

Director Education Programs

(Updated June 2026)

Program Title: Director Fundamentals Program
Sponsored by: Corporate Board Member
Link to Program/Sponsor: https://boardmember.com/directorfundamentalsprogram/
Date/Location: Online 3-month program (to meet the completion requirements, they can accommodate attendance at program events outside of the 3-month period on a case by case basis)
Program Description: A flexible online program for CEOs, CFOs, CHROs, C-Suite executives and senior leaders who want to strengthen their board value proposition and position themselves more effectively for board opportunities. To be taken seriously as a board candidate, you need to understand how boards think, where your experience fits and how to present your background in a way that aligns with board needs. The Director Fundamentals Program helps you make that shift. Through a focused online curriculum and practical guidance, you will build the governance fluency, positioning and market understanding needed to stand out and contribute with confidence. Once you complete the program, you'll receive: official listing as a "Director Qualified" credential holder on the Corporate Board Member website, inclusion in Corporate Board Member magazine listing as a "Director Qualified" credentialed executive, visibility in Nasdaq's database of qualified board candidates, and visibility in BoardProspect's database of qualified board candidates.
Program Content: Module 1 - Director Fundamentals - Build a practical understanding of director duties, board structure, committee roles, oversight responsibilities and the liabilities and expectations that come with board service. Key Insights Learned: • Director duties and oversight responsibilities • How boards create value beyond management • Board structure, operations, and committee roles • Compliance expectations and legal liabilities • Shareholder engagement basics • Disclosures and reporting requirements • Understanding and navigating today's risk landscape • Director onboarding best practices Module 2 – Boards, Shareholders, and Regulators - Learn how boards operate in an environment shaped by investors, proxy advisors, regulators and activists. This helps you understand the external pressures influencing board decisions and why governance fluency matters when boards assess new director candidates. Key Insights Learned: • How directors engage with shareholders and proxy advisors • Activist investor dynamics and board preparedness • Regulatory requirements shaping board oversight • ESG-related expectations from investors and regulators • Key disclosures directors must understand • How governance decisions impact reputation and market perception Module 3 - Governance Best Practices - See what separates effective boards from average ones, including board composition, refreshment, succession planning and governance processes. This module helps you better understand what strong board contribution looks like and where your own experience may fit.

Key Insights Learned:

- Board composition and refreshment strategies
- Committee structure and best-practice oversight
- Board evaluation and improvement processes
- CEO and director succession planning
- Governance frameworks for decision making
- Ensuring board effectiveness and shareholder trust

Module 4 - Human Capital Management - Understand the board's role in executive compensation, succession, talent strategy, culture and workforce oversight. For CHROs especially, this helps clarify how to position human capital expertise in a board context.

Key Insights Learned:

- Executive compensation and pay-for-performance oversight
- CEO evaluations and goal-setting considerations
- Talent strategy and succession planning
- Culture oversight and workforce metrics
- Human-capital disclosures and stakeholder expectations
- Aligning human capital strategy with long-term company performance

Module 5 - Audit Oversight/Financial Reporting and Controls - Gain a working understanding of audit committee responsibilities, financial reporting, internal controls and risk indicators, even if you are not a financial expert.

Key Insights Learned:

- Audit committee responsibilities
- Understanding financial statements and disclosures
- Oversight of internal and external auditors
- Non-GAAP measures and key reporting considerations
- Internal control systems and red-flag indicators
- Tax oversight at the board level

Module 6 - Risk Oversight - Examine how boards oversee enterprise risk, cybersecurity, emerging technologies, AI, geopolitical issues and crisis readiness. This helps you understand the questions directors need to ask and the lens boards use when evaluating oversight risk.

Key Insights Learned:

- Enterprise risk management fundamentals
- Crisis readiness and escalation processes
- Cybersecurity oversight and emerging tech risks
- Preparedness for emerging technology and disruption
- An intentional approach to AI governance
- Geopolitical, regulatory and economic risk exposures

Additional Benefits:

Virtual Workshop - A deep-dive, 3-hour session focused on director roles, emerging governance priorities and practical board-ready preparation.

Bi-monthly Veteran Director Roundtables - Live, virtual Q&A sessions with experienced public company directors, offering real-world perspective on their own board journeys and board service.

