally, those with no real professional attachment to the enterprise other than board membership.

112. See supra notes 37-44 and accompanying text.
113. See Melvin A. Eisenberg, The Structure of the Corporation § 11.1 (1976); see also Stephen M. Bainbridge, Independent Directors and the ALI Corporate Governance Project, 61 Geo. Wash. L. Rev. 1034, 1058, 1058 n.127 (1993) (examining the shirking of the duty to monitor management by "independent" directors who, because of composition and constraints on time and information, simply "rubberstamp" management decisions); Gilson & Kraakman, supra note 3, at 873 ("All too often . . . outside directors . . . turn out to be more independent of shareholders than they are of management.").
because of their employment or financial relationship to management, may find it difficult to exercise independent oversight. The third group will rarely challenge management prerogative either, although there have been recent exceptions. Such board members are usually selected either by the chairman or other senior management, and they possess extensive professional and personal ties to the officers that compromise their effectiveness as monitors. These directors are often officers of other public corporations and frequently ask their counterparts, whom

with a corporation's senior executives when, among other things, he is employed by the corporation, a member of the immediate family of an officer, or affiliated in a professional capacity with a law firm that is the primary legal advisor to the corporation).

115. Recently, outside directors have become emboldened and have challenged management in several notable cases. For example, in October 1992, the outside directors of General Motors ousted their CEO Robert Stempel in response to the company's lackluster performance. Paul Ingrassia, Board Reform Replaces the LBO, WALL ST. J., Oct. 30, 1992, at A14. Similarly, James D. Robinson, III, was removed from his position as chief executive of American Express in a move orchestrated by outside directors in January 1993. Chief executives at Westinghouse and IBM met similar fates as a result of director revolts led by outside directors, many of whom were former CEOs. See Julie A. Lopez, Management: CEOs Find That Closest Chums on Board Are the Ones Most Likely to Plot a Revolt, WALL ST. J., Mar. 26, 1993, at B1; see also Eben Shapiro, Philip Morris CEO Resigns Under Pressure, WALL ST. J., June 20, 1994, at A3 (examining the resignation of Philip Morris CEO Michael A. Miles in the wake of the company's loss of more than $30 billion in stock market value in two years and mounting criticism of his leadership from the board and institutional investors); Thomas A. Stewart, The King is Dead, FORTUNE, Jan. 11, 1993, at 34 (discussing the recent firings and forced resignations of CEOs at several of the nation's largest corporations).

While these cases demonstrate a board's ability to dispose of an ineffective chief executive, some commentators argue that such board action occurs too infrequently and often only after serious damage to the corporation:

Cases like RJR-Nabisco, General Motors, and American Express, among others, show us that if the situation gets bad enough, directors will do the right thing. However, they also show us that current board structures impose substantial obstacles to doing it sooner and more consistently. For example, the financial press heralded the board of IBM for pushing out CEO John Akers in January 1993. Yet this action took place after the company had lost over $80 billion in market value in just a couple of years. Where was the board during that period?

Nell Minow & Kit Bingham, The Ideal Board, CORP. BOARD, July-Aug. 1993, at 11; see also Martin Lipton & Jay W. Lorsch, A Modest Proposal for Improved Corporate Governance, 48 BUS. LAW. 59, 59 (1992) ("Directors eventually may act ... but their actions are often late, after the shareholders have lost value, employees jobs, and the corporation its competitive market position.")

116. See DEREK BOK, THE COST OF TALENT 98 (1993) (arguing that the selection of new directors is frequently dominated by senior executives); CARY & EISENBERG, supra note 114, at 157; GRAEF S. CRYSTAL, IN SEARCH OF EXCESS 224-30 (1991) (discussing factors that lead to ineffective compensation committees); EDWARD S. HERMAN, CORPORATE CONTROL, CORPORATE POWER 31 (1981) (discussing the "transitory" and "guestlike" nature of an outside directorship); MONKS & MINOW, supra note 5, at 77-79 (1991) (stating that many directors are picked, not for their business acumen, but for their "business or personal relationship[s]" with management); GILSON & KRAKMAN, supra note 3, at 884 (noting that the way in which outside directors are selected leads to a lack of incentive for corporate governance); MINOW & Bingham, supra note 115, at 12 (comparing shareholder elections of directors to elections held by the communist party of North Korea in that management selects the candidates and counts the votes).

117. The most common selection for an outside director is the chief executive of another corporation. JAY W. LORSCH & ELIZABETH MACIVER, PAWNS OR POTENTATES: THE REALITIES OF AMERICA'S CORPORATE BOARDS 18 (1989) (noting that "63% of all
they oversee, to serve as members of their own boards. Cross-directorships are not uncommon. While such board composition may lead to affable board gatherings, the oversight function may be severely compromised. Board passivity in regard to management monitoring is the result of this compositional structure. Consequently, the outside directors have little incentive to engage in effective management oversight other than fiduciary duty, which has, given oversight-driven corporate disasters of the last several years, proven ineffective in creating the necessary incentive.

