

Director Education Opportunities – Updated January 2024

Date(s) Offered	Location	Organization	Program Title and Website	Topics
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
February 5, 8 & 13, 2024	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
February 15-16, 2024	San Diego, CA	Directors Summit	Directors Summit 2024	<ul style="list-style-type: none"> • Navigate leadership from the top • Manage disruptive technology • Decision-making in crisis • Activism inside and outside the boardroom • Geopolitics in business • Future of modern leadership
February 19-23, 2024 May 27-31, 2024	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

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February 20-21, 2024 March 4-5, 19-20, 2024	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
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 • Plan 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 Session February 26 & 28, 2024 (Virtual)	Virtual	Kellogg School of Management – Executive	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

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Portion) March 18-21, 2024 (In Person Portion) September Session September 16 & 18, 2024 (Virtual Portion) October 7-10, 2024 (In Person Portion)	Miami, FL Virtual Evanston, IL	Education		<ul style="list-style-type: none"> • 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 long-term commitment to continuity • 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
February 26-29, 2024 April 29-May 2, 2024 June 17-20, 2024 October 7-10, 2024	Lausanne, Switzerland Lausanne, Switzerland 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
February 26 – March 31, 2024 May 27 – June 30,	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

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2024 October 28 – December 1, 2024	Virtual			<ul style="list-style-type: none"> 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
Module 1 & 2: February 27, 2024 Module 3 & 4: April 3, 2024 Module 5 & 6: May 7, 2024	Dallas, TX	The University of Texas at Dallas – Institute for Excellence in Corporate Governance	Executive Certificate in Nonprofit Governance	<ul style="list-style-type: none"> The board's role in governance and legal issues Importance of nonprofits, director recruitment, education, evaluation, and succession Strategic planning and organizational performance and ethics Budgeting, accounting and audit issues, risk management and 990 CEO leadership and compensation issues and directors and officers insurance Successful board meetings, the role of the board in fundraising, cybersecurity in nonprofit governance
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 4-6, 2024	Washington, DC	Council of Institutional Investors	2024 Spring Conference – Governance as a Guidepost	<ul style="list-style-type: none"> Share best practices and learn from a wide spectrum of corporate governance professional

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<p>March 6-7, 2024</p> <p>April 24-25, 2024</p> <p>November 22-23, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Digital Transformation for Boards</p>	<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
<p>March 7-8, 2024</p>	<p>Washington, DC</p>	<p>International Corporate Governance Network/ International Finance Corporation</p>	<p>ICGN Washington, D.C. Conference, hosted by the IFC</p>	<ul style="list-style-type: none"> • ESG and corporate sustainability reporting • Stewardship and emerging markets • More topics available in Q4 2023
<p>March 7-8, 2024</p>	<p>Dallas, TX</p>	<p>American College of Corporate Directors/ Corporate Board Member</p>	<p>Directors Forum 2024: Board Strategies to Navigate 2024 and Beyond</p>	<ul style="list-style-type: none"> • GenAI: Game changer and risk maker – What boards need to know about responsible AI implementation • How climate resilient is your company – A scenario analysis to drive financial growth • The board's role in corporate citizenship during turbulent times • Handling board director dilemmas • Rules of engagement: how your board can drive M&A success • Prepare for a cyber security simulation

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March 8-9, 2024	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
June 10-11, 2024	Lausanne, Switzerland			
November 18-19, 2024	Lausanne, Switzerland			
March 13-15, 2024	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?
June 5-7, 2024	Fontainebleau, France			
September 24-27, 2024	Singapore			
December 10-13, 2024	Fontainebleau, France			
March 13-16, 2024 (Accepting Applications)	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 2-5, 2024 (Accepting Applications)	Boston, MA			

