

Director Education Programs

(Updated June 2024)

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 executive seeking your first public company board seat, 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.

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

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

Dates/Locations: October 14 – 18, 2024 (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:

- Cybersecurity and the Board
- Director Liability Risk
- Executive Compensation & Incentives
- Finance
- 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 best represent shareholders and 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 that help boards navigate in litigious environments
- Formulate strategies for managing CEO succession and evaluating executive compensation.

Cost: \$15,000

Program Title: Building Board Expertise on Sustainability
Sponsored by: University of Michigan Ross School of Business and Ceres
Link to Program/Sponsor: https://michiganross.umich.edu/programs/executive-education/building-board-expertise-sustainability?event=7762&utm_source=Email&utm_medium=Email+Link&utm_campaign=Ceres&utm_content=Ceres+PartnersAff+BBES+Course
Dates/Locations: September 16 – November 1, 2024 Online This course includes three 60-minute synchronous events and up to three optional maximum 60-minute available office hours. There is no planned group work. The average weekly time requirement expected for this program is 2-4 hours.
Program description: This program featuring business and sustainability experts from Michigan Ross, the Erb Institute and Ceres, and non-profit leaders in sustainable business delivers a unique educational experience and provide the essential climate and sustainability skills needed by every board member in today's rapidly evolving board rooms. The course combines the deep academic research and pedagogy of the Ross School of Business with Ceres' decades-long sustainability expertise and impact delivered on the world-class Corp U learning platform. Program participants will receive a certificate and a social media-friendly badge after course completion.
Program Content (illustrative): Module 1: Why is ESG Crucial for Boards? Examine the pros and cons of shareholder primacy and stakeholder governance. What are sustainability, ESG, and corporate purpose? Why does it matter for your company? Michigan Ross faculty, Ceres, and a team of experts will help you understand the emergence of ESG backlash. And how boards should use sustainability to guide decisions. Module 2: What ESG Risks and Opportunities Must Boards Understand? Explore key areas and developments around the ESG risks and opportunities boards are increasingly encountering and the critical importance of materiality assessment. Module 3: What ESG Oversight Do Investors Expect from Boards? Explore the key elements of investor expectations for board oversight of sustainability, and focus on the board's evolving role in managing expectations and engaging with investors. Module 4: How Can the Board Set Aspirational ESG Goals and Attain Them? Focus on embedding ESG in organizational strategy. Learn about ESG reporting to connect targets and compensation. Michigan Ross Faculty and a team of experts will help you explore and examine materiality and issues that your organization and/or industry face through materiality & stakeholder exercises. Module 5: What are Best Practices for Disclosing ESG Risks and Opportunities? Explore the evolving framework of ESG disclosure and the board's role in this critical area. We examine frameworks for disclosure and key domestic and international trends. Module 6: How Can Boards Align Corporate Political Activity to Meet Sustainability Commitments? Examine vital topics surrounding corporate political responsibility, including gaining a deeper understanding of policy engagement and the board's role in overseeing corporate political responsibility. Module 7: How Should Boards Be Structured to Oversee Sustainability Commitments? In our capstone module, we will draw together the key elements of the previous six weeks to examine the relationship between ESG oversight and board performance. We will explore effective board structures and characteristics and challenge our students to take action based on knowledge shared and gained during our course.
Cost: \$3,000 (contact provider for group discount eligibility)

Program Title: Global Competent Boards Designation and Certificate Program (GCB.D) - ESG Focus
Sponsored by: Competent Boards
Link to Program/Sponsor: https://competentboards.com/programs/esg-designation-program/
Dates/Locations: 12 bi-weekly, 90-minute live Zoom calls with global cohort members.
Program description: Designed by and for board directors and C-Suite executives. This world-class program is ideal for board directors, senior business leaders, and those who advise them who are looking to improve their ESG competency. Learn how to better respond to new enterprise risk, business complexity, technological disruptions, and get up to speed on global trends, obligations, and standards. Get equipped to effectively participate in discussions around the fast-evolving ESG landscape and enhance important competencies essential to be a future-fit leader. 12 modules focused on global expert-led discussions; course study materials are made up of suggested readings and quizzes, subject expert videos, and a board simulation as final exam. Receive a Global Competent Boards Designation (GCB.D) with an ESG focus, digital Certificate of Completion and Credly credential for LinkedIn.
Program 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, 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 Competent Boards Designation and Certificate Program (CCB.D) - Climate & Biodiversity Focus
Sponsored by: Competent Boards
Link to Program/Sponsor: https://competentboards.com/programs/climate-and-biodiversity-designation-program/
Dates/Locations: Upcoming Cohorts (online): October 2024 – December 2024 March 2025 – April 2025 June 2025 – July 2025

