

Director Education Programs

(Updated August 2025)

Program Title: Director Fundamentals Program
Sponsored by: Corporate Board Member and American College of Corporate Directors
Link to Program/Sponsor: https://boardmember.com/directorfundamentalsprogram/
Dates/Locations: Online 3-month program (estimated 8 – 10 hours/month time commitment)
Program description: As the leading source for education and continuous advancement for public company directors, the goal of Corporate Board Member Network to provide corporate leaders with the resources they need to make an impact in the boardroom and beyond. As an aspiring public company board member, building a foundational understanding of oversight responsibilities and challenges U.S. public company directors face is critical in developing immediate trust with stakeholders and adding value in the boardroom from day one. Corporate Board Member Network has curated a set of resources and training to assist individuals in developing an understanding of the requirements of public company board service. Participants can follow our recommended learning path or review resources at their own pace. During the 3-month program, participants will be invited to bi-monthly virtual roundtables with fellow participants and select veteran directors to ask them your biggest questions about board service. In addition, you will have the opportunity to attend one virtual half-day “Director Fundamentals Workshop” for a deep dive into the core duties of public company directors and key priorities for investors and regulators in the year ahead. Upon program completion, individuals will receive the Director Qualified credential from the American College of Corporate Directors (ACCD), which remains valid for 2 years after date of issue.
Program Content: Module 1 - Director Fundamentals - Gain a thorough understanding of board roles and responsibilities, along with insights around current challenges and opportunities from veteran directors and industry experts. Key Insights Learned: • Director duties and oversight responsibilities • Board structure and operations • Compliance and liabilities for boards • Boards and shareholder engagement • Disclosures and reporting • Understanding and navigating today’s risks • Director onboarding best practices Module features the Director Fundamentals training course & guide, reports and a webinar recording. Module 2 - Boards + Shareholders and Regulators - Understand the relationship between the board + shareholders and regulators, in addition to oversight expectations to meet legal responsibilities and help your companies prosper. Key Insights Learned: • Stakeholders’ short and long-term expectations • The role of regulators in your ESG conversations • Roadmap to approaching ESG in the boardroom • How to properly communicate ESG initiatives • ISS expectations for cybersecurity

Module features reports and event session video recordings.

Module 3 - Governance Best Practices - Boards are tasked with issues that are highly complex and always evolving — learn how to build a competent board, be proactive in the onboarding stages and assess board performance to build stakeholder trust.

Key Insights Learned:

- Responsibilities of the Nominating/Governance Committee
- Overview of board and committee composition
- Oversight of board function and evaluations
- CEO and board succession planning
- Best practices for onboarding new committee members
- Overview of the board assessment process and disclosures
- The board's role in change management

Module features the Nominating/Governance Committee training course & guide and reports.

Module 4 - Human Capital Management - Discover how you and your board should effectively integrate human capital and executive pay strategies into your overarching plans to create long-term value, and how to properly communicate these delicate decisions to different stakeholders.

Key Insights Learned:

- Compensation committee responsibilities and operations
- The relationship between comp committees and HR
- Developing peer groups for your executive pay program
- Trends in director pay
- Shareholder engagement around human capital
- Director insights on the role in overseeing human capital
- How governance of human capital and talent is shifting

Module features the Compensation Committee training course & guide, reports and event session video recordings.

Module 5 - Risk Oversight - There is no shortage of risks to scare directors. Build resilience by gaining a concrete understanding of potential risks, and how to properly prepare for and manage new or existing threats.

Key Insights Learned:

- Audit committee responsibilities and operations
- Oversight of financial reporting for audit committees
- Oversight of internal and external auditors
- Response readiness and preparing for a crisis
- Director insights on digital transformation
- CISOs advice on security measures boards should address
- Technologies reshaping today's businesses

Module features the Audit Committee Fundamentals training course & guide, reports and event session video recordings.

Director Fundamentals Workshop - Corporate Board Member Network will host a virtual Director Fundamentals workshop quarterly. Participants will have the opportunity to attend one of these workshops during the duration of

their program.

