

Governance Education That Brings More to the Table.



Canada's Gold Standard in Governance Education

The Directors College Provides the Gold Standard in Governance Education.

The Directors College is the original university accredited corporate director education program in Canada.

Founded in 2003, we are a joint venture between The Conference Board of Canada and the DeGroote School of Business at McMaster University.

Our approach is unique. Our immersive residential programs allow you to put the lessons learned in the classroom into practice on the board.

Our mission—to advance transformative governance for the benefit of business and society—is at the heart of our Gold Standard in Governance Education. This enables our alumni to be Forward Thinking (**Know**), Values-Driven (**Be**), and Change Enabling (**Do**).



“ A strong board needs a combination of industry knowledge and sound judgment The Directors College provides skills, perspectives, and tactics to drive value as an effective and successful board member. As a graduate of the Chartered Director program, I found The Directors College an excellent survey of the critical issues and developing trends of today’s corporate environment. I highly recommend The Directors College.”

The Hon. John Manley, PC, OC, C.Dir., President and CEO of Canadian Council of Chief Executives; former Deputy Prime Minister of Canada

Our Gold Standard Programs.

They say strong leadership can't be taught.

At The Directors College, we beg to differ.

The Directors College goes beyond theory to prepare you for the real world. We arm you with the knowledge and insight you need to be an effective board member, and provide you with the credibility that will inspire confidence and leadership.

The Directors College delivers a unique experience that recognizes both sides of directorship—the “technical and structural” (rules-based) side and the “cultural” (principle-based and behavioural) side. This raises the bar for professional standards and the dynamic relationship between corporate governance and corporate social responsibility. We recognize the importance of having prepared and insightful directors who have the courage to ask important questions and the ability to collaborate in the boardroom.

At The Directors College, you don't just learn it ... you live it.



Our comprehensive programs not only equip you with the **know**-how and insight you need, they also provide you with The Directors College Gold Standard of credibility—university accreditation that will inspire the confidence of those who entrust a position to your leadership.

- Chartered Director (C.Dir.)
- Audit Committee Certified (A.C.C.)
- Human Resources and Compensation Committee Certified (H.R.C.C.C.)
- Custom Courses
- Continuing Professional Development (CPD)

Chartered Director Program

Our unique, competency-based programs produce prepared and insightful directors with the ability to promote collaboration in the boardroom.

Our Chartered Director (C.Dir.) program is Canada's original university accredited director development program. It offers a unique learning experience that covers not only formal rules and practices, but also the individual and collective behaviours associated with high-performing boards. Graduates attain a globally recognized C.Dir. designation from McMaster University by completing an intensive five-module program and a rigorous exam. The experience with The Directors College enables our Chartered Directors to **be** confident in their board role.

“ The Chartered Director program provided me with a solid foundation in governance, which built my confidence to comprehensively serve as a director. The exceptional content and educational process enhanced my curiosity, courage, and ability to ask the right questions on Crown, non-profit, and corporate boards.”

Victor T. Thomas, C.Dir., H.R.C.C.C., Vice-Chair, SaskEnergy



- Our signature C.Dir. program is residential, maximizing your opportunities to network and learn among peers.
- Modules are varied and engaging; combining lectures, interactive working sessions, and case studies.
- The Board Simulation, which is unique to The Directors College, includes live actors to help you apply the lessons learned.
- There is program flexibility, as modules 1–4 do NOT need to be taken in sequence.
- Successful completion results in a globally recognized C.Dir. university accreditation professional designation.
- Modules are offered in Niagara-on-the-Lake, Ont., and Vancouver, B.C.

Chartered Director Program Modules

Accountability and Change

Module 1

You will learn how governance is defined, its rules and practices, and the characteristics of effective directors and high-performing boards, as well as valuable communication strategies for group interaction. This module uses case studies and role-play simulations with actors to help you explore constructive solutions to challenging board situations.

Leadership and Strategy

Module 2

This module will help you hone your strategic thinking skills and understand the difference between strategic planning and operational effectiveness. You will develop your own strategic leadership style that fosters planning, measurement, accountability, and communication. You will learn how to evaluate and set effective board and director expectations for the process of CEO succession planning and balancing stakeholder relationships. You will discover how to review strategic planning for IT, risk governance, and compensation committees.

“ At the end of the day, boards will be judged on their ability to effectively deliver value The Directors College innovative program fills a unique and important gap in providing knowledge and insight as to how this expectation can be met.”

Steve Vieweg, C.Dir., CPFA (Hon), FCPA, FCMA,
CEO, CPA Western School of Business

Oversight and Finance

Module 3

This module outlines principle-based accounting, audit committee priorities, and how to interpret statements of cash flow. You will learn about performance measurement and ways to align strategic objectives with financial results and overall success. Balanced scorecards are explained, as well as internal audit details, relationships, and roles. We also cover risk oversight and what has been learned from past governance failures. You will see how board directors can oversee the performance of the corporation and its management team.

