

## Director Education Opportunities – Updated February 2022

Date(s) Offered	Location	Organization	Program Title and Website	Topics
March 7-9, 2022  December 14-15, 2022	Laguna Beach, CA  Scottsdale, AZ	National Association of Corporate Directors (NACD)	<a href="#">The Master Class – An Advanced Course Designed for Experienced Directors</a>	<ul style="list-style-type: none"> <li>• Board’s Role in Dynamic, Fast-paced and Tumultuous Environment</li> <li>• Latest Tools, Metrics and Strategies to Optimize Boardroom Efficiency</li> <li>• Techniques for Effective Discussion in the Boardroom</li> <li>• Shareholder Activism, Evolving Technology, the Changing Global Environment and Long Term Sustainability</li> <li>• Evaluating Emerging Risks and Prioritization for Effective Risk Oversight</li> </ul>
March 16-18, 2022	San Diego, CA	Corporate Directors Forum	<a href="#">Directors Forum Conference</a>	<ul style="list-style-type: none"> <li>• Supply Chain</li> <li>• Disruptive Technologies</li> <li>• Cyber Ransom and AI</li> <li>• ESG, Diversity and Inclusion and Human Capital</li> </ul>
March 22-24, 2022  June 21-22, 2022	Fontainebleau, France  San Francisco, CA	INSEAD – Executive Education	<a href="#">Competitive Strategy</a>	<ul style="list-style-type: none"> <li>• Entering and Exiting Industries, Markets, and Segments</li> <li>• Creating Value for Customers</li> <li>• Challenges and Opportunities of Digital Disruption</li> <li>• Supply Chain or Eco-System Strategy</li> <li>• Impacts on Shareholder Value</li> </ul>
April 5, 2022	New York, NY	Equilar / Nasdaq	<a href="#">Board Leadership Forum</a>	<ul style="list-style-type: none"> <li>• Effectively Driving ESG Strategy</li> <li>• Human Capital Management: Strategies and Opportunities</li> <li>• Top of the Leaderboard: Tying Board Composition to Performance</li> <li>• Acting on Activism: Collaborating With an Activist</li> </ul>
April 26-28, 2022	Los Angeles, CA	UCLA Anderson School of Management	<a href="#">Corporate Governance Program</a>	<ul style="list-style-type: none"> <li>• Hot Topics &amp; Fundamentals of Governance</li> <li>• Regulatory Changes Impacting the Boardroom</li> <li>• Strategic Management and the Board</li> <li>• Corporate Responsibility to Pay Taxes?</li> <li>• The Board and Accounting Issues</li> <li>• Digging Deeper into Your Firm’s Financial Statements</li> </ul>

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April 27-29, 2022 November 2-4, 2022	Evanston, IL Evanston, IL	Kellogg School of Management – Executive Education	<a href="#">Women's Director Development Program</a>	<ul style="list-style-type: none"> <li>• Characteristics of the Most Effective Board Members</li> <li>• Developing and Delivering Value Proposition</li> <li>• Preparing for Board Interview</li> <li>• Earning Board Nomination</li> <li>• Being an Effective Director</li> </ul>
May 30 – June 1, 2022; Aug. 29 – Aug 31, 2022; Dec. 12–14, 2022 June 1-3, 2022; Oct. 26-28, 2022; Dec. 14-16, 2022	Singapore and Fontainebleau, France (3 modules) Singapore (3 modules)	INSEAD – Executive Education	<a href="#">International Directors Programme</a>	<ul style="list-style-type: none"> <li>• Board Operations</li> <li>• Knowledge and Competencies</li> <li>• Director-Specific Skills</li> <li>• Challenging Executives</li> <li>• Board Effectiveness and Dynamics</li> <li>• Board Decision-Making and Oversight</li> <li>• Director Effectiveness and Development</li> </ul>
June 7-8, 2022	Boston, MA	American College of Corporate Directors	<a href="#">Directors Forum</a>	<ul style="list-style-type: none"> <li>• Navigating Your ESG Journey</li> <li>• Human Capital Management and the Changing Role of the Board</li> <li>• Shareholder Activism</li> <li>• Cybersecurity Response Preparation</li> </ul>
June 8-10, 2022 Dec. 5-7, 2022	Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	<a href="#">Leading from the Chair</a>	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Governance</li> <li>• Strategy</li> <li>• Leadership</li> <li>• Organizational skills</li> </ul>
June 19-21, 2022	Stanford, CA	Stanford Law School	<a href="#">27th Annual Stanford Directors' College</a>	<ul style="list-style-type: none"> <li>• Crisis Anticipation and Management</li> <li>• Shareholder Engagement</li> <li>• Compensation Strategy</li> <li>• Board Evaluation and Refreshment</li> <li>• Emerging Challenges Including Artificial Intelligence and The Politicization of the Corporation</li> </ul>