Program description: This program allows board members and senior management to fulfill their duties of care, oversight and foresight, protect reputation by efficiently complying with rapidly evolving regulation (disclosure mandates), and drive long-term value for multiple stakeholders by taking an integrated approach to climate and nature risk and opportunity. The approach is experiential and peer-based, facilitated by world renowned global faculty in a safe and intimate learning environment Receive a Global Competent Boards Designation (GCB.D) with a Climate and Biodiversity focus, digital Certificate of Completion and Credly credential for LinkedIn.
Program Content 1. Understanding Climate Change and Nature Risks and Opportunities 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: Competent Boards Sustainability & ESG Certificate Program
Sponsored by: Competent Boards
Link to Program/Sponsor: https://competentboards.com/programs/esg-certificate-program/
Dates/Locations: On-demand/online. Participants have 6 months to complete the program.
Program description: Designed by and for board directors and senior business leaders. This world-class, 12-module online program is ideal for board directors, senior business leaders, and those who advise them who are looking to improve their ESG competency and want to learn at their own pace. Learn how to better respond to new enterprise risk, business complexity, technological disruptions, and get up to speed on global trends, obligations, and standards. Get equipped to effectively participate in discussions around the fast-evolving ESG landscape and enhance important competencies essential to be a future-fit leader. Participants have access to monthly live Zoom sessions with Competent Boards founder and CEO Helle Bank Jorgensen. Receive a digital Global Competent Boards ESG Certificate of completion and Credly credential for LinkedIn.
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, 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: \$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/online. Participants have 6 months to complete the program.
Program description: Designed by and for board directors and senior business leaders. This world-class, 6-module online program is ideal for board directors, senior business leaders, and those who advise them who are looking to improve their climate and biodiversity competency and want to learn at their own pace. Understand how to ensure effective board oversight over climate and biodiversity actions and commitments, and how to prepare and respond to the growing climate and biodiversity-related demands from investors, insurers and regulators (SEC and others). Receive a digital Global Competent Boards Climate & Biodiversity Certificate of completion and Credly credential for LinkedIn.
Program Modules Include: 1. Understanding Climate Change and Biodiversity Risks and Opportunities 2. Staying on Top of Disclosure Requirements and Reporting and Regulatory Trends 3. Responding to Stakeholder Expectations for Responsible Investment and Insurance 4. Responsible Climate & Biodiversity Governance: Ensuring Accountability at the Board Level 5. Strategic Implementation Guide to Achieve Net Zero 6. Learning from the Pioneers of Climate Change and Nature Action in Business
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
- 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
- Green Building, ESG, and Sustainable Finance

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/online. Program can be completed at participant's convenience within a 12 month time period.

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/online. Program can be completed at participant's convenience within a 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 4-5, 2025 | Philadelphia, PA

Program Description:

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: \$6,500

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 22-25, 2025 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. Meanwhile, new opportunities are emerging for those seeking board service. 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, enterprise risk management, and governance diversity.
Program content 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 Session topics include: • Enterprise challenges and risks including climate change, job displacement, global trade, disease epidemics, and social responsibility • Creating opportunities for those who have been underrepresented in the boardroom • Characteristics of successful board leaders • Overseeing management • Building diversity, equity, and inclusion in the boardroom • Leading boards through legal issues and other crises • Succession planning • Bringing environmental and social issues into the boardroom • Designing political and social strategies • Shareholder activism
Cost: \$9,850
Program Title: Shareholder Activism and Corporate Governance
Sponsored by: Wharton University of Pennsylvania
Link to Program/Sponsor: https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/shareholder-activism-and-corporate-governance/
Dates/Locations: August 19-22, 2024 Philadelphia, PA
Program description: 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 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

Highlights and Key Outcomes

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.