Ask-the-Veteran-Director Roundtables - Every other month, Corporate Board Member Network will invite current program participants to join a virtual Q&A roundtable with veteran directors.

CHRO Board Readiness Add-On - The Director Fundamentals Program includes bonus training opportunities and content for CHROs and senior HR executives. In collaboration with Pearl Meyer, CHROs enrolled in the Director Fundamentals Program have access to a quarterly workshop focused specifically on how compensation committees are expanding their human capital oversight and evolving their processes accordingly, which creates an excellent opportunity for CHROs to be valuable contributors to boardroom discussions. Bonus content will educate you on compensation committee trends and best practices to help you best position your skills for board service opportunities.

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: Graduate School of Stanford Business

Link to Program/Sponsor: <https://www.gsb.stanford.edu/exec-ed/programs/directors-consortium>

Dates/Locations: October 13–17, 2025 (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 includes these highlights:

- Finance
- Executive Compensation & Incentives
- Cybersecurity and the Board
- Director Liability Risk
- Recent Developments in Financial Reporting

Learning objectives:

You'll learn about financial reporting, compensation, fiduciary duties, CEO succession, and more. You'll develop a greater understanding of a board's oversight and advisory roles. And you'll examine real-world scenarios and formulate action plans with a set of people who confront similar problems.

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 Sustainability Designation (GCB.D) and Certification

Sponsored by: Competent Boards

Link to Program/Sponsor: <https://competentboards.com/programs/sustainability-esg-designation-certification>

Dates/Locations:

Virtual program: 3 live sessions with expert global faculty; 3 live case-based sessions with cohort peers; 1 live board simulation examination; 12 on-demand learning modules.

Upcoming Cohorts (online):

- Board Members: September – November 2025
- Business Leaders: October – December 2025

Program description:

Open to actively serving board members and senior-level professionals seeking to enhance their leadership and governance capabilities, GCB.D is a transformative executive education program designed to equip leaders for the challenges of tomorrow in just 3 months. We focus on:

- Providing the tools to lead impactful business transformations.
- Developing strategies to address global business challenges.
- Empowering you with the skills to lead effectively in a changing world.

This program goes beyond theory, delivering actionable insights and practical frameworks to help you thrive in today's dynamic business landscape.

What you'll gain:

- A World-Class Network
- Globally Recognized Credentials
- Best Practices from Industry Leaders
- Global Insight and Foresight
- Effective Decision-Making

Receive the Global Competent Boards Sustainability Designation (GCB.D) and Certification, which includes a digital certificate and a verified Credly™ badge.

Program Content:

The live discussions are supported by 12 in-depth modules that dive into critical topics across governance, sustainability, risk management, and leadership, ensuring you leave with actionable insights and tried-and-tested frameworks, and practical skills that you can apply immediately in your boardroom and beyond.

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 Disclosure
12. Becoming a Steward of the Future: Best Practices in Corporate Governance

Cost: \$6,495.

Program Title: Global Climate & Nature Designation (CCB.D) and Certification
Sponsored by: Competent Boards
Link to Program/Sponsor: https://competentboards.com/climate-nature-designation-certification/
Dates/Locations: Virtual program: 4 live, interactive sessions with faculty speakers & case-based discussions with cohort peers; 1 live board simulation examination; 6 on-demand learning modules. Upcoming Cohorts (online): October – November 2025
Program description: Drive long-term value and level up your oversight skills with this unique program of live sessions, self-study guides, case studies and simulations, designed by and for boards and business leaders. With companies increasingly required to disclose the climate and sustainability competencies of their board and management, climate and nature upskilling is paramount. A designation (CCB.D) provides the seal of approval that you are upskilled to: - Oversee the value and risks of climate and nature initiatives from a board perspective. - Anticipate and manage evolving stakeholder expectations, build trust, and discuss climate and nature actions confidently and transparently. - Navigate new disclosure requirements, understand best practices for climate transition, and stay ahead of regulatory trends. - Possess the knowledge nomination committees, recruiters, and investors are looking for. Receive the Global Competent Boards Climate & Nature Designation (CCB.D) and Certification, which includes a digital certificate and a verified Credly™ badge.
Program Content: As you progress through the program, you will complete 6 self-guided learning modules: 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: \$3,995.
Program Title: Sustainability Governance Certificate Program
Sponsored by: Competent Boards
Link to Program/Sponsor: https://competentboards.com/programs/esg-certificate-program/
Dates/Locations: On-demand with 12 online modules; 1 month course access

Program description: This program is designed for business leaders, investors, board directors, and those who advise them. Learn to navigate the increasingly complex business of corporate sustainability governance.

