

Director Education Opportunities – Updated July 2023

Date(s) Offered	Location	Organization	Program Title and Website	Topics
<p>July 12-15, 2023 (Limited Availability)</p> <p>November 8-11, 2023</p>	<p>Boston, MA</p> <p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Making Corporate Boards More Effective</p>	<ul style="list-style-type: none"> • Understanding the board's role and responsibilities in relation to management • Working with management to oversee company strategy • Designing the most effective structure, composition and processes for your board • Identifying the personal qualities and characteristics needed in the boardroom • Providing constructive feedback to one another and to the board's leaders • Proactive governance and risk mitigation
<p>July 16-18, 2023 (Waitlisted)</p> <p>November 12-14, 2023</p>	<p>Boston, MA</p> <p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Compensation Committee: New Challenges, New Solutions</p>	<ul style="list-style-type: none"> • Adapt your compensation strategy to fit your business strategy • Make decisions with deeper knowledge of the relationships among compensation plans, employee motivation and long-term value creation • Balance the competing imperatives to attract and retain key executives, adhere to new governmental rules and navigate public sentiment • Ensure that the compensation structure promotes the desired corporate culture • Compete effectively for top talent in today's tight labor market • Understand and anticipate hot-button issues and trends in executive compensation • Examine the impact of regulatory issues in different countries • Respond to a more vigilant investor community • Design better incentive systems and know the risks that certain incentive structures can create • Avoid the risks of cookie-cutter executive compensation solutions and external ratings systems • Gain investor buy-in on compensation plans

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				<ul style="list-style-type: none"> • Get the most value from compensation consultants • Understand and effectively utilize subjective and objective performance measurement systems
<p>July 19-21, 2023 (Waitlisted)</p> <p>November 15-17, 2023</p>	<p>Boston, MA</p> <p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Audit Committees in a New Era of Governance</p>	<ul style="list-style-type: none"> • Align financial reporting, compliance and risk management functions with the company's growth and profit objectives • Ensure the integrity of financial information • Foster the right culture regarding compliance and risk • Develop a financial reporting strategy • Develop better tools to manage cybersecurity and other risks • Enhance oversight of the finance, accounting and risk management functions • Improve transparency and the quality of audit and financial reporting • Oversee legal and regulatory compliance more effectively • Strengthen collaboration with corporate management and auditors • Ensure optimal communication with investors on financial reporting and disclosure
<p>July 20, 2023</p>	<p>Virtual</p>	<p>National Association of Corporate Directors (NACD)</p>	<p>Innovation and Success: Strategies for Creating Value in a Venture-Backed Company</p>	<p>This webinar will focus on start-ups seeking venture-backed capital and discuss the various nuances and challenges of operating under a venture capital (VC) business model.</p>
<p>August 8, 2023</p>	<p>Virtual</p>	<p>National Association of Corporate Directors (NACD)</p>	<p>The Compensation Committee Agenda: Focusing on the Fall</p>	<ul style="list-style-type: none"> • Rethink the approach to the annual compensation committee calendar • Turn the corner with ESG • Examine your compensation philosophy in the context of new regulations • Evaluate your management team's effectiveness and leadership in a "new normal" work culture

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August 21-22, 2023	Laguna Beach, CA	National Association of Corporate Directors (NACD)	NACD Master Class on Governing Digital Disruption: AI & Cybersecurity	<ul style="list-style-type: none"> • Identify the key drivers and challenges of digital transformation and AI • Gain insights on asking the right questions about digital transformation • Learn how to engage with technology leaders to ensure alignment and accountability • Assess your organization's strategy around digital transformation • Explore the impact of SEC cybersecurity rules on different aspects of your board
August 22, 2023	Laguna Beach, CA	National Association of Corporate Directors (NACD)	DE&I Deep Dive: A Road Map for becoming an Inclusion-Focused Board	<ul style="list-style-type: none"> • Understand and be able to articulate the business case for diversity, equity, and inclusion • Recognize the DE&I maturity level and preparedness of your organization and develop a plan to advance your business • Determine the distinction between equity and inclusion and how to ensure both are incorporated into DE&I governance and company-wide initiatives • Prepare to successfully navigate potential challenges as you work to create an equitable and inclusive environment within your boardroom or company • Identify and define metrics to track progress and measure success throughout your boardroom's or your company's DE&I journey
Virtual Portion: August 22 & 24, 2023 In-Person Portion: September 11-14, 2023	Virtual Evanston, IL	Kellogg School of Management – Executive Education	Family Enterprise Boards	<ul style="list-style-type: none"> • Role of the board in understanding family business strategy • What is different about a board decision for a family enterprise • How to select family for board roles • How to link the board with the family • Board room etiquette and effectiveness • Different models of the board's role in governance

