

2024 Director Education Opportunities

Updated December 2023

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Organizer	Course	Cost	Description
American College of Corporate Directors			
American College of Corporate Directors	Directors Forum	\$1,595 (until January 15)	This program provides an opportunity for directors to learn alongside their peers. You'll participate in highly engaged conversations, informative case studies, and interactive panels facilitated by sitting directors, veteran board advisers and esteemed professors. The forum will address the most pressing issues boards are confronting today, and you'll leave with a new perspective to overcome the specific challenges your boardroom is facing.
	March 7 – 8, 2024 The Las Colinas Resort Dallas, Texas (in person)	\$2,195 (after January 15)	
American College of Corporate Directors	20th Annual Boardroom Summit and Board Committee Peer Exchange	\$1,995 (until February 2)	Exclusively for sitting public company board directors, this summit features off-the-record sessions that open the door for you to network and learn from fellow board directors who have experienced the same challenges you're facing today – inflation, rising interest rates, an uncertain economy, a fluctuating labor market, hard-driving regulators and more. Join your peers to build your skills, refresh your perspective and be ready for what comes next. Connect with other directors for an off-the-record discussion around best practices and solutions for your most critical issues. Organizers will solicit input from participants to develop the most relevant outline for each group – the audit committee, compensation committee, nominating/governance committees, lead directors and board chairs, and general counsel.
	September 16 – 17, 2024 Marriott Marquis New York City (in person)	\$2,495 (after February 2)	
Columbia Business School			
Columbia Business School	Corporate Governance Program: Developing Exceptional Board Leaders	\$9,550	This program equips executives and professionals who currently serve – or are interested in serving – on corporate boards with the knowledge they need to excel as stewards of shareholders promoting long-term and sustainable value creation.
	February 20 – 23, 2024		

2024 Director Education Opportunities

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	<p>Manhattanville campus New York City (in person)</p> <p>May 6 – 9, 2024 Manhattanville campus New York City (in person)</p>		<p>Drawing on thought leadership from practicing directors and the world-renowned faculty at Columbia Business School, this program integrates academic research with a deep understanding of the emerging issues that boardrooms face.</p>
Harvard Business School			
Harvard Business School – Executive Education	<p>Preparing to Be a Corporate Director</p> <p>March 13 – 16, 2024 Harvard Business School campus (in person)</p>	<p>\$11,250 (March)</p> <p>\$11,750 (October)</p>	<p>What does it take to succeed as a corporate director? For senior executives interested in joining a corporate board, preparation is key, as board service presents unique responsibilities, dynamics, risks and opportunities. It also calls for a distinctive set of skills. This program will provide critical tools and insights to enhance your readiness for corporate board service, so you can make a lasting contribution at the highest level of an organization.</p>
	<p>October 2 – 5, 2024 Harvard Business School campus (in person)</p>		<p>By examining best practices for corporate boards and exploring options and opportunities in corporate board service, you'll gain a greater understanding of the role and responsibilities of corporate directors – and the challenges you can expect to face in that role. By completing this program, you'll signal that you are equipped with the core knowledge you need to be effective as a corporate director.</p>
	<p>Making Corporate Boards More Effective</p> <p>July 10 – 13, 2024 Harvard Business School campus (in person)</p> <p>November 13 – 16, 2024 Harvard Business School campus (in person)</p>	<p>\$12,500</p>	<p>Faced with increasingly complex oversight challenges and demands for greater transparency, how can today's boards do more for their companies? In this board of directors education program, you'll gain a deeper understanding of a board's responsibilities in areas such as financial resilience, strategic direction, executive compensation and regulatory compliance. At the same time, you'll learn how to work more effectively with fellow directors and company management to strengthen governance, manage unexpected crises, and make decisions that drive long-term corporate success.</p> <p>This corporate governance program is based on the premise that there is no one best way for boards to operate – rather, each board must develop practices that suit the unique needs of its company and management. As you examine the latest thinking on the internal function of corporate boards,</p>

