

Director Education Opportunities – Updated January 2025

Date(s) Offered	Location	Organization	Program Title and Website	Topics
February 3 - March 21, 2025	Virtual	University of Michigan– Executive Education	Building Board Expertise on Sustainability	<ul style="list-style-type: none"> • Why is ESG crucial for boards? • What ESG risks and opportunities must boards understand? • What ESG oversight do investors expect from boards? • How can the board set aspirational ESG goals and attain them? • What are best practices for disclosing ESG risks and opportunities? • How can boards align corporate political activity to meet sustainability commitments? • How should boards be structured to oversee sustainability commitments?
February 4 - 5, 2025	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 6, 2025	Fort Worth, TX	Texas A&M University – School of Law	The Texas Business Court & the Future of Corporate Governance Symposium	<ul style="list-style-type: none"> • What the rising competition to Delaware’s prominence will mean • Shareholder primacy v. stakeholder capitalism – law and policy • The new ESG landscape • Director decision-making in an uncertain world • The Texas business courts: Opportunities and risks
February 10 - 13, 2025 May 5 - 8, 2025 June 16 - 19, 2025 October 6 - 9, 2025	Lausanne, Switzerland Lausanne, Switzerland Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	High Performance Boards	<ul style="list-style-type: none"> • Optimize board performance by identifying best practices and gain the tools to implement them to maximize board effectiveness • Foster a positive board culture by cultivating a constructive and collaborative board environment for enhanced governance • Ensure seamless succession by strategically planning and managing leadership transitions for long-term success • Manage risks, opportunities and crises by evaluating risks and opportunities, and master crisis management techniques • Elevate your board’s strategic capacity

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November 24 - 27, 2025	Lausanne, Switzerland			
February 13, 2025	Newark, DE	John L. Weinberg Center for Corporate Governance	From Boom to Backlash: Guiding Directors in a Shifting ESG Landscape	<ul style="list-style-type: none"> • Explore how directors can fulfill their duties effectively amid shifting expectations • Understand the importance of reliable data for ESG and other corporate disclosures • Address how to ensure directors and investors receive useful information • Board oversight and the role of corporate leadership in addressing ESG debates • How directors can reconcile ESG issues with their primary responsibilities
February 17 - 21, 2025 May 12 - 16, 2025	Singapore Fontainebleau, France	INSEAD– Executive Education	M&As and Corporate Strategy	<ul style="list-style-type: none"> • Evaluate your business portfolio and determine the appropriate businesses to acquire, restructure or divest. • Select acquisition targets that fill your capability gaps and fit with your corporate strategy. • Evaluate acquisition opportunities by quantifying the value of the acquisition targets. • Understand and choose different integration approaches for different acquisition targets.
February 20 - 21, 2025	San Diego, CA	Corporate Directors Forum Institute	Directors Summit 2025	<ul style="list-style-type: none"> • The evolution of the boardroom • Frameworks to transform and innovate • The next generation of AI for the Enterprise • The collective intelligence of boards • My inclusion journey to the boardroom • Thrive by unlocking purpose
February 24 - 27, 2025 May 6 - 9, 2025	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 • How to 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 • Benchmark against best practices of corporate governance

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				<ul style="list-style-type: none"> • 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 process
February 24 - March 30, 2025	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
May 26 - June 29, 2025	Virtual			
October 27 - November 30, 2025	Virtual			
February 25 - 26, March 11 - 12, April 1 - 2	Virtual	Ozone Advisory Group	High-Performing Board Program	<ul style="list-style-type: none"> • Understand principles of governance • Enhance awareness of how a board adds value • Address the roles of management, shareholders and directors • Advance understanding of the board's role in strategy, risk, talent and succession • Explore directors' responsibilities in board room finance including: financing strategies, enterprise valuation and exit strategies • Gain awareness of how a high-performing board can contribute to the success of an organization • Network with like-minded individuals from a broad range of industries and geographies
October 7 - 8, October 20 - 21, November 4 - 5	Virtual			
March 3 - 4, 2025	Lausanne, Switzerland	International Institute for Management Development	Strategy Governance for Boards	<ul style="list-style-type: none"> • Understand the role of boards in strategy formulation and validation, and how it differs from the roles of the management team • Ensure that your leadership is in tune with external changes and develops and delivers a strategy that is relevant for today and tomorrow
June 13 - 14, 2025	Lausanne, Switzerland			

