

Organizer	Program	Cost	Description
American College of Corporate Directors			
American College of Corporate Directors	Directors Forum February 28 – March 1, 2023 Ponte Vedra Inn & Club Ponte Vedra Beach, Florida (in person)	\$1,495	<p>The Directors Forum provides an opportunity for directors to learn alongside their director peers. Participate in highly engaged conversations, informative case studies and interactive panels facilitated by sitting directors, veteran board advisers and esteemed professors. The forum will address the most pressing issues facing boards today, and directors will leave with new perspectives to overcome the specific challenges confronting their respective boardrooms.</p> <p>New for 2023: Committee-focused peer exchanges are being added to this year's forum – a one-of-a-kind setting to tackle the expanding oversight responsibilities of audit, compensation or nominating/governance committees through candid, peer-driven conversations. The forum also is adding a special exchange for private company boards to address their unique governance challenges and best practices.</p>
American College of Corporate Directors	19th Annual Boardroom Summit and Board Committee Peer Exchange September 13 – 14, 2023 Marriott Marquis New York City (in person)	\$2,495	<p>Corporate board members face some of the greatest challenges of the past 25 years, from the uncertain economy and the overheated labor market to digital revolutionaries, activist stakeholders and hard-driving Washington regulators. This program can help you build your skills, refresh your perspective and be ready for whatever comes next.</p> <p>Connect with directors for an off-the-record discussion around best practices and solutions for your most critical issues. We will solicit input from participants to develop the most relevant outline for each group – the audit committee, compensation committee, nominating/governance committees, and lead directors and board chairs.</p>
Columbia Business School			

Organizer	Program	Cost	Description
Columbia Business School	Corporate Governance Program: Developing Exceptional Board Leaders February 27 – March 3, 2023 (live online) May 23 – 25, 2023 Manhattanville campus New York City (in person)	\$7,750 (live online or in person)	<p>This program equips executives and professionals who currently serve or are interested in serving on corporate boards with the knowledge they need to excel as stewards of shareholders promoting long-term and sustainable value creation.</p> <p>Drawing on thought leadership from practicing directors and world-renowned experts at Columbia Business School, this program integrates academic research and a deep understanding of the emerging issues that boardrooms face.</p>
Harvard Business School			
Harvard Business School – Executive Education	Preparing to Be a Corporate Director March 15 – 18, 2023 Harvard Business School campus (in person) Virtual session (TBA)	\$10,500	<p>What does it take to succeed as a corporate director? For senior executives interested in joining a corporate board, preparation is key, as board service presents unique responsibilities, dynamics, risks and opportunities. It also calls for a distinctive set of skills. This program will provide critical tools and insights to enhance your readiness for corporate board service and enable you to make a lasting contribution at the highest level of an organization.</p> <p>This board-readiness program examines best practices for corporate boards, and it explores options and opportunities in corporate board service. You'll gain a greater understanding of the role and responsibilities of corporate directors – and the challenges you can expect to face in that role. By completing this program, you'll signal that you are equipped with the core knowledge needed to be effective as a corporate director.</p>
Harvard Business School – Executive Education	Making Corporate Boards More Effective July 12 – 15, 2023 Harvard Business School campus (in person)	\$10,500	<p>Faced with increasingly complex oversight challenges and demands for greater transparency, how can today's boards do more for their companies? In this board of directors education program, you'll gain a deeper understanding of a board's responsibilities in areas such as financial resilience, strategic direction, executive compensation and regulatory compliance. At the same time, you'll learn how to work more effectively with fellow directors and company management to strengthen governance, manage unexpected crises and make decisions that drive long-term corporate success.</p> <p>This corporate governance program is based on the premise that there is no one best way for boards to operate – rather, each board must develop</p>