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Harvard Business School – Executive Education	Compensation Committees – New Challenges, New Solutions July 14 – 16, 2024 Harvard Business School campus (in person) November 17 – 19, 2024 Harvard Business School campus (in person)	\$7,500	<p>Executive compensation has become a flashpoint issue for board members, institutional investors, regulators and the media. By examining critical market and regulatory issues, this board leadership program enables compensation committee chairs and members to design more effective compensation programs. You'll explore best practices for aligning executive pay to business strategy and company goals, as well as meeting shareholder expectations in an evolving regulatory climate.</p> <p>This executive compensation training program will enable you and your committee to contribute more effectively to long-term performance, corporate profitability, and employee satisfaction.</p>
Harvard Business School – Executive Education	Audit Committees in a New Era of Governance July 17 – 19, 2024 Harvard Business School campus (in person) November 20 – 22, 2024 Harvard Business School campus (in person)	\$7,500	<p>As the focus on corporate governance and oversight has grown, so has the complexity of regulatory challenges that audit committees face. This corporate governance strategy program explores the best practices that your audit committee can use to fulfill its mandate and increase its strategic contribution. You'll acquire the frameworks to align corporate strategy with financial reporting – and help your company operate more effectively in today's rigorous market and regulatory environment.</p> <p>This audit committee training program prepares you to manage the creative tension between the compliance and strategic roles of the committee. While improving your ability to ensure compliance, transparency and accountability, you'll learn how to move your company beyond a compliance mentality toward strategic financial reporting and effective risk management.</p>
Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director December 2 – 6, 2024 Harvard Business School campus (in person)	\$14,000	<p>Traditionally, the majority of board appointments are made through informal networks that are especially hard for women to break into. Designed specifically for top women executives, this program provides insight into navigating the board selection process and maximizing your success as a corporate director. By focusing on the critical issues facing boards today, this program will help you learn how to approach board selection strategically, raise your profile and find your best match.</p>

2024 Director Education Opportunities

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			<p>Preparing to take your place on a corporate board means building the knowledge, skills and attitudes that boards are seeking. This program unpacks the process of board selection to help you understand the explicit and implicit ways that boards function. You'll learn how to advance your candidacy by making connections with directors, founders, funders and elite search firms – and excel in your new role by contributing to corporate governance at the highest level.</p>
Harvard Business School – Executive Education	<p>Value Creation Through Effective Boards</p> <p>May 27 – 30, 2024 Spain (in person)</p>	€7,480	<p>The impact of a corporate board can be significant, but the challenges faced by board members are increasingly complex. Designed to enhance your contribution as a corporate board member, this program provides the frameworks for optimizing board structure, engagement and performance. With greater insight into corporate governance oversight and best practices, you'll emerge as a stronger leader and decision-maker ready to create more value for your company.</p> <p>Focused on improving corporate board effectiveness, this program helps you master global governance challenges, build productive relationships with the CEO and management team, and implement efficient processes that drive corporate strategy and business value.</p>
INSEAD Business School			
INSEAD Business School	<p>International Directors Programme</p> <p>Three in-person modules in Fontainebleau, France:</p> <p>January 22 – 25, 2024</p> <p>April 8 – 11, 2024</p> <p>June 6 – 8, 2024</p> <p>Three in-person modules in Fontainebleau, France:</p>	€24,500	<p>This is a flagship course in corporate governance that provides a unique educational experience to develop effective directors for the global business scene. Today's supervisory boards have to contend with a host of new pressures, challenges and risks, in addition to evaluating the performance of the CEO and senior executives. Boards must therefore set the company's strategic direction, often across diverse product markets and geographies, and monitor their firm's risk profile.</p> <p>Set within an international context that is unique in director education, this course offers practical and tested frameworks and tools to sharpen judgment and decision-making skills. It also will help augment the oversight abilities of directors seeking to boost their existing competencies or to be better prepared for new board mandates. In three focused modules, you'll master strategies for the fundamental areas of board effectiveness and</p>