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September 29 - 30, 2025	Lausanne, Switzerland			<ul style="list-style-type: none"> Enhance organizational performance by ensuring that board governance mechanisms are aligned with your firm's strategic objectives Examine case studies of strategy governance failures and learn how to navigate and sidestep common pitfalls
March 4 - 5, 2025	Dallas, TX	Corporate Board Member	Directors Forum	<ul style="list-style-type: none"> Understand the evolving activity playbook Build a deep bench for a strong CEO succession strategy Build championship boards Future-proof your growth strategies: winning plays for sustained success Cybersecurity governance: Where do good boards go wrong
March 4, 2025 (Virtual Portion) March 10 - 14, 2025 (In Person Portion) September 30, 2025 (Virtual Portion) October 6 - 10, 2025 (In Person Portion)	Virtual Miami, FL Virtual Chicago, IL	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 Design an appropriate, optimal governance structure for your enterprise Acquire skills needed to lead effectively Learn how governance structures and policies interact to elicit constructive shareholder engagement and organizational effectiveness Learn how to build high functioning board and family teams, improve board decision making and how to maximize board and family leadership effectiveness
March 4 - 5, 2025	Tokyo, Japan	International Corporate Governance Network	ICGN 30th Anniversary Conference, Asia	<ul style="list-style-type: none"> Corporate governance updates and reforms in Japan Create strong and effective boards ESG ratings and regulation How to protect shareholder rights in the face of deregulatory pressures Best practices in investor stewardship Risks and opportunities of artificial intelligence (AI)
March 5 - 6, 2025	Lausanne, Switzerland	International Institute for Management	Stakeholder Management for Boards	<ul style="list-style-type: none"> Explore the role of key stakeholders and how to effectively engage with them Gain a robust understanding of nonmarket players: The dynamics, risks, opportunities and how to add value

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June 9 - 10, 2025	Lausanne, Switzerland	Development		<ul style="list-style-type: none"> Navigate diverse and often incompatible stakeholder demands while aligning organizational purpose with key performance indicators Learn how to ask the right questions and identify new opportunities in the nonmarket landscape
November 17 - 18, 2025	Lausanne, Switzerland			
March 7 - 8, 2025	Lausanne, Switzerland	International Institute for Management Development	Finance for Boards	<ul style="list-style-type: none"> Explore the main determinants of value creation (operational and financial KPIs and the relevant value drivers) Review the financials of several companies and make sense of the numbers Discuss asset-based measures of financial performance (ROIC and/or ROCE) and market-related KPIs, such as PE and PEG ratios Address cost of capital considerations (including WACC) Address capital structure and risk appetite Examine the determinants of capital structure choices Review 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
June 11 - 12, 2025	Lausanne, Switzerland			
November 21 - 22, 2025	Lausanne, Switzerland			
March 10 - 12, 2025 (Members Only)	Washington, D.C.	Council of Institutional Investors	CII Spring Conference & 40th Anniversary Celebration	<ul style="list-style-type: none"> Topics TBA
March 10 - 11, 2025	Lausanne, Switzerland	IMD– International Institute for Management Development	Driving Sustainability from the Boardroom- ESG Board Program	<ul style="list-style-type: none"> Understand ESG concepts by learning how to lead and ask the right questions Identify and leverage ESG opportunities for long-term success and reputation How ESG expands fiduciary duties and accountability How to handle difficult ESG conversations and respond to ESG crises
June 2 - 3, 2025	Lausanne, Switzerland			
October 13 - 14, 2025	Lausanne, Switzerland			

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March 14, 2025	Newark, DE	John L. Weinberg Center for Corporate Governance	2025 Corporate Governance Symposium	<ul style="list-style-type: none"> • Topics TBA
April 14 - 18, 2025	Fontainebleau, France	INSEAD– Executive Education	Value Creation for Owners and Directors	<ul style="list-style-type: none"> • Ownership and director challenges • Leadership dynamics • Value creation for owners, directors and managers • Managing risk and coping with disruption • Strategic options for growth • How to evaluate your value creation strategy
April 22 - 25, 2025	Philadelphia, PA	The Wharton School of the University of Pennsylvania– Executive Education	Shareholder Activism: Activating Change for Value Creation	<ul style="list-style-type: none"> • Value investing and shareholder activism • Current trends and market conditions • Assess the potential for value creation • Tactics for campaigning and engaging: The activist pathway and the target defense • Apply 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
April 22 - 25, 2025	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 • Creation of opportunities for those who have been underrepresented in the boardroom • Characteristics of successful board leaders • Management oversight • How to build diversity, equity and inclusion in the boardroom • Lead boards through legal issues and other crises • Succession planning • How to bring environmental and social issues into the boardroom • Design political and social strategies • Shareholder activism

