

Director Education Opportunities – Updated October 2023

Date(s) Offered	Location	Organization	Program Title and Website	Topics
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 23, 25 & 27, 2023	Virtual	International Corporate Governance Network	ICGN Governance Fundamentals	<ul style="list-style-type: none"> • Foundations of governance, the board's role and effectiveness and corporate culture • Risk, oversight of sustainability, reporting and the audit committee • Remuneration, assessing performance and investor rights
<p><u>Module 1</u> October 24-27, 2023</p> <p><u>Module 2</u> January 15-18, 2024</p> <p><u>Module 3</u> April 3-5, 2024</p> <p><i>Additional dates available</i></p>	<p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p>	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
October 24-25, 2023	Philadelphia, PA	Drexel University LeBow College of Business	Directors Academy Certificate Program	<ul style="list-style-type: none"> • Board's purpose, operating model and committees, including the Audit, Compensation, Nominating and Governance and Ad Hoc Committees • Director fiduciary duties and responsibilities toward

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				shareholders and stakeholders <ul style="list-style-type: none"> • Corporate strategy, plus risk, crisis and talent management • Performance oversight and regulatory affairs, including financial oversight, defining and measuring performance, mergers & acquisitions and ethics & compliance • Cybersecurity, disclosures and reporting, data privacy, ESG matters and diversity, equity and inclusion • Panel of corporate directors on boardroom culture, positioning yourself for a board role and presenting yourself as a director, including resources to create and improve upon your board bio and resume
October 26, 2023	Virtual	National Association of Corporate Directors (NACD)	Private Company Governance Learning Series: Mergers and Acquisitions	<ul style="list-style-type: none"> • How boards can factor in human capital considerations • The proper roles of boards and management • Risk mitigation and post-merger integration success
October 30 – November 3, 2023 April 22-26, 2024	Fontainebleau, France Fontainebleau, France	INSEAD – Executive Education	Value Creation for Owners and Directors	<ul style="list-style-type: none"> • Understand 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
October, 31 – November 1, 2023	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

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February 20-21, March 4-5, 19-20, 2023	Virtual			<ul style="list-style-type: none"> • 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
November 1-3, 2023 November 13-15, 2024	Evanston, IL Evanston, IL	Kellogg School of Management – Executive Education	Women's Director Development Program	<ul style="list-style-type: none"> • Examine characteristics of the most effective board members • Develop and deliver value proposition • Prepare for board interview • Earn board nomination • Be an effective director
November 6-9, 2023 June 3-6, 2024 November 4-7, 2024	Evanston, IL Evanston, IL 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 • Cybersecurity • 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 School of Law: Corporate Governance Bootcamp	<ul style="list-style-type: none"> • How to read a financial statement • How to comb a proxy statement and 10-K for key information • Dos and Don'ts of engagement • Washington outlook • What stewardship professionals need to know about portfolio management

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<p>November 8-11, 2023 (Waitlisted)</p> <p>July 10-13, 2024 (Accepting Applications)</p> <p>November 13-16, 2024 (Accepting Applications)</p>	<p>Boston, MA</p> <p>Boston, MA</p> <p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Making Corporate Boards More Effective</p>	<p>Strengthen the impact of your corporate board:</p> <ul style="list-style-type: none"> • Achieve trust through more positive relationships within the board and with the management team • Create more efficient governance processes • Make the most of each board member’s time, knowledge and experience • Contribute more meaningfully to corporate oversight activities <p>Expand your personal and professional network:</p> <ul style="list-style-type: none"> • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
<p>November 9-10, 2023</p>	<p>San Francisco, CA</p>	<p>The Conference Board</p>	<p>Merger Integration Conference</p>	<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 • Navigating cross-border acquisitions • Effectively maximizing retention during an integration • Growth through serial acquisitions • Cybersecurity, privacy and AI: Unveiling critical challenges and optimal approaches for diligence and integration
<p>November 12-14, 2023 (Waitlisted)</p> <p>July 14-16, 2024 (Accepting Applications)</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