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	<p>April 15 – 18, 2024</p> <p>June 10 – 13, 2024</p> <p>November 4 – 6, 2024</p> <p>(Additional dates are available on INSEAD's website.)</p>		dynamics, board decision-making and oversight, and director effectiveness and development.
INSEAD Business School	<p>Leading From the Chair</p> <p>June 10 – 12, 2024 Fontainebleau, France (in person)</p>	€8,650	<p>This course provides board chairs with the opportunity to discover, share and practice techniques for achieving greater board effectiveness. Because the role of the chair in particular has assumed greater significance, visibility and complexity than in the past, an increasingly different skill set and distinctive form of engaged, informed and strong board leadership is required.</p> <p>This course is designed to sharpen your skills for leading an effective and high-performing board, which can effectively set and implement the company's direction and strategy.</p>
INSEAD Business School	<p>Corporate Strategy for Board Members</p> <p>July 8 – 12, 2024 Fontainebleau, France (in person)</p>	€10,600	<p>The complex forces now shaping the global business world have a direct impact on the board's agenda and on the decisions that boards need to make. Boards need to take greater responsibility for their organization's course in this new environment, which offers great challenges and opportunities.</p> <p>This course aims to deepen directors' understanding of the complexities of this new business landscape. A dynamic mix of lectures and discussions will allow you review and explore key issues, such as the impact of digital technology on strategy and organizations, and on the role of the board. Role-playing activities give you a chance to practice formulating, implementing and evaluating strategies in a board environment.</p>
INSEAD Business School	<p>Value Creation for Owners and Directors</p> <p>April 22 – 26, 2024 Fontainebleau, France (in person)</p>	€10,600	This course is designed to develop the skills and knowledge for highly effective ownership and board membership. This course focuses on the key areas of value creation, including finance, governance, strategy, leadership and organizational skills. Through specifically developed INSEAD frameworks and tools, you'll learn how to incorporate the concept of value creation via a more systematic, principled and disciplined approach.

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INSEAD Business School	<p>Aspiring Directors Programme</p> <p>Two in-person modules in Fontainebleau, France:</p> <p>March 25 – 29, 2024</p> <p>September 30 – October 4, 2024</p>	€10,600	<p>This course helps high-potential professionals, managers or executives preparing for their first board mandate acquire the knowledge base that directors are expected to master, and which form the basis of effective board membership.</p> <p>Through this course's dynamic and immersive learning opportunities, you'll understand the essential elements of a board – such as architecture, structure, processes and the job market – so you can make progress toward a board position with confidence.</p>
Kellogg School of Management – Northwestern University			
Kellogg School of Management (Northwestern University)	<p>Women's Director Development Program: The Journey to the Boardroom</p> <p>November 13 – 15, 2024 Allen Center, Illinois (in person)</p>	\$12,150	<p>This highly customized program from the Kellogg Center for Executive Women provides a rigorous approach to corporate director training. You'll gain the skills you need to be an effective board member and practical tools for getting a seat at the table. In a collaborative atmosphere, you'll learn alongside other rising executive women.</p> <p>Through one-on-one interactions with experienced directors, board advisers and senior Kellogg professors – as well as alums of this program currently sitting on corporate boards – you'll discover how to appear on nominating committees' radar screens, choose the right board opportunities and contribute meaningfully as a director.</p>
Kellogg School of Management (Northwestern University)	<p>Corporate Governance: Effectiveness and Accountability in the Boardroom</p> <p>June 10 – 13, 2024 Allen Center, Illinois (in person)</p> <p>November 4 – 7, 2024 Allen Center, Illinois (in person)</p>	\$11,500	<p>This highly interactive and engaging program will prepare you to claim your seat on the board with confidence – and to deal effectively with those difficult, often unpredictable situations that all directors inevitably must face.</p> <p>You'll be guided by top Kellogg faculty, in collaboration with recognized corporate governance experts, to deepen your understanding of your responsibilities as a board member, develop the essential skills and strategic insight needed to serve effectively, and learn how to apply them in practice. You'll also become familiar with the shareholder perspective, gain an understanding of the interests of multiple constituencies, and learn frameworks that can move the board beyond ensuring compliance to identifying opportunities for long-term value creation.</p>