Board Resume Reviews: Practical guidance to help you reshape your board bio, resume and LinkedIn presence so they reflect how boards evaluate candidates, not how companies hire operators.

Board-ready Executive Workshop: Special access tied to Directors Forum, including an exclusive workshop created for executives preparing to pursue board service and 1:1 networking opportunities with current sitting directors.
Cost: \$2,495 without Society discount. Society members receive a \$500 discount for enrolling their directors with the code Society500.
Program Title: Directors' Consortium
Sponsored by: Stanford Graduate School of Business
Link to Program/Sponsor: https://www.gsb.stanford.edu/exec-ed/programs/directors-consortium
Date/Location: October 19–23, 2026 (in-person) Stanford, CA
Program Description: Learn leading-edge strategies, frameworks, and best practices for making complex board decisions — with customized cohorts for public and private company board members. Big data, stakeholder activism, cybersecurity, financial literacy, ESG, and liability risk: The list of issues and responsibilities for board members is ever-increasing and ever-changing. That's why Stanford GSB can help public and private company board members become more informed and effective. Join one of two board member cohorts — public or private — for a tailored, topical, and highly interactive experience. Tackling relevant topics, sharing best practices with a cohort of peers who face similar issues, and applying newfound knowledge to your specific board role will enhance your learning and your success. Drawing on cutting-edge research, current governance issues, emerging topics, and practical knowledge, Directors' Consortium goes beyond compliance to explore how directors can best represent stakeholders.
Program Content: Key topics of your cohort-specific and shared sessions include: • 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
Key Benefits: Understand your fiduciary, legal, and ethical oversight responsibilities, and develop strategies to more effectively serve stakeholders. • Benchmark against best practices in corporate governance. • Evaluate the role of the board in strategy development, evaluation, and evolution. • Develop frameworks for prudent legal strategies to navigate litigious environments. • Formulate strategies for managing CEO succession and evaluating executive compensation. • Share, discuss, and connect with your specific cohort of public or private company board members who confront similar challenges. • Carry out your duties more confidently and exercise sound judgment in all aspects of your board service.
Cost: \$16,000
Program Title: Global Competent Boards Designation (GCB.D) and Certification
Sponsored by: Board Intelligence
Link to Program/Sponsor: https://www.boardintelligence.com/board-development/programs/gcbd
Date/Location: Virtual program with 12 live sessions and 12 on-demand learning modules.

Program Description:

Board governance is growing increasingly complex, requiring a new mindset and a deeper understanding of the critical issues shaping organizational resilience. The interactive Global Competent Boards Designation (GCB.D) and Certification offers a unique blend of live and on-demand learning with insights from over 50 global thought leaders and experts.

Join peers for engaging live sessions and gain access to invaluable insight from board members, executives and investors. Upon completion of the program, alumni are invited to join the Competent Boards Alumni Membership Program. This global network fosters a rich and ongoing exchange of ideas, best practices, and collaborative opportunities as well as ongoing support and resources, such as up-to-date information on regulatory changes and emerging trends in governance.

Program Content:

Access a rich toolbox of curated readings, case studies, and exclusive interviews with leading voices in governance — plus live, interactive sessions with globally renowned board members, executives, investors, and thought leaders. The course curriculum includes 12 live sessions with global faculty and peers, 12 self-guided modules with a curated toolbox for each module, 12 live case-based sessions, global networking opportunities, designation, certification, and Credly badge, and a board simulation. Requirements for designation are: complete all 12 self-study modules, attend at least 4 live faculty sessions, attend at least 2 live case-based sessions with peers, and successfully complete the board simulation.

The globally recognized GCB.D credential builds competencies across seven director capability domains commonly used in governance evaluations, board reviews, and skills matrices:

1. Integrity, ethics & stewardship
2. Financial acumen & capital allocation
3. Strategy, purpose & long-term value
4. Risk oversight & resilience
5. People, culture & leadership
6. Technology, climate & future readiness
7. Innovation

Critical issues covered in the program include: Geopolitics, insurability, AI, cyber security, human capital, climate change, nature, the future of good governance, disclosures and much more.

Cost: \$8,000.