Organizer	Program	Cost	Description
			practices that suit the unique needs of its company and management. As you examine the latest thinking on the internal function of corporate boards, interaction with management and overall board relations, you'll discover how to enhance and focus your own board's efforts.
Harvard Business School – Executive Education	Compensation Committees – New Challenges, New Solutions July 16 – 18, 2023 Harvard Business School campus (in person)	\$7,000	<p>Executive compensation has become a flashpoint issue for board members, institutional investors, regulators and the media. By examining critical market and regulatory issues, this board leadership program enables compensation committee chairs and members to design more effective compensation programs. You'll explore best practices for aligning executive pay to business strategy and company goals, as well as meeting shareholder expectations as the regulatory climate evolves.</p> <p>This executive compensation training program will enable you and your committee to contribute more effectively to long-term performance, corporate profitability and employee satisfaction.</p>
Harvard Business School – Executive Education	Audit Committees in a New Era of Governance July 19 – 21, 2023 Harvard Business School campus (in person)	\$7,000	<p>As the focus on corporate governance and oversight has grown, so has the complexity of regulatory challenges facing audit committees. This corporate governance strategy program explores the best practices that your audit committee can use to fulfill its mandate and increase its strategic contribution. You'll acquire the frameworks to align corporate strategy with financial reporting – and help your company operate more effectively in today's rigorous market and regulatory environment.</p> <p>This audit committee training program prepares you to manage the creative tension between the compliance and strategic roles of the audit committee. While improving your ability to ensure compliance, transparency and accountability, you'll learn how to move your company beyond a compliance mentality toward strategic financial reporting and effective risk management.</p>
Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director November 27 – December 1, 2023 Harvard Business School campus (in person)	\$14,000	Traditionally, the majority of board appointments are made through informal networks that are especially hard for women to break into. Designed specifically for top women executives, this program provides insight into navigating the board selection process and maximizing your success as a corporate director. By focusing on the critical issues facing boards today, this program will help you learn how to approach board selection strategically, raise your profile and find your best match.

Organizer	Program	Cost	Description
			Preparing to take your place on a corporate board means building the knowledge, skills and attitudes that boards are seeking. This program unpacks the process of board selection to help you understand the explicit and implicit ways that boards function. You'll learn how to advance your candidacy by making connections with directors, founders, funders and elite search firms – and excel in your new role by contributing to corporate governance at the highest level.
Harvard Business School – Executive Education	Advanced Corporate Director Seminar May 11 – 13, 2023 Harvard Business School campus (in person)	\$7,000	<p>In this program, offered exclusively to past participants of select Harvard Business School (HBS) corporate board-focused programs, you'll explore new cases and engage in the most pressing topics facing corporate boards today – all while reconnecting with your HBS Executive Education colleagues and growing your network within the board of directors community.</p> <p>Debate and learn from cases examining the changing nature of the board's role. As you explore board responsibilities in an evolving business context, you will expand your network – and uncover new ways you can improve your company and your board.</p>
Harvard Business School – Executive Education	Value Creation Through Effective Boards May 15 – 18, 2023 Spain (in person)	€7,100	<p>The impact of a corporate board can be significant, but the challenges faced by board members are increasingly complex. Designed to enhance your contribution as a corporate board member, this program provides the frameworks for optimizing board structure, engagement and performance. With greater insight into corporate governance oversight and best practices, you'll emerge as a stronger leader and decision-maker, ready to create more value for your company.</p> <p>Focused on improving corporate board effectiveness, this program helps you master global governance challenges, build productive relationships with the CEO and management team, and implement efficient processes that drive corporate strategy and business value.</p>
Harvard Business School – Executive Education	Accelerating Board Diversity October 4 – 7, 2023 Harvard Business School campus (in person)	\$11,250	<p>Driven by the benefits of diverse points of view in the boardroom – and by shareholder and social pressure – corporations are getting serious about increasing boardroom diversity. This imperative is animating board recruiting and expanding the demand for diverse candidates.</p> <p>In this program, senior executives from underrepresented groups will learn how to prepare to fulfill this growing demand. The program will equip you</p>

