# Corporate and Nonprofit Board Governance Programs

## Aspiring Board Members

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| • Senior executives, especially those who self-identify as an underrepresented person of color and/or LGBTQ  
  • Board-facing C-level executives  
  • Executives from audit, consulting, private equity and venture capital firms  
  • Nonprofit board directors aspiring to serve as corporate directors | • Navigate the board selection process, evaluate board opportunities, and identify the right board opportunity for you  
  • Maximize your effectiveness as a minority board member  
  • Develop a strategy for your board career  
  • Work productively with fellow directors, corporate management, and stakeholders  
  • Execute a wide range of board duties with confidence  
  • Draw on Korn Ferry resources that can help you research and pursue corporate board opportunities | Prepare to succeed as part of a corporate board—and contribute to its diversity. In this program designed for senior executives who identify as underrepresented minorities, you will learn how to assess board opportunities, maximize your effectiveness as a new director, and integrate board service into your career plans. |
| • Senior executives (active or retired) who are interested in serving on a corporate board  
  • Board-facing executives who seek to strengthen their leadership capabilities  
  • Executives from audit, consulting, private equity and venture capital firms  
  • Nonprofit board directors who aspire to serve as corporate directors | • Analyze best practices for corporate boards  
  • Enhance your understanding of the role of a corporate director  
  • Examine the responsibilities and challenges that come with being on a corporate board  
  • Gain the core knowledge you need to be effective as a corporate director | For senior executives interested in joining a corporate board, preparation is key. Learn how to maximize the contributions you make to a board, develop a personal strategy for your career in corporate governance, and expand your leadership capabilities. |
| Senior businesswomen who are:  
  • Current or former CEOs or division heads in large established companies  
  • Current members of nonprofit or private boards who wish to serve on public corporate boards | • Develop board-critical skills in finance, risk management, decision making, and communication  
  • Break into the informal networks that lead to board appointments  
  • Approach board selection strategically, raise your profile—and find your best match  
  • Develop board-critical skills in finance, risk management, decision-making, and communication  
  • Draw on Korn Ferry resources that can help you research and pursue corporate board opportunities | Prepare for success in navigating the board selection process, finding the right board for you, and filling your role with distinction. Gain greater insight into board challenges and discover strategies for maximizing your success as a corporate director. |
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## Current Board Members

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<th>Program</th>
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| **Advanced Corporate Director Seminar** | Executives who have attended one or more of the following HBS Executive Education programs:  
- Audit Committees in a New Era of Governance  
- Compensation Committees: New Challenges, New Solutions  
- Making Corporate Boards More Effective  

**WHO SHOULD ATTEND**  
Study best practices in balancing shareholder and stakeholder needs. Explore the board's evolving role in innovation, technology adoption, digital transformation, AI adoption, and related risk management. Gain new perspectives on diversity, equity, and inclusion at the corporate board level. Identify the potential impact of climate change, geopolitics, the changing nature of globalization, and important cultural shifts on your corporate governance strategy. Debate the future of business and prepare to make choices that will put your company at the forefront. |
| **Audit Committees in a New Era of Governance** | Current or potential audit committee members, board chairs, and CEOs for publicly listed companies. CFOs, general counsels, risk officers, audit firm partners, and others who work closely with audit committees.  

**KEY BENEFITS**  
- Improve transparency and the quality of audit and financial reporting  
- Develop better tools to manage cybersecurity and other risks  
- Ensure that your company’s strategy is reflected in its financial reporting  
- Strengthen collaboration with corporate management and auditors  
- Optimize communications with investors  
- Enhance oversight of finance, accounting, and risk management functions and align them with company goals. |
| **Compensation Committees** | Board members who serve on compensation committees of publicly listed companies. Senior corporate executives who participate in compensation planning. Others involved with executive employment contracts or related policy.  

**KEY BENEFITS**  
- Create successful compensation plans, processes, incentives and performance measures.  
- Design executive compensation with a strategic view.  
- Balance the competing imperatives to attract and retain key executives, adhere to new government rules, and navigate public sentiment.  
- Contribute more effectively to corporate performance.  
- Build more effective compensation committee processes. |
| **Governing for Nonprofit Excellence—Virtual** | Members of nonprofit boards of directors for organizations with operating budgets in excess of $1 million in any nonprofit sector. C-suite level nonprofit executives who are engaged in strategic, governance-level decision-making. And who work extensively with the board of directors.  

**KEY BENEFITS**  
- Establish systems for gauging organizational performance and strengthen your role in managing performance.  
- Assess your organization's objectives and plan for the future.  
- Place your organization on a solid financial foundation and improve financial oversight.  
- Provide strong strategic stewardship.  
- Create value-adding board leadership processes and foster productive board-CEO relationships.  
- Clarify your organization's mission and who will lead it. |
| **Making Corporate Boards More Effective** | Board members, chairs, and directors of:  
- Publicly held companies  
- Established companies that are planning to go public or undergo a significant transformation.  

**KEY BENEFITS**  
- Design the most effective structure, composition, and processes for your board.  
- Achieve trust through more positive working relationships.  
- Contribute more meaningfully to corporate oversight activities.  
- Foster proactive governance and risk mitigation, including compliance and crisis management.  
- Help your board adopt best practices essential to effective governance. |

## What You Will Learn

**Advanced Corporate Director Seminar**
- Build on your past HBS learning by exploring the latest frontiers in board governance. As you gain insight into the board’s role and the latest business developments impacting boards, you will uncover new ways you can help your company be more successful.
- Help your audit committee fulfill its mandate and increase its strategic contribution. Learn how to align financial reporting with company strategy, strengthen internal control systems, improve communications, manage risk, and enhance audit committee processes.
- Excel in your role as you guide your organization through the complex issues related to executive compensation. Design more effective compensation programs that align executive pay with business strategy, while addressing evolving shareholder expectations.
- Contribute at a higher level as you delve into critical issues facing nonprofit leaders. Introduce innovative approaches to nonprofit governance and board leadership that enhance your organization’s ability to fulfill its mission and sustain success.

**Audit Committees in a New Era of Governance**
- Improve transparency and the quality of audit and financial reporting.
- Develop better tools to manage cybersecurity and other risks.
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- Strengthen collaboration with corporate management and auditors.
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