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June 20-23, 2022 October 10-21, 2022	Evanston, IL Virtual	Kellogg School of Management – Executive Education	<a href="#">Corporate Governance: Effectiveness and Accountability in the Boardroom</a>	<ul style="list-style-type: none"> <li>• Defining Good Directors, Boards, and Strategies</li> <li>• Legal issues</li> <li>• Executive Compensation</li> <li>• Cybersecurity for Directors</li> <li>• Board and Committee Responsibilities</li> <li>• The Board Recruiting Process</li> <li>• Audit Issues</li> <li>• Activist Investors</li> <li>• The Board's Role in a Crisis</li> </ul>
July 4, 2022	Fontainebleau, France	INSEAD – Executive Education	<a href="#">Advanced Strategy for Directors</a>	<ul style="list-style-type: none"> <li>• Impact of Digital Technology on Strategy and Organizations</li> <li>• Role of the Board</li> <li>• Formulating, Implementing, and Evaluating Strategies in a Board Environment</li> <li>• Strategic Challenges in Today's Global Environment</li> </ul>
July 13-16, 2022 November 9-12, 2022	Boston, MA Boston, MA	Harvard Business School – Executive Education	<a href="#">Making Corporate Boards More Effective</a>	<ul style="list-style-type: none"> <li>• Board Roles and Responsibilities</li> <li>• Effective Board Structures and Processes</li> <li>• Personal Qualities and Characteristics in the Boardroom</li> <li>• Providing Constructive Feedback to CEOs and Board Members</li> <li>• Overseeing Corporate Strategy</li> <li>• Regulatory and Legal Compliance</li> <li>• Crisis Management</li> </ul>
July 17-19, 2022 November 13-15, 2022	Boston, MA Boston, MA	Harvard Business School – Executive Education	<a href="#">Compensation Committee: New Challenges, New Solutions</a>	<ul style="list-style-type: none"> <li>• Designing Executive Compensation with a Strategic View</li> <li>• Developing an Effective Compensation Plan</li> <li>• Creating and Implementing Compensation Committee Processes</li> </ul>
July 20-22, 2022 November 16-18, 2022	Boston, MA Boston, MA	Harvard Business School – Executive Education	<a href="#">Audit Committees in a New Era of Governance</a>	<ul style="list-style-type: none"> <li>• Strategy and Financial Reporting</li> <li>• Transparency and Investor Communication</li> <li>• Risk Management</li> <li>• Audit Committee Processes</li> </ul>
September 29-30, 2022	New York, NY	The Conference Board	<a href="#">Women Lead 2032 Festival</a>	<ul style="list-style-type: none"> <li>• The Impact of the Pandemic and Challenges of Pay Equity</li> <li>• Accelerating the Movement of Women into CEO and Board Positions</li> </ul>