Board passivity is extraordinarily detrimental to the well-being of the entire corporate enterprise. It robs the corporation and its owners, the shareholders, of the necessary independent oversight, guidance, and reasoned control vital to the entity's health. Theoretically, under the traditional legal model, the board is responsible for the overall direction of the enterprise. It should manage the corporation's business and set general policy. Management is engaged to carry out that policy and operate the company on a day-to-day basis. The board is expected to monitor
continually corporate performance and management effectiveness in maintaining optimal business operation and carrying out board policy.\(^\text{122}\) If management performs substandardly, the board, as an effective monitor, must either provide executives with new direction or replace them. The active monitoring role of the board of directors is not only central to the traditional legal model of the corporation, but critical to ensuring the success of the enterprise. Management operates; boards monitor. When the monitoring function of the board becomes compromised for any reason, the corporation may be destined for disaster.\(^\text{123}\) The benefits to be achieved by effective board supervision of management are obvious. Thoughtful, judicious management is encouraged; unnecessarily

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(1) Select, regularly evaluate, fix the compensation of, and, where appropriate, replace the principal senior executives;
(2) Oversee the conduct of the corporation's business to evaluate whether the business is being properly managed;
(3) Review and, where appropriate, approve the corporation's financial objectives and major corporate plans and actions;
(4) Review and, where appropriate, approve major changes in, the determinations of other major questions of choice respecting, the appropriate auditing and accounting principles and practices to be used in the preparation of the corporation's financial statements; [and]
(5) Perform such other functions as are prescribed by law, or assigned to the board under a standard of the corporation.

ALI, *supra* note 82, at § 3.02(a); see also LORSCH & MACIVER, *supra* note 114, at 8-12 (examining the historical concept of the burden of proof); MONKS & MINOW, *supra* note 5, at 182-84 (examining the board of directors' duties).

However, in reality, the traditional legal model of the corporation serves only as a starting point for the study of corporate structure and governance. "It has become increasingly clear that in practice the board rarely performs either the management or policymaking functions." CAREY & EISENBERG, *supra* note 114, at 155. Consequently, most of the power supposedly vested in the board is actually held and exercised by management. *Id.* at 156.

Discussing this current view of the board's role, Chancellor William Allen of the Delaware Court of Chancery stated:

The conventional perception is that boards should select senior management, create incentive compensation schemes and then step back and watch the organization prosper. In addition, board members should be available to act as advisors to the CEO when called upon and they should be prepared to act during a crisis.


Outside directors should function as active monitors of corporate management, not just in crisis, but continually; they should have an active role in the formulation of the long-term strategic, financial, and organizational goals of the corporation and should approve plans to achieve these goals; they should as well engage in the periodic review of short and long-term performance according to plan and be prepared to press for correction when in their judgment there is need.

Allen, *supra* note 121.

123. See *supra* note 2 and accompanying text.
The potentially dilatory impact of the unproductive, foolish, or felonious is lessened by a vigilant board. On the other hand, the pernicious impact of the absence of active board oversight is equally obvious. Without effective board monitoring, the corporation becomes, in effect, a runaway stagecoach likely to do greater damage to those within and to its owners who watch in horror from the sidelines.

The primary consequences of board passivity created by management capture is decreased management monitoring. But why does management control over board appointments necessarily create board passivity? Why would nonmanagement, outside directors on such captured boards, be unwilling to challenge management prerogative and engage in active oversight? There are three problems with a management-appointed board that lead to ineffective oversight. First, personal and psychic ties to the individuals who are responsible for one's appointment to a board make it difficult to engage in necessary confrontation. It is always tough to challenge a friend, particularly when the challenging party may one day, as an officer of another enterprise, end up in the same position. Sec-

124. The board's preeminent duty is to monitor management and "prevent crisis." Mino- now & Bingham, supra note 115, at 15. "The board's most important function is to ask tough questions, listen to responses from management, and work together to find the right answers." Id. at 11. If directors perform their monitoring function, "they may prevent a significant portion of the long-term erosion of corporate performance that has plagued many once successful U.S. corporations." Lipton & Lorsch, supra note 115, at 62.

In order to fulfill this monitoring obligation, boards must be comprised of individuals with "the financial and strategic expertise and time to do the job." Robert A.G. Monks, To Change the Company, Change the Board, WALL ST. J., Apr. 27, 1993, at A20. In short, the keystone of a vital public corporation must be a "reformed and revitalized [board] of directors willing to monitor management and capable of mustering the courage and will to conduct themselves with a fiduciary conscience." Johnson, supra note 6, at 55. In order to effectuate the establishment of independent boards of directors, Elmer Johnson, a former General Motors Board member, has suggested removing retired CEOs from the boards of their former companies, limiting the size of boards to as few as seven directors, requiring directors to own a "significant" number of the company's shares, and compensating management with shares of the corporation's stock. Id. at 54-55. As Johnson puts it, "Patient capital is the foundation on which long-lived, wealth-creating institutions rest. But since patient capital is helpless capital unless it has a voice, its prerequisite is a properly functioning board of directors." Id. at 46; see also Lipton & Lorsch, supra note 115, at 62 (quoting Chancellor Allen, who stated that the board's "most basic responsibility [is] the duty to monitor the performance of senior management in an informed way"); The Working Group on Corporate Governance, A New Compact for Owners and Directors, 69 HARV. BUS. REV. 141, 142 (1991) (suggesting that "outside" directors should evaluate the performance of the chief executive regularly against established goals and strategies).