Program Title: **Climate & Nature Certificate Program**

Sponsored by: Board Intelligence (previously by Competent Boards)

Link to Program/Sponsor:

<https://programs.competentboards.com/courses/climate-nature-certificate-program> (for more information, see <https://www.boardintelligence.com/board-development/programs>)

Date/Location:

Virtual program: 6 on-demand learning modules.

Program Description:

- Earn a respected credential to showcase your expertise in sustainability risks and oversight.
- Acquire intelligence on crucial climate and biodiversity related risks and opportunities.
- Learn from a faculty of global leaders at the forefront of sustainable business management.

Program Content:

6 self-guided learning modules (includes 46 lessons and 8 hours of video content):

1. Navigating Climate and Nature Risks and Opportunities in the Boardroom
2. Staying on Top of Disclosure Requirements and Reporting and Regulatory Trends

3. Responding to Climate and Nature-related Shareholder Expectations 4. Enhancing Board Governance for Climate and Nature Initiatives 5. Boardroom Strategies for Climate and Nature Goals 6. Looking at the Future: Proactive Leadership Cost: \$3,500.
Program Title: Sustainability Governance Certificate Program
Sponsored by: Board Intelligence (previously by Competent Boards)
Link to Program/Sponsor: https://programs.competentboards.com/courses/Sustainability-Governance-Certificate-Program (for more information, see https://www.boardintelligence.com/board-development/programs)
Date/Location: 12 on-demand learning modules.
Program Description: - Learn to create value, enhance resiliency, and establish good governance, while achieving a modern credential to advance your career. - Get the skills to balance long-term planning with the emerging risks of regulation, technological advancements, climate, geopolitics, data security and cyber breach. - Access an extensive curriculum from a best-in-class faculty of board members, experts, and thought leaders.
Program Content: 12 self-guided learning modules (includes 87 lessons and 12.5 hours of video content): 1. Understanding New Geopolitical Risks and Expectations for Companies 2. Dealing with Dilemmas: Turning Business Risks Into Opportunities 3. How to Use The UN Sustainable Development Goals Strategically 4. Impacts of Climate Change and Biodiversity: A Board's Accountability 5. How to Build ESG Oversight and Foresight 6. Understanding Human Rights and Environmental Issues in Supply Chains 7. Elevating Oversight of Human Capital Management and Diversity, Equity, Inclusion, and Belonging 8. Gaining Trust: Anti-corruption, Integrity, and Transparency Best Practices 9. Understanding Responsible Use of Data, Cybersecurity, AI and Digitalization 10. Addressing Tax, Investment & Pay in an ESG-Focused World 11. Maximizing Shareholder and Stakeholder Engagement Around Disclosures 12. Becoming a Steward of the Future: Best Practices in Corporate Governance
Cost: \$5,000
Program Title: Climate & Sustainability Strategy Certification Program
Sponsored by: Diligent
Link to Program/Sponsor: https://www.diligent.com/platform/climate-and-sustainability-strategy-certification
Date/Location: On demand/online.
Program Description: Board members and leaders are pressured to meet the challenges and opportunities of climate change. The Diligent Institute Climate & Sustainability Strategy Certification prepares you to oversee climate risk and create sustainable growth strategies for your organization. The program is available as a self-paced e-learning experience and includes five required courses with video sessions featuring subject matter and industry experts, curated readings and interactive exercises. Learn from renowned subject matter experts who deliver impactful insights on topics such as framing climate in the context of business operations, assurance in reporting and disclosures and structuring oversight of climate risk. Upon successful completion, receive a Diligent Institute climate and sustainability certificate to elevate your professional profile. Designed to NASBA standards, keep your skills up to date and earn an average of 13 hours CLE credits (up to 18 hours of CLE, depending on state approval) and 10

CPE credits.

Program Content:

Required Courses:

- The Climate and Sustainability Landscape
- Climate Risk, Resilience, and Opportunity
- Climate Reporting, Disclosure, and Assurance
- Aligning Purpose, Strategy, and Value Creation
- Climate Governance and Communications

Learning Objectives:

- Risk Oversight: Recognize approaches to identification, oversight and management of climate risk, including metric selection and risk-based due diligence strategies.
- Reporting Frameworks: Distinguish key voluntary reporting initiatives, how they relate to each other, and evolving climate disclosure regulations across the globe.
- Emissions Reporting: Acknowledge the significance of emissions accounting and assurance in ensuring accurate corporate reporting, alongside best practices, challenges and disclosure standards.
- Risk Transformation: Evaluate your organization's purpose, strategy and core assets to transform transitional climate risks into value creation.
- Advocacy: Illustrate to stakeholders the value, importance and benefits of climate-related investments to enhance long-term value creation.
- Executive Compensation: Establish Executive incentives and compensation that can help spur positive climate impact.