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November 17-19, 2024 (Accepting Applications)	Boston, MA			<ul style="list-style-type: none"> 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 • Get the most value from compensation consultants • Understand and effectively utilize subjective and objective performance measurement systems • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
November 13-17, 2023 February 19-23, 2024 May 27-31, 2024	Fontainebleau, France Singapore Fontainebleau, France	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 14-15, 2023 April 24-25, 2024	Lausanne, Switzerland Lausanne,	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

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<p>June 4-5, 2024</p> <p>October 8-9, 2024</p>	<p>Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>			
<p>November 15-17, 2023 (Waitlisted)</p> <p>July 17-19, 2024 (Accepting Applications)</p> <p>November 20-22, 2024 (Accepting Applications)</p>	<p>Boston, MA</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 • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
<p>November 16, 2023</p>	<p>New York, NY</p>	<p>The Conference Board</p>	<p>2023 Global Business Services Conference</p>	<ul style="list-style-type: none"> • Two in a box: Navigating swim lanes for enterprise Global Business Services (GBS) and transformation roles • GBS's role in mergers, acquisitions and spins

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				<ul style="list-style-type: none"> • 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
<p>November 20-21, 2023</p> <p>June 12-13, 2024</p> <p>October 4-5, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Boards and Risks</p>	<ul style="list-style-type: none"> • Assessment framework • Risk oversight • Strategy and risk appetite • Behavioral risk
<p>November 22-23, 2023</p> <p>April 26-27, 2024</p> <p>October 2-3, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Finance for Boards</p>	<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 • Participate in an M&A simulation

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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
March 6-7, 2024	Lausanne, Switzerland			
April 24-25, 2024	Lausanne, Switzerland			
November 22-23, 2024	Lausanne, Switzerland			
November 27-December 1, 2023 (Accepting Applications)	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
November 27-30, 2023	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
February 26, 2024 (3 day program over 4 days)	Lausanne, Switzerland			
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

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				valuable assets – the workforce – for corporate productivity and growth <ul style="list-style-type: none"> • 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 • 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

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				<ul style="list-style-type: none"> citizenship and philanthropy How should companies think about citizenship in cities vs. citizenship in rural areas?
December 5-13, 2023 June 11-14, 2024	Virtual Philadelphia, PA	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
December 13-15, 2023 March 13-15, 2024 June 5-7, 2024	Fontainebleau, France Fontainebleau, France 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?
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

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February 20-23, 2024 May 6-9, 2024	New York, NY 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 • Planning and benchmark for the succession of the CEO • Best practices for private and early-stage boards • 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 26 – March 31, 2024 May 27 – June 30, 2024 October 28- December 1, 2024	Virtual Virtual 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 • Explore core areas of board work such as strategy, risks, stakeholders, M&A, succession, ESG and stewardship
February Session February 26 & 28, 2024 (Virtual Portion) March 18-21, 2024 (In Person Portion)	Virtual Miami, FL	Kellogg School of Management – Executive Education	Governing Family Enterprises	<ul style="list-style-type: none"> • Define the roles and responsibilities of owners, directors, board chairs, the executive team and the family council • Improve your board's effectiveness • Learn about critical governance policies needed to sustain the relationship between the enterprise and the family • Learn how a common vision can unite family owners in a

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September Session September 16 & 18, 2024 (Virtual Portion) October 7-10, 2024 (In Person Portion)	Virtual Evanston, IL			long-term commitment to continuity <ul style="list-style-type: none"> • Learn how governance can be used to gain trust among family owners, directors and top management • Leverage governance as a key competitive advantage of family business
March 4-5, 2024 June 14-15, 2024 September 30 – October 1, 2024	Lausanne, Switzerland Lausanne, Switzerland 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
March 7-8, 2024	Washington, DC	International Corporate Governance Network/ International Finance Corporation	ICGN's Conference	Agenda available in Q4 2023.