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				<ul style="list-style-type: none"> Board best practices in family enterprises
August 23, 2023	Laguna Beach, CA	National Association of Corporate Directors (NACD)	Leading Minds of Governance	<ul style="list-style-type: none"> Access to top experts and consultants in board governance Guided panel discussion focused on timely governance issues facing board directors Opportunity to have key governance questions answered during a director-driven Q&A session
August 24-25, 2023	Laguna Beach, CA	National Association of Corporate Directors (NACD)	NACD Master Class on Untangling ESG: What Matters for Boards Now	<ul style="list-style-type: none"> Gain a comprehensive understanding of the ESG landscape Discover best practices for measuring and reporting on ESG performance Explore innovative approaches to addressing ESG issues. Identify emerging ESG risks and opportunities Understand the role of ESG in shaping corporate responsibility and sustainability
August 28-31, 2023	New York, NY	Columbia Business School	Corporate Governance Program: Developing Exceptional Board Leaders	<ul style="list-style-type: none"> Appreciate value creation via financial statements Harness finance to realize the company's strategy Minimize financial reporting risks as a member of the audit committee Minimize the threat of litigation for the board and the company Incentivize the CEO to create long-term sustainable value as a member of the compensation committee CEO succession planning Anticipate and prepare for the next activist challenge Increase the board's visibility into disruptive technologies and business models Leverage diversity and inclusion to create long-term value Board resume workshop Board recruiting and interviewing
February 20-23, 2024	New York, NY			
May 6-9, 2024	New York, NY			

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September 1 – October 31, 2023 (Live online every Wednesday)	Virtual	The Wharton School of the University of Pennsylvania – Executive Education	Wharton ESG Executive Certificate for Senior Leaders	<ul style="list-style-type: none"> • Climate risks and opportunities • Socio-political risks • Shareholder activism • Corporate political activity
September 11-13, 2023	Long Beach, CA	Council of Institutional Investors	CII Fall 2023 Conference: Next Frontiers in Governance	<p>Fall 2022 conference topics included:</p> <ul style="list-style-type: none"> • Explore empirical evidence on ESG and corporate performance • How to navigate global conflict and geopolitical risk: Takeaways for boards and investors • The governance gap: Spotlight on small and mid-cap companies • What's next for the PCAOB • Strategies to incorporate ESG into fund due diligence and contracts • The public/private company divide on disclosure • ESG and private markets: Reporting and integration strategies • International governance committee – emerging markets: Investment and governance • Shareholder advocacy committee – new research on engagement to mitigate climate risks
September 11 – October 15, 2023	Virtual	International Institute for Management Development	Mastering Board Governance	<ul style="list-style-type: none"> • Gain a solid understanding of how governance drives organizational performance • Expand your knowledge of the role and responsibilities of a board and all other governance participants and stakeholders • Know how to identify and assess the four underlying pillars of board effectiveness using a concrete framework • Learn how to proactively identify governance risks and mitigate them effectively

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				<ul style="list-style-type: none"> • Explore core areas of board work such as strategy, risks, stakeholders, M&A, succession, ESG, and stewardship
September 13-14, 2023	New York, NY	Corporate Board Member	19th Annual Boardroom Summit and Board Committee Peer Exchange	<ul style="list-style-type: none"> • ESG issues and new regulations • Risk oversight in an unsettled time • Strategy: What will win in 2023 • Unparalleled networking with director peers
September 13-15, 2023 December 13-15, 2023	Singapore Fontainebleau, France	INSEAD – Executive Education	Competitive Strategy	<ul style="list-style-type: none"> • Which industries, markets and segments should I enter or exit? • Which advantage should I develop or build on? • How can I create value for customers in a better way than competitors? • How can we align sustainability demands and opportunities with our competitive strategy? • How can I assess the challenges and seize the opportunities of digital disruption? • Should I change our supply chain or ecosystem strategy, and how? • How will my strategic decisions impact shareholder value and demands from other stakeholders?
September 18 – October 5, 2023 Virtual: September 18 & 20, 2023 In-Person: October 2-5, 2023	Blended Virtual Portion Evanston, IL	Kellogg School of Management – Executive Education	Governing Family Enterprises	<ul style="list-style-type: none"> • Governance challenges facing the family business • Define the roles and responsibilities • Board development and evaluation