Cost: Pricing upon request.

Program Title: **Cyber Risk & Strategy Certification Program**

Sponsored by: Diligent

Link to Program/Sponsor: <https://www.diligent.com/landing/cyber-risk-strategy-leadership-certification/>

Date/Location: On demand with 5 interactive eLearning modules. The program is available as a self-paced e-learning experience.

Program Description:

The Diligent Institute Cyber Risk & Strategy Certification is a unique e-learning program that teaches cyber literacy for corporate directors to effectively govern significant enterprise wide cyber risks and have meaningful conversations with management. The program is available as a self-paced e-learning experience and includes 5 courses with in-depth videos, curated readings and quizzes. You will also have access to an interactive tabletop exercise and final comprehensive exam. The program is designed to NASBA standards, offering on average 14 CLE credits and 8 CPE credits. Upon successful completion, receive a Diligent Institute Cyber Risk & Strategy certificate to elevate your professional profile.

Program Content:

Required Courses:

- The Cybersecurity & Regulation Landscape
- Cyber Risk Management
- Cyber Strategy & Board Oversight
- Cyber Incidents
- Simulated Tabletop Exercise

Learning Objectives:

- Regulation: Recognize the breadth and complexity of the cyber risk landscape and regulatory environment.
- Management: Become effective at overseeing cyber and digital strategies, including the risks and

opportunities inherent in emerging technologies. • Frameworks: Become aware of cyber risk assessments and key enterprise risk management frameworks, such as the NIST Cybersecurity Framework. • Oversight: Become more confident embracing your role in cyber risk oversight as a board member, executive or other leader. • Strategy & Tools: Identify effective cyber risk management strategies and common technical tools and controls. • Incident Response: Identify how to respond to a cyber incident in the real world.
Cost: Pricing upon request.
Program Title: ESG Leadership Certificate Program
Sponsored by: Diligent
Link to Program/Sponsor: https://www.diligent.com/landing/esg-leadership-certification/
Date/Location: On demand with 12 interactive eLearning modules. Complete the program in as little as 12 weeks or take up to 12 months.
Program Description: With increased pressure from regulators, investors and shareholders, corporate leaders are seeking education on ESG issues. The Diligent ESG Leadership Certificate Program is a unique e-learning program preparing modern leaders with the necessary skills and knowledge to address ESG challenges and opportunities. Learn from luminary subject matter experts who deliver impactful discourse on topics such as sustainable development goals, environmental issues & human rights in the supply chain and diversity, equity & inclusion in the boardroom. Access an exclusive curriculum developed in collaboration with Competent Boards. The program features 12 interactive eLearning modules featuring videos and in-depth fireside chats with esteemed global experts, curated reading material and a comprehensive exam
Program Content: The 12 courses in the program are: • Understanding New Geopolitical Risks and Expectations for Companies • Dealing with Dilemmas: Turning Business Risks Into Opportunities • How to Use The UN Sustainable Development Goals Strategically • Learning the Impacts of Climate Change and a Board's Accountability • How to Build ESG Oversight and Foresight • Understanding Human Rights and Environmental Issues in Supply Chains • Creating Diversity, Equity, Inclusion and Wellness in the Boardroom and Beyond • Gaining Trust: Anti-corruption, Integrity, and Transparency Best Practices • Understanding Responsible Use of Data, Cybersecurity, and Digitalization • Addressing Tax, Investment & Pay in an ESG-focused World • Maximizing Shareholder and Stakeholder Engagement Around Disclosure • Becoming a Steward of the Future: Best Practices in Corporate Governance
Cost: \$3,500
Program Title: Boards that Lead: Corporate Governance that Builds Value
Sponsored by: Wharton University of Pennsylvania
Link to Program/Sponsor: https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/boards-that-lead-corporate-governance-that-builds-value/
Date/Location: February 2-3, 2027 Philadelphia, PA
Program Description: Chief executives today face a number of challenges in the boardroom, among them: increased regulation, pressure from activist shareholders, and corporate governance reforms. <i>Boards That Lead: Corporate Governance That Builds Value</i> provides practical steps that directors and executives of publicly traded companies can take to make their corporate performance most effective through collaborative leadership.