Session topics include:

- Value Investing and Shareholder Activism — Benjamin Graham set the stage and launched both value investing and shareholder activism
- Current Trends and Market Conditions
- Measuring the Value: Assessing the Potential for Value Creation
- Tactics for Campaigning and Engaging: The Activist Pathway and the Target Defense
- Applying the Activist Toolkit: Creating the Value
- Fireside Chat/Guest Speaker: Investment Banks' Perspective
- Activism Outside the USA: Case Studies in Canada and Japan
- Activism Campaign Exercise

Cost: \$9,850

Program Title: **Corporate Governance Program: Developing Exceptional Board Leaders**

Sponsored by: Columbia Business School

Link to Program/Sponsor: https://www8.gsb.columbia.edu/execed/program-pages/details/2548/CGP?utm_source=bp-eblast&utm_medium=eblast&utm_content=text&utm_campaign=execed-announcement

Dates/Locations: September 10-13, 2024 | 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.

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: \$9,950

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: June 10 – 13, 2024; November 4 – 7, 2024 | 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: Women’s Director Development Program
Sponsored by: Kellogg School of Management - Northwestern University
Link to Program/Sponsor: https://www.kellogg.northwestern.edu/executive-education/individual-programs/executive-programs/women.aspx
Dates/Locations: November 13 – 15, 2024 Evanston, IL campus
Program Description: This highly customized program from the Kellogg Center for Executive Women provides a rigorous approach to corporate director training. You'll gain the skills you need to be an effective board member and practical tools for landing a seat at the table. In a collaborative atmosphere, you'll learn alongside other rising executive women. Through one-on-one interactions with experienced directors, board advisors, senior Kellogg professors, and alums of this program currently sitting on corporate boards, you will discover how to make the leap onto nominating committees’ radar screens, gain insight into choosing the right board opportunities for you and understand how to contribute meaningfully as a director.
Program Content Characteristics of the Most Effective Boards and Board Members • Explore critical roles of directors in strategy and change • Examine emerging governance challenges and trends Your Value Proposition • Develop a compelling board profile highlighting governance competencies • Hone a concise value proposition to use within your network and with other influencers • Practice delivering your value proposition to people in your network, search firm executives, your CEO, and directors Board Interview • Prepare yourself for an interview that is unlike other interviews; get ready to answer questions about your role in governance • Practice in a setting with experienced directors so you are prepared for the interviews to come Earning the Nomination • Build credibility, evaluate board opportunities, and conduct the due diligence to select the right boards to join Be an Effective Director • Gather and analyze information to maximize your contributions in meetings and ask the right questions • Identify red flags in financial statements with a careful analysis of balance sheets, income statements, and cash flow Key Benefits: • Broaden your understanding of the role of the board

- Hone your skills crafting and delivering your value proposition for a board seat
- Increase your visibility with executive search firms and nominating committees
- Analyze opportunities to harness your network to identify and create board opportunities
- Learn to detect red flags and read between the lines in financial statements

As a participant in this program, you can create an individual profile in the Kellogg Center for Executive Women's Database of Women Directors, an extensive repository of information on exceptionally well-qualified female board candidates. The Kellogg Center for Executive Women uses this database to provide information on qualified directors to search firms, nominating committees and CEOs free of charge. The Kellogg Center for Executive Women also proactively reaches out to companies to encourage them to consider qualified women for their boards.