Professor Cox notes that empirical evidence demonstrates that outside directors may "help to shield the corporation from managers' self-dealing or overreaching conduct." James D. Cox, The All, Institutionalization, and Disclosure: The Quest for the Outside Director's Spine, 61 GEO. WASH. L. REV. 1233, 1234, 1242 (1993). Examining the relationship between board compensation and the termination of poorly performing management, Cox points to data that show that the "likelihood that a board will terminate an underperforming executive increases as the board's overall size increases" and continues to increase with the proportion of outside directors. Id. at 1241 (citing Donald L. Helmich, Organizational Growth and Succession Patterns, 17 ACAD. MGMT. J. 771, 774 (1974)); Michael S. Weisbach, Outside Directors and CEO Turnover, 20 J. FIN. ECON. 431 (1988); Joann S. Lublin, More Chief Executives Are Being Forced Out by Tougher Boards, WALL ST. J., June 6, 1991, at A1.
ond, conflict with a manager who is also a member of one’s own board may lead to future retribution on one’s own turf, thus reducing the incentive to act. Third, and most important, when one owes one’s own board position to the largesse of management, any action taken that is inimical to management may result in a failure to be renominated to the board, which—given the large fees paid to directors (and the great reputational advantage of board membership)—may function as an effective club to stifle dissension. This is why the development of substantial director compensation, a consequence of management control, has acted to stifle board oversight of management and has, in fact, enhanced management domination. But it is not the fact of compensation in and of itself that created the problem, it is the form that compensation now takes.

Today’s director compensation with its emphasis on substantial cash payments and employee-type benefits, including insurance and retirement programs, acts to align the interests of the outside directors with current management rather than with the shareholders, making necessary management oversight an almost impossible task. Why? Because the outside directors are compensated in a way that makes them, in effect, salaried employees of the corporation—or, in reality, the management—rather than the representatives and fiduciaries of the corporation’s owners, the stockholders. Most board members receive substantial annual salaries for their services and large fees based simply on meeting attendance. Even though part-timers, they are entitled to the kinds of benefit programs rank-employees receive, including insurance programs and generous pensions upon retirement. Pensions are particularly problematic because they reward board longevity, controlled by management, rather than the quality of service. The message of this benefit to the director would seem to be not to rock the boat, so as to remain aboard long enough to be entitled to his or her pension—a great reward for what is essentially part-time employment.125

This situation is only made worse by the prevalent use of director consulting and employment arrangements, and charitable contribution programs whereby the company makes substantial donations to the director’s favorite charity, both of which are created and administered by management.126 They serve no real purpose other than to further link the directors’ fortunes to management, rather than the company’s overall


126. Linden et al., The Cosseted Director, supra note 2, at 170. Directors may either be employed directly by the company as consultants for “special” projects or find that their own employers are used to supply services to businesses such as law firms or banks. Id. at 170-72.
productivity. It is management who decides who gets to consult and for how much, and it is management who decides how much to give to the director’s charity of choice and when to give it. These arrangements seem to function more as side-bribes than legitimate furtherances of the corporate purpose. Appointed to the board by management, subject to easy termination because of management control of the proxy process, and compensated in a manner determined by, or at the least, under the influence of management, the outside director has become a mere retainer rather than watchful fiduciary.

It has been argued that these special forms of director compensation are necessary to retain the services of the highest caliber individuals. Perhaps, but they also have certainly acted to compromise outside director independence from management and further fueled the board passivity that has resulted in minimal management oversight and poor corporate performance. As noted, today’s board compensation treats the outside director as an employee of management, rather than a fiduciary.


128. See supra notes 17-19 and accompanying text.

129. See supra note 12 and accompanying text; Carey et al., supra note 1, at 4.

130. It is illustrative to note the dramatic change in compensation practices that occurred between 1979 and 1993 at the following U.S. corporations who experienced particularly severe oversight driven difficulties in the last few years:

**American Express**

1979:
- $8000 annual fee, $400 per board meeting attended, and $300 per committee meeting attended.
- In addition, chairs of the Compensation and Audit Committees received an extra $2000 while all other chairs received an extra $1000. AMERICAN EXPRESS CO., MAR. 21, 1979 PROXY STATEMENT (1979).

1993:
- $48,000 annual fee, but if attendance at board meetings was below 75%, then only $36,000; no per meetings fees.
- In addition, all committee chairs received an extra $7500.
- Retirement Plan: After five years of service, 100% final annual fee paid for the same number of years served or death, whichever is earlier. AMERICAN EXPRESS CO., MAR. 12, 1993 PROXY STATEMENT 5-14, 16-23 (1993).

**General Motors**

1979:
- $15,000 annual fee plus $500 per board meeting attended with 12 board meetings per year.
- In addition, members of the Finance Committee got an extra $12,000 and the members of the Bonus/Salary, Audit, Public Policy, and Nominating Committees got an extra $10,000. Committee chairs received an extra $1000. GENERAL MOTORS, APR. 12, 1979 PROXY STATEMENT (1979).

1993:
- $22,000 annual fee plus $1000 per board meeting attended with 12 board meetings per year.
- In addition, all committee members received an extra $12,000. GENERAL MOTORS, May 21, 1993 PROXY STATEMENT 9 (1993).

**IBM**

1979:
ary of the shareholders. The outside board member’s stake in the enterprise is not one reflecting the performance-based concerns of ownership, but rather the interests of a highly salaried company employee. Directors whose remuneration is unrelated to corporate performance have little personal incentive to challenge their management benefactors. Eager not to “bite the hand that feeds them,” particularly when such an action may lead to discharge from a lucrative position, it is little wonder that boards have become so passive and subject to management domination. Director compensation is clearly partly to blame for this phenomenon.