The program provides intriguing insights into corporate governance, giving directors and C-suite executives the knowledge they need to be high-performing board members that adds 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 acquiring the skills to more easily collaborate, lead, and motivate each other and management. This program qualifies for 9 hours of recertification credits for directors maintaining their NACD Directorship Certification.

Program Content:

Session topics include:

- The New Role of the Board
- CEO and Director Selection
- Designing Effective Boards
- How to Succeed in the Boardroom
- Board Principles

Highlights and Key Outcomes:

In this program, you will:

- Understand how the role of a board of directors has changed in today's increasingly regulated business environment
- Gain an insider's view of some of the world's most dynamic boardrooms from the executives who lead them
- Acquire the proven road map for designing and leading an effective board
- Uncover the best methods to recruit and select the most qualified directors
- Collaborate more effectively as a board director, chairperson, or chief executive

Specifically, you will learn:

- What a company should look for when recruiting new directors
- How a board can effectively engage and motivate corporate management
- How a board determines suitability when hiring a new CEO
- How an institutional investor or private equity or hedge fund should evaluate a board before investing in a company

Cost: \$6,900

Program Title: Corporate Governance: Essentials for a New Business Era

Sponsored by: Wharton University of Pennsylvania

Link to Program/Sponsor: <https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/corporate-governance-essentials-for-a-new-business-era/>

Date/Location: March 1-4, 2027 | Philadelphia, PA

Program Description:

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. This program provides critical tools for aspiring, newly appointed, and veteran board members, and for 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 and enterprise risk management.

Program Content:

Session topics include:

- 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
- Characteristics of successful board leaders
- Overseeing management

- Leading boards through legal issues and other crises
- Succession planning
- Bringing environmental and social issues into the boardroom
- Designing political and social strategies
- Shareholder activism

Highlights and Key Outcomes:

In this program, you will:

- Explore board opportunities for C-suite officers in areas including technology, human resources, and sustainability
- Grasp how a director's role is changing in today's social, legal, and business environment
- Learn to present yourself as an attractive candidate for boards
- Look inside the process for nominating, selecting, and onboarding directors

Cost: \$10,500

Program Title: Corporate Governance Program: Developing Exceptional Board Leaders

Sponsored by: Columbia Business School

Link to Program/Sponsor: <https://execed.business.columbia.edu/programs/cgp>

Date/Location: September 28-October 1, 2026 | Manhattanville Campus, NYC

Program Description:

The Corporate Governance Program equips executives and board members with the knowledge and tools to excel as stewards of shareholder value, driving long-term and sustainable growth. Rooted in thought leadership from Columbia Business School and insights from experienced directors, the program blends cutting-edge academic research with a deep understanding of the real-world issues boardrooms face today. A hallmark of the experience is a series of interactive panel discussions, focused on timely challenges in corporate governance—such as CEO succession, shareholder activism, technological disruption, cyber risk, and corporate social responsibility. Participants engage with top United States directors in moderated roundtables led by Columbia faculty, gaining practical insights from those shaping governance at the highest levels. Fast-paced, dynamic, and highly relevant, this program is designed for sitting directors, C-suite leaders, and executives preparing for elevated board responsibilities. Participants gain actionable insights, sharpen their governance skills, and build a powerful peer network. Whether you're looking to maintain board certification or bring fresh strategic perspective to your boardroom, the program prepares you to lead with confidence and impact.