Cost: \$12,150

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: September 23 – 26, 2024 (in-person) | 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

- Hot Topics & Fundamentals of Governance
- Regulatory Changes Impacting the Boardroom
- Strategic Management and the Board
- Corporate Responsibility to Pay Taxes?
- The Board and Accounting Issues

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
- Cyber Risk and Security for Boards

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/programs/mcb/Pages/default.aspx>

Date/Location: July 10 - 13, 2024; November 13 - 16, 2024 | Harvard Business School; Boston MA

Program Description: You will gain a deeper understanding of the board's responsibilities in areas such as financial resilience, strategic direction, executive compensation, and regulatory compliance. At the same time, you will learn how to work more effectively with fellow directors and company management to strengthen governance, manage unexpected crises, and make decisions that drive long-term corporate success.

This program is based on the premise that there is no one best way for boards to operate; rather, each board must consider and develop practices that recognize the unique needs of its company and management. As you examine the latest thinking on the internal function of corporate boards, interaction with management, and overall board relations, you will discover how to enhance and focus your own board's efforts.

Program content:

Through faculty presentations, case studies, and small group discussions, you will explore the most important strategic and organizational issues facing corporate boards today—and how the most successful boards address their challenges.

Topics include:

- Understanding the board's role in relation to management
- Working with management to oversee company strategy
- Grooming the next generation of top management
- Designing the most effective structure, composition, and processes for your board
- Identifying the personal qualities and characteristics needed in the boardroom
- Providing constructive feedback to one another and to the board's leaders
- Ensuring that your company complies with relevant regulations and laws
- Preparing for unexpected events and crises, such as activist takeovers, accounting fraud, environmental disasters, and cybersecurity threats

This program will help you:

- Strengthen the impact of your corporate board
- Develop practices that suit the unique needs of your company and management
- Achieve trust through more positive relationships within the board and with the management team
- Create more efficient governance processes
- Make the most of each board member's time, knowledge, and experience
- Contribute more meaningfully to corporate oversight activities
- Expand your personal and professional network

Cost: \$12,500 (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: May 1-3, 2025| Harvard Business School; Boston MA

Program description: This program is designed for executives who have completed one or more of the following HBS Executive Education 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](#). Dive back into your studies at Harvard Business School Executive Education and examine new frontiers in board governance with our annual Advanced Corporate Director Seminar. In this program, offered exclusively to past participants of select HBS corporate board-focused programs, you will explore new cases and engage in the most pressing topics facing corporate boards today—all while reconnecting with your HBS Executive Education colleagues and growing your network within the board of directors community. Take part in these vital

conversations to stay up to date on the latest faculty research and developments in corporate governance. Wherever you are in your boardroom journey, you will acquire invaluable insights that will help you enhance your board's effectiveness.

Program content:

- Developing a clearer view of how your company and your board can support sustainability and address climate change
- Understanding the board's role in driving corporate purpose
- Practicing stakeholder-centered governance while managing shareholder activism
- Exploring trends in board fiduciary and legal responsibilities as well as emerging organizational forms
- Analyzing key factors that have affected globalization and global supply chains; determining potential impact on your company
- Improving board oversight of strategy, innovation, and digital transformation
- Overseeing the creation of organizational capabilities relating to artificial intelligence (AI) and data analytics; managing related risks
- Examining the board's responsibilities regarding talent management; leadership development; and diversity, equity, and inclusion (both in the company and on the board)
- Evaluating risk management in terms of cybersecurity and data privacy

Cost: \$7,500 (fees cover tuition, books, case materials, accommodations and most meals)

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

Sponsored by: Harvard Business School

Link to Program/Sponsor: <http://www.exed.hbs.edu/programs/ac/Pages/default.aspx>

Date/Location: July 17-19, 2024; November 20-22, 2024 | Harvard Business School; Boston MA

Program description: As the focus on corporate governance and oversight has grown, so has the complexity of regulatory challenges facing audit committees. This corporate governance strategy program explores the best practices that your audit committee can use to fulfill its mandate and increase its strategic contribution. You will acquire the frameworks to align corporate strategy with financial reporting—and help your company operate more effectively in today's rigorous market and regulatory environment.

This audit committee training program prepares you to manage the creative tension between the compliance and strategic roles of the audit committee. While improving your ability to ensure compliance, transparency, and accountability, you will learn how to move your company beyond a compliance mentality toward strategic financial reporting and effective risk management.