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September 18 – November 3, 2023	Virtual	University of Michigan – Executive Education	Building Board Expertise on Sustainability	<ul style="list-style-type: none"> • Enhance understanding of the increasingly complex fiduciary responsibilities of board members • Examine investor perspectives and expectations on sustainability • Gain insights into current sustainability-related disclosure developments • Learn about resources to respond to evolving disclosure landscape • Gain a deep understanding of how to exercise oversight of climate risks and opportunities • Learn about tools for the implementation of effective board structures
September 19-22, 2023	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Corporate Governance: Essentials for a New Business Era	<ul style="list-style-type: none"> • Enterprise challenges and risks including climate change, job displacement, global trade, disease epidemics and social responsibility • Creating opportunities for those who have been underrepresented in the boardroom • Characteristics of successful board leaders • Overseeing management • Building diversity, equity and inclusion in the boardroom • Leading boards through legal issues and other crises • Succession planning • Bringing environmental and social issues into the boardroom • Designing political and social strategies • Shareholder activism
September 20, 2023	Dallas, TX	The University of Texas at Dallas – Institute for Excellence in Corporate Governance	21st Annual Corporate Governance Conference	<p>2022 conference topics included:</p> <ul style="list-style-type: none"> • Facing today’s new strategic risk: Stakeholder warfare • Intersection of sustainability and entrepreneurship: Why the SDGs are critical to entrepreneurs and innovators

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September 21, 2023	London, UK	International Corporate Governance Network	ICGN's 2023 Proxy Season Review	<ul style="list-style-type: none"> • Annual voting trends • Appraise the continued increase in shareholder proposals related to corporate sustainability policies, equity audits, corporate political activity and climate related disclosure
September 22, 2023	Virtual	Center for Corporate Reporting and Governance	22nd Annual SEC "Hot Topics" Conference	<ul style="list-style-type: none"> • AI, ESG and SEC regulations • Legal, financial and economic perspectives on SEC hot topics
September 26-29, 2023	Los Angeles, CA	UCLA Anderson School of Management	Corporate Governance Program	<ul style="list-style-type: none"> • Hot topics & fundamentals of governance • Regulatory changes impacting the boardroom • Strategic management and the board • The ESG imperative • Interactive case study: The board in action • Digging deeper into your firm's financial statements • Managing mergers, acquisitions, joint ventures and alliances • Ensuring effective committees: Audit and compensation • The board and activist shareholders • Cyber risk and security for boards • Tech and society
October 1-4, 2023 March 13-16, 2024	Boston, MA Boston, MA	Harvard Business School – Executive Education	Preparing to Be a Corporate Director	<ul style="list-style-type: none"> • Maximize your contribution as a board director • Expand your leadership capabilities • Analyze board opportunities • Develop a personal strategy for your board career • Expand your personal and professional network
October 2-3, 2023	New York, NY	Thomson Reuters	Sustainability Reporting USA 2023	<ul style="list-style-type: none"> • Collecting quality, consistent and accurate data • Navigating reporting, regulations and frameworks • Tackling Scope 3 reporting • Communicating authentically and transparently

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October 2-4, 2023 November 27-30, 2023 <i>Additional dates available</i>	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	High Performance Boards	<ul style="list-style-type: none"> • Best practices for boards • Boardroom dynamics • Successful succession plans • Risk management • Crisis management
October 3-4, 17-18, 31 - November 1, 2023 February 20-21, March 4-5, 19-20, 2023	Virtual Virtual	Ozone Advisory Group	Private Company Governance Program	<ul style="list-style-type: none"> • Understand principles of governance • Enhance awareness of how a board adds value • Address the roles of management, shareholders and directors • Advance understanding of the board's role in strategy, risk, talent and succession • Explore directors' responsibilities in board room finance including financing strategies, enterprise valuation and exit strategies • Gain awareness of how a high-performing board can contribute to the success of an organization • Network with like-minded individuals from a broad range of industries and geographies
October 4-7, 2023	Boston, MA	Harvard Business School – Executive Education	Accelerating Board Diversity	<ul style="list-style-type: none"> • Fundamentals of corporate governance • Key responsibilities for board directors • Group dynamics on a corporate board • Influence of board committees • Opportunities on corporate boards • Navigate your role as a minority board director
October 5-6, 2023	Brooklyn, NY	The Conference Board	Women Lead Festival	<ul style="list-style-type: none"> • Allies, Sponsors, Accountability • Childcare and how businesses can help address this need • Gender equity in the future of work