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March 15, 2024	Newark, DE	University of Delaware	2024 University of Delaware Weinberg Center/ECGI Corporate Governance Symposium	<ul style="list-style-type: none"> • Topics TBA
March 20-22, 2024 September 23-25 2024	Virtual	Korn Ferry	High-Impact Communication	<ul style="list-style-type: none"> • Deliver persuasive communications that achieve the outcomes you want • Adapt your communication style to the receiver's style for greater impact • Work and dialogue more effectively in small groups • Select the most appropriate medium and structure for high-impact communication • Implement techniques and strategies to create high-impact communication • Plan your communications and meetings for maximum results
March 26-27, 2024	Washington, DC	National Association of Corporate Directors (NACD)	NACD Master Class® Technology and Innovation Oversight	<ul style="list-style-type: none"> • Details to come
March 28–June 6, 2024 6 bi-weekly sessions of 4-5 hours per session	Virtual	UCLA Anderson School of Management, Women's Leadership Institute	Accelerating Careers and Maximizing Organization Contributions	<ul style="list-style-type: none"> • The lay of the land & setting yourself up for success • Leading team decision making • Organizational savvy • Mentoring and networking: a two-way street • Leadership and strategy to achieve the extraordinary • Leadership styles and skills • Leading change

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April 1–May 27, 2024	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
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

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April 2-23, 2024	Virtual	UCLA Anderson School of Management	Corporate Governance Program	<ul style="list-style-type: none"> • Regulatory changes impacting the boardroom • Strategic management and the board • The ESG imperative • 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
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 22-25, 2024	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"> • Overview of board structure, committees and emerging best practices • 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

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				<ul style="list-style-type: none"> • Designing political and social strategies • Shareholder activism
<p><u>Module 1</u> April 22-25, 2024</p> <p><u>Module 2</u> June 29-22, 2024</p> <p><u>Module 3</u> November 7-9, 2024</p> <p><i>Additional dates available</i></p>	<p>Fontainebleau, France</p> <p>Fontainebleau, France</p> <p>Fontainebleau, France</p>	<p>INSEAD – Executive Education</p>	<p>International Directors Programme</p>	<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
<p>April 22-26, 2024</p>	<p>Fontainebleau, France</p>	<p>INSEAD – Executive Education</p>	<p>Value Creation for Owners and Directors</p>	<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
<p>April 24-25, 2024</p> <p>June 4-5, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	<p>International Institute for Management Development</p>	<p>Driving Sustainability from the Boardroom</p>	<ul style="list-style-type: none"> • ESG literacy • ESG upsides • ESG stewardship • ESG crisis management

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October 8-9, 2024	Lausanne, Switzerland			
<p>April 26-27, 2024</p> <p>October 2-3, 2024</p>	<p>Lausanne, Switzerland</p> <p>Lausanne, Switzerland</p>	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 • Participate in an M&A simulation
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 • Activism outside the USA: Case studies in Canada and Japan • Activism campaign exercise

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April 30-June 4, 2024	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 • Building your personal brand and board resume
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
June 5-7, 2024	Boston, MA	Equilar	Equilar Summit 2024	<ul style="list-style-type: none"> • 2024 topics TBA

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June 10-12, 2024	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
June 10-13, 2024 November 4-7, 2024	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
June 11-14, 2024	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
June 12-13, 2024	Lausanne, Switzerland	International Institute for Management	Boards and Risks	<ul style="list-style-type: none"> • Assessment framework • Risk oversight • Strategy and risk appetite