Program content: The decision-oriented curriculum for audit committee training engages board members and chief financial officers in exploring four critical areas of relevance to audit committees:

Strategy and Financial Reporting

- What are the drivers of success and risk in the company, and how are these reflected in its financial reporting?
- How should audit committees provide oversight of financial reporting and risk management?
- How can the company best manage its key financial reporting risks?

Transparency and Investor Communication

- How can audit committees ensure that the company is meeting investor expectations for improved transparency in financial reporting and disclosure?

- What role, if any, should audit committees play in the investor relations process?
- How should you assess the costs and benefits of providing non-GAAP disclosures and what form should the non-GAAP disclosures take?
- How should the financial reporting strategy balance short-term performance pressure versus achieving long-term objectives?

Risk Management

- How can audit committees create an appropriate risk management infrastructure in the company?
- What are the risk culture and the tone at the top of the company, and how do they affect corporate performance?
- How should companies manage their cybersecurity risk and how should boards monitor this?
- How can companies use strong internal controls to promote rather than hamper growth?
- How can audit committees measure performance in the areas of ethics and compliance?

Audit Committee Processes

- How can audit committees better manage their relationships with corporate management and internal and external auditors?
- What can audit committee do to help improve audit quality?
- How can audit committees ensure effective talent management and succession planning in the finance, accounting, and risk management function?
- How can audit committees be designed to manage increasing demands?

Learning objectives: Participants will emerge better prepared to:

- Manage the creative tension between the compliance and strategic roles of the audit committee
- Align financial reporting, compliance, and risk management functions with the company's growth and profit objectives
- Develop better tools to manage risks
- Enhance oversight of the finance, accounting, and risk management functions, and oversee legal and regulatory compliance more effectively
- Improve transparency and the quality of audit and financial reporting and ensure the integrity of financial information
- Strengthen collaboration with corporate management and auditors
- Improve communication with investors on financial reporting and disclosure
- Expand your personal and professional network

Cost: \$7,000 for July 19-21, 2023 | \$7,500 for November 15-17, 2023 (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: <http://www.exed.hbs.edu/programs/cc/Pages/default.aspx>

Date/Location: July 14-16, 2024; November 17-19, 2024 | Harvard Business School; Boston, MA

Program description: Executive compensation has become a flashpoint issue for board members, institutional investors, regulators, and the media. Examining critical market and regulatory issues, this board leadership program enables compensation committee chairs and members to design more effective compensation programs. You will explore best practices for aligning executive pay to business strategy and company goals and for meeting shareholder expectations as the regulatory climate evolves.

This executive compensation training program will enable you and your committee to contribute more effectively to long-term performance, corporate profitability, and employee satisfaction.

Program content: The intensive, decision-oriented curriculum uses a blend of case studies, small group discussions, and interactive faculty lectures on best practices. This rigorous format allows participants to learn how best to excel in the core responsibilities of compensation committees and be alert to new and emerging regulatory and market issues. Focused on developing actionable frameworks that are relevant to compensation committees, the program explores key questions in the following critical areas:

Designing executive compensation with a strategic view

- How can you structure your compensation plan to support your company's long-term strategic objectives?
- What factors motivate senior executives—and what role does compensation play in this motivation?
- What characteristics define compensation plans that are both motivating to executives and acceptable to shareholders?
- How can you get succession planning right and hire the right CEO?

Developing an effective compensation plan

- What elements of compensation plans will be most effective in achieving your company's strategic objectives?
- How do you choose between alternative incentive programs?
- How should compensation committees assess the value created by the CEO and management team—and how much of that value should be shared with the CEO and management as compensation?
- How should compensation plans relate to performance evaluation practices for the CEO and other top executives?
- What are the risks being created by your compensation program?
- How is your compensation scheme affecting corporate culture—and what kind of compensation scheme will promote the culture you wish to create?
- How do you create the right peer group to benchmark CEO performance?
- How do you determine the pay for directors?