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				<ul style="list-style-type: none"> • The leadership journeys of some of the most powerful women executives in the world today • Women of color advancement in leadership • Legislative work being done to support women’s rights
October 6-7, 2023 November 14-15, 2023 <i>Additional dates available</i>	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Driving Sustainability from the Boardroom	<ul style="list-style-type: none"> • ESG literacy • ESG upsides • ESG stewardship • ESG crisis management
October 8-11, 2023	Washington, DC	National Association of Corporate Directors (NACD)	NACD Summit 2023	NACD Summit 2022 Topics included: <ul style="list-style-type: none"> • ESG • Cybersecurity • Human capital oversight • Practices to enhance board effectiveness
October 9-10, 2023	Lausanne, Switzerland	International Institute for Management Development	Stakeholder Management for Boards	<ul style="list-style-type: none"> • Identify and map key stakeholders in your organization and understand the dynamics of the broader stakeholder ecosystem • Explore the goals of your organization and how it relates to stakeholder management • Identify novel opportunities to align stakeholder and shareholder interest • Develop tools and strategies to address specific key stakeholder situations
October 10 – November 14, 2023	Virtual	UCLA Anderson School of	Women in Governance: Preparing for Board	<ul style="list-style-type: none"> • Understanding the boardroom and your role as a director • Case studies in board effectiveness • Managing diversity from the boardroom

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		Management	Service	<ul style="list-style-type: none"> • Financial acumen for board directors • Leading effectively / influencing without authority • The science (and the art) of networking • Decision-making in the midst of multiple perspectives • Current issues in corporate governance • Building your personal brand and board resume
October 11-12, 2023	Lausanne, Switzerland	International Institute for Management Development	Strategy Governance for Boards	<ul style="list-style-type: none"> • Role of boards • Strategic planning • Execution oversight • Effective decision making
October 12-13, 2023	New York, NY	The Conference Board	Merger Integration Conference - New York	<ul style="list-style-type: none"> • Through-cycle approach to M&A • Ring-Fencing the operations and planning for a light day one to ensure uninterrupted guest journey and business continuity • How to navigate cross-border acquisitions • How to effectively maximize retention during an integration • How to navigate cybersecurity, privacy, and AI: Unveiling critical challenges and optimal approaches for diligence and integration • Business development excellence for tuck-in deals • How to build a tech blueprint for the future • Craft a TSA for integration success: Buyer versus seller view • Culture after close
October 13-14, 2023	Lausanne, Switzerland	International Institute for Management Development	Team Dynamics for Boards	<ul style="list-style-type: none"> • Understand the formal behavior dictated to board members by governance frameworks compared to the informal dynamics of a team • Explore unconscious assumptions and hidden motivations that can derail board work • Find the right balance for your board between supporting and challenging the CEO and executive team

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				<ul style="list-style-type: none"> Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness
<p>October 16-20, 2023</p> <p><i>Private board cohort & Public board cohort options available</i></p>	Stanford, CA	Stanford Business School	Directors' Consortium	<ul style="list-style-type: none"> Financial reporting, compensation, fiduciary duties Governance and liability risk CEO succession and executive compensation Board oversight and advisory roles ESG, stakeholder activism and cybersecurity Post Covid-19 work management Team building and group dynamics
October 19-20, 2023	New York, NY	The Conference Board	Executive Compensation Conference	<ul style="list-style-type: none"> Total rewards and executive compensation in tumultuous times The future of the American boardroom and implications for compensation Pay equity, the war for talent and your board Public policy and executive compensation Executive compensation at a crossroads Strategic considerations for executive compensation in the transparency era People are our product: Leading HCM at Marsh McLennan Attract and retain leaders in an unpredictable environment Hot topics in executive compensation: Through the legal lens Analytics, transparency, disclosure and executive compensation Executive compensation during economic headwinds and ESG activism Navigate the expanding role of the comp committee Fit for the future: Aligning employment brand consumer brand and ESG Compensation challenges and opportunities in mergers, acquisitions and divestitures