- Get sustainability and ESG education designed especially for board members and executives
- Upgrade your sustainability and ESG competencies and prepare yourself for future C-suite and board positions with the knowledge that investors, nomination committees, and recruiters are looking for
- Elevate your sustainability and ESG awareness through our toolbox of self-reflecting questions, readings, case studies, and mind-opening recordings of leading ESG experts
- Get up to speed on global trends and developments, and what's likely to gain greater relevance going forward.
- Get equipped to effectively participate in discussions around the fast-evolving, international sustainability and ESG landscape and enhance important sustainability and ESG competencies essential to be a future-fit leader
- Leverage the experience of world leading experts at the forefront of international sustainability and ESG best practices and learn how sustainability issues play out at a broader strategic level.
- Learn how to better respond to new enterprise risk, business complexity, technological disruptions, and get up to speed on global trends, obligations, and standards

What you will earn from this program:

- Certificate
- Credly™ digital credential

Program Modules Include:

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

Bonus live sessions: You can also take part in a monthly live online Q&A Forum with other self-guided participants hosted by Helle Bank Jorgensen, our Founder and CEO.

Cost: \$3,595

Program Title: **Competent Boards Climate & Biodiversity Certificate Program**

Sponsored by: Competent Boards

Link to Program/Sponsor: <https://competentboards.com/programs/climate-biodiversity-certificate-program/>

Dates/Locations: On-demand with online modules; 1 month course access.

Program description: This program is designed for business leaders, investors, board directors, and those who advise them to understand emerging climate and nature risks, opportunities, and how to navigate the transition to a low carbon economy.

Be ready for the net zero economy and understand how to articulate the business case for sustainability. Learn about:

- Material climate and biodiversity risks
- Climate and nature opportunities
- Disclosure requirements
- Regulatory trends
- Stakeholder expectations
- Transition strategies

What you will earn from this program

- Competent Boards Certificate
- Credly™ digital credential

Program Modules Include:

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 Stakeholder 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: \$1,895

Program Title: **Corporate Subscription Plans**

Sponsored by: Competent Boards

Link to Program/Sponsor: <https://competentboards.com/app/uploads/2024/04/Corporate-Subscription-Plans-Website-Brochure.pdf>

Dates/Locations: On demand

Program description: Board members and executives globally now face the imperative of acquiring and disclosing their competencies in sustainability and climate-related matters, under the risk of substantial financial penalties and damage to their reputation. Within this challenge lies a significant opportunity for companies, directors, and management to showcase the importance of responsible stewardship. Regulators around the world are starting to require mandatory sustainability and climate disclosures. This is not just reporting numbers such as carbon emissions. Companies now need to disclose management and board competences when it comes to overseeing sustainability and climate risk. Competent Boards offers a globally relevant peer-to-peer training solution that is practical and current, with insights from nearly 200 leading experts worldwide. A Subscription Plan enables your leaders to tackle the most pressing challenges that are top-of-mind while ensuring your management has the skills to lead with foresight.

Program Title: **Climate Leadership Certification Program**

Sponsored by: Diligent

Link to Program/Sponsor: <https://www.diligent.com/landing/climate-leadership-certificate/>

Dates/Locations: On-demand/online. Program can be completed at participant's convenience within a six-week to 12-month timeframe.