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April 23 - 26, 2025 October 1 - 4, 2025	Boston, MA Boston, MA	Harvard Business School– Executive Education	Preparing to Be a Corporate Director	<ul style="list-style-type: none"> • Examine the fundamentals of corporate governance and prepare to confidently assume the role of a board director • Understand key legal responsibilities and fiduciary duties • Add value to an organization as you oversee its leadership and strategic direction • Balance shareholder demands with those of other stakeholders in driving long-term performance • Evaluate opportunities and perform due diligence before joining a board
April 28 - 29, 2025 November 19 - 20, 2025	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 - June 3, 2025	Virtual	UCLA Anderson School of Management	Women in Governance: Preparing for Board Service	<ul style="list-style-type: none"> • Understand the boardroom and your role as a director • Case studies in board effectiveness • How to manage diversity from the boardroom • Financial acumen for board directors • How to lead effectively / influence without authority • The science (and the art) of networking • How to make decisions in the midst of multiple perspectives • Current issues in corporate governance • Building your personal brand and board resume
<u>April 2025</u> Module 1: April 29 - May 2, 2025 Module 2: June 16 - 19, 2025	Fontainebleau, France Fontainebleau, France	INSEAD– Executive Education	International Directors Programme	<ul style="list-style-type: none"> • Board fundamentals: responsibility, effectiveness, decision making and strategy • Board dynamics, efficiency and the role of committees • Director and board development

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Module 3: November 17 - 19, 2025	Fontainebleau, France			
<u>May 2025</u> Module 1: May 5 - 8, 2025	Fontainebleau, France			
Module 2: June 23 - 26, 2025	Fontainebleau, France			
Module 3: November 19 - 21, 2025	Fontainebleau, France			
<u>June 2025</u> Module 1: June 9 - 12, 2025	Singapore			
Module 2: September 29 - October 2, 2025	Fontainebleau, France			
Module 3: December 8 - 10, 2025	Singapore			
<u>June 2025</u> Module 1: June 16 - 19, 2025	Singapore			
Module 2: October 6 - 9, 2025	Singapore			
Module 3: December 11 - 13, 2025	Singapore			

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April 30 - May 1, 2025 October 3 - 4, 2025	Lausanne, Switzerland 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 • Explore emerging areas of corporate digital responsibility • Review and identify cybersecurity vulnerabilities and risks to enhance board governance regarding how to address digital risks.
May 1 - 3, 2025	Boston, MA	Harvard Business School– Executive Education	Advanced Corporate Director Seminar	<ul style="list-style-type: none"> • Explore best practices in balancing shareholder and stakeholder needs • Re-examine your company's overall purpose and role in society • Understand new perspectives on board diversity, equity and inclusion • Assess your board's readiness to meet emerging challenges
May 2 - 3, 2025 October 1 - 2, 2025	Lausanne, Switzerland Lausanne, Switzerland	International Institute for Management Development	Boards and Risks	<ul style="list-style-type: none"> • Identify and assess your organization's risks • Analyze how strategic risk can be assessed and managed • Gain techniques for setting risk appetite • Assess the risk behaviors of the board and management • Evaluate the positive and negative implications of risks
May 14 - 16, 2025	Washington, D.C.	Directors & Boards	The Private Company Governance Summit 2025	<p>The summit was created for the owners, shareholders, senior executives and advisory/fiduciary board members of privately held, family-owned and private equity invested companies. Topics include:</p> <ul style="list-style-type: none"> • Board composition essentials • Best practices for board compensation • How to get value from an independent board • The board and CEO relationship • The war for talent and its effect on private and family companies • Conflicts of interest – tracks for young and mature boards • Private company AI governance • Cybersecurity: How to recover from a cyber attack

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May 29 - 31, 2025	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 9 - June 13, 2025	Singapore	INSEAD–Executive Education	Aspiring Directors Programme	<ul style="list-style-type: none"> • Understand the main corporate governance systems • Main institutions, roles, and processes in corporate governance • Understand the different types of directors • Board fundamentals: responsibility and effectiveness • Board dynamics and efficiency • Board structure and the role of committees • Finance literacy for directors • Understand the job market for board directors • New challenges for directors: diversity, sustainability, digital
June 9 - 12, 2025 November 3 - 6, 2025	Chicago, IL Chicago, 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 process of recruiting new board members • Audit committee issues • Activist investors • The board’s role in a crisis
June 10 -11, 2025	New York, NY / Virtual	Practising Law Institute (PLI)	ESG 2025: What it Means for Boards, Management and Counsel	<ul style="list-style-type: none"> • Topics TBA