III. COMPENSATION AS THE CURE TO BOARD PASSIVITY

As board compensation practices may have acted to compound the problem of board passivity, they may also form the basis for its solution. To loosen management’s grip on the board and stimulate real oversight,

- $15,000 annual fee plus $300 per board meeting attended with 11 board meetings per year.
- In addition, Committee chairs received an extra $2000 per annum. INTERNATIONAL BUSINESS MACHINES CORP., MAR. 21, 1979 Proxy Statement (1979).

1993:
- $55,000 annual fee; no per meeting fees with 13 board meetings per year.
- Committee chairs received an extra $5000 per annum.
- One hundred shares of stock per annum.

Morrison-Knudsen
1979:
- $8000 annual fee plus $1000 per board meeting attended with five board meetings per year. MORRISON-KNUDSEN, MAR. 26, 1979 Proxy Statement (1979).

1993:
- $20,000 annual fee plus $1000 per day for board meetings and $500 per committee meetings with four board meetings per year.
- Committee chairs received extra $3000 per annum.
- Retirement Plan: At age of 55+ with at least five years of service or at any age with at least 15 years of service, 100% of last annual compensation paid for numbers of years served. MORRISON-KNUDSEN, MAR. 17, 1993 Proxy Statement (1993).

Westinghouse
1979:
- $12,000 annual fee plus $500 per board meeting attended with 11 board meetings per year.
- Executive Committee members received an extra $2000 per annum and any committee chair received an extra $1000 per annum. WESTINGHOUSE ELECTRIC CORP., MAR. 2, 1979 Proxy Statement (1979).

1993:
- $22,000 annual fee plus $1200 per board meeting attended with 12 board meetings per year.
- Committee chairs received an extra $2000 per annum.
- Retirement Plan: After five years of service, 100% of last annual retainer paid for as many years served up to 10 with payments starting at age 70. WESTINGHOUSE ELECTRIC CORP., MAR. 8, 1993 Proxy Statement (1993).
an appeal must be made to that same sense of director self-interest that created the problem in the first place. There is nothing inherently wrong with a management-appointed board. The problem arises when a management-sponsored director fails to exercise appropriate oversight because of loyalty to the appointing party. The outside directors must be motivated to view management not from the perspective of a loyal employee fearful of discharge, but from the viewpoint of an owner, concerned with overall corporate profitability. How can this be accomplished? To ensure that directors will examine executive initiatives in the best interest of the business, the outside directors must become substantial shareholders. To facilitate this, directors' fees should be paid primarily in company stock that is restricted as to resale during their term in office. No other form of compensation, which serves to compromise their independence from management, should be permitted. The goal is to create within each director a personally based motivation to actively monitor management in the best interest of corporate productivity and to counteract the oversight-inhibiting environment that management appointment and cash-based/benefit-laden fees create.

Equity ownership would counter the pressures placed on outside directors because of management appointment and domination. It is very hard to resist the demands of individuals to whom one owes one's position when one's involvement in the venture is limited to the fee one receives for one's service, and the continuance of that fee is subject to the will of management. Possessing an actual, substantial stake in the venture itself considerably alters the nature of this relationship. In addition to considering that the active monitoring of management may lead to replacement, an outside director must also consider that the failure to exer-

131. Elson, Duty of Care, supra note 1, at 665-67.
132. The salutary effects of directors' ownership of a substantial amount of stock have been well documented. See, e.g., Mace, supra note 10, at 61-65 (noting that outside directors who own substantial amounts of stock in their companies are more likely to ask discerning questions than their nonstockholding counterparts); Elson, Board Pay Affects Executive Pay, supra note 1, at 7-11 (stating that directors with substantial equity in companies are more inclined to keep pay tied to performance); James J. Fitzsimmons, A Better Approach to Director Pay, DIRECTORS & BOARDS, Spring 1992, at 48, 49-50 (concluding that directors paid in stock are more closely aligned with shareholders and in a better position to ensure that management is paid based upon performance); Edmund W. Littlefield, A Stake with Restricted Stock, DIRECTORS & BOARDS, Spring 1985, at 51, 52 (stating that "[p]laying directors in meaningful amounts of restricted stock gives them a common stake with the shareholders"); Joann S. Lublin, Director's Cut, WALL ST. J., Apr. 13, 1994, at R5 (stating that companies are increasingly turning to stock options as compensation for outside directors); David J. McLaughlin, The Director's Stake in the Enterprise, DIRECTORS & BOARDS, Winter 1994, at 53-59 (studying the relationship between outside director stock ownership and corporate performance); Pearl Meyer, The Rise of the Outside Director as an Equity Owner, DIRECTORS & BOARDS, Spring 1986, at 41 (observing that, historically, directors owned a large amount of stock and that they may be returning to this compensation scheme); Robert Stobaugh, Director Compensation: A Lever to Improve Corporate Governance, DIRECTOR'S MONTHLY, Aug. 1993, at 1-4 (comparing the performance of companies with a high degree of stock ownership by its directors with companies whose directors' stockholdings are relatively small). See generally Elson, Board-Based Solution, supra note 1, at 981-96 (stating that the key to independent and dutiful outside directors is not simply stock ownership, but substantial stock ownership).
cise effective oversight may result in the diminution of his or her personal wealth. Under such an arrangement, it would not be so easy to acquiesce to the demands of management. This scheme creates a more balanced relationship between management and equity-holding outside directors and, in turn, encourages the kind of oversight presently lacking in the traditional management-dominated board.