Creating and implementing compensation committee processes

- What role should the compensation committee play in determining CEO compensation, designing compensation plans for other senior managers, and approving performance targets and levels of compensation?
- What does an effective process for committee activities look like—and how should compensation consultants, the CEO or his or her representative, and the senior human resources officer be involved in the process? How should the committee relate to each of these players?
- How should the compensation committee address new SEC requirements of compensation disclosure?
- How can compensation committees ensure an effective compensation discussion and analysis (CD&A) report?

Learning objectives: This program will help you:

- Change the way your company approaches executive compensation
- Make decisions with deeper knowledge of the relationships among compensation plans, employee motivation, and long-term value creation
- Balance competing imperatives to attract and retain key executives, adhere to new governmental rules, and navigate public sentiment
- Ensure that the compensation structure promotes the desired corporate culture
- Design better incentive systems and know the risks that certain incentive structures can create
- Understand and anticipate hot-button issues and trends in executive compensation
- Gain investor buy-in on compensation plans
- Effectively utilize performance measurement systems
- Expand your personal and professional network

Cost: \$7,500 (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/programs/wob/Pages/default.aspx
Dates/Locations: December 2 – 6 2024 Harvard Business School; Boston, MA
Program Description: Traditionally, the majority of board appointments are made through informal networks that are especially hard for women to break into. Designed specifically for top women executives, this program provides insight into navigating the board selection process and maximizing your success as a corporate director. Focused on the critical issues facing boards today, you will learn how to approach board selection strategically, raise your profile—and find your best match. Preparing to take your place on a corporate board means building the knowledge, skills, and attitudes that boards are seeking. This program unpacks the process of board selection to help you understand the explicit and implicit ways that boards function. You will learn how to advance your candidacy by making connections with directors, founders, funders, and elite search firms—and excel in your new role by contributing to corporate governance at the highest level. Program content: The program curriculum centers on four primary areas: Understanding how boards work • Legal and regulatory environments affecting boards • Roles and responsibilities of board members • Formal and informal board dynamics • The "gender" lens—how women are perceived in the boardroom • Working with and evaluating the CEO Developing board-critical skills • Reading between the lines of financial statements • Leading through risk and other oversight challenges • Making strategic and timely decisions • Communicating effectively with diverse stakeholders • Managing yourself in high-stakes situations Navigating the selection process • How executive firms match candidates with opportunities • Disrupting the established lines of succession • Developing your wish list • Becoming the winning candidate Raising your profile • Networking strategically within your organization • Establishing connections with elite search firms • Interacting with CEOs to benefit from their experience and perspectives Learning objectives: Acquiring a deeper understanding of corporate governance and the explicit and implicit ways boards function, you'll prepare to: • Approach board selection strategically • Raise your profile and advance your candidacy by making connections with directors, founders, funders, and elite search firms • Match your skills and talents to the board's specific needs • Understand and fulfill the roles and responsibilities of board members and committees • Navigate the politics and avoid the pitfalls of corporate networks • Implement best practices of today's high-functioning boards • Expand your personal and professional network
Cost: \$14,000 (covers tuition, books, case materials, accommodations and most meals)