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<p>March 8-9, 2024</p> <p>June 10-11, 2024</p> <p>November 18-19, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Stakeholder Management for Boards</p>	<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
<p>March 13-16, 2024 (Accepting Applications)</p> <p>October 2-5, 2024 (Accepting Applications)</p>	<p>Boston, MA</p> <p>Boston, MA</p>	<p>Harvard Business School – Executive Education</p>	<p>Preparing to Be a Corporate Director</p>	<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
<p>April 1 – May 27, 2024</p>	<p>Virtual</p>	<p>University of Michigan – Executive Education</p>	<p>Building Board Expertise on Sustainability</p>	<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

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				<ul style="list-style-type: none"> Learn about tools for the implementation of effective board structures
April 1-May 31, 2024 (Live online every Tuesday in April and every Wednesday in May)	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
April 22-23, 2024 November 20-21, 2024	Lausanne, Switzerland 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 Gain insights into your board's team dynamics and the behaviors required to improve team effectiveness
April 29 – May 3, 2024	Philadelphia, PA	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 Applying the Activist Toolkit: Creating the value Fireside Chat/Guest Speaker: Investment Banks' Perspective

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				<ul style="list-style-type: none"> • Activism outside the USA: Case studies in Canada and Japan • Activism campaign exercise
May 27-30, 2024	Barcelona, Spain	Harvard Business School – Executive Education	Value Creation Through Effective Boards	<ul style="list-style-type: none"> • Design an optimal board structure and select the right directors • Improve board dynamics and the board’s interaction with management • Lead constructive, consensus-building board meetings with time-efficient agendas • Optimize your board governance approach • Recognize how global governance challenges affect the business • Improve governance processes relating to strategy, risk management, integrity and oversight • Prepare your board to react to crises and deal with exposure to risks • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
September 25 & 26, 2024	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
Virtual Portion: October 14 & 16, 2024	Virtual	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

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In Person Portion: November 4-7, 2024	Evanston, IL			<ul style="list-style-type: none"> • How to link the board with the family • Board room etiquette and effectiveness • Different models of the board's role in governance • Board best practices in family enterprises
October 14-18, 2024 <i>Private board cohort & Public board cohort options available</i>	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 • Mergers & acquisitions • ESG, stakeholder activism and cybersecurity • Post Covid-19 work management • Team building and group dynamics
Events throughout the year; Invitation only	In-person and virtual	G100	G100 BoardExcellence	G100 provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards.
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

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				<ul style="list-style-type: none"> • Assess your board's readiness to meet emerging challenges • Extend your network by living and working with accomplished executives from various backgrounds, industries and countries across the globe • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
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

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				<ul style="list-style-type: none"> 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
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

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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 common situations • 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"> • Cybersecurity threat landscape • Responsibilities of the board and management in cyber-risk oversight • Cyber-crisis simulation

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On your own schedule	Virtual	Korn Ferry	Webinars	Korn Ferry's on-demand webinars feature thought leadership and industry insights on a variety of topics, including diversity, equity & inclusion, ESG & sustainability, workforce transformation and talent management.
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"> • Cybersecurity and risk management: Are you chasing your tail? • Crisis = Opportunity. What public company CEOs need from their boards right now • Debunking HR issues for boards Part 1: Labor Acquisition • Debunking HR issues for boards Part 2: Labor retention • Debunking HR issues for boards Part 3: Succession planning
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"> • Ian Bremmer on geopolitical risk • Boardroom climate competence: Advancing the board-management conversation • On the 2023 board agenda
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 private equity 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

Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	Private Directors Association	ESOP Governance Essentials	<ul style="list-style-type: none"> • Describe the ESOP structure and benefit to company and employees • Realistic look at the responsibilities of serving on an ESOP board • 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>Upcoming "Dbrief" webcasts include:</p> <ul style="list-style-type: none"> • Workplace next: Defining the future of work for private companies • Generative artificial intelligence (AI) in finance and accounting • What new SEC cyber ruling requirements could mean for private companies
On your own schedule	Podcasts	KPMG	KPMG Board Insights Podcast Series	<ul style="list-style-type: none"> • Takeaways from the 2023 proxy season • Fool me once: A discussion with author and forensic accounting expert Kelly Richmond Pope • Civil rights and racial equity audits
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

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Podcasts	Private Directors Association	Shine Governance Illuminated	In this series of 15-20-minute podcasts, you will hear Private Directors Association members—owners, executives, independent directors and service providers—share their passion for governance based on healthy accountability, respect for process and collaborative behavior.
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.
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