On June 19, 1995, in what commentators termed a major development in American corporate governance, the National Association of Corporate Directors' Commission on Director Compensation released a report calling for a radical overhaul of the compensation system for U.S. public company directors.\textsuperscript{133} Focusing on greater board equity ownership, the Commission, comprised of prominent senior executives, academics, shareholder activists, and compensation consultants,\textsuperscript{134} made a series of recommendations designed to improve corporate performance by changing board pay practices to more closely align “the interests of shareholders and directors.”\textsuperscript{135} Finding that equity-holders function as better directors, the panel called upon companies to do the following:

1. pay directors primarily in stock, with equity representing up to one hundred percent of the total;
2. set a substantial stock ownership target and deadline for each director;
3. abolish all benefits programs for board members, including pension plans, because they “often reward longevity rather than performance;”\textsuperscript{136}
4. ban outside directors or their firms from providing professional or financial services to the company; and
5. fully disclose each director’s pay and prerequisites in their proxy statements.\textsuperscript{137}

\begin{itemize}
\item \textsuperscript{133} See supra note 14 and accompanying text.
\item \textsuperscript{134} Members of the Commission included: Robert Stobaugh (Professor, Harvard Business School) (Commission Chair); William W. Adams (Former CEO, Armstrong World Industries); Michael L. Davis (Principal, Towers Perrin); Albert J. Dunlap (Chairman & CEO, Scott Paper Co.); Charles M. Elson (Professor, Stetson University College of Law); Edward H. Fleischman (Linklaters & Paines); Hon. Barbara Hackman Franklin (Former U.S. Secretary of Commerce); James E. Heard (President, Institutional Shareholder Services, Inc.); J.W. Lorsch (Senior Associate Dean, Harvard Business School); William L. MacDonald (President & CEO, Compensation Resource Group, Inc.); James E. Marley (Chairman, AMP Incorporated); Ira M. Millstein (Senior Partner, Weil, Gotshal & Manges); Nell Minow (Principal, Lens, Inc.); Robert K. Mueller (Director, Arthur D. Little Ltd. (U.K.)); J.E. Richard (Senior Managing Partner, J. Richard & Co.); Jean Head Sisco (Partner, Sisco Associates and Chairman, National Association of Corporate Directors); William R. Smart (Vice President, Cambridge Strategic Management Group); Ralph V. Whitworth (President, Whitworth & Associates and Former President, United Shareholders Association); Andrew R. Zaleta (Partner, The Heidrick Partners, Inc.); and John M. Nash (President, National Association of Corporate Directors) (Ex Officio Member). NACD REPORT, supra note 11, at iii.
\item \textsuperscript{135} Id.
\item \textsuperscript{136} Id. at 6.
\item \textsuperscript{137} Id. at iii. The Commission recommended that in setting director compensation, companies should adopt the following “Five Principals”:
1. Director compensation should be determined by the board and disclosed completely to shareholders.
The Commission was particularly harsh in its criticism of the director benefit programs that had proliferated throughout the 1980s. It argued that these programs worked against the alignment of director and shareholder interests, noting:

[B]y their very value, generous benefit programs may actually create incentives for directors to oppose actions that could benefit shareholders, if such actions would mean challenging management. This is especially true when a term of service is required before the benefits vest. In such cases, prior to vesting, directors have even more to lose in a tussle.138

Insofar as paying fees and retainers to directors for professional or financial services, the Commission strongly discouraged companies from engaging in such practices:

Boards of directors should hire directors to be directors and service providers to provide services. If the director's primary value to the company is as a consultant or advisor, the individual should be brought on as such and paid as such, not brought on as a director but paid as a consultant. The director's role is distinct and separate from that of a consultant; both roles can be severely compromised through commingling.139

But it was clear from comments made by panel members following the report's release that the most significant (and controversial) result of the group's efforts was its recommendations on director equity ownership and compensation. According to Albert J. Dunlap, panel member and chairman and chief executive officer of Scott Paper Co.:

What kind of contribution will the directors ever make if they don't have a vested interest in the company's financial success? They've

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2. Director compensation should be aligned with long-term interests of shareholders.
3. Compensation should be used to motivate director behavior.
4. Directors should be adequately compensated for their time and effort.
5. Director compensation should be approached on an overall basis, rather than as an array of separate elements.

*Id.* And based on these “Principals,” the Commission recommended the following “Best Practices”:

1. Establish a process by which directors can determine the compensation program in a deliberative and objective way.
2. Set a substantial target for stock ownership by each director and a time period during which the target is to be met.
3. Define the desirable total value of all forms of director compensation.
4. Pay directors solely in the form of equity and cash—with equity representing a substantial portion of the total up to 100 percent; dismantle existing benefit programs and avoid creating new ones.
5. Adopt a policy stating that a company should not hire a director or a director's firm to provide professional or financial services to the corporation.
6. Disclose fully in the proxy statement the philosophy and process used in determining director compensation and the value of all elements of compensation.