Program Content:

Academic Lectures: Led by world-renowned Columbia Business School faculty, academic sessions combine interactive exercises and applied frameworks grounded in real-world governance challenges. Delivered over four consecutive days on the Manhattanville campus in New York City, these sessions connect theory to practice, enabling participants to approach complex boardroom decisions with clarity and confidence. Topics include:

- Governance in a Shifting Policy Landscape
- Pathways to the Boardroom
- Financial Oversight and Value Creation
- Innovation and Strategic Thinking
- Executive Compensation and Incentives
- Audit Committee Leadership
- Strengthening Governance Accountability
- Emerging Risks and Board Priorities

Panel Discussions With Board Leaders: Participants engage directly with experienced corporate directors and industry leaders in curated panel discussions focused on today's most critical governance issues. These sessions provide candid perspectives on emerging risks, boardroom dynamics, and decision-making at the highest levels of leadership. Topics include:

- Boards of Private Companies and Family Firms
- Shareholder Activism
- Inclusive Capitalism and ESG

- Disruptive Technologies and Cyber Risk
- Board Composition and Conduct

Case Studies: Participants analyze complex, real-world boardroom scenarios—including governance failures, shareholder activism, and strategic inflection points. Through structured discussion and peer exchange, these case studies strengthen critical thinking, financial judgment, and ethical decision-making, equipping participants to apply proven governance principles in their own organizations.

- Board Meeting Simulation
- Mock Board Interview

What Participants Learn:

- Evaluate value creation through financial statements and link performance to long-term strategy
- Leverage finance as a strategic tool to guide organizational direction
- Strengthen audit committee oversight and mitigate financial reporting risks
- Reduce legal and regulatory exposure through effective governance practices
- Design executive compensation structures aligned with sustainable performance
- Lead CEO succession planning with clarity and strategic foresight
- Benchmark governance practices against leading global standards
- Apply governance frameworks across public, private, and early-stage organizations

Cost: \$10,550

Program Title: **Corporate Governance: Effectiveness and Accountability in the Boardroom**

Sponsored by: Kellogg School of Management - Northwestern University

Link to Program/Sponsor: <https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/director.aspx>

Date/Location: November 2-5, 2026 | Evanston, IL

Program Description:

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. 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.

Program Content:

Understanding the Role of the Board

- Different models of governance
- Board and committee responsibilities
- The board's role in a crisis

Understanding the Role of the Committees

- Executive compensation issues and trends
- Audit committee issues
- Recruiting new board members

Current Issues

- Legal issues in the boardroom
- Activist investors
- Cyber security

Key Benefits:

- Develop a deeper understanding of board governance models

- Analyze the role of the board vis-à-vis management, internal and external auditors, and other outside advisors - Understand how to navigate boardroom conflicts - Engage in a “board in crisis” case simulation - Study the legal and ethical challenges faced by today’s boards in areas such as executive compensation - Become conversant in current boardroom topics such as cybersecurity and activist investors
Cost: \$11,500
Program Title: Making Corporate Boards More Effective
Sponsored by: Harvard Business School
Link to Program/Sponsor: https://www.exed.hbs.edu/making-corporate-boards-more-effective
Date/Location: July 15-18, 2026 OR October 21-24, 2026 Harvard Business School; Boston, MA
Program Description: There is no one best way for boards to operate—rather, each board must develop practices that suit the unique needs of its company and management. Making Corporate Boards More Effective explores topics relevant at the highest level of corporate oversight such as financial resilience, strategic direction, executive compensation, and regulatory compliance. Analyze the most important strategic and organizational challenges facing corporate boards today, and find ways to strengthen governance, manage unexpected crises, and add value. The program consists of 4 days on the HBS campus and 12-15 hours of pre-program work.
Program Content: Key Topics: - Cultivate positive, trusting relationships within the board and with the management team - Develop a more effective board structure, composition, and set of internal processes - Make the most of each board member's time, knowledge, and experience - Contribute more meaningfully to corporate oversight and risk mitigation
Cost: \$13,000
Program Title: Advanced Corporate Director Seminar
Sponsored by: Harvard Business School
Link to Program/Sponsor: https://www.exed.hbs.edu/advanced-corporate-director-seminar/
Date/Location: April 25-27, 2027 Harvard Business School; Boston, MA
Program Description: The corporate governance playbook is always a work in progress. New best practices emerge as novel challenges demand updated strategies. The Advanced Corporate Director Seminar keeps you up to date with the latest insights from the field and academia to help you maximize your board's effectiveness. The seminar is offered exclusively to past participants who have completed at least one of the following programs (in-person or virtual): <u>Making Corporate Boards More Effective, Audit Committees in a New Era of Governance, Compensation Committees: New Challenges, New Solutions.</u> Reconnect with your HBS Executive Education colleagues, grow your network within the board of directors community, and stay current with the latest developments in corporate governance. The program consists of 3 days on the HBS campus and 12-15 hours of pre-program work.
Program Content: Key Topics: - Re-examine your company’s overall purpose and role in society - Study best practices in balancing shareholder and stakeholder needs - Gain new perspectives on diversity, equity, and inclusion at the corporate board level - Prepare to make choices that will put your company at the forefront - Assess your board’s readiness to meet emerging challenges
Cost: \$8,500