Organizer	Program	Cost	Description
			with critical tools and insights that will enhance your readiness for corporate board service – and enable you to make a lasting contribution at the highest level of an organization.
INSEAD Business School			
INSEAD Business School	International Directors Programme Three in-person modules: June 25 – 28, 2023 Singapore September 25 – 28, 2023 Fontainebleau, France December 11 – 13, 2023 Singapore Three in-person modules: June 27 – 30, 2023 Singapore October 2 – 5, 2023 Singapore December 13 – 15, 2023 Singapore	€33,900	<p>This is a flagship course in corporate governance that provides a unique educational experience to develop effective directors for the global business scene. Today's supervisory boards have to contend with a host of new pressures, challenges and risks, in addition to evaluating the performance of the CEO and senior executives. They must therefore set the company's strategic direction, often across diverse product markets and geographies, and monitor the firm's risk profile.</p> <p>Set within an international context that is unique in director education, this course offers practical and tested frameworks and tools to sharpen judgment and decision-making skills. It also will help augment the oversight abilities of directors seeking to boost their existing competencies or to be better prepared for new board mandates. In three focused modules, you'll master strategies for the fundamental areas of board effectiveness and dynamics, board decision-making and oversight, and director effectiveness and development.</p>
INSEAD Business School	Leading From the Chair June 8 – 11, 2023 Fontainebleau, France (in person)	€8,200	<p>This course provides board chairs with the opportunity to discover, share and practice techniques for achieving greater board effectiveness. Because the role of the chair in particular has assumed greater significance, visibility and complexity than in the past, an increasingly different skill set and distinctive form of engaged, informed and strong board leadership is required.</p> <p>From setting direction and shaping strategy to acting as the liaison between the board, CEO and external stakeholders, board chairs face ever-increasing demands and challenges. In this context, the need for an</p>

Organizer	Program	Cost	Description
			exceptional chair has never been more crucial in board effectiveness and influencing organizational performance and direction. This course is designed to sharpen your skills for leading an effective and high-performing board, which can effectively set and implement the company's direction and strategy.
INSEAD Business School	Advanced Strategy for Directors Programme July 3 – 7, 2023 Fontainebleau, France (in person)	€9,950	This course aims to deepen directors' understanding of the complexities of the new business landscape. A dynamic mix of lectures and discussions enables participants to review and explore key issues, such as the impact of digital technology on strategy, organizations and the board's role. Role-playing allows directors to practice formulating, implementing and evaluating strategies in a board environment.
INSEAD Business School	Value Creation for Owners and Directors April 24 – 28, 2023 Fontainebleau, France (in person)	€9,950	<p>This course is designed to develop the skills and knowledge for highly effective ownership and board membership. Due to a significant shift of responsibility for company performance and sustainability (that is, value creation and preservation) from management to the boardroom, business owners and directors need to play an increasingly active and critical role in strategic guidance, oversight and effective decision-making.</p> <p>This course focuses on the key areas of value creation, including finance, governance, strategy, leadership and organizational skills. Through specifically developed INSEAD frameworks and tools, the course provides business owners and directors with skills that will enable them to incorporate the concept of value creation via a more systematic, principled and disciplined approach.</p>
INSEAD Business School	Aspiring Directors Programme April 10 – 14, 2023 Fontainebleau, France (in person)	€9,950	<p>This course aims to answer the fundamental questions, such as: What are the main institutions, roles and processes in corporate governance? And how can directors best exercise their responsibilities in the boardroom?</p> <p>Board members continually face new challenges in areas such as diversity, sustainability and digital advancements. Dynamic and immersive learning experiences in this course will help participants understand the essential areas of the board – including architecture, structure, processes and the job market – so they can progress toward a board position with confidence.</p>