Program description: Corporate leaders are pressured to meet the challenges and opportunities of climate

change. The Climate Leadership Certificate Program from Diligent prepares you to oversee climate risk and create sustainable growth strategies for your company. Learn from over 40 renowned subject matter experts who deliver impactful courses on topics such as connecting climate to the balance sheet, how climate connects to the board's fiduciary duty, and structuring oversight of climate risk. Created in collaboration with industry experts, the program is available as a self-paced e-learning experience. The program includes eight courses with video panel sessions featuring subject matter and industry experts, curated readings, interactive exercises, and online networking among participants.

Program Content:

Required courses:

- Risk & Reward: Connecting Climate to the Balance Sheet
- How Climate Connects to a Director's or Officer's Fiduciary Duty Under Delaware Law
- Structuring Oversight of Climate Risk
- Climate Reporting, Disclosure & Investor Engagement

Elective courses:

- Greenhouse Gas Accounting & Climate Commitments
- Aligning Incentives & Climate Commitments
- Climate Litigation
- Carbon Markets

Learning objectives:

- Link climate risk to the balance sheet and identify solutions to potential challenges
- Prepare for increased climate scrutiny by shareholders and other stakeholders
- Articulate the goals, key outputs and challenges of climate-related scenario analysis
- Describe approaches to identification, oversight, and management of climate risk, including metric selection and risk-based due diligence strategies
- Identify key pending, current, and proposed climate disclosure regulations in different regions.
- List the key voluntary reporting initiatives, how they relate to each other and emerging regulatory requirements including exploring the TCFD framework

Cost: Enroll in an INDIVIDUAL certification for \$3,500 USD or enroll in a PACKAGE of two or more certificates to receive a 25% discount

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

Sponsored by: Diligent

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

Dates/Locations: On-demand with 5 interactive eLearning modules. Program can be completed at participant's convenience within a 12-month timeframe.

Program description: With increased pressure from regulators for board members to upskill in cybersecurity, now is the time to build your competency. The Diligent Cyber Risk & Strategy Certification teaches cyber literacy for corporate directors to effectively govern significant enterprise-wide cyber risks and have meaningful conversations with management. Learn from subject matter experts who deliver insightful sessions on topics such as cybersecurity policy and governance, cyber risk management and incident handling. The program 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.

Required courses:

- The Cybersecurity and Regulation Landscape
- Cyber Risk Management
- Cyber Strategy and Board Oversight

- Cyber Incidents
- Simulated Tabletop Exercise

Cost: Enroll in an INDIVIDUAL certification for \$3,500 USD or enroll in a PACKAGE of two or more certificates to receive a 25% discount

Program Title: **ESG Leadership Certificate Program**

Sponsored by: Diligent

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

Dates/Locations: On-demand with 12 interactive eLearning modules. Program can be completed at participant's convenience within a 12-week to 12-month timeframe.

Program description: With increased pressure from regulators, investors and shareholders, corporate leaders are seeking education on the full scope of environmental, social and governance related issues. The Diligent ESG Leadership Certificate Program is a unique e-learning program preparing modern leaders with the necessary skills and knowledge to address these 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. The program includes 12 courses with in-depth fireside chats, curated readings and interactive quizzes.

Program Content:

- 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: Enroll in an INDIVIDUAL certification for \$3,500 USD or enroll in a PACKAGE of two or more certificates to receive a 25% discount

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/>

Dates/Locations: February 3-4, 2026 | 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. *Boards That Lead: Corporate Governance That Builds Value* 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.

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

Learning objectives:

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: \$6,875

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/>

Dates/Locations: April 7-10, 2026 | 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

Learning objectives:

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: \$10,250

Program Title: Hedge-Fund Shareholder Activism

Sponsored by: Wharton University of Pennsylvania

Link to Program/Sponsor: <https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/shareholder-activism-activating-change-for-value-creation/>

Dates/Locations: April 27-30, 2026 | Philadelphia, PA

Program description: Shareholder activism is not a neutral topic in finance. Some view shareholder activists as a source of value creation and a necessary check on publicly traded companies' excesses or bad C-suite management, while others view these same activists as too aggressively focused on pushing for change for short-term gain. But whichever role or side of the fence you're on — activist, corporate board member, investment banker or lawyer, or PR advisor — this unique, real-world program will help you to understand how and why activist shareholders select their target companies and how companies in turn prepare for, and deal with, an activist campaign.