Program Title: **Audit Committees in a New Era of Governance**

Sponsored by: Harvard Business School

Link to Program/Sponsor: <https://www.exed.hbs.edu/audit-committees-new-era-governance>

Date/Location: July 19-21, 2026, OR October 28-30, 2026 | Harvard Business School; Boston, MA

Program description:

With growing public focus on corporate governance and oversight, audit committees face increasingly complex regulatory challenges. Managing this tension between compliance and strategy can feel like an art. Audit Committees in a New Era of Governance addresses the core responsibilities of audit committees including risk management. You will learn how to strengthen internal control systems and move your company toward strategic financial reporting that mitigates risk. The program consists of 3 days on the HBS campus and 12-15 hours of pre-program work.

Program content:

Key Topics:

- Strategic financial reporting
- Audit committee processes and relationships with stakeholders
- Transparency and investor communication
- Building a strong risk management infrastructure
- Measuring performance of ethics and compliance
- Leveraging strong internal controls to promote growth

Cost: \$8,250

Program Title: **Compensation Committees: New Challenges, New Solutions**

Sponsored by: Harvard Business School

Link to Program/Sponsor: <https://www.exed.hbs.edu/compensation-committees>

Date/Location: July 22-24, 2026 OR October 25-27, 2026 | Harvard Business School; Boston, MA

Program Description:

Executive compensation has become a flashpoint issue for board members, institutional investors, regulators, and the media. The Compensation Committees program enables committee chairs and members to design more effective compensation plans. You will examine the evolving regulatory climate and explore best practices for aligning executive pay with business strategy, company goals, and shareholder expectations. The program consists of 3 days on the HBS campus and 12-15 hours of pre-program work.

Program Content:

Key Topics:

- Examine critical market and regulatory issues impacting executive compensation
- Develop practices that link executive rewards to corporate goals
- Learn how to effectively assess the value created by the CEO and management team
- Analyze how compensation structures affect corporate culture
- Create and implement compensation committee processes that effectively consider all players and representatives involved

Cost: \$8,250

Program Title: **Women on Boards: Succeeding as a Corporate Director**

Sponsored by: Harvard Business School

Link to Program/Sponsor: <https://www.exed.hbs.edu/women-boards-succeeding-corporate-director>

Date/Location: November 30-December 4, 2026 Harvard Business School; Boston, MA
Program Description: Traditionally, most board appointments are made through informal networks that are especially hard for women to break into. With a focus on the critical issues facing boards today, you will learn how to approach board selection strategically and raise your profile to find your best match. Women on Boards unpacks the board selection process and provides you with the knowledge you need to instantly drive impact as a new member. You'll also develop the skills and network you need to attain your ideal board appointment. The program consists of 5 days on the HBS campus and 12-15 hours of pre-program work.
Program Content: Key Topics: • Examine best practices to learn how high-functioning boards drive value • Explore the legal and regulatory environments affecting boards • Recognize the gender lens—how women are perceived in the boardroom • Understand the politics and pitfalls of corporate networks • Match your skills and talents to the board's specific needs • Raise your profile among directors, founders, and funders • Disrupt the established lines of succession and become the winning candidate
Cost: \$14,500
Program Title: Annual Boardroom Summit
Sponsored by: Corporate Board Member
Link to Program/Sponsor: https://boardmember.com/boardroomsummit/
Date/Location: September 29–30, 2026 New York, NY
Program Description: For 22 years, <i>Corporate Board Member's</i> Boardroom Summit has convened public company board directors to address what matters most in the boardroom. In 2026, the gap between risk and readiness has never been wider. Geopolitics is reshaping strategy overnight. AI is moving from experimentation to autonomous decision-making. Activists are sharpening their playbooks. Regulators are raising expectations. And boards are being asked to oversee all of it—often with governance models built for a different era.
Program Content: Agenda Overview: • Geopolitics for Boards • Rethinking Risk Oversight • AI and Cyber Convergence • Regulatory and Enforcement Reality • Inside the Activist Mindset • AI Oversight When Machines Decide • Hands-On Breakouts • Compensation Through an Investor's Lens
Cost: Individual Registration: \$2,495 (\$2,195 if you register by June 12 and use code BRS26)
Program Title: Directors Summit
Sponsored by: Corporate Directors Forum
Link to Program/Sponsor: https://directorsforum.com/directors-summit/