Organizer	Program	Cost	Description
Kellogg School of Management – Northwestern University			
Kellogg School of Management (Northwestern University)	Women's Director Development Program: The Journey to the Boardroom November 1 – 3, 2023 Allen Center, Illinois (in person)	\$11,550	<p>This highly customized program from the Kellogg Center for Executive Women provides a rigorous approach to corporate director training. You'll gain the skills you need to be an effective board member and practical tools for landing a seat at the table. In a collaborative atmosphere, you'll learn alongside other rising executive women.</p> <p>Through one-on-one interactions with experienced directors, board advisers and senior Kellogg professors, as well as alums of this program currently sitting on corporate boards, you'll discover how to make the leap onto nominating committees' radar screens, gain insight into choosing the right board opportunities for you and understand how to contribute meaningfully as a director.</p>
Kellogg School of Management (Northwestern University)	Corporate Governance: Effectiveness and Accountability in the Boardroom May 22 – 25, 2023 Allen Center, Illinois (in person) November 6 – 9, 2023 Allen Center, Illinois (in person)	\$10,950	<p>This highly interactive and engaging program will prepare you to claim your seat on the board with confidence – and to deal effectively with those difficult, often unpredictable situations that all directors inevitably must face.</p> <p>You'll be guided by top Kellogg faculty, in collaboration with recognized corporate governance experts, to deepen your understanding of your responsibilities as a board member, develop the essential skills and strategic insight needed to serve effectively and learn how to apply them in practice. You'll orient yourself to the shareholders' perspective, gain an understanding of the interests of multiple constituencies and learn frameworks that can move the board beyond ensuring compliance to identifying opportunities for long-term value creation.</p>
National Association of Corporate Directors (NACD)			
National Association of Corporate Directors (NACD)	Master Class – Cyber-Risk Oversight March 23 – 24, 2023 The Ritz-Carlton Washington, DC (in person)	\$3,995	<p>This program offers an unrivaled environment for open peer-to-peer conversation and stimulating analysis of emerging disruptions. Each NACD Master Class event provides new and relevant content on the important topics your board needs to understand, including the best “next practices” to lead your board through periods of rapid change.</p> <p>This session will center on contemporary issues in cybersecurity: How is your organization's most critical data protected? How do you ensure your organization has the right tools and resources to detect, respond and become resilient to cyberattacks? How does visibility into your digital assets</p>

Organizer	Program	Cost	Description
			mitigate operating risk? And what questions do you need to ask your chief information security officer to get the right information?
National Association of Corporate Directors (NACD)	NACD Summit 2023 October 8 – 11, 2023 Gaylord National Resort Washington, DC (in person)	TBA	For more than 30 years, thousands of directors worldwide have gathered at the annual NACD Summit to learn, be inspired and connect with their peers. The summit is where the greatest minds in corporate governance convene to take on the critical issues facing boardrooms today to collectively shape the future of exemplary board leadership.
National Association of Corporate Directors (NACD)	Virtual Director Professionalism (This is a self-led online course.)	\$3,500	This training program serves as the prerequisite foundation course for NACD Directorship Certification, and it provides directors with real-world and real-time insights into the boardroom fundamentals necessary to successfully navigate today's dynamic business environment. Directors preparing for a new public company board role or looking to position themselves for future board seats will benefit from the panel discussions, case studies and keynote presentations by experienced directors offered by this course.
National Association of Corporate Directors (NACD)	CERT Certificate in Cyber-Risk Oversight Program (This is a self-led online course.)	\$3,995 (members) \$4,995 (nonmembers)	Every year, we find ourselves relying more and more on digital services. Our businesses and our lives depend on connected technologies, but along with that growing dependence comes growing risk. Thieves, hackers, nation-state actors, natural disasters and other destructive forces can take down the digital presence of a business in minutes. Helping governance professionals understand how to identify cybersecurity threats and provide oversight of critical digital assets are the goals of this important course.
National Association of Corporate Directors (NACD)	Director Proficiency: Financial Oversight (This is a self-led online course.)	Free (included in membership)	All directors must have a certain level of financial literacy to fulfill their role as a board member – it is both a legal duty and a practical necessity – and this course helps you attain, or maintain, that basic literacy in finance and financial statements. Intended to help you “fill in the gaps,” regardless of your background or previous corporate experience, this course will help you feel more confident that you have the solid foundation in financial analysis that all board members should have.
National Association of Corporate Directors (NACD)	Directorship Essentials: Compliance and Ethics (This is a self-led online course.)	Free (included in membership)	An organization's commitment to compliance and ethics implicates, and is demonstrated by, almost everything a board of directors does. Oversight of the organization's compliance and ethics program is a core duty of directors, and this course is for new directors and others who want a comprehensive understanding of those responsibilities. In this course, you'll receive an overview of the essential components of a compliance and ethics program – and the board's role in that program's success.