This program will shed an objective light onto the features of a company, including its governance structure and strategic and management approaches, which make it an attractive activist target. While distinguishing good from bad corporate governance is an art form, we will discuss the typical identifiers that are associated with value destruction and those that attract activist attention. We will consider the steps and processes utilized by the activists in a campaign and identify those areas critical to unlocking, or potentially destroying, value.

Program content

Session topics include:

- Shareholder Activism and Value-Investing Foundations
- Trends and Drivers of Shareholder Activism
- Measuring the Value: Assessing the Potential for Value Creation
- Tactics for Campaigning and Engaging: The Activist Pathway and the Target Defense
- Applying the Activist Toolkit: Creating the Value
- Investment Banks' and Legal Perspective
- Activism Outside the USA
- Activism Campaign Exercise

Learning objectives:

In this program, you will:

• Acquire a powerful conceptual foundation for what it means to create value • Develop the fundamentals for both value investing and value-based management • Discover the frameworks and tactics used by shareholder activists to identify and move on target companies • Recognize where and why shareholder activism may create or destroy value, and be better able to distinguish which is more likely in a given case • Learn how corporate boards and leadership prepare for activist campaigns directed at their company, and effective solutions for managing the process when it occurs • Become more knowledgeable about the roles of the various parties in shareholder activism beyond the activists, including proxy advisory firms, public relations firms, lawyers, and investment bankers.
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
Dates/Locations: September 9-12, 2025 OR February 24-27, 2026 OR April 28-May 1, 2026 Manhattanville Campus, NYC
Program description: The Corporate Governance Program equips executives and professionals who currently serve or are interested in serving on corporate boards with the knowledge required to excel as stewards of shareholders that promote long-term and sustainable value creation. Drawing on thought leadership from world-renowned experts at Columbia Business School and leading practicing directors, this program integrates academic research with a deep understanding of the emerging issues that boardrooms face. A unique aspect of the program is a series of panel discussions entirely devoted to emerging issues in the field of corporate governance, such as CEO succession plans, shareholder activism, the disruptive impact of technology and cyber risk, and corporate social responsibility. Program participants interact with round tables of top US directors, moderated by a Columbia Business School faculty expert in an engaging format. Fast-paced, dynamic, and practical, this interactive program is a must-attend for current and aspiring corporate directors and chief executives. Those attending gain valuable insight from fellow board members while also having the opportunity to share their own best practices. Whether a seasoned director looking to stay current and maintain board directorship certification or new to the boardroom, participants emerge from this program with new insights and the sharpened skill set needed to serve effectively.
Program content The academic lectures feature interactive exercises and case studies involving real-world scenarios. Sample session titles include: • Setting Management Compensation • The Stewardship Function of the Board • Private and Early-Stage Boards • Understanding the Oversight Function of the Board • Getting the Best From Your Investment Banker The panelist discussions feature experienced directors focusing on emerging issues in the field of corporate governance. Sample panelist discussion titles include: • What If an Activist Attacks? • Inclusive Capitalism • Disruptive Technologies • Getting on Boards and Saying Yes • Private Company and Early-Stage Board Panels
Cost: \$10,250

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
Dates/Locations: November 3-6, 2025 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 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 Learning objectives: • 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: Become a Guiding Force on Your Board
Sponsored by: UCLA Anderson School of Management
Link to Program/Sponsor: https://www.anderson.ucla.edu/executive-education/open-enrollment/corporate-governance
Dates/Locations: TBD UCLA Campus, Los Angeles

Program description: Gain what 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 faculty and distinguished speakers who represent some of the nation's most prestigious organizations. Whether a seasoned director or new to the responsibility, you will emerge from this intensive live online experience with greater powers to provide active, informed and independent guidance to your senior leadership team.