*Id.*

138. *Id.* at 17.
139. *Id.* at 18.
got to show that they believe in the company, that they're willing to stand behind their choices . . . . Any director who isn't willing to be paid [one hundred] percent in stock doesn't believe in the company.\textsuperscript{140}

The Commission's recommendations were in part based upon a growing body of empirical evidence that suggested that director stock ownership resulted in more effective management oversight and hence better corporate performance. In its report, the Commission cited a recent study that I conducted which indicated that the greater the stockholdings of the outside directors, the better the performance of the corporation.\textsuperscript{141} Annually, \textit{Fortune} magazine conducts a survey to determine America's most and least admired companies.\textsuperscript{142} In 1992, the survey included 311 companies in 32 different industries.\textsuperscript{143} To determine a company's ranking, the survey examined such reputational attributes as long-term investment value, use of corporate assets, quality of management, and quality of products or services.\textsuperscript{144} Assuming that the companies most admired by the corporate and financial communities were more effectively managed and possessed better board monitoring than those that were not, this survey provided an excellent starting point for an examination of the link between good corporate results and outside director stock ownership. Of the 311 companies examined in the \textit{Fortune} study, I reviewed 110 companies on either extreme of the survey—either receiving the highest or the lowest ratings for overall admiration. I found that those companies with superior reputations, and hence performance, were much more likely to be run by boards with substantial shareholdings than those with poor reputations and results, whose outside directors tended to hold little company stock.\textsuperscript{145} Similar studies conducted by Professor Robert Stobaugh of the Harvard Business School and David McLaughlin, a noted management consultant, yielded essentially the same results.\textsuperscript{146} In an earlier

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\item[\textsuperscript{140} \textit{Albert J. Dunlap}, \textit{Mean Business} 218 (1996).]
\item[\textsuperscript{141} Elson, \textit{Duty of Care, supra note} 1, at 700-06.]
\item[\textsuperscript{142} Jennifer Reese, \textit{America's Most Admired Corporations, Fortune}, Feb. 8, 1993, at 44.]
\item[\textsuperscript{143} The 32 industries included the following: mining, crude-oil production; petroleum refining; utilities; forest & paper products; pharmaceutical; chemicals; textiles; metals; building materials; rubber and plastics products; metal products; electronics, electrical equipment; computers, office equipment; scientific, photographic, and control equipment; publishing, printing; apparel; soaps, cosmetics; retailing; furniture; diversified service; life insurance; diversified financial; commercial banking; savings institutions; food; beverages; tobacco; aerospace; motor vehicles and parts; industrial and farm equipment; transportation; and transportation equipment. \textit{Id.}
\item[\textsuperscript{144} The eight attributes included were the following: quality of management; financial soundness; quality of products or services; ability to attract, develop, and keep talented people; use of corporate assets; value as long term investment; innovativeness; and community and environmental responsibility. \textit{Id.} at 46.
\item[\textsuperscript{145} Elson, \textit{Duty of Care, supra note} 1, at 703-06.]
\item[\textsuperscript{146} \textit{Id.} at 700-01. The first of these studies was conducted by Professor Robert Stobaugh of the Harvard Business School. \textit{See Stobaugh, supra note} 132, at 1-4. Stobaugh found that compensating directors in stock resulted in improved corporate performance. \textit{Id.} at 4. The study examined and compared investors' returns from two groups of corporations. The first group was comprised of nine companies that "were corporate governance}
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study on executive compensation, I found that companies the financial community considered to have overpaid their executives were much more likely to be controlled by boards with insubstantial equity holdings. Conversely, companies considered to have compensated their executives reasonably were more often run by boards with substantial company stockholdings. These studies suggested the existence of a causal link between substantial stock ownership and effective management oversight by the outside directors. An alignment of directors’ interests with those of the shareholders, rather than management, through the possession by directors of large shareholding positions, would explain the phenomenon.

Even prior to the official release of the NACD Commission’s report, it appeared that the institutional investor community had taken a great interest in the panel’s proposals. In the 1995 proxy season, proposals relating to either ending director pensions or to creating director stock compensation programs appeared on almost forty major public company ballots, including IBM, B.F. Goodrich, GTE, and Philip Morris. They received significant support, ranging from twenty to fifty percent of the total vote cast.

The financial press widely reported the Commission’s findings, noting that many U.S. companies were already voluntarily moving in the direction of the panel’s recommendations. At the time of the report’s issuance, Scott Paper, Travelers Group, and Alexander & Alexander already had adopted equity-based director compensation plans. In fact, Scott Paper’s stock jumped three percent in value on the date that its equity plan was made public. IBM had announced that it was switching from

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147. Elson, Board-Based Solution, supra note 1, at 990-95.
149. 1995 Shareholder Proposals Checklist, supra note 17, at 21-22.
150. See supra note 14 and accompanying text.
a primarily cash-based to a fifty percent equity, fifty percent cash director compensation package and that it was scaling back its board pension program.\textsuperscript{153} American Express and W.R. Grace agreed to eliminate director consulting arrangements.\textsuperscript{154} Additionally, shortly after the Commission's findings were issued, the Securities and Exchange Commission announced proposed rule changes to expand public disclosure of board compensation, which appeared in line with the Commission's recommendations.\textsuperscript{155}

In the year following the NACD Commission's report, the number of companies adopting the Commission's recommendations on director stock ownership and elimination of director pensions grew dramatically to include some of the nation's largest and most respected corporate institutions.\textsuperscript{156} That trend accelerated considerably with the approach of the 1996 proxy season as the Investor Rights Association of America (IRAA), a small-shareholder advocacy group, announced that it was proposing over 120 shareholder resolutions calling for the elimination of director pension plans and the adoption of outside director stock-based


\textsuperscript{154} Knecht & Lublin, supra note 127, at A3.

\textsuperscript{155} See infra Securities and Exchange Commission Release No. 33-7184 6-7 (June 27, 1995).