Organizer	Program	Cost	Description
National Association of Corporate Directors (NACD)	Directorship Essentials: Risk Oversight (This is a self-led online course series.)	Free (included in membership)	This dynamic and interactive e-learning series is designed to provide information about the fundamentals of effective directorship – including short case studies, key questions that directors should ask management, and introductions to key regulatory and investor expectations. Each course within this series will focus on one core governance topic, drawing on insights from NACD's Director Essentials and Director FAQs publication series, among other thought leadership. Perfect for onboarding new directors or as an ongoing resource for more tenured board members, the course content is accompanied by a wealth of practical tools and resources to bring back to your own boardroom.
Practising Law Institute (PLI)			
Practising Law Institute (PLI)	Twenty-First Annual Directors' Institute on Corporate Governance November 27, 2023 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,995	<p>In this fast-changing environment, boards must grapple with increasing expectations and responsibilities, including oversight of complex operational issues, risk management, board succession, audit committee oversight, executive compensation, disclosure, and responsiveness to and communication with shareholders pressing different concerns. In addition, new laws and regulations, and pressure from institutional shareholders, have put new requirements on companies and on boards.</p> <p>At this event, corporate governance experts – directors, government officials, corporate counsel and consultants – will share their perspectives on successfully navigating the COVID-19 pandemic, enhanced environment, social and governance expectations, and the fast-changing regulatory environment, as well as the steps boards will want to consider taking to meet these ever-changing expectations and pressures.</p>
Practising Law Institute (PLI)	ESG 2023: What It Means for Boards, Management, and Counsel June 16, 2023 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,940	The assessment and management of environment, social, and governance (ESG) risks and opportunities has become a critical priority for boards, management and counsel as a result of a growing recognition of the connection between ESG and long-term value creation, significant changes in investor expectations, increasing pressure from customers and employees, and the advent of additional legal requirements. This program for board members, company management, and in-house and outside counsel will address the relationship between ESG and long-term value creation, the duties of directors with respect to ESG initiatives, the drivers of corporate adoption of ESG measures, ESG frameworks and standards, and best practices for ESG governance. Attend this program to better understand the significant recent developments that have led to the

Organizer	Program	Cost	Description
			elevation of ESG as a key component of corporate governance – and the practical changes companies are making to effectively respond to such developments.
Stanford University			
Stanford Law School and Rock Center for Corporate Governance	Directors' College June 26 – 28, 2023 Stanford, California (in person)	\$8,450 (until March 1) \$8,950 (after March 1)	The nation's premier executive education program for directors and C-level executives of publicly traded firms gives you the chance to engage virtually with leading CEOs, directors, regulators, jurists and scholars on a rigorous and balanced examination of a broad range of issues that confront modern boards – including crisis anticipation and management, shareholder engagement, compensation strategy, board evaluation and refreshment, and emerging challenges, including artificial intelligence and the politicization of the corporation.
Stanford Graduate School of Business, in collaboration with Stanford Law School	Directors' Consortium October 16 – 20, 2023 Stanford, California (in person)	\$15,000	<p>Over four rigorous days of learning from world-class faculty combined with invaluable networking, this consortium will give you the strategies, frameworks and best practices for making complex and crucial board decisions in uncertain times.</p> <p>Cybersecurity, shareholder activism, financial literacy, liability risk – the list of issues and responsibilities for board members is ever-increasing and changing. Drawing on cutting-edge research, current governance issues, emerging topics and practical knowledge, this course will go beyond compliance to explore how directors can best represent shareholders and other stakeholders. You'll learn about financial reporting, compensation, fiduciary duties, CEO succession and more. You'll also develop a greater understanding of the board's oversight and advisory roles as you examine real-world scenarios and formulate action plans with people confronting similar problems.</p>

