

Corporate Governance in Banks

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ABSTRACT

Manuscript Type: Review

Research Question/Issues: We survey the literature on corporate governance in banks in the US and international settings. We discuss how the specialness of banks, deposit insurance, high bank leverage, and bank regulation interact with bank governance. We evaluate bank governance from three perspectives: (1) maximizing bank equity value, (2) maximizing total enterprise value, and (3) maximizing social objectives. Our survey includes evidence on how bank governance differs from that of manufacturing firms. We also survey studies on managerial incentives in banks and their implications for bank performance and risk taking before and during the 2007–2008 financial crisis.

Research Findings/Insights: The high leverage (usually above 90 percent) of banking institutions gives rise to a trade-off between strengthening equity governance and maximizing enterprise value. Aligning managers very closely with shareholders can give rise to strong incentives for risk shifting to the detriment of firm value. The bank risk choices might also go against the societal objectives of a stable financial system.

Theoretical/Academic Implications: We provide a framework for the optimal design of bank governance and bank regulation, considering the objectives of both depositors and society-at-large in addition to those of bank shareholders. This framework could be especially important in determining risk choices by banks and the effects of such on the stability of the financial system.

Practitioner/Policy Implications: Our analysis of the literature surveyed has policy implications for bank regulation, top-management compensation in banks, and directives for design of governance in banks. We discuss implications for direct regulation of banks and regulation of bank governance. The findings surveyed provide guidance for board independence, board size, board composition, and incentive features in top-management compensation.

Keywords: Corporate Governance, Board of Director Mechanisms, Board Composition, Executive Compensation, Ownership Mechanisms

INTRODUCTION

In recent years, no other set of firms has been as closely examined as banks and financial institutions. Many papers and policies have been proposed, discussed, and enacted on every aspect of banking, finance, and governance. In particular, scholars and policymakers aim to answer the question, “What is special about banks and how might it affect bank governance?”

Starting in the 1980s, Eugene Fama (1985) investigated the differences between banks and nonfinancial companies, underlying their governance issues. Since then, many researchers have studied issues of banks’ corporate governance in several countries. For general issues on corporate governance, see Laeven, 2013 and Levine, 2004; for a US perspective, see Adams & Mehran, 2003 and Mehran, Morrison, & Shapiro, 2012; for a European perspective, see Ferreira, 2003 and Hoepf, 2013; for an international perspective, see Acharya

et al., 2009; Macey & O’Hara, 2003; and Mullineux, 2006). Banks have unique features that influence and interact with corporate governance mechanisms. Conflicts of interest between shareholders and debtholders, bank regulation, opacity, and complexity of bank activities are the main features that make bank governance different from that of nonfinancial companies. In spite of the existing research, many questions remain unanswered. Our purpose is to summarize the recent literature on the corporate governance of banks. We also provide a new framework for thinking about the role of corporate governance in banks.

Our novel framework is to examine corporate governance in banks from three different perspectives. First, consistent with the traditional framework, we examine corporate governance in banks from the point of view of aligning managers with shareholders. This governance has been called “equity governance” in banks. Second, we study corporate governance from the point of view of maximizing the total value of the bank, i.e., the total market value of the equity and the debt. This viewpoint is an important perspective for banks, which are highly leveraged institutions with debt claims (deposits) constituting more than 90 percent of capital claims (see the next section for additional discussion of this

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