\textsuperscript{156} The companies adopting equity-based director compensation plans as of April 30, 1996, were as follows: Alexander & Alexander; Angelica; American Express; AMP; Archer-Daniels-Midland; Armstrong World Industries; Asarco; Bankers Trust; Bausch & Lomb; Baxter International; CSX; Campbell Soup; Chase Manhattan; Chrysler; Digital Equipment; Eastman Kodak; El Paso Natural Gas; Estee Lauder; Florida Progress; Gillette; IBM; ITT; James River; Kaufman & Broad; Kellogg; McGraw-Hill; May Department Stores; Melville; NationsBank; NYNEX; Occidental Petroleum; Philip Morris; Phillips Petroleum; Sara Lee; Scott Paper; Texas Instruments; Time/ Warner; Travelers Group; Union Pacific; United Technologies; Westinghouse Electric; Woolworth; and Yellow Corp. Elson, \textit{Major Shifts Seen in Director Pay}, supra note 1, at 3; Lyons, supra note 15, at 4; 1995 BOARD INDEX, supra note 11, at 38-43; IRRC CORPORATE GOVERNANCE BULLETIN, April-June, 1996, at 8, 9.

The companies eliminating director pension plans as of April 30, 1996, were as follows: Aetna Life and Casualty; Alexander & Alexander; Allstate; ALCOA; American Express; AMP Inc.; AMR; Anheuser-Busch; Archer-Daniels-Midland; Arco; Armstrong World Industries; Asarco; B.F. Goodrich; BankAmerica; Bay View Capital; Baxter International; Bell Atlantic; Bristol-Myers Squibb; Brunswick; Burlington Resources; Campbell Soup Company; Ceridian Corp.; Chase Manhattan; Chrysler; Columbia Gas; Cooper Industries; Colgate-Palmolive Co.; Cray Research; Dexter Corp.; Digital Equipment; Dominion Resources; Dover; Eastern Enterprises; Eaton Corp.; Eli Lilly; First Chicago; General Motors; Goodyear; Household International; IBM; Illinois Tool Works; Inland Steel; International Paper; Interpublic Group; ITT; James River; Johnson & Johnson; Kaufman & Board; Kellogg; Kmart; May Department Stores; McDonalds; McGraw-Hill; Mead Corp.; Melville; Merck; MidAmerican Energy Corp.; Minnesota Mining and Manufacturing; Motorola; NationsBank; Nicor; Norfolk Southern; NYNEX; NYSE\textsuperscript{Q}; Oryx Energy; Pacific Telesis; Pfizer; Philip Morris; Pittston Brinks; Public Service Enterprise; Rockwell International; Sears Roebuck; Southern New England Tel.; Sun Co.; Tambrands Inc.; Tenneco; Texaco; Texas Instruments; Time/Warner; USAir; Union Pacific; Upjohn Corp.; United Technologies; Variety; Warner-Lambert; Wells Fargo & Co.; Westinghouse Electric Corp.; Woolworth; and Xerox. Elson, \textit{Major Shifts Seen in Director Pay}, supra note 1, at 3.

The above listings are not exclusive as many corporations have approved or are in the process of approving such governance changes, but have not yet publicly announced their action.
compensation. With widespread coverage of the IRAA's efforts by the national financial press and given the group's success in the previous year in attracting substantial shareholder support for their efforts, a number of companies voluntarily adopted the director compensation changes requested by the organization in exchange for the withdrawal of their shareholder proposals. As Thomas Flanagan, president of the IRAA stated, "[d]irectors become better fiduciaries of shareholders if they are shareholders themselves."

Several large companies announced that they would be complying with some or even all of the NACD Commission’s recommendations without IRAA involvement. AMP Inc., Armstrong World Industries, Brunswick Corp., and ITT, for example, all agreed to take such steps without direct pressure from investors. In fact, Campbell Soup announced in its 1995 Proxy Statement that its board of directors had fully endorsed all of the “Best Practices” recommended by the Commission.

The companies adopting stock-based director compensation have not settled on a single approach to the issue. Some have replaced all forms of cash compensation with simple stock grants. Others have blended stock and cash in a range from fifty percent stock, fifty percent cash to seventy-five percent stock, twenty-five percent cash. The form of equity granted has also varied. While many simply have given their directors restricted stock, others have developed option schemes, deferred stock grants, or even phantom stock payments. Much more common, however, is the simple payment of the fee in stock that is restricted as to

157. See supra note 16 and accompanying text. See 1995 BOARD INDEX, supra note 11, at 38-43.

158. A shareholder resolution proposing the elimination of director pensions received 48.7% of the votes at B.F. Goodrich. Lublin, Management, supra note 125, at B1. See also 1995 Shareholder Proposals Checklist, supra note 17, at 21-22 (stating that the Investor Responsibility Research Center (IRRC) reported the following selected voting results on 1995 shareholder proposals to restrict nonemployee director pensions: Baltimore Gas & Electric (36%); Chase Manhattan (27.2%); Dime Bancorp (40.7%); EG & G (40.8%); GTE (33.2%); IBM (26.0%); Merck (25.8%); NYNEX (29.4%); Pacific Telesis Group (30.2%); Philip Morris (24.6%); and Warner-Lambert (29.5%).

159. Westinghouse Electric, Kaufman & Broad, NYNEX, Anheuser-Busch, and Sun Co., among other companies, agreed to change their director compensation policies apparently in exchange for the withdrawal of the IRAA’s resolutions prior to their annual meetings. Lublin, supra note 16, at A4; Selz, supra note 16, at B2; see Decker, supra note 16, at 6.