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June 11 -12, 2025	New York, NY	FT Live	20th Anniversary Outstanding Directors Exchange	<ul style="list-style-type: none"> • Board leadership in a shifting economic environment • Regain faith in the value of ESG • Activist campaigns and board readiness – Which vulnerabilities are investor activists targeting • When things go wrong – Crisis and reputational resilience • Future-ready boards: Building high impact committees for effective leadership • The financial outlook for public boards – how will shifts affect governance in 2025 • The art of the deal – an ODX challenge for merger moguls
June 23 – 25, 2025	Stanford, CA	Stanford Law School	30th Annual Stanford Directors' College	<ul style="list-style-type: none"> • Understand the board's role in setting business strategy, ESG initiatives, and CEO succession • Learn techniques for controlling legal liability, challenges posed by activist investor, boardroom dynamics, and cybersecurity threats
June 30 - July 4, 2025	Fontainebleau, France	INSEAD– Executive Education	Corporate Strategy for Board Members	<ul style="list-style-type: none"> • Profit dynamics in industries and industrial ecosystems • How to construct a competitive advantage • Substitution, disruption and digitization: How to anticipate the opportunities of substitution and disruption • Platforms and ecosystems: Building critical mass–answering questions related to creating and winning in ecosystems • 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: Exploring how the board can ensure that a well-structured process is in place
July 15 - 18, 2025	Philadelphia, PA	The Wharton School of the University of Pennsylvania– Executive Education	Women on Boards: Building Exceptional Leaders	<ul style="list-style-type: none"> • Board structure and process • Executive compensation • Methods to increase diversity and inclusion on the board • Manage social and political risk • Board succession strategies • How to build your personal brand • Balance stakeholders in complex strategic decisions

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				<ul style="list-style-type: none"> • How to lead in times of uncertainty
July 16 - 19, 2025	Boston, MA	Harvard Business School– Executive Education	Making Corporate Boards More Effective	<ul style="list-style-type: none"> • Strengthen the impact of your corporate board • 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 and risk mitigation • Develop practices that suit the unique needs of your company and management • Expand your personal and professional network
November 12 - 15, 2025	Boston, MA			
July 17 - 18, 2025	New York, NY	International Corporate Governance Network	ICGN 30th Anniversary Conference, Americas	<ul style="list-style-type: none"> • Topics TBA
July 20 - 22, 2025	Boston, MA	Harvard Business School– Executive Education	Compensation Committee: New Challenges, New Solutions	<ul style="list-style-type: none"> • Examine critical market and regulatory issues impacting executive compensation • Ensure that the compensation structure promotes the desired corporate culture • Understand and anticipate hot-button issues and trends in executive compensation • Effectively utilize performance measurement systems
November 19 - 21, 2025	Boston, MA			
July 23 - 25, 2025	Boston, MA	Harvard Business School– Executive Education	Audit Committees in a New Era of Governance	<ul style="list-style-type: none"> • Leverage strong internal controls to promote growth • Develop better tools to manage risks • Improve transparency and the quality of audit and financial reporting and ensure the integrity of financial information • Improve communication with investors on financial reporting and disclosure
November 16 - 18, 2025	Boston, MA			
September 8 - 10, 2025	San Francisco, CA	Council of Institutional Investors	CII Fall 2025 Conference	<ul style="list-style-type: none"> • Topics TBA
(Members Only)				

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September 16 - 27, 2025	New York, NY	The Conference Board	Executive Compensation	<ul style="list-style-type: none"> • Executive compensation in context: Expanding considerations for executive pay • Executive compensation in a complex world • Public policy impact and executive compensation • Align human capital and executive compensation strategies with your unique situation • Through the legal lens: Hot topics in executive compensation • Human capital metrics in context • Metrics in executive incentive plans • The payoff of pay transparency • Executive compensation strategies: The great balancing act • Build executive compensation programs that support transformation • Navigate total rewards in 2025 and beyond • Tell your story: Communicating executive compensation to multiple audiences • Challenge the status quo: Where do we go from here?
September 18 - 19, 2025	Washington, D.C.	Corporate Board Member	Annual Boardroom Summit & Board Committee Peer Exchange	<ul style="list-style-type: none"> • Strategy: Hear how the high performing boards make sure the company's vision for both near and long-term is sound. • Risk oversight: Learn how smart boards tackle risk • M&A: how boards can contribute successfully to deals and comply with fiduciary duties • Unleashing AI: Develop a governance framework that will support transformation and build trust • Board evaluations: Improve your board assessment processes • Executive pay: Hear how others are integrating non-financial metrics into their pay plans and retaining top talent with pay programs that earn both management and shareholder approval • CEO succession • Committee challenges: Collaborate with other directors on the distinct responsibilities of the audit, compensation and nominating/governance committee