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October 4-5, 2024	Lausanne, Switzerland	Development		<ul style="list-style-type: none"> Behavioral risk
June 13-14, 2024	Brooklyn , NY	The Conference Board	Women Lead Festival	<ul style="list-style-type: none"> Topics TBA
June 24-26, 2024	Stanford, CA	Arthur and Toni Rembe Rock Center for Corporate Governance	The 29th Annual Stanford Directors' College	<ul style="list-style-type: none"> The board's role in setting business strategy CEO and board succession Crisis management Techniques for controlling legal liability Challenges posed by activist investors Boardroom dynamics International trade issues The global economy Cybersecurity threats
July 8-12, 2024	Fontainebleau, France	INSEAD – Executive Education	Corporate Strategy for Board Members	<ul style="list-style-type: none"> Profit dynamics in industries and industrial ecosystems Constructing competitive advantage Substitution, disruption and digitization Platform and ecosystems: Building critical mass The changing nature of the business environment The influence of the organization on strategy and on its environment Strategy making in an emerging digital world Strategy as process
July 10-13, 2024	Boston, MA	Harvard Business School – Executive Education	Making Corporate Boards More Effective	Strengthen the impact of your corporate board: <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
November 13-16,	Boston, MA			

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2024				<ul style="list-style-type: none"> • 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>July 14-16, 2024</p> <p>November 17-19, 2024</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 • 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

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				<p>accomplished executives from various backgrounds, industries and countries across the globe</p> <ul style="list-style-type: none"> • Build relationships with a diverse group of peers who can provide wide-ranging insights into your business challenges and career decisions
<p>July 17-19, 2024</p> <p>November 20-22, 2024</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>September 9-11, 2024</p>	<p>Brooklyn, NY</p>	<p>Council of Institutional Investors</p>	<p>Fall 2024 Conference</p>	<ul style="list-style-type: none"> • Topics TBA

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September 16-17, 2024	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 2024 • Unparalleled networking with director peers
September 19-20, 2024	New York, NY	The Conference Board	Executive Compensation	<ul style="list-style-type: none"> • Executive compensation in context: Economic, social and consumer trends • Evolving executive compensation – Revisiting our guiding principles • Public policy impact and executive compensation • Incorporating ESG and other non-financial metrics into executive incentive plans: Where do we go from here? • Top compensation committee priorities for 2024 • Hot topics in executive compensation: Through the legal lens, pay equity and transparency • Tying sustainability to executive compensation to drive financial value and impact • Re-aligning broad-based and executive incentive plans for greater impact
September 25-26, 2024	London, UK	International Corporate Governance Network	ICGN 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
October 6-9, 2024	Washington, DC	National Association of Corporate Directors (NACD)	NACD Directors Summit 2024	<ul style="list-style-type: none"> • Topics TBA

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<p>Virtual Portion: October 14 & 16, 2024</p> <p>In Person Portion: November 4-7, 2024</p>	<p>Virtual</p> <p>Evanston, IL</p>	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 • Board best practices in family enterprises
<p>October 14-18, 2024</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 • Mergers & acquisitions • ESG, stakeholder activism and cybersecurity • Post Covid-19 work management • Team building and group dynamics
November 9-10, 2024	Tempe, AZ	International Corporate Governance Society	The 10th Annual ICGS Conference: An Integrative View of Corporate Governance Theory and Research	<ul style="list-style-type: none"> • Integrative behavioral models of executives, directors, owners and governance intermediaries (analysts, ratings agencies, etc.) • Political and institutional models to include the role of legal institutions, societal norms and historical political systems' influence on governance • Configurational approaches for governance conditions and outcomes • Qualitative understanding of directors, auditors and other key actors tasked with governance oversight • Quantitative and evidence-based insights of governance effectiveness • The effects of technology, artificial intelligence and machine learning on the governance ecosystem

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				<ul style="list-style-type: none"> Theoretical predictions: theories that work, those that don't and new theories
November 13-15, 2024	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 14, 2024	New York, NY	The Conference Board	2024 Corporate Citizenship Summit	<ul style="list-style-type: none"> Topics TBA
December 2-6, 2024	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
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

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

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

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • 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 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

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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
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

Date(s) Offered	Location	Organization	Program Title and Website	Topics
				<ul style="list-style-type: none"> • 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"> • 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"> • 2024 banking and capital markets outlook: Consumer/retail banking • Real estate accounting in a dynamic regulatory and macroenvironment • What to do today to prepare for Pillar Two
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

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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