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October 20-22, 2023	Madrid, Spain	International Corporate Governance Network	The 9th Annual ICGS Conference: Sustainable Corporate Governance	<ul style="list-style-type: none"> • Best practices for corporate governance • Sustainable corporate governance • Greenwashing • Board dynamics and strategic leadership • External corporate governance mechanisms • Self-governance and internal corporate governance mechanisms
October 24-25, 2023* * If not already posted, dates and registration will be publicly posted soon.	Philadelphia, PA	Drexel University LeBow College of Business	Directors Academy	Fall 2022 program topics included: <ul style="list-style-type: none"> • A fresh look at the audit committee's agenda and workload as directors objectively analyze the myriad risks facing business today • How the executive compensation committee develops compensation plans and external factors influencing compensation strategies • How the committee stays focused on addressing the needs of the company while being in the "line of fire" of various stakeholder agendas • Opportunity to talk with current board members and search executives about the successes and challenges of what it takes to prepare for board service
<u>Module 1</u> October 24-27, 2023 <u>Module 2</u> January 15-18, 2024 <u>Module 3</u> April 3-5, 2024 <i>Additional dates available</i>	Fontainebleau, France Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	International Directors Programme	<ul style="list-style-type: none"> • Understand the broader context in which boards operate and the responsibilities that come with a board mandate • Gain an overview of the knowledge and competencies expected from directors in today's environment • Develop the specialized skills that contribute to the creation of an effectively performing board culture • Enhance your ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance

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October 30 – November 3, 2023	Fontainebleau, France	INSEAD – Executive Education	Value Creation for Owners and Directors	<ul style="list-style-type: none"> • Key areas of value creation: Finance, governance, strategy, leadership and organizational skills • Understand the broader context in which owners and directors operate and the responsibilities that come with an ownership or director mandate • Gain an overview of the knowledge and competencies expected from owners and directors today • Develop skills that contribute to the creation of a high-performing board culture • Hone the ability to challenge other directors, investors, executives and experts through positive exchanges focused on the key issues that underpin value creation
April 22 – 26, 2024	Fontainebleau, France			
November 1-3, 2023	Evanston, IL	Kellogg School of Management – Executive Education	Women’s Director Development Program	<ul style="list-style-type: none"> • Characteristics of the most effective board members • Develop and deliver value proposition • Prepare for board interview • Earn board nomination • Be an effective director
November 13-15, 2024	Evanston, IL			
November 6-9, 2023	Evanston, IL	Kellogg School of Management – Executive Education	Corporate Governance: Effectiveness and Accountability in the Boardroom	<ul style="list-style-type: none"> • Different models of governance • Legal issues • Executive compensation issues and trends • Cyber security • Board and committee responsibilities • The board recruiting process • Audit committee issues • Activist investors • The board’s role in a crisis
November 7-8, 2023	New York, NY	Council of Institutional Investors	CII-NYU Law School of Law: Corporate Governance Bootcamp	2022 program topics included: <ul style="list-style-type: none"> • Foundations of corporate governance • Advanced topics in stewardship

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November 9-10, 2023	San Francisco, CA	The Conference Board	Merger Integration Conference	<ul style="list-style-type: none"> • Through-cycle approach to M&A • Ring-fencing operations and planning for a light day one to ensure uninterrupted guest journey and business continuity • Navigate cross-border acquisitions • Effectively maximizing retention during an integration • Growth through serial acquisitions • Navigate cybersecurity, privacy and AI: Unveiling critical challenges and optimal approaches for diligence and integration
November 13-17, 2023 February 19-23, 2024	Fontainebleau, France Singapore	INSEAD – Executive Education	M&As and Corporate Strategy	<ul style="list-style-type: none"> • Define your optimal portfolio of businesses and an effective corporate strategy • Enhance your M&A capabilities through acquisitions with greater value creation potential, at the right price with the right deal structure • Design a post-M&A integration approach that fits your strategic objectives, while taking human constraints into account
November 16, 2023	New York, NY	The Conference Board	2023 Global Business Services Conference	<ul style="list-style-type: none"> • Two in a box: Navigating swim lanes for enterprise GBS and transformation roles • GBS’s role in mergers, acquisitions and spins • Change of management: The secret sauce of GBS success • Business services models: Not just for multinational companies • The controller speaks: How shared services deliver finance value
November 20-21, 2023	Lausanne, Switzerland	International Institute for Management Development	Boards and Risks	<ul style="list-style-type: none"> • Assessment framework • Risk oversight • Strategy and risk appetite • Behavioral risk