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October 13 - 17, 2025 <i>Private board cohort & Public board cohort options available</i>	Stanford, CA	Stanford Business School– Executive Education	Directors' Consortium	<ul style="list-style-type: none"> • Financial reporting, compensation and fiduciary duties • Governance and liability risk • CEO succession and executive compensation • Board oversight and executive compensation • Mergers & Acquisitions • ESG, stakeholder activism, and cybersecurity • Post Covid-19 work management • Team building and group dynamics
October 18 - 19, 2025	Manchester, UK	International Corporate Governance Society	The 11th Annual ICGS Conference: Transformative Corporate Governance	<ul style="list-style-type: none"> • Transformative corporate governance in an evolving legal, economic and political environment • Boards of Directors in periods of transformation • Stakeholder management and engagement in periods of transformation • Comparative corporate governance and transformation • Corporate ownership and transformation
October 28, 2025 (Virtual Portion) November 3 - 7, 2025 (In Person Portion)	Virtual Chicago, IL	Kellogg School of Management– Executive Education	Family Enterprise Boards: Navigating Unique Governance Challenges	<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 • Board best practices in family enterprises • Boardroom etiquette and effectiveness • Different models of the board's role in governance • How to link the board with the family
October 2025	Milan, Italy	International Corporate Governance Network	ICGN 20th Anniversary Conference, Europe	<ul style="list-style-type: none"> • Topics TBA
Dates TBA	Boston, MA	Harvard Business School– Executive Education	Women on Boards: Succeeding as a Corporate Director	<ul style="list-style-type: none"> • Explore the legal and regulatory environments affecting boards • Learn how to match your skills and talents to the board's specific needs • Navigate the politics and avoid the pitfalls of corporate networks • Implement best practices of today's high functioning boards • Recognize the gender lens – how women are perceived in the

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				boardroom <ul style="list-style-type: none"> Disrupt the established lines of succession and how to become the winning candidate
On your own schedule/Multiple Dates	Virtual	50/50 Women on Boards	50/50 Women on Boards Workshops	Virtual and interactive workshops with high-performing corporate directors and experienced faculty. Topics include: <ul style="list-style-type: none"> Board fundamentals: What it takes to serve on a board and how to develop a roadmap to achieve your board goals Get on board: Showcase your skills and expertise with a strategically crafted board profile Personal brand and digital presence: Optimize your professional brand and LinkedIn profile Master the board recruitment and interview process: Elevate your board candidacy through advanced recruitment and interview skills Workshops for corporate groups: Bring career and board pursuit success to your corporation and invest in the growth and advancement of your female employees and clients
Events throughout the year; Invitation only	In-person and virtual	G100	G100 Board Excellence	G100 provides directors a platform for discussions that surface the most current thinking on the most pressing issues facing corporate boards
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 The 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

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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 and 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 • 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

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				success
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Director Proficiency: Financial Oversight	<ul style="list-style-type: none"> • Learn why every director is expected to know the financial basics as a legal and practical matter—and how that knowledge provides an opportunity • Cement your understanding of balance sheets, income statements, and cash flow statements, and learn how to begin analyzing them in your role as a director • Primer on how to apply what you learn from the financial statements in the boardroom, with an emphasis on four areas: asset management, profitability, cash flow management, and raising capital • Basic financial issues of high concern for publicly traded companies (or companies about to go public) • A glimpse ahead into more advanced matters of corporate finance and the role of auditors and the board's audit committee
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

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				<ul style="list-style-type: none"> 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"> Overview of cybersecurity leadership Effective cybersecurity structure and operations Cybersecurity oversight for directors Emerging Topics: AI and machine learning, 5G, new frameworks, cloud applications and security, supply chain risk and quantum computing
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Governing Into the Future	<ul style="list-style-type: none"> A framework for governing into the future Audit committee blueprint Compensation committee blueprint Nominating and governance committee blueprint Risk committee blueprint
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Introduction to Directorship	<ul style="list-style-type: none"> Strategy from a board perspective Fiduciary duties of corporate boards The Board's operating model Roles and responsibilities of the board member
On your own schedule	Virtual	National Association of Corporate Directors (NACD)	Introduction to ESG Oversight	<ul style="list-style-type: none"> Introduction to environmental, social, and governance factors Integration of ESG into strategy Stakeholder expectations of directors ESG Risk ESG, innovation, and value creation How to set expectations and question management: Getting the most from reporting
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