Communication and Social Responsibility

Module 4

This module focuses on overcoming “knowing–doing” gaps in board performance—understanding why we often fail to *do* what we *know* is best practice. You will explore trending situations that require new approaches to governance in areas such as pension governance, corporate social responsibility, and ethical decision-making. You will reflect on your own emotional skills as you address governance cases dealing with reputation and crisis management.

The Board Simulation

Module 5

Unique to The Directors College, this final module lets you experience realistic board situations, complete with professional actors to bring the simulation to life. Our alumni rate this module as the highlight of the program, providing a dynamic opportunity to bring together all the lessons and behavioural strategies you’ve learned throughout the four previous modules.

Audit Committee Certified Program

The Audit Committee Certified (A.C.C.) program ensures graduates will **be** prepared to perform effectively on the audit committee. The program is taught in two sequential parts.

“ As an Audit Committee Chair I have found the Audit Committee Certified program to be an excellent learning in the important matters of which a member of an Audit Committee, and particularly the Chair, must be aware in today’s governance environment. I would rate the program a 5 out of 5, and I would highly recommended Audit Committee Certified as the ‘Gold Standard’ in Directors Education for Audit Committees.”

Tom Bursey, C.Dir., A.C.C.,
H.R.C.C.C., FCA

E-Learning

Module 1

Covering compensation, strategy, and risk, you will explore audit committee charters and processes. You will gain an understanding of the specific roles of committee members and how to enhance audit quality.

On-Site Residential

Module 2

Covering committee mandate, process, and performance, you will collaborate with peers to explore risk management processes and how risk relates to the audit committee. You will discover how character is the foundation for success, emphasizing behavioural and relational aspects of board committee work. This module uses professional actors in some sessions to offer an interactive learning experience.

Human Resources and Compensation Committee Certified Program

This program explains how the board's HR and compensation committee aligns HR processes, risk, and culture with an organization's business strategy. The specialized program is designed to enable board committee members to **be** effective in their role.

HR Committee Foundation

Module 1

You will review the Human Resources Committee's mandate, processes, and performance, including HR strategy, governance implications, and legal concepts. You will learn roles and responsibilities, such as creating committee mandate, CEO selection, and performance management, as well as the critical key behavioural factors of a successful committee member.

HR Committee Strategy

Module 2

Delve deeper into the committee members' role in compensation, strategy, and risk, as you learn the committee's role in recommending board compensation and how to create a compensation strategy linked to the corporate strategy. We also discuss underlying risks facing the committee and what to watch for in terms of disclosure priorities.

Custom Courses Built to Suit Your Needs.

Looking for a governance education program that's custom-designed to meet the unique needs of your organization? At The Directors College, we will work with you through a wide range of topics to create exactly what you're looking for.

Some of the most popular topics include:

- **Developing High-Performing Boards**—What should directors know and do to enhance board effectiveness? Strong focus on leadership, group decision-making, and change management.
- **Corporate Social Responsibility and the Role of the Board**—Focusing on topics such as corporate responsibility reporting, codes of conduct, ethics, B-Corps, long-term value investing, and more.



“ The knowledge that you gain, the confidence that you gain, and the people that you meet make this a very worthwhile investment in yourself.”

Heather Smith, C.Dir., Vice President Operations, Canadian Environmental Assessment Agency

- **Innovation Governance**—Exploring how boards can contribute to an organization’s innovation agenda.
- **Digital Literacy for Board Directors**—How to leverage benefits and avoid risks associated with new and emerging digital technologies.
- **Risk Assessment, Management, and Compliance**—What directors need to know.

Continuing Professional Development.

Stay Current on the Topics That Impact Your Business Decisions.

We understand that learning doesn't end in the classroom. At The Directors College, we provide you with the tools to **do** effective work in your esteemed board role.

The CPD Membership

Continuing Professional Development Membership (CPDM) keeps your skills and knowledge current and effective. To maintain the distinction of Chartered Director, graduates must undertake a minimum of 15 Continuing Professional Development (CPD) hours per year and 50 CPD hours within a three-year period. As a resource for continuing education in the industry, this membership is open to all governance professionals.

CPD Programming

The Directors College understands the value in ongoing education. Various workshops, networking opportunities, keynote speakers, and annual special events planned by The Directors College enable governance industry leaders to stay current in today's economy.

See membership and full calendar of events details at thedirectorscollege.com.

Our Sponsors and Partners

Our partners believe in helping you succeed.

Joint Venture Founding Partners



Program Sponsors



Contributing Sponsors



Affiliate Partners





The Directors College

For more information on
The Directors College,
please contact:
1-866-372-1778
info@thedirectorscollege.com

thedirectorscollege.com



The Conference Board
of Canada

DeGroot
SCHOOL OF BUSINESS
EDUCATION WITH PURPOSE

McMaster
University 

The Directors College is a joint venture between The Conference Board of Canada and the DeGroot School of Business at McMaster University.