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November 22-23, 2023	Lausanne, Switzerland	International Institute for Management Development	Finance for Boards	<ul style="list-style-type: none"> • Explore the main determinants of value creation (operational and financial KPIs and the relevant value drivers) • Review the financials of several companies and make sense of the numbers • Discuss asset-based measures of financial performance (ROIC and/or ROCE), and market-related KPIs, such as PE and PEG ratios • Address cost of capital considerations (including WACC). • Address capital structure and risk appetite • Examine the determinants of capital structure choices • Look at the options available to companies striving to finance a green transition • Understand the key success factors in M&A and learn best-in-class practices • Take part in an M&A simulation
November 24-25, 2023	Lausanne, Switzerland	International Institute for Management Development	Digital Transformation for Boards	<ul style="list-style-type: none"> • Grasp the potential impact of digital technologies on your company's performance • Understand the new competitive dynamics disrupting your industry • Identify the competencies and behaviors needed to lead successfully in a digital age • Prepare to advise and support your management on digital transformation
November 27-December 1, 2023	Boston, MA	Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director	<ul style="list-style-type: none"> • Understand how boards work and best practices • Develop board-critical skills • Navigate the selection process • Raise your profile

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November 28 – 29, 2023	Dubai, UAE	International Corporate Governance Network	ICGN-Hawkamah Dubai Conference	<ul style="list-style-type: none"> • National visions toward sustainable economies in the MENA region • The corporate board's role in the governance of sustainability • The human dimension: Optimizing a company's most valuable assets – the workforce – for corporate productivity and growth • Biodiversity as systemic risk: Investors taking action • Reap the benefits of intangible assets as a key driver of long term corporate value • Harmonization of corporate sustainability standards • Financial accounting and assurance for sustainability reporting • Innovation, capital markets and the transition to net-zero carbon economies
December 4-6, 2023 June 10-12, 2024	Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	Leading from the Chair	<ul style="list-style-type: none"> • Achieve deeper understanding of how board and chair roles are changing – and exchange best practices with international peers • Improve your ability to organize and conduct effective meetings • Acquire tools for coaching and developing the CEO and senior executives • Enhance your ability to challenge executives and board members through positive exchanges on the key issues that underpin corporate performance • Become better able to address pressures when facing a crisis
December 5, 2023	New York, NY	The Conference Board	Corporate Citizenship: The Next Frontier	<ul style="list-style-type: none"> • The current state of corporate citizenship • Governance and management of corporate citizenship • How does citizenship fit together with sustainability and DEI, conceptually, organizationally and programmatically? • Beyond traditional philanthropy: Corporate citizenship investing and innovation

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				<ul style="list-style-type: none"> • The impact of corporate citizenship on shareholder value • Corporate citizenship and political polarization • Business contributions towards the UN Sustainable Development Goals (SDGs) • Addressing environmental issues with people in mind • Best practices and metrics in reporting on corporate citizenship and philanthropy • How should companies think about citizenship in cities vs. citizenship in rural areas?
December 5-13, 2023	Virtual	The Wharton School of the University of Pennsylvania – Executive Education	Women on Boards: Building Exceptional Leaders	<ul style="list-style-type: none"> • Executive compensation • Diversity, equity and inclusion • Market yourself: Building your CV • Lead through uncertainty • Environmental governance • Balance stakeholders: Making complex decisions
February 5-6, 2024	Philadelphia, PA	The Wharton School of the University of Pennsylvania – Executive Education	Boards That Lead: Corporate Governance That Builds Value	<ul style="list-style-type: none"> • The new role of the board • CEO and director selection • Designing effective boards • How to succeed in the boardroom • Board principles
2024 Date TBA	Virtual	The Wharton School of the University of Pennsylvania – Executive Education	Shareholder Activism and Corporate Governance	<ul style="list-style-type: none"> • Value investing and shareholder activism • Current trends and market conditions • Measuring the value: Assessing the potential for value creation • Tactics for campaigning and engaging: The activist pathway and the target defense