Date(s) Offered	Location	Organization	Program Title and Website	Topics
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"> • The board’s risk appetite • A director’s survival guide to new technologies and destructive disruption • Compliance is not de-risking: Lessons learned (or not) from Silicon Valley Bank failure • The real economy for board directors • Headline news you want: Public relations for boards of directors • Life cycle of female leadership: From founder to board member
On your own schedule	Virtual	KPMG	KPMG Board Leadership Center Webcast	<p>Recordings of past webcast events are available as a free resource. Recent topics include:</p> <ul style="list-style-type: none"> • Geoeconomic outlook: Post-election and beyond • Lessons from the 2024 proxy season • A boardroom lens on generative AI • A conversation with Ian Bremmer – the board and geopolitical risk • Boardroom climate competence: Advancing the board-management conversation • On the 2024 board agenda
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 • Climate on the board agenda • Organizing the board for climate oversight • Onboarding insights for new directors • Civil rights and racial equity audits • Takeaways from the 2024 proxy season
On your own schedule	Virtual	Deloitte Dbriefs Webcast	Dbriefs Webcast Private Companies: Navigating What's Next	<p>Webcasts are archived for 180 days after the live broadcast. Available “Dbrief” webcasts include:</p> <ul style="list-style-type: none"> • 2025 economic outlook: Economic resilience and future policy implications • Semiannual trends: Are you prepared for ever-evolving cyber threats? • Can your private company board respond to the speed of business? • Unlocking excellence: Insights from Deloitte’s best managed

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				<p>companies program</p> <ul style="list-style-type: none"> • Trend or mirage? Growing optimism in resurgence of M&A activity
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
On your own schedule	Virtual	Private Directors Association	ESOP Governance Essentials Course	<ul style="list-style-type: none"> • Describe what an ESOP is and outline the various ways this company structure can benefit a company and its employees • Discuss why ESOPs have been adopted by a growing number of companies in the US • Describe ESOP oversight by the Department of Labor and the implications of this for ESOP boards and trustees • Compare the similarities and differences between board oversight of ESOP boards versus public company and private company boards • Demonstrate awareness of the cultural and relationship skills needed to work effectively with internal and external stakeholders • Accurately assess whether or not their soft skills are likely to make them a good match for an ESOP board • Outline the role of an ESOP trustee and clarify how the trustee role differs from the independent director and executive management roles • Discuss the board's oversight role in the financial management of ESOP-owned companies, including: a review of the company stock valuations, responding to acquisition offers, capital allocation/sustainability issues, and managing stock repurchase obligations • Appreciate the level of financial knowledge necessary for any director to contribute usefully to ESOP board business and be capable of assessing their skills against these criteria • Describe how and why boards of ESOPs retain various independent professional advisors who work with ESOPs. • Describe why an independent director might find ESOP board work fulfilling and worthwhile or frustrating and perplexing

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Date(s) Offered	Location	Organization	Program Title and Website	Topics
On your own schedule	Virtual	Direct Women	Directors' Perspectives: What Corporate Boards Need to Know Now	<ul style="list-style-type: none"> • Cybersecurity and technology • ESG, DEI and crisis management • Learn how to leverage skill sets to meet the needs of forward-looking corporate boards <p><i>Additional webinars are available on the website.</i></p>
On your own schedule	Virtual	Direct Women	Networking Your Way into the Boardroom: Help Others (and Yourself!) Find a Corporate Board Seat	<ul style="list-style-type: none"> • Explore the importance of networking to obtain a corporate board seat • Understand the steps needed to build a board-ready network. <p><i>Additional webinars are available on the website.</i></p>
On your own schedule	Podcasts	Private Directors Association	Shine: Governance Illuminated Podcast	<p>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</p>
On your own schedule	Podcasts	Private Directors Association	ESG Insights Podcast	<p>In this podcast series you will hear leading private company directors explore new options and imperatives with a long-time expert in corporate integrity practices. Past podcasts include:</p> <ul style="list-style-type: none"> • Governance changes in an interconnected world • ESG and new models for private company governance • ESG and the convergence of politics and business