2024 Director Education Opportunities

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National Association of Corporate Directors (NACD)			
National Association of Corporate Directors (NACD)	Master Class – Technology and Innovation Oversight March 26 – 27, 2024 Conrad Washington, DC (This is an in-person course for members only.)	TBA	This program offers an unrivaled environment for open peer-to-peer conversation and stimulating analysis of emerging disruptions. Each NACD Master Class event provides new and relevant content on the important topics your board needs to understand, including the best “next practices” to lead your board through periods of rapid change.
National Association of Corporate Directors (NACD)	NACD Directors Summit October 6 – 9, 2024 Gaylord National Harbor Washington, DC (This is an in-person course for members only.)	\$4,495 (until April 2) \$4,995 (until September 5) \$5,995 (until October 9)	For more than 30 years, thousands of directors worldwide have gathered at the annual NACD Directors Summit to learn, be inspired and connect with their peers. Join the greatest minds in corporate governance convene to take on the critical issues facing boardrooms today to collectively shape the future of exemplary board leadership.
National Association of Corporate Directors (NACD)	Virtual Director Professionalism (This is a self-led online course for members only.)	TBA	This training program serves as the prerequisite foundation course for NACD Directorship Certification, and it will provide you with real-world and real-time insights into the boardroom fundamentals necessary to successfully navigate today’s dynamic business environment. If you’re preparing for a new public company board role or looking to position yourself for a future board seat, you’ll benefit from this course’s panel discussions, case studies and keynote presentations by experienced directors.
National Association of Corporate Directors (NACD)	Introduction to ESG Oversight (This is a self-led online course for members only.)	TBA	This 10-module course explores the most important principles of environmental, social and governance (ESG) factors. At the end of this course, you’ll understand the risks, advantages and implications driving ESG-related board decisions.
National Association of Corporate Directors (NACD)	CERT Certificate in Cyber-Risk Oversight Program	\$3,995 (members)	Our businesses and our lives depend on connected technologies, but that growing dependence comes with increasing risks. Thieves, hackers, nation-state actors, natural disasters and other destructive forces can take down

2024 Director Education Opportunities

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	(This is a self-led online course.)	\$4,495 (nonmembers)	the digital presence of a business in minutes. This course for governance professionals will help you understand how to identify cybersecurity threats and provide oversight of critical digital assets.
National Association of Corporate Directors (NACD)	Director Proficiency: Financial Oversight (This is a self-led online course for members only.)	Free (included in membership)	All directors must have a certain level of financial literacy to fulfill their role as a board member – it is both a legal duty and a practical necessity – and this course helps you attain, or maintain, that basic literacy in finance and financial statements. Intended to help you “fill in the gaps,” regardless of your background or previous corporate experience, this course will help you feel more confident that you have the solid foundation in financial analysis that all board members should have.
National Association of Corporate Directors (NACD)	Directorship Essentials: Compliance and Ethics (This is a self-led online course for members only.)	Free (included in membership)	An organization’s commitment to compliance and ethics implicates, and is demonstrated by, almost everything a board of directors does. Oversight of your organization’s compliance and ethics program is a core duty of a director, and this course is for new directors and others who want a comprehensive understanding of those responsibilities. In this course, you’ll receive an overview of the essential components of a compliance and ethics program – and the board’s role in that program’s success.
National Association of Corporate Directors (NACD)	Directorship Essentials: Risk Oversight (This is a self-led online course series for members only.)	Free (included in membership)	This dynamic and interactive e-learning series is designed to provide information about the fundamentals of effective directorship – including short case studies, key questions that directors should ask management, and introductions to key regulatory and investor expectations. Each course within this series will focus on one core governance topic, drawing on insights from NACD’s Director Essentials and Director FAQs publication series, among other thought leadership. Perfect for onboarding new directors or as an ongoing resource for more tenured board members, this course’s content includes practical tools and resources you can bring back to your own boardroom.
National Association of Corporate Directors (NACD)	The Art of Directorship: Adaptive Governance (This is a self-led online course series for members only.)	Free (included in membership)	From major financial crises to global pandemics, disruptive events can and do occur. Some risks may not seem critical, urgent or disruptive when first considered, but like summer rain showers, those risks can quickly intensify into severe storms, given the right conditions.

2024 Director Education Opportunities

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National Association of Corporate Directors (NACD)	The Art of Directorship: CEO Succession (This is a self-led online course series for members only.)	Free (included in membership)	This course provides directors with an advanced, nuanced, in-the-trenches consideration of the board's role in planning for the succession of a chief executive officer, and in positioning that new CEO for success.
National Association of Corporate Directors (NACD)	The Art of Directorship: Strategy and Long-Term Value Creation (This is a self-led online course series for members only.)	Free (included in membership)	<p>This highly engaging and interactive e-learning series is designed to explore the intricacies of board leadership and to help directors navigate the complexities of today's boardroom.</p> <p>Each course within this series will explore one critical governance topic through panel discussions and interviews with experienced directors, investors, and executives, as well as provide opportunities to benchmark your own practices against NACD governance survey findings, as well as recommendations from NACD's Blue Ribbon Commissions and other thought leadership. This course also includes practical tools and resources you can bring back to your own boardroom.</p>
Practising Law Institute (PLI)			
Practising Law Institute (PLI)	Twenty-Second Annual Directors' Institute on Corporate Governance November 25, 2024 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,995	<p>In a fast-changing environment, boards must grapple with increasing expectations and responsibilities, including oversight of complex operational issues, risk management, board succession, audit committee oversight, executive compensation, disclosure, and responsiveness to and communication with shareholders pressing different concerns. In addition, new laws and regulations, and pressure from institutional shareholders, have put new requirements on companies and on boards.</p> <p>At this event, corporate governance experts – including directors, government officials, corporate counsel and consultants – will share their perspectives on successfully navigating the COVID-19 pandemic, enhanced environment, social and governance expectations, and a fast-changing regulatory environment. You'll also learn about the steps boards</p>

2024 Director Education Opportunities

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			should consider taking to meet constantly evolving expectations and pressures.
Practising Law Institute (PLI)	ESG 2024: What It Means for Boards, Management, and Counsel June 5, 2024 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,940	The assessment and management of environment, social and governance (ESG) risks – and opportunities – has become a critical priority as a result of a growing recognition of the connection between ESG and long-term value creation, significant changes in investor expectations, increasing pressure from customers and employees, and the advent of additional legal requirements. This program for board members, company management, and in-house and outside counsel will address the duties of directors with respect to ESG initiatives, the drivers of corporate adoption of ESG measures, ESG frameworks and standards, and best practices for ESG governance. By the end of this session, you will better understand the significant recent developments that have led to the elevation of ESG as a key component of corporate governance – and the practical changes companies are making to effectively respond to such developments.
Stanford University			
Stanford Law School and Rock Center for Corporate Governance	29th Annual Stanford Directors' College June 24 – 26, 2024 Stanford, California (in person)	\$8,450 (until March 1) \$8,950 (after March 1)	Aimed at directors and C-level executives of publicly traded firms, this training program addresses a broad range of problems that confront modern boards – including the board's role in setting business strategy, environmental, social, and governance issues, CEO succession, techniques for controlling legal liability, challenges posed by activist investors, and boardroom dynamics. You'll also learn about contemporary challenges, such as the state of the macroeconomy, the politicization of the corporation, and emerging ransomware and cybersecurity threats.
Stanford Graduate School of Business, in collaboration with Stanford Law School	Directors' Consortium October 14 – 18, 2024 Stanford, California (in person)	\$15,000	Big data, stakeholder activism, cybersecurity, financial literacy, environmental, social, and governance, and liability risk – the list of issues and responsibilities for board members is ever-increasing and ever-changing. In this course, you'll learn leading-edge strategies, frameworks and best practices for making complex board decisions – with customized cohorts for public and private company board members.

2024 Director Education Opportunities

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UCLA Anderson School of Management			
UCLA Anderson School of Management	Becoming a Guiding Force on Your Board April 2 – 23, 2024 (live online)	\$8,500	This four-week program will help you gain the skills you need to guide and support your executive leadership team around the crucial issues of strategy, structure, and succession. Taught by world-class faculty and distinguished speakers from prestigious US organizations, this course offers a powerful combination of foundational topics and advanced insight on the timeliest and most pressing issues facing boards today. Whether you're a seasoned director or new to the responsibility, you'll emerge from this experience ready to provide active, informed and independent guidance to your senior leadership team.
UCLA Anderson School of Management	Women in Governance: Preparing for Board Service April 30 – June 4, 2024 (live online)	\$4,500	Designed for women senior executives, professionals and entrepreneurs, this six-week intensive, experiential program provides a highly applicable toolkit of leadership skills, governance acumen, and networking savvy that will prepare you to overcome obstacles and seize opportunities as you seek corporate board service.
Vanderbilt University – Owen Graduate School of Management			
Vanderbilt University – Owen Graduate School of Management	Executive Leadership April 30 – May 2, 2024 Nashville, Tennessee (in person)	\$4,300	<p>By the end of this highly interactive program, conducted by one of the United States' top business experts on executive leadership, you'll be equipped to become a more effective leader – and to achieve your professional and organizational goals.</p> <p>You'll learn ideas and techniques you can apply right away, including how to become a stronger leader who can build a shared vision, improve teamwork and increase productivity; ways to motivate people using key leverage points based on character and ability; developing a personal action plan to create greater impact in your organization; and skills for leading change more effectively.</p>

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Wharton – University of Pennsylvania			
Wharton	Boards That Lead: Corporate Governance That Builds Value February 5 – 6, 2024 Philadelphia, Pennsylvania (in person)	\$6,200	<p>Chief executives today face numerous challenges in the boardroom, including increased regulation, pressure from activist shareholders and corporate governance reforms. This course shares practical steps that directors and C-suite executives of publicly traded companies can take to make your corporate performance more effective through collaborative leadership.</p> <p>This program provides intriguing insights into corporate governance, giving you the information you need to be a high-performing board member who will add significant value to the company. By attending this program, you'll gain a new perspective on corporate board governance and what constitutes a strong board, while also acquiring the skills to more easily collaborate, lead, and motivate each other and management.</p>
Wharton	Corporate Governance: Essentials for a New Business Era April 22 – 25, 2024 Philadelphia, Pennsylvania (in person)	\$9,850	<p>Today's corporate boards face historic and unprecedented challenges. Boards of directors must navigate these sources of unexpected enterprise risk while capably monitoring their firms' financial performance. For those responsible for filling board seats, the push toward making boards more diverse and inclusive adds complexity. Meanwhile, new opportunities are emerging for those seeking board service.</p> <p>This course provides critical tools for aspiring, newly appointed and veteran board members, as well as executives working with their board or other boards. You'll gain insight into the duties and nuances of board service, as well as how to forge partnerships with company officers to strengthen financial return, enterprise risk management and governance diversity.</p>
Wharton	Women on Boards: Building Exceptional Leaders June 11 – 14, 2024 Philadelphia, Pennsylvania (in person)	\$9,850	<p>In this course, you'll explore how to build your personal brand while learning how to strategically use social media, choose the right speaking engagements, construct a powerful network and more. You'll also receive in-depth guidance for putting together your board bio, CV or résumé, and LinkedIn profile. With these skills in your arsenal, you can become a recognized expert in your field so boards will seek you out.</p>

2024 Director Education Opportunities

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			This program also will give you a strong foundation for serving in your first director role. Explore how to navigate the politics and culture of the boardroom – and discover how to make your voice heard. Find out how to look for red flags in accounting, compensation and succession, and learn other board fundamentals. You'll discuss social movements such as #MeToo and Black Lives Matter, emerging threats such as disruptive technology, and ways to monitor these trends on behalf of all stakeholders.
