Driving Board Value in Changing Times

New Expectations and Opportunities in Corporate Governance

The stakes for board directors have never been higher. Organizations are facing an onslaught of new pressures driven by powerful stakeholders, changing social and environmental expectations, and the risks associated with unprecedented levels of transparency. At the same time, boards are increasingly expected to provide effective oversight while delivering tangible value.

This program focuses on new expectations and opportunities for board directors in three key areas: financial oversight, risk oversight, and governance best practices. Explore key regulatory, investor and social trends shifting expectations of board directors and committees. Build your capacity to adapt more quickly to rapidly evolving situations. Amplify your impact at the board table, while protecting the organization and enhancing corporate performance.

Takeaways

- Ensure your board is complying with evolving notions of fiduciary duty
- Understand the implications of increased corporate disclosure for directors
- Apply formal reasoning and decision frameworks to help clarify and structure difficult decision problems
- Examine how the risk landscape is changing for companies and organizations and what this means for boards
- Learn what Environmental, Social and Governance oversight looks like in practice within boards and committees
- Advance diversity and equity considerations, from director recruitment to systemic boardroom thinking
- Expand your ability to anticipate and respond to future boardroom challenges and opportunities

Audience

Experienced board directors with previous corporate governance training, who wish to increase their impact by expanding their understanding of changing governance expectations and opportunities.
Program Content

Financial Oversight
- Key regulatory and investor trends that are changing financial oversight expectations of directors, boards and audit committees
- Implications of recent guidance on fiduciary duty and materiality to oversight responsibility
- The impact of new disclosure requirements and reporting frameworks on the composition, structure and work of boards

Risk Oversight
- The growing impact of new corporate risks, from digital transformation to climate change
- Common decision traps and failures of reasoning as boardroom risk
- Intuitive vs. analytical approaches to decision making: benefits and trade-offs of each
  
  Reflection exercise: Director value assessment

Governance Best Practice
- Environmental and social responsibility and its effect on corporate governance
- Litigation and legal developments impacting boardrooms
- Evaluating director value driven by board calendars, agenda design, record keeping and the allocation of decision-making time
- Getting the board you need to meet evolving challenges through recruitment and development
  
  Reflection exercise: Committees value assessment

Where Governance is Headed Next
- Indigenous rights and the reconciliation imperative
- The Rise of Purpose Governance
- Stakeholder capitalism and calls for corporate governance reform
  
  Reflection exercise: Board value assessment

Special Features

To expand real-world application of the content, you will engage in interactive reflection exercises with your peers. You will also hear from expert guest speakers who will share with you their unique insights and experiences.
Program Leader

Christie Stephenson, Executive Director of the Peter P. Dhillon Centre for Business Ethics at the UBC Sauder School of Business, is a thought leader in corporate governance and responsible business. Before joining UBC Sauder, she spent more than 15 years working at firms in the ESG investment industry where she was engaged in the analysis and advocacy of emerging governance expectations of public companies. She has over two decades of board service as a director of cooperatives, non-profit organizations and private companies and is a member of the Climate Governance Experts Network of the Canadian Climate Law Initiative, the BC Securities Commission Corporate Finance Stakeholder Forum, and the International Impact and Sustainable Finance Faculty Consortium. She has also served as a judge for the Governance Professionals of Canada’s Excellence in Governance Awards and the Chartered Professional Accountants of Canada’s Corporate Reporting Awards. She is a regular media commentator on responsible business, investing and governance topics.

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