Program Title: Directors' College
Sponsored by: Stanford Law School
Link to Program/Sponsor: https://conferences.law.stanford.edu/directorscollege/
Dates/Locations: June 24 – 26, 2024 Stanford Law School; Stanford, CA
Program description: Directors' College is the nation's premier executive education program for directors and C-level executives of publicly traded firms. The program addresses a broad range of problems that confront modern boards, including the board's role in setting business strategy, Environmental, Social, and Governance (ESG), CEO succession, techniques for controlling legal liability, challenges posed by activist investors, boardroom dynamics, and contemporary challenges including the state of the macroeconomy, the politicization of the corporation, and emerging ransomware and cybersecurity threats. Now in its twenty-ninth year, Directors' College brings together leading CEOs, directors, regulators, jurists, and scholars for a rigorous and balanced examination of corporate governance, strategy, and the evolving role of the modern public company board of directors.
Program Content • PLENARY SESSION – HOT TOPICS FOR BOARDS IN 2024 • INTERACTIVE SESSION: WHY GOOD BOARDS MAKE BAD DECISIONS • PLENARY SESSION – SHAREHOLDER ACTIVISM AND THE UNIVERSAL PROXY • PLENARY SESSION – THE CORPORATION AND POLITICS • BREAKOUT SESSIONS
Cost: \$8,950
Program Title: Annual Boardroom Summit
Sponsored by: Corporate Board Member
Link to Program/Sponsor: https://boardmember.com/boardroomsummit/
Dates/Locations: September 16 – 17, 2024 Marriott Marquis, New York City
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 – inflation, rising interest rates, an uncertain economy, fluctuating labor market, hard-driving regulators and more.
Program content: • Concurrent peer exchanges • Navigating the AI Frontier: Unleashing Potential, Ensuring Trust • The 3 Secrets of CEO Succession Planning Done Right • 6th Annual Board Leadership Awards • Expect the Unexpected: Timeless Board Leadership Lessons for Uncertain Times • Understanding Why Good Boards Make Bad Decisions: An Interactive Exercise • Leadership Legacies: Timeless Advice from the C-Suite to the Boardroom • Concurrent breakouts (select one): How Agile is Your Board?, Preparing for a Proxy Fight, Cybersecurity and the Board • Concurrent breakouts (select one): M&A in the Boardroom: What Directors Should Know, Top 5 Issues to

Discuss With Your General Counsel, The Board's Role in Safeguarding Enterprise Value • Sustainability Under Fire – How Do Boards Find the Right Balance? • A People-Centric Approach to Building Resilience • The Board's Ultimate Cautionary Tale: Lessons from Enron's Former Finance Chief
Cost: \$2,995, (\$2,295 early bird registration until June 14th). Using the code SOCIETY24 will allow Society members and their boards to register for the Summit for \$1,000 off the standard rate, making the discounted rate only \$1,595.
Program Title: Directors Summit
Sponsored by: Corporate Directors Forum
Link to Program/Sponsor: https://directorsforum.com/directors-summit/
Dates/Locations: February 20-21, 2025 San Diego, CA
Program Description: Gain insights on new approaches to navigate leadership from the top, manage disruptive technology, consider risk, and exchange candid views on what is working with peers and experts. Don't miss this opportunity to gather and network with fellow directors, senior leaders, and key stakeholders as we discuss the future of modern leadership.
2025 program content TBA 2024 program content included: • Fireside Chat: The Evolution of the Boardroom • TedTalk-Style Speakers Series: Transforming the Future • Fireside Chat: Guiding Innovation • Fireside Chat: Activism in The Boardroom • Topic Spotlight: Workforce Dynamics • Panel: Geopolitics & the Supply Chain • Fireside Chat: Decision-Making in Crisis • TED-Style Speaker Series: Bold Thinking • Fireside Chat: Re-Imagining the Talent Pipeline
Cost: Members: \$495. Non-members: \$595

Tailored Programs for Directors

NACD In-Boardroom Custom Programs (<https://www.nacdonline.org/services/content.cfm?ItemNumber=53239>) NACD provides confidential, customized, in-boardroom programs and consultations for directors and C-suite executives. Sessions cover a variety of topics that are facilitated by sitting directors and subject-matter experts, who bring real-world experience directly to your board. Each unique program takes into account your board's challenges

and inner workings to advance positive outcomes in the boardroom.

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 cover critical issues that board and audit committee members face. These events provide insights on a range of topics including significant governance developments and leading practices, key regulatory, accounting and auditing developments, emerging shareholder issues, among many other matters.
Wharton University of Pennsylvania Executive Education https://info.chicagobooth.edu/exec-ed-live-online.html?gclid=CjwKCAjwoNuGBhA8EiwAFxomA5CPAWqiAhtH_475C6P-tFUJpKbj-kY7JeBrNCYUTYCEy-kA0IL1AxoC6mYQAvD_BwE	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 mission of the CGI 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. Further, the CGI seeks to support the College of Business Administration, San Diego State University, and members of the local, national, and international communities in matters related to corporate governance.