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				<ul style="list-style-type: none"> • Activism outside the USA: Case studies in Canada and Japan • Activism campaign exercise
2024 Date TBA	Boston, MA	Harvard Business School – Executive Education	Advanced Corporate Director Seminar	<ul style="list-style-type: none"> • Re-examine your company's role in society and its overall purpose • Study best practices in balancing shareholder and stakeholder needs • Explore the board's evolving role in innovation, technology adoption, digital transformation, AI adoption and related risk management • Gain new perspectives on diversity, equity and inclusion at the corporate board level • Identify the potential impact of climate change, geopolitics, the changing nature of globalization and important cultural shifts on your corporate governance strategy • Debate the future of business and prepare to make choices that will put your company at the forefront • Consider the future of corporate governance • Assess your board's readiness to meet emerging challenges
2024 Date TBA	Spain	Harvard Business School – Executive Education	Value Creation Through Effective Boards	<ul style="list-style-type: none"> • Design boards for a complex world • Understand the responsibilities of board members • The board's role in driving company strategy • Support risk management and crisis management • Enable transparency and accountability • Make a CEO appointment and support succession planning • Understand how corporate governance varies in different regions • Explore the characteristics of entrepreneurial and intrapreneurial boards • Run effective board meetings and make informed decisions

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				<ul style="list-style-type: none"> • Increase gender diversity by appointing more women to the board • Monitor, measure and improve board performance
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Virtual Director Professionalism	<ul style="list-style-type: none"> • Roles and responsibilities of the board members • The board's operating model • Fiduciary duties of corporate boards • Introduction to finance and accounting • The nominating and governance committee • Compensation committee roles and responsibilities • The audit committee • Strategy from a board perspective • Risk oversight • Corporate transformations • Talent oversight • Habits of highly effective directors: Tying it all together • Board-shareholder engagement • Diversity, equity and inclusion • Cyber-risk oversight
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: Strategy & Long-Term Value Creation	<ul style="list-style-type: none"> • Guidelines on how frequently strategy should be discussed among company leaders and the board • Examples of metrics and other information that directors should consider in order to facilitate the effective oversight of strategy by their board • How to apply leading practices, which contribute to an organization's long-term value, in the selection of board members and the CEO • How to evaluate whether a board is effectively overseeing its organization's strategy or stewarding the creation of long-term value • Effective questions to ask as a director in order to provide well-grounded input on strategy • The difference between board practices that facilitate and hinder the alignment of an organization's short-term and long-term strategies

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: Adaptive Governance	<ul style="list-style-type: none"> • Four practices that characterize the exercise of adaptive governance by a board of directors • Characteristics that tend to distinguish disruptive risks from more routine risks faced by organizations • Types of risk often considered to be disruptive • Common phrases used to categorize types of potentially disruptive risks • Strategies and practices that are likely to help a board more successfully confront and adapt to disruptive risks and their effects • The four elements of a risk-management framework
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	The Art of Directorship: CEO Succession	<ul style="list-style-type: none"> • NACD's guidelines for boards on when it is appropriate to discuss CEO succession planning among company leaders and the board • Ways to facilitate CEO succession planning discussions among the board • Opportunities for the board and company leaders to consider CEO succession in the context of company strategy • Risks in the CEO succession process • The intangible leadership qualities, which NACD recommends boards assess in CEO candidates • Recommended strategies for a successful CEO transition • Differentiate between financial and nonfinancial metrics that may be used to set CEO compensation • Recommendations for how directors can position a new CEO for success
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Directorship Essentials: Risk Oversight	<ul style="list-style-type: none"> • Distinguish the role of directors from the role of management in an organization's management and oversight of risk • Identify practices for delivering effective board oversight of risk and identify how to apply several of those practices in