160. Selz, supra note 16, at B2; see also Thomas E. Flanagan, Director’s Pensions—One Shareholder’s View, in DIRECTORSHIP—SIGNIFICANT ISSUES FACING DIRECTORS, 8-4, 8-4 to 8-5 (1996).


163. An example is Scott Paper Company. Scott Paper Board to Be Compensated Solely in Company Stock, SCOTT NEWS, Aug. 30, 1994, at 1; Collins, supra note 151, at B3.

164. For example, IBM. IBM 1995 PROXY, supra note 153, at 5.


166. See Elson, Major Shifts Seen in Director Pay, supra note 1, at 3; Carey et al., supra note 1, at 12; Lyons, supra note 15, at 1, 4.
resale during the director's term in office. These differences in the mechanics of equity delivery do not reflect any substantive concern with equity in general, but appear to be purely taxation-driven. Individual boards may have varying financial circumstances that require customized equity programs to produce the best possible returns for the recipients from a taxation standpoint.\textsuperscript{167}

Regardless of the form that the equity payments to directors have been taking, what has been particularly striking is the sheer number of companies shifting compensation from cash to equity and eliminating director pension programs. Ann Mule, corporate secretary of Sun Co., the Philadelphia oil refiner, upon announcing Sun's change in board compensation policy, stated that the company's action "accomplishes the goal of more closely aligning director compensation to the long-term interest of shareholders,"\textsuperscript{168} a sentiment with which much of corporate America, through its latest actions, seems to be in agreement. If current trends continue, within a year, equity-based director compensation will have become the norm for most of America's largest corporations.

This dramatic shift in director compensation practice is a watershed development and represents the beginning of a sea change in American corporate governance. For many years, the board passivity occasioned by management appointment and capture has resulted in lax management oversight and decreased corporate productivity. Equity-based director compensation will create a tremendous counter-weight to this problem and energize previously complacent outside directors. The empirical data demonstrating heightened corporate performance and more reasonable executive compensation in tandem with substantial outside director equity holdings suggests a link between stock ownership and improved management monitoring by the board. If, by altering director compensation practice, director stock ownership can be increased and financial links to management decreased, then significantly improved board oversight will result. A director's stake in the enterprise will no longer reflect the fee-based interests of a management retainee, but will reflect the performance-based concerns of ownership. As one prominent corporate critic and former CEO noted upon his company's adoption of an equity-based compensation plan, "[O]ur shareholders loved it because the board members began thinking like shareholders. They were no longer just picking up a check at the end of a meeting."\textsuperscript{169}

This shift to equity-based director compensation promises to fundamentally alter a decades-old norm of American corporate governance: the separation of ownership and control. By placing, through changes in

\textsuperscript{167} Id.
\textsuperscript{168} Selz, supra note 16, at B2.
\textsuperscript{169} Dunlap, supra note 140, at 219. Indeed, William Steiner, founder of the IRAA, in commenting on his organization's shareholder proposal efforts, noted, "What we try to do is to get companies to pay their outside directors at least 50[%] in stock. . . . Tying directors much more directly to the fortunes of outside shareholders has real merit." Decker, supra note 16, at 6.
compensation practice, substantial equity in the hands of management-appointed directors, we may return the board to its original role as owners, representing other owners, overseeing corporate performance. In so doing, we will have at last reunited ownership with control and replaced board passivity with truly effective oversight and heightened corporate performance.

IV. CONCLUSION

Traditionally, corporate boards were comprised of major stockholders who represented the interests of their fellow owners in overseeing the operation of the enterprise. But with the rise of the large-scale public corporation, with its attendant dispersed shareholdings, professional managers took control of their operations and replaced owner-directors with board members of their own choosing. The new breed of director had little connection with the enterprise other than their relationship with the appointing management, and it was soon recognized that these individuals needed to be compensated for their efforts—hence the development of regular director compensation.

As largely appointees of management and subject to management approval in relation to retention, the directors' interests become more aligned with the group that selected and retained them than with the shareholders. Boards became captives of management and this was the real origin of the board passivity vis-à-vis management oversight that we grapple with today. If a director owed his or her position to management largesse and that position entailed considerable compensation and prestige, the director had little personal incentive to challenge the appointing party. This trend became increasingly more pronounced throughout the 1980s with changes in board compensation practices that came to include substantial cash payments and extraordinarily generous benefit programs. Director compensation, originally resulting from management control, had become instrumental in its very maintenance and further fueled board passivity that resulted in minimal management oversight and poor corporate performance.

However, as compensation practices may have acted to compound the problem of board passivity, they may also form the basis for its solution. By altering the compensation format to include primarily equity, we will make directors substantial stockholders and create within each board member a personally based motivation to actively monitor management in the best interest of corporate productivity and to counteract the oversight-inhibiting environment that management appointment and cash-based fees create. This is why the current corporate movement towards equity-based compensation is of such significance. While director compensation was an outgrowth of the separation of ownership and control, it may also result in their reunification. By changing the form of compensation to include primarily equity, we will make the directors owners of the corporation once again and perhaps have finally found the solution to the
conundrum Berle and Means identified many decades ago. With board control back in the hands of owner-directors, boards should become more active management monitors and the oversight-driven problems resulting from board passivity will become much less prevalent. A quiet revolution has begun. Reformulating board compensation to focus on stock-based pay will energize previously passive boards and create the effective oversight and performance that shareholders and the American public demand.