Program content:

Boardroom Essentials

- Corporate Governance Fundamentals and Key Challenges
- Technology & the Boardroom
- Regulatory Changes Impacting the Boardroom
- Strategic Management and the Board
- The ESG Imperative
- Interactive Case Study: The Board in Action

Expanding Your Impact

- Digging Deeper into Your Firm's Financial Statements
- Managing Mergers, Acquisitions, Joint Ventures and Alliances
- Ensuring Effective Committees: Audit and Compensation
- The Board and Activist Shareholders
- Emerging Risks, Opportunities, and Governance of AI

Cost: \$8,500 (group pricing options available upon request)

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: November 12-15, 2025 | 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.

Program content:

We approach learning from every angle—a robust blend of faculty presentations, case studies, individual and group exercises, small group discussions, and large classroom debates. Among these formats is our renowned case method, where you'll learn to think on your feet, sharpen your analytical skills, and make critical decisions in real time. The case method puts you in the role of chief decision-maker, navigating challenges facing leading companies around the world. Arrive with an open mind—leave with a global perspective, unparalleled leadership skills, and a network of dedicated peers around the world.

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 (fees cover tuition, books, case materials, accommodations and most meals)
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: To be confirmed Harvard Business School; Boston MA
Program description: 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): Making Corporate Boards More Effective, Audit Committees in a New Era of Governance, or Compensation Committees: New Challenges, New Solutions. 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. 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 To be confirmed.
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: November 16 – 18, 2025 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. 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: \$8,000 (fees cover tuition, books, case materials, accommodations and most meals)

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: November 19-21, 2025 | 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.

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: \$8,000 (fees cover tuition, books, case materials, accommodations and most meals)

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>

Dates/Locations: December 1–5, 2025 | 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.

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 (covers tuition, books, case materials, accommodations and most meals)
Program Title: Annual Boardroom Summit
Sponsored by: Corporate Board Member
Link to Program/Sponsor: https://boardmember.com/boardroomsummit/
Dates/Locations: September 18–19, 2025 Washington, D.C.
Program description: The only event exclusively for sitting public company board directors; off-the-record sessions open the door for you to network and learn from fellow board directors who have been in your shoes and experienced the same challenges you're facing today – an uncertain economy, an evolving workforce, navigating AI, hard-driving regulators and more.
Program content: Why Attend: • ESG scrutiny and new regulations: Gain advice from seasoned directors and well-respected advisors to cut through complexities and lead your board with confidence. • Responsible AI that builds trust: Hear directly from AI experts to see the possibilities within your organization and develop a governance framework that will help support transformation by avoiding potential traps. • Strategy: What will win in 2025: Established directors and renowned business leaders will deliver an agenda that educates, inspires and prepares directors to excel in the current business climate. • Unparalleled networking with director peers: Connect with your peer public company directors to build new relationships and expand your network.
Cost: \$2,995 (\$2,495 early bird registration)
Program Title: Directors Summit
Sponsored by: Corporate Directors Forum
Link to Program/Sponsor: https://directorsforum.com/directors-summit/
Dates/Locations: March 5-6, 2026 San Diego, CA
Program Description: Directors Summit is crafted and led by top decision-makers at the board and c-suite levels. This year we explore “resiliency & reimagination.” Today’s corporate leaders are more visible and contend with an increasingly complex work environment. Don’t miss this dynamic conference featuring TED-style talks, fireside chats, and inspiring discussions from top corporate leaders. Build your network of modern corporate leaders from around the country and find new insights in the new year.
Program content: The 2026 program will cover critical topics like: • Activism • Geopolitical risk • The future workforce • Artificial intelligence • Board culture • Resiliency
Cost: Tickets for 2026 on sale soon. 2025 prices were: \$495 for members, \$595 for non-members.

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/calendar-bymonth	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.wustl.edu/EN-US/academic-programs/Pages/default.aspx	Olin delivers focused, results-driven executive education and development in the U.S. and abroad. Olin’s programs range from the Executive MBA degree to topic-focused seminars and platforms to customized corporate learning experiences that help organizations cultivate high-potential employees and manage cultural change.
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 participate as featured speakers and sponsors at numerous events.
Chicago Booth School of Business Executive Education https://info.chicagobooth.edu/exec-ed-live-online.html	Comprehensive executive programs including executive development, advanced and general management, and advanced finance
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.