

Director Education Opportunities – Updated January 2023

| Date(s) Offered | Location | Organization | Program Title and Website | Topics |
|---|---|--|--|---|
| February 1-2, 2023 | 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 • Design effective boards • How to succeed in the boardroom • Board principles |
| February 27- March 3, 2023 May 23-25, 2023 | Virtual 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 28 - March 1, 2023 | Ponte Vedra Inn & Club, Ponte Vedra Beach, FL | Corporate Board Member | Directors Forum 2023 | <ul style="list-style-type: none"> • The Great Re-Focus: How will your board drive growth and profits in 2023? • The year ahead: boards, challenges and the trends reshaping business now • Rethinking strategy: investing to grow out of the downturn • Cyber security without fear: getting real about managing risks • Board dynamics: building a culture that drives performance • ESG reality check: what drives true competitive advantage? • Growth through M&A: the new rules of engagement for the board |

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| March 6-8, 2023 | Washington, DC | Council of Institutional Investors | 2023 Spring Conference - Governance as the Linchpin: The "G" is Key | <ul style="list-style-type: none"> • What's next for activism: perspectives from Starboard • View from the boardroom – director panel • What's next for global markets • The future of China as an investible market • Washington update: key SEC rules and climate legislation • Best practices for ESG investor relations and stewardship teams • Can we take politics out of ESG? |
| March 15-18, 2023 | 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 |
| March 17, 2023 | Newark, DE | University of Delaware | Weinberg Center/European Corporate Governance Institute 2023 Corporate Governance Symposium | <p>2022 topics included:</p> <ul style="list-style-type: none"> • Is history repeating itself? the (un)predictable past of ESG ratings • ESG lending • Climate risk disclosure and institutional investors • Greenhouse gas disclosure and emissions benchmarking • Proxy advisory firms and corporate shareholder engagement |
| March 30 - June 8, 2023 6 bi-weekly sessions of 4-5 hours per session | Virtual | UCLA Anderson School of Management, Women's Leadership Institute | Accelerating Careers and Maximizing Organizational Contribution Strategies and Frameworks | <ul style="list-style-type: none"> • The lay of the land: the state of female leaders • Leadership dynamics using the Birkman method assessment • Leading team decision making • Organizational savvy • Mentoring and networking: a two-way street • Leadership and strategy to achieve the extraordinary • Leadership styles and skills |
| April 17, 2023 | New York, NY | Equilar / Nasdaq | Board Leadership Forum | Topics TBD |

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| <p>April 17-20, 2023</p> <p>September 26-29, 2023</p> | <p>Los Angeles, CA</p> | <p>UCLA Anderson School of Management</p> | <p>Corporate Governance Program</p> | <ul style="list-style-type: none"> • Regulatory changes impacting the boardroom • Strategic management and the board • The board and accounting issues • 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 |
| <p>April 19-27, 2023</p> | <p>Virtual</p> | <p>The Wharton School of the University of Pennsylvania – Executive Education</p> | <p>Corporate Governance: Essentials for a New Business Era</p> | <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 |
| <p>April 20-21, 2023</p> <p>Registration open in late January 2023</p> | <p>New York, NY</p> | <p>CFA Institute</p> | <p>Climate Risk and Returns: Shaping a Sustainable, Profitable Future</p> | <p>Topics TBD</p> |

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| April 25 - May 30, 2023 | Virtual | UCLA Anderson School of Management | Women in Governance: Preparing for Board Service | <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 • 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 |
| May 1-5, 2023 | 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 • Activism outside the USA: case studies in Canada and Japan • Activism campaign exercise |
| May 2-3, 2023 Registration open in late January 2023 | Washington, DC | CFA Institute | Asset and Risk Allocation: Building Resilient Portfolios for the Future | Topics TBD |
| May 11-13, 2023 | Boston, MA | Harvard Business School – Executive Education | Advanced Corporate Director Seminar | <p>NOTE: This program is designed for executives who have completed one or more of the following HBS Executive Education programs (in-person or virtual):</p> <p>Making Corporate Boards More Effective Audit Committees in a New Era of Governance Compensation Committees: New Challenges, New Solutions</p> |

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| May 15-18, 2023 | Barcelona, 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 • Increase gender diversity by appointing more women to the board • Monitor, measure, and improve board performance |
| May 22-25, 2023 November 6-9, 2023 | Evanston, IL Evanston, IL | Kellogg School of Management – Executive Education | Corporate Governance: Effectiveness and Accountability in the Boardroom | <ul style="list-style-type: none"> • Characteristics of good directors, boards, and strategies • Legal issues • Executive compensation • Cybersecurity for directors • Board and committee responsibilities • The board recruiting process • Audit issues • Activist investors and case study • The board's role in a crisis |
| May 31 - June 2, 2023 | Nashville, TN | Equilar | The 14th Annual Equilar Summit | <ul style="list-style-type: none"> • 400+ executive compensation and corporate governance professionals gather for a three-day, comprehensive Executive Compensation Summit, the largest conference dedicated to executive compensation • 2023 topics TBD |

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| July 3-7, 2023 | Fontainebleau, France | INSEAD – Executive Education | Advanced Strategy for Directors | <ul style="list-style-type: none"> • Deepen your understanding of the strategic challenges brought about by today’s global environment (from both internal and external perspectives) • Review and explore how boards, in collaboration with executives (and consultants), can play a role in anticipating and overcoming such challenges • Engage with topical issues such as the growing impact of digital technology on strategy and organizations, and on the role of the board • Practice formulating, implementing and evaluating strategies in a board environment • Develop your strategic competencies as a director |
| July 16-18, 2023 November 12-14, 2023 | Boston, MA | Harvard Business School – Executive Education | Compensation Committee: New Challenges, New Solutions | <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 |
| July 19-21, 2023 November 15-17, 2023 | Boston, MA | Harvard Business School – Executive Education | Audit Committees in a New Era of Governance | <ul style="list-style-type: none"> • Enable the audit committee to play a more strategic role • 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 • Improve audit committee effectiveness |
| September 11-13, 2023 | Long Beach, CA | Council of Institutional Investors | Fall 2023 Conference | Topics TBD |

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| 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 |
| 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 • 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 16-20, 2023 | Stanford, CA | Stanford Business School | Directors' Consortium | <ul style="list-style-type: none"> • Benchmark against best practices in corporate governance • Evaluate the role of the board in strategy development, evaluation, and evolution • Develop frameworks for prudent legal strategies to navigate litigious environments • Formulate strategies for managing CEO succession and evaluating executive compensation |
| 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 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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| 2023 Dates TBA | Irvine, CA or Virtual | UC-Irvine Paul Merage School of Business | UCI Audit Committee Summit | <p>2022 topics included:</p> <ul style="list-style-type: none"> • Risk oversight in today's challenging environment • Setting the Audit Committee agenda for 2023 • The latest SEC and PCAOB developments and their impact on the work of audit committees • ESG and other current financial reporting imperatives and how audit committees can prepare themselves to best address them |
| 2023 Date TBA | Philadelphia, PA | Drexel University LeBow College of Business | Directors Academy | <p>2022 topics included:</p> <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 |
| Online events throughout the year; Invitation only | Virtual | G100 | G100 BoardExcellence | <ul style="list-style-type: none"> • Provide directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards |

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| 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 |
| On your own schedule | Virtual | National Association of Corporate Directors (NACD) | Directorship Essentials Series | <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 |
| 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 | <ul style="list-style-type: none"> • Future of the boardroom: shareholder expectations • Directing the wind: climate governance and boards of directors • Lessons learned for boards of directors: Theranos vs. Headspin |