Organizer	Program	Cost	Description
UCLA Anderson School of Management			
UCLA Anderson School of Management	Becoming a Guiding Force on Your Board Spring session: April 17 – 20, 2023 Los Angeles, California (in person) Fall session: September 26 – 29, 2023 Los Angeles, California (in person)	\$8,500	This program will help you gain the skills you need to guide and support your executive leadership team around the crucial issues of strategy, structure and succession. We offer a powerful combination of foundational topics and advanced insight on the timeliest and most pressing issues facing boards today, taught by world-class UCLA Anderson School of Management faculty and distinguished speakers representing some of the nation's most prestigious organizations. Whether you're a seasoned director or new to the responsibility, you'll emerge from this in-person experience with greater powers to provide active, informed and independent guidance to your senior leadership team.
UCLA Anderson School of Management	Women in Governance: Preparing for Board Service April 25 – May 30, 2023 (live online)	\$4,000	This program prepares mid- to senior-level business leaders for advancement to corporate board membership by developing the governance acumen required for board success and focuses on three dimensions of board membership: <ol style="list-style-type: none"> 1. Developing your board IQ through understanding corporate board structure, roles and committee responsibilities, and deepening your knowledge of strategic goals, financial health and ethical issues that the board faces. Case studies and firsthand accounts of board challenges will be presented. 2. Developing your board EQ through uncovering the persuasion and influence skills required to be an effective board member. 3. Getting a seat at the table by developing an individualized strategy and campaign for researching, positioning and targeting board nominations. Special emphasis is placed on building networks and making connections, identifying expertise and building a personal leadership brand.
Vanderbilt University – Owen Graduate School of Management			
Vanderbilt University – Owen Graduate	Executive Leadership February 22 – 24, 2023	\$3,395	Some people seem to have a natural gift for transforming an organization, creating a high-performance culture and driving change. For most of us, however, leading teams and organizations is an acquired skill.

Organizer	Program	Cost	Description
School of Management	Nashville, Tennessee (in person)		By the end of this highly interactive program conducted by one of the nation's top business experts on executive leadership, you'll be equipped to become a more effective leader – and achieve your professional and organizational goals.
Wharton – University of Pennsylvania			
Wharton	Boards That Lead: Corporate Governance That Builds Value February 1 – 2, 2023 Philadelphia, Pennsylvania (in person)	\$5,700	<p>Chief executives today face a number of challenges in the boardroom, including increased regulation, pressure from activist shareholders and corporate governance reforms. This course provides practical steps that directors and executives of publicly traded companies can take to make their corporate performance more effective through collaborative leadership.</p> <p>This program provides intriguing insights into corporate governance, giving directors and C-suite executives the information they need to be high-performing board members who add significant value to the company. Executives who attend this program gain a new perspective on corporate board governance and what constitutes a strong board while also acquiring the skills to more easily collaborate, lead and motivate each other and management.</p>
Wharton	Corporate Governance: Essentials for a New Business Era April 19 – 27, 2023 (live online)	\$7,800	<p>Today's corporate boards face historic and unprecedented challenges. Boards of directors must navigate these sources of unexpected enterprise risk while capably monitoring their firms' financial performance. For those responsible for filling board seats, the push toward making boards more diverse and inclusive adds complexity. Meanwhile, new opportunities are emerging for those seeking board service.</p> <p>This course provides critical tools for aspiring, newly appointed and veteran board members, as well as executives working with their board or other boards. Participants will gain insight into the duties and nuances of board service and learn to forge partnerships with company officers to strengthen financial return, enterprise risk management and governance diversity.</p>
Wharton	Women on Boards: Building Exceptional Leaders	\$7,800	In this course, you'll explore how to build your personal brand and learn to strategically use social media, choose the right speaking engagements, construct a powerful network and more. You'll also receive in-depth

Organizer	Program	Cost	Description
	June 20 – 28, 2023 (live online)		<p>guidance for putting together your board bio, CV or résumé, and LinkedIn profile. With these skills in your arsenal, you can become a recognized expert in your field so boards will seek you out.</p> <p>This program also will give you a strong foundation for serving in your first director role. Explore how to navigate the politics and culture of the boardroom – and discover how to make your voice heard. Find out how to look for red flags in accounting, compensation and succession, and learn other board fundamentals. You'll discuss social movements such as #MeToo and Black Lives Matter, emerging threats such as disruptive technology, and ways to monitor these trends on behalf of all stakeholders.</p>