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October 8-11, 2022	National Harbor, MD or Virtual	National Association of Corporate Directors (NACD)	<a href="#">NACD Summit</a>	<ul style="list-style-type: none"> <li>• Critical Issues Facing Boardrooms Today</li> </ul>
October 17-21, 2022	Stanford, CA	Stanford Business School	<a href="#">Directors' Consortium</a>	<ul style="list-style-type: none"> <li>• Shareholder Activism</li> <li>• Director Liability Risk</li> <li>• Recent Developments in Financial Reporting</li> <li>• Executive Compensation and Incentives</li> <li>• Finance</li> <li>• Cybersecurity and the Board</li> <li>• CEO Succession</li> <li>• Legal Rules of Governance</li> <li>• Board Oversight</li> </ul>
November 3-4, 2022	New York, NY	The Conference Board	<a href="#">Executive Compensation Conference (27th Annual)</a>	<ul style="list-style-type: none"> <li>• Changes In The C-Suite and Implications for Executive Compensation</li> <li>• The War For Talent: New Priorities and Changes to Total Rewards</li> <li>• Balancing Multiple Stakeholders: Challenges and Opportunities for Executive Compensation</li> <li>• The Investor Viewpoint: What Do They Really Want Regarding Executive Compensation and Talent?</li> <li>• ESG Imperatives in Compensation Strategies</li> <li>• Human Capital Management and Sustainability Beyond the Numbers</li> <li>• Building the Executive Pipeline With Diversity, Equity, and Inclusion in Mind: Aligning Talent And Total Rewards</li> <li>• Executive Compensation Disclosure and Communication: Taking Control of the Narrative Through External Communications</li> </ul>
November 28-December 2, 2022	Boston, MA	Harvard Business School – Executive Education	<a href="#">Women on Boards: Succeeding as a Corporate Director</a>	<ul style="list-style-type: none"> <li>• Understanding How Boards Work and Best Practices</li> <li>• Developing Board-Critical Skills</li> <li>• Navigating the Selection Process</li> </ul>

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2023 dates TBD	Virtual	KPMG and National Association of Corporate Directors (NACD)	<a href="#">KPMG Board Leadership Conference: Recalibrating for the New Reality</a>	<ul style="list-style-type: none"> <li>• Leadership in Times of Crisis</li> <li>• U.S. Economic Outlook</li> <li>• Post-Election Geopolitical Landscape</li> <li>• Corporate Purpose</li> <li>• Making a Difference and a Profit</li> </ul>
February 1-2, 2023	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	<a href="#">Boards that Lead: Corporate Governance that Builds Value</a>	<ul style="list-style-type: none"> <li>• The New Role of the Board</li> <li>• CEO and Director Selection</li> <li>• Designing Effective Boards</li> <li>• How to Succeed in the Boardroom</li> <li>• Board Principles</li> </ul>
Online events throughout the year; Invitation only	Virtual	G100	<a href="#">G100 Board Excellence</a>	<ul style="list-style-type: none"> <li>• Provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Virtual Director Professionalism</a>	<ul style="list-style-type: none"> <li>• Roles and Responsibilities of the Board Members</li> <li>• The Board's Operating Model</li> <li>• Fiduciary Duties of Corporate Boards</li> <li>• Introduction to Finance and Accounting</li> <li>• The Nominating and Governance Committee</li> <li>• Compensation Committee Roles and Responsibilities</li> <li>• The Audit Committee</li> <li>• Strategy From a Board Perspective</li> <li>• Risk Oversight</li> <li>• Corporate Transformations</li> <li>• Talent Oversight</li> <li>• Board-Shareholder Engagement</li> <li>• Futurecasting Disruption</li> <li>• Cyber-Risk Oversight</li> <li>• Habits of Highly Effective Directors: Tying it All Together</li> </ul>
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	<a href="#">Cyber-Risk Oversight Certificate</a>	<ul style="list-style-type: none"> <li>• Cyber-Security Threat Landscape</li> <li>• Responsibilities of the board and management in cyber-risk oversight</li> <li>• Cyber-crisis simulation</li> </ul>

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Event Concluded; <a href="#">On-demand recordings available</a>	Virtual	Equilar / Nasdaq	<a href="#">Equilar Executive Compensation Summit 2021</a>	<ul style="list-style-type: none"><li>• 400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation</li><li>• Explores complex and interrelated issues around Say on Pay, pay for performance, incentive planning, regulatory requirements, shareholder outreach, and other key executive pay challenges and opportunities</li></ul>
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