Date/Location: March 10-11, 2027 | San Diego, CA

Program Description:

Directors Summit is where today's boardroom visionaries and c-suite leaders come together to shape tomorrow. Crafted and led by the decision-makers themselves, this high-energy conference dives into the forces redefining leadership in an era of complexity and constant change. Expect bold ideas and actionable insights through TED-style talks, fireside chats, and powerful conversations with the nation's top corporate leaders. Expand your perspective, strengthen your network, and walk away ready to lead with clarity, courage, and impact.

Program Content:

The 2027 program will explore topics like:

- AI Trends & Boardroom Decision-Making
- Cybersecurity
- Geopolitics & Global Risk
- Climate & Corporate Responsibility
- Talent
- Activism & Stakeholder Pressure
- Leading Through Disruption
- Resiliency in Board Structure
- Governance Best Practices

Cost: Tickets available Fall 2026.

Tailored Programs for Directors

NACD In-Boardroom Education (<https://www.nacdonline.org/nacd-board-advisory-services/in-boardroom-education/>) provides confidential, tailored, in-boardroom and virtual education and advisory briefings for directors and C-suite executives. Sessions can cover any number of customized topics facilitated by NACD faculty, who are sitting directors and subject-matter experts. Each program is unique – designed specifically for your board's inner workings and nuanced dynamics.

Other Programs

Name	Description
Executive Education, Duke University https://www.fuqua.duke.edu/programs/executive-education	Duke's Executive Education Programs focus on leadership development generally via its Leadership Programs, as well as in specific areas such as business negotiation, communications, and management. Drawing from academic insights and informed by practice, these programs develop executives to lead in context.
Olin Business School Directors' Program, Washington University in St. Louis https://olin.washu.edu/programs/executive-education/index.php	WashU Olin Business School offers a full suite of non-degree learning and development programs designed to equip leaders and organizations with the skills needed to navigate complexity and drive meaningful results. From individual courses to custom curriculum series, their faculty deliver real-world insights grounded in research and ready for immediate application. Their offerings span leadership, AI, strategy, finance, and emerging topics.

PwC Center for Board Governance https://www.pwc.com/us/en/services/governance-insights-center/director-investor-education.html	PwC hosts programs that provide valuable insights on a wide range of topics, including significant governance developments, leading practices, key regulatory, accounting, and auditing updates, and emerging shareholder issues. Additionally, PwC conducts seminars focused on industry-specific challenges and actively provides featured speakers at numerous events.
Chicago Booth School of Business Executive Education https://info.chicagobooth.edu/exec-ed-live-online.html	Learn from world-renowned Booth faculty, build valuable connections, and deepen your expertise in Executive Management, Finance, Leadership, Strategy, and Innovation. Booth offers 30+ program offerings across our global campuses and in various formats. They also offer custom programs tailored to address your organization's unique challenges, equipping your global leaders to shape the future of their organization. At every stage of your leadership journey—whether you're a new leader or a seasoned executive—our programs provide the tools and insights you need to excel.
Corporate Governance Institute, San Diego State University https://business.sdsu.edu/students/cgi	The Corporate Governance Institute (CGI) is a research and education center dedicated to the study and application of responsible corporate governance principles worldwide. The Institute's mission is to enhance the skills of corporate directors, investors, and senior executives through research and curriculum development. CGI programs focus on identifying and promoting responsible practices worldwide in all aspects of corporate governance. CGI seeks to support the Fowler College of Business Administration, San Diego State University, and members of the local, national, and international communities in matters related to corporate governance.