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				<p>common situations</p> <ul style="list-style-type: none"> Name the role that each standing board committee (i.e., audit, compensation, nominating/governance) fulfills in delivering risk oversight Choose effective questions to ask as a director to facilitate effective risk oversight by your board Identify situations that may indicate whether an organization's board should improve its risk oversight Define the terms "risk appetite" and "risk profile"
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Directorship Essentials: Compliance and Ethics	<ul style="list-style-type: none"> Identify examples of a director's appropriate role in an organization's compliance and ethics program Distinguish between poor and leading practices for effective oversight of an organization's compliance and ethics program Identify the typical elements of an effective corporate compliance and ethics program Recall laws and regulations that serve as frameworks for compliance and ethics programs, regardless of industry Identify acts that are considered misconduct by board members and executives Identify risks that emerge for organizations when their compliance and ethics program falters
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Cyber-Risk Oversight Certificate	<ul style="list-style-type: none"> Cyber-security threat landscape Responsibilities of the board and management in cyber-risk oversight Cyber-crisis simulation
On your own schedule	Virtual	Silicon Valley Directors Exchange	Webinars	<p>Recordings of past webinar events are available as a free resource. Recent webinar topics include:</p> <ul style="list-style-type: none"> Demystify the Entrepreneurial Board, Part 1: Foundation Demystify the Entrepreneurial Board, Part 2: Function A.I. Implications: Are You Ready?

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				<ul style="list-style-type: none"> • Behind the Scenes: Mechanics and Reality of Liquidity for Banks and Other Financial Institutions
On your own schedule	Virtual	KPMG	KPMG Board Insights Webcast Series	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> • Global Economic Outlook with Diane Swonk • On the 2023 Board Agenda • Ian Bremmer on Geopolitical Risk
On your own schedule	Virtual	Private Directors Association	Private Equity Portfolio Company Governance Course	<ul style="list-style-type: none"> • Insights on the changing competitive environment for private equity companies • Updates on fresh thinking about PE company board composition • Overview of fiduciary responsibilities • Introduction to private equity imperatives and operations • Primer on private equity finance • Guide to boardroom behaviors designed to enhance cross-function understanding, collaboration, conflict resolution and value creation
On your own schedule	Virtual	Private Directors Association	ESOP Governance Essentials	<ul style="list-style-type: none"> • Realistic look at the responsibilities of serving on an ESOP board • Describe the ESOP structure and benefit to company and employees • Describe ESOP oversight by the Department of Labor • Discuss board's oversight role in the financial management of ESOP owned companies
Own your own schedule	Virtual	Deloitte Dbriefs Webcast	Dbriefs Webcast Private Companies: Navigating what's next	<p>Past "Dbrief" webcasts include:</p> <ul style="list-style-type: none"> • Framing the future of private company governance • Internal Controls: A primer for private company owners and executives • Contract lifecycle management: Obtaining more value from CLM systems

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On your own schedule	Podcasts	KPMG	KPMG Board Insights Podcast Series	<ul style="list-style-type: none"> • Civil rights and racial equity audits • Onboarding insights for new directors • 2022 proxy season results reveal refinement of ESG • Organizing the board for climate oversight • Climate on the board agenda • The board's role in culture and employee engagement • The rising interest in LGBTQ+ diversity in the boardroom • Tax risk and transparency
On your own schedule	Podcasts	Corporate Directors Forum	Corporate Directors Forum Podcast Series	<ul style="list-style-type: none"> • Shareholder activism: Are you prepared? • Three steps boards must take during dynamic times • Here's how to win on the diversity front • Cyber war: Is your organization battle ready? • Better directors + better boards = better companies
On your own schedule	Podcasts	Private Directors Association	Shine Governance Illuminated	<ul style="list-style-type: none"> • Improving sustainability and managing risk • Evaluating opportunities • Providing advice and counsel to the CEO • Evaluating and enhancing the strategic plan • Ensuring the executive team are the right people to execute the plan • Aligning compensation and management incentives with shareholder objectives
On your own schedule	Podcasts	Private Directors Association	ESG Insights Podcast	Explore new options and imperatives with a long-time expert in corporate integrity practices

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On your own schedule	Podcasts	The University of Texas at Dallas – Institute for Excellence in Corporate Governance	From Shareholders to Stakeholders with Don Springer	<ul style="list-style-type: none"> • Transition from shareholders to stakeholders • ESG • DEI • Evolution of the role of boards
On your own schedule	Podcasts	The University of Texas at Dallas – Institute for Excellence in Corporate Governance	ESG and the Purposeful Corporation	<ul style="list-style-type: none"> • Measurable ESG requirements • Navigate the evolving ESG requirements
Events throughout the year; Invitation only	In-person and virtual	G100	G100 BoardExcellence	Provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards