Updated January 2025

(in person)

Organizer	Course	Cost	Description
American College	of Corporate Directors		
American College of Corporate Directors	Directors Forum March 4 – 5, 2025 Westin Stonebriar Resort Dallas, Texas (in person)	\$1,895 (until January 31, 2025) \$2,195 (after January 31, 2025)	Effective boards drive company performance, but to do so, they must continually adapt. In today's rapidly changing global landscape, boards face increasing challenges – macroeconomic pressures, regulatory changes, and technological advancements – that demand more strategic focus. Traditional governance approaches are no longer enough. At the Directors Forum, you'll gain the insights and tools needed to address these challenges head-on and position your board for success in the years to come.
American College of Corporate Directors	21st Annual Boardroom Summit and Board Committee Peer Exchange September 18 – 19, 2025 Park Hyatt Washington, DC	\$2,495 (early rate) \$2,995 (standard rate)	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 – an uncertain economy, evolving workforce, navigating artificial intelligence, hard-driving regulators and more. Come together with your peers to share and refresh your perspective,

Come together with your peers to share and refresh your perspective, build your skills and prepare for the next chapter of board governance. 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.

Cooley

Organizer	Course	Cost	Description
Columbia Busines	s School		
Columbia Business School	<u>Corporate Governance Program:</u> <u>Developing Exceptional Board</u> <u>Leaders</u> February 24 – 27, 2025	\$9,550	This 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.
	May 6 – 9, 2025		
	All sessions are held in person on the Manhattanville campus in New York City.		
Harvard Business	School		
Harvard Business School – Executive Education	Preparing to Be a Corporate Director	\$11,750 (April 2025)	What does it take to succeed as a corporate director? For senior executives interested in joining a corporate board, preparation is key.
	April 23 – 26, 2025 October 1 – 4, 2025	\$12,500 (October 2025)	This program dives into the unique responsibilities, dynamics, risks and opportunities of joining a corporate board. You'll gain critical tools and insights that enhance your readiness for corporate board service and your ability to make a lasting contribution at the highest level of an
	All sessions are held in person on the Harvard Business School campus.		organization.
Harvard Business School – Executive Education	Making Corporate Boards More Effective	\$13,000	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.
	July 16 – 19, 2025		During this program, participants will explore topics relevant at the highest
	November 12 – 15, 2025		level of corporate oversight, such as financial resilience, strategic direction, executive compensation and regulatory compliance. Analyze the
	All sessions are held in person on the Harvard Business School campus.		most important strategic and organizational challenges facing corporate boards today, and find ways to strengthen governance, manage unexpected crises, and add value.

Organizer	Course	Cost	Description
Harvard Business School – Executive Education	Compensation Committees: New Challenges, New Solutions July 20 – 22, 2025 November 19 – 21, 2025 All sessions are held in person on the Harvard Business School campus.	\$8,000	Executive compensation has become a flashpoint issue for board members, institutional investors, regulators and the media. This program helps committee chairs and members to design more effective compensation plans. You will examine the evolving regulatory climate and explore best practices for aligning executive pay with business strategy, company goals, and shareholder expectations.
Harvard Business School – Executive Education	Audit Committees in a New Era of GovernanceJuly 23 – 25, 2025November 16 – 18, 2025All sessions are held in person on the Harvard Business School campus.	\$8,000	With growing public focus on corporate governance and oversight, audit committees face increasingly complex regulatory challenges. Managing this tension between compliance and strategy can feel like an art. This program addresses the core responsibilities of audit committees including risk management. You will learn how to strengthen internal control systems and move your company toward strategic financial reporting that mitigates risk.
Harvard Business School – Executive Education	Women on Boards: Succeeding as a Corporate Director December 1 – 5, 2025 Harvard Business School campus (in person)	\$14,500	Traditionally, most board appointments are made through informal networks that are especially hard for women to break into. With a focus on the critical issues facing boards today, this session will show you how to approach board selection strategically and raise your profile to find your best match. This program unpacks the board selection process and provides you with the knowledge you need to instantly drive impact as a new member. You'll also develop the skills and network you need to attain your ideal board appointment.
Harvard Business School – Executive Education	<u>Value Creation Through Effective</u> <u>Boards</u> May 19 – 22, 2025 Barcelona, Spain (in person)	€7,700	Corporate boards can have a significant impact on value creation, but directors must first optimize how they're structured and governed. Developed and taught in collaboration with the <u>IESE Business School at</u> <u>the University of Navarra</u> , this program examines the strategic and organizational issues facing corporate boards of directors. With greater

Organizer	Course	Cost	Description
			insight into corporate governance oversight and best practices, you'll be prepared to enhance your contribution as a board member and create more value for your company.
INSEAD Business	School		
INSEAD Business School	International Directors Programme	€26,000	This flagship course in corporate governance is a unique educational
School	Three in-person modules in Fontainebleau, France:		experience that aims to develop effective directors for the global business scene by nurturing and training boards of directors to be impactful business stewards.
	April 29 – May 2, 2025		Set within an international context that is rare in director education, this
	June 16 – 19, 2025		course offers practical and tested frameworks and tools to sharpen judgment and corporate decision-making skills. It also augments the
	November 17 – 19, 2025		oversight abilities of directors seeking to boost their existing competencies or to be better prepared for new board mandates. In three focused modules, you will master strategies for the fundamental areas: board
	Three in-person modules in Fontainebleau, France:		effectiveness and dynamics; board decision-making and oversight; and director effectiveness and development.
	May 5 – 8, 2025		
	June 23 – 26, 2025		
	November 19 – 21, 2025		
	(Additional dates and locations are available on INSEAD's website.)		
INSEAD Business School	<u>Leading From the Chair</u> May 29 – 31, 2025 Fontainebleau, France (in person)	€9,000	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 a distinctive form of engaged, informed and strong board leadership – is required.

Organizer	Course	Cost	Description
			This course is designed to sharpen your skills for leading a successful and high-performing board that can effectively set and implement the company's direction and strategy.
INSEAD Business School	<u>Corporate Strategy for Board</u> <u>Members</u> June 30 – July 4, 2025 Fontainebleau, France (in person)	€10,950	The complex forces now shaping the business world have a direct impact on board agendas and the decisions that boards need to make. Boards need to take greater responsibility for their organization's course in this new global environment, which offers great challenges and opportunities. This course aims to deepen directors' understanding of the complexities of this new business landscape. A dynamic mix of lectures and discussions enables participants to review and explore key issues, such as the impact of digital technology on strategy and organizations, and on the role of the board. Role-playing activities allow directors to practice formulating, implementing and evaluating strategies in a board environment.
INSEAD Business School	<u>Value Creation for Owners and</u> <u>Directors</u> April 14 – 18, 2025 Fontainebleau, France (in person)	€10,950	This course is designed to develop skills and knowledge for highly effective ownership and board membership by focusing on the key areas of value creation, including finance, governance, strategy, leadership and organizational skills. Through specifically developed INSEAD frameworks and tools, this course provides business owners and directors with the insights they need to incorporate the concept of value creation in a more systematic, principled and disciplined approach.
INSEAD Business School	Aspiring Directors Programme June 9 – 3, 2025 Singapore (in person)	SGD\$16,950	This course helps high-potential professionals, managers and executives preparing for their first board mandate acquire the knowledge base that directors are expected to master, and which forms the basis of effective board membership. Dynamic and immersive learning allows participants to understand the essential areas of the board – such as architecture, structure, processes and the job market – so they can move into a board position with confidence.

Organizer	Course	Cost	Description			
International Ins	International Institute for Management Development					
International Institute for Management Development	<u>High Performance Boards</u> Feb 10 – 13, 2025 May 5 – 8, 2025 June 16 – 19, 2025 October 6 – 9, 2025	CHF 12,500	IMD's flagship program for board directors is inspired by the latest research conducted by the <u>IMD Global Board Center</u> and the world's best boards. This program draws on nearly five decades of board education experience at IMD to offer you an in-depth exploration of issues related to non-executive board performance and effectiveness. You will broaden your skills as you familiarize yourself with the latest tools and frameworks for enhancing your board's performance – as well as your own.			
	November 24 – 27, 2025 All sessions are held in person in Lausanne, Switzerland.		Alongside board members and prominent chairpersons from around the world, you will learn about successes and failures and explore governance best practices. You also will build a solid network of global peers while identifying the strategies, structures, and processes that make boards the driving force behind corporate success.			
International Institute for Management Development	Role of the Chair June 4 – 5, 2025 November 13 – 15, 2025 All sessions are held in person in Lausanne, Switzerland.	CHF 8,600	 Chairing practice has evolved due to geopolitical and macroeconomic instability, societal tensions, and complex stakeholder dynamics. This program gives you a deep understanding of how impactful board chairs fulfill their roles and responsibilities, and the practices they adopt to uphold the highest governance standards. It also explores the crucial role of committee chairs in leading discussions, anticipating blind spots and interfacing for decision-making. A strong Chair-CEO relationship is essential for corporate leadership. This program teaches indicators of a healthy relationship and how to address dysfunction. Top board and committee chairs share their experiences, including crisis management, ways to ensure efficient board operations and adherence to the highest corporate governance standards. 			

Organizer	Course	Cost	Description
International Institute for Management Development	Women on Boards May 15 – 16, 2025 September 25 – 26, 2025 All sessions are held in person in Lausanne, Switzerland.	CHF 6,600	 Opportunities for women on boards are increasing, fueled by growing recognition of the value of diversity, evolving societal norms, and legislation requiring more gender diversity in the boardroom – yet securing a board position remains challenging. And even when women have a place at the boardroom table, they often encounter gender-based barriers, rooted in behavioral stereotypes. This program will provide you with personalized support and essential tools for jump-starting your board career or taking it to the next level – including how to enhance your personal brand, raise your profile among executive search firms, nomination committees, and board chairs, and strengthen your leadership presence. You will be better positioned to manage the dynamics that are unique to women on boards and empowered to add value and impact to the boardroom. You'll also learn how to determine the type of board you should target, based on your profile, areas of interest and values, and receive practical guidance on positioning yourself as a strong candidate. You will gain insights into the board selection process and examine important factors you should consider before accepting a board role.
International Institute for Management Development	Stakeholder Management for Boards March 5 – 6, 2025 June 9 – 10, 2025 November 17 – 18, 2025 All sessions are held in person in Lausanne, Switzerland.	CHF 6,600	Understanding and managing stakeholders has become central to high- quality corporate governance, particularly as organizations are increasingly interdependent with a wider range of stakeholders around them. Effective stakeholder management enables boards to identify, evaluate, and manage changes in their global business ecosystem that may have significant implications for their business strategy and their capacity to implement it. Yet many boards struggle to understand the complex dynamics presented by stakeholders and the strategic implications of stakeholder management.
			In this program, you will gain insights into the broader stakeholder environment while learning how to integrate market and nonmarket strategies. You'll also learn best practices for boards to ensure your organization and senior executives are attuned to risks and opportunities. Through both theoretical and practical approaches, you will develop a more sophisticated understanding of stakeholder management and the

Organizer	Course	Cost	Description
			diverse tools you can immediately apply to your organization to achieve best-in-class practices.
Kellogg School of	Management – Northwestern Un	iversity	
Kellogg School of Management (Northwestern University)	Corporate Governance: Effectiveness and Accountability in the Boardroom June 9 – 12, 2025 November 3 – 6, 2025 All sessions are held in person in Wieboldt Hall on the Chicago campus.	\$11,500	This highly interactive and engaging program will prepare you to claim your seat on the board with confidence and to deal effectively with those difficult, often unpredictable situations that all directors inevitably must face. You'll be guided by top Kellogg faculty, in collaboration with recognized corporate governance experts, to deepen your understanding of your responsibilities as a board member, develop the essential skills and strategic insight needed to serve effectively, and learn how to apply them in practice. You'll orient yourself to the 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.
National Associati	on of Corporate Directors (NACD)	
National Association of Corporate Directors (NACD)	NACD Directors Summit October 12 – 15, 2025 Washington, DC (This is an in-person course for members only.)	\$3,895 (until January 15, 2025) \$4,495 (January 16 – April 30, 2025)	Bring future-focused strategies to your boardroom with a bespoke experience tailored for today's rapidly changing governance landscape. During this summit, you will join 1,300+ governance experts and gain innovative tools needed to excel in today's boardroom and beyond.

\$4,995 (May 1 – July 31, 2025)

\$5,495

(after August 1, 2025)

Organizer	Course	Cost	Description
National Association of Corporate Directors (NACD)	Virtual Director Professionalism (This is a self-led online course for members only.)	Corporate and individual memberships available	Kick-start your path to becoming NACD Directorship Certified with our online boardroom fundamentals training – now accessible when and where you want. Get ready for your future director positions with immersion in the boardroom practices most in demand for today's governance. Experience the most respected governance education, which only NACD can provide.
National Association of Corporate Directors (NACD)	Introduction to ESG Oversight (This is a self-led online course.)	Free (included in corporate membership)	This 10-module course explores the most important principles of environmental, social and governance (ESG) factors. At the end of this online course, you'll understand the risks, advantages and implications driving ESG-related board decisions.
National Association of Corporate Directors (NACD)	<u>CERT Certificate in Cyber-Risk</u> <u>Oversight Program</u> (This is a self-led online course.)	\$3,995 (members) \$4,495 (nonmembers)	Each year, we find ourselves relying more on digital services. Our businesses and our lives depend on connected technologies, but along with that growing dependence comes growing risk. Thieves, hackers, nation-state actors, natural disasters and other destructive forces can take down the digital life force of a business in minutes. Helping governance professionals to understand how to identify cybersecurity threats and provide oversight of critical digital assets are the goals of this important course.
National Association of Corporate Directors (NACD)	Director Proficiency: Financial Oversight (This is a self-led online course.)	Free for corporate members	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 all board members should have.
National Association of Corporate Directors (NACD)	Directorship Essentials: Compliance and Ethics (This is a self-led online course.)	Free for corporate members	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.

Organizer	Course	Cost	Description
National Association of Corporate Directors (NACD)	Directorship Essentials: Risk Oversight (This is a self-led online course series.)	Free for corporate members	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.)	Free for corporate members	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. This course helps directors to not only identify potentially disruptive risks but also to apply the principles of adaptive governance to mitigate and respond to those risks.
National Association of Corporate Directors (NACD)	The Art of Directorship: CEO Succession (This is a self-led online course series.)	Free for corporate members	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 – to position 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.)	Free for corporate members	 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. Each course within this series will explore one critical governance topic through panel discussions and interviews with experienced directors, investors, and executives, and give you opportunities to benchmark your own practices against NACD governance survey findings, as well as recommendations from NACD's Blue Ribbon Commissions and other

Organizer	Course	Cost	Description
			thought leadership. This course also includes practical tools and resources you can bring back to your own boardroom.
Practising Law I	nstitute (PLI)		
Practising Law Institute (PLI)	Twenty-Third Annual Directors' Institute on Corporate Governance November 17, 2025 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,995	 Boards must grapple with ever-changing expectations and responsibilities, including oversight of complex operational issues, risk management, board succession, 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. During this one-day institute, top corporate governance experts – directors, government officials, corporate counsel, and consultants – will share their perspectives on successfully navigating these evolving expectations and pressures.
Practising Law Institute (PLI)	ESG 2025: What It Means for Boards, Management, and Counsel June 10 – 11, 2025 PLI New York New York City (in person; also available via live webcast and on demand)	\$1,990	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.

Organizer	Course	Cost	Description
Stanford Universit	y		
Stanford Law School and Rock Center for Corporate Governance	30th Annual Stanford Directors' College June 23 – 25, 2025 Stanford Law School Stanford, California (in person)	\$8,450 (until February 27, 2025) \$8,950 (after February 27, 2025)	A premier US executive education program for directors and C-level executives of publicly traded firms, this course addresses a broad range of problems facing modern boards, including a 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 30th year, Directors' College brings together 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.
Stanford Graduate School of Business, in collaboration with Stanford Law School	<u>Directors' Consortium</u> October 13 – 17, 2025 Stanford, California (in person)	\$16,000	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. This course provides 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.
UCLA Anderson S	chool of Management		
UCLA Anderson School of Management	Becoming a Guiding Force on Your Board April 8 – 11, 2025 (in person)	\$8,500	This intensive 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.

Organizer	Course	Cost	Description		
UCLA Anderson School of Management	Women in Governance: Preparing for Board Service April 29 – June 3, 2025 (live online)	\$4,500	This intensive, experiential program delivers a highly applicable toolkit of leadership skills, governance acumen, and networking savvy that will prepare senior executives, professionals and entrepreneurs to overcome obstacles and seize opportunities that they face in seeking corporate board service.		
Vanderbilt University – Owen Graduate School of Management					
Vanderbilt University – Owen Graduate School of Management	Executive Leadership March 25 – 27, 2025 Nashville, Tennessee (in person)	\$4,500	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 lead more effectively and achieve your professional and organizational goals. In this course, you'll learn ideas and techniques you can immediately apply, including strategies to cultivate leadership excellence, tactics to strategically motivate others using key leverage points tailored to their unique character and capabilities, skills necessary to lead change initiatives more effectively, and development of a personal action plan to amplify your impact within your organization and drive meaningful change.		
Wharton – Univers	sity of Pennsylvania				
Wharton	Boards That Lead: Corporate Governance That Builds Value February 4 – 5, 2025 Philadelphia, Pennsylvania (in person)	\$6,500	Based on the book "Boards That Lead: When to Take Charge, When to Partner, and When to Stay Out of the Way," this program provides the latest thinking from some of the world's most knowledgeable boardroom veterans on how directors can best make a leadership difference. This course will examine the changing role of boards with some of the world's most preeminent thought leaders on the subject. Participants who currently serve on a board will learn how to improve their leadership and decision-making effectiveness. Aspiring board members and those whose roles involve extensive contact with directors will get fresh insights on how to partner with boards and build boards that add new value to the company.		
Wharton	Corporate Governance: Essentials for a New Business Era	\$9,850	Today's corporate boards face historic and unprecedented challenges. Boards of directors must navigate these sources of unexpected enterprise		

Organizer	Course	Cost	Description
	April 22 – 25, 2025 Philadelphia, Pennsylvania (in person)		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 course provides critical tools for aspiring, newly appointed and veteran board members, and for 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.
Wharton	<u>Women on Boards: Building</u> <u>Exceptional Leaders</u> July 15 – 18, 2025 Philadelphia, Pennsylvania (in person)	\$9,850	For executive women and their allies who aspire to serve on a corporate board, the opportunities increasingly look promising. Companies are now expected to better represent society, and there is even legislation that has passed or is pending requiring increasing gender diversity on corporate boards. But how will you ensure you are the one who gets noticed and is considered when a seat becomes available?
			This course prepares women executives and their allies to seize valuable emerging opportunities. In this program, you will learn how to identify the boards that are the best fit for you, become knowledgeable about the fundamental obligations of directors, and discover the right questions to ask when executing your corporate governance duties. You also will acquire proven strategies and tools to enhance your professional résumé and market yourself successfully to nomination committees, search firms, and corporate board consultants. This is an essential, comprehensive program for all women executives and their allies seeking board service.