



The Chartered Director Program.

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

"I was looking for a program that really focused on effective governance...the latest thinking that's going to challenge me and allow me to bring more information to my role. The Chartered Director Program, to me, was the most comprehensive and it was the most encompassing."

Philip Twyford, C.Dir., Assistant Deputy Minister, British Columbia Public Service

Governance education that brings more to the table. Take your seat with The Directors College. The Chartered Director (C.Dir.) Program arms you with the knowledge and insight you need to become an effective board member, and provides you with the credibility that will inspire confidence and leadership.

The Directors College Chartered Director Program is:

Comprehensive

Go beyond theory to explore the structural and cultural aspects of directorship through programs with exceptional content on vital and emerging governance topics.



Diverse

Benefit from the informed and diverse perspectives of accomplished faculty and participants with experience across a wide range of industries, board structures and roles (crown, non-profit, corporate).

Innovative

Gain fresh outlooks with collaborative sessions, case studies and board simulations. Enhance your skills with custom and special programs, like Innovation Governance.

Flexible

Learn at your own pace with the module based Chartered Director Program. Choose any order you like for new connections and greater diversity of thought and interaction.

Immersive

Maximize your opportunities to network and focus in a residential setting in Niagara-on-the-Lake, Ontario.

Actionable

Get the tools and credentials to make an immediate impact on your role as a director and on the boards you serve.

Accredited

Program graduates attain a globally recognized university accreditation designation (C.Dir.) from McMaster University and benefit from our collaboration with DeGroote School of Business.

Inclusive

Contribute to a culture that is inclusive of diverse voices and perspectives, leading to the creation of better governance outcomes for all.

"The expertise of the dedicated faculty, the diversity and group dynamics of participants, provided for me a stronger understanding of the governance environment. New approaches to governance are discussed and the opportunity to reflect on your response around ethics, reputation and crisis management in the Module 5 Simulation is a value added approach to the learning environment. My leadership skills and courage to engage confidently at any board table has been enhanced by The Directors College."

Christine Williams, C.Dir., H.R.C.C.C., A.C.C., Chartered Director, Centennial College

“The Directors College Chartered Director program provided me with the foundational basis for good governance learned through a collegial, interesting and expert manner. Understanding good governance is an important prerequisite for eligibility for boards of directors. Many boards should consider this program as an essential part of their skills matrix.”

David Tsubouchi, C.Dir., Board Member OMERS Pension Fund and Former Ontario Cabinet Minister

Chartered Director Program Modules

Module 1 - Accountability and Change

You'll learn how governance is defined, 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.

Module 2 - Leadership and Strategy

This module will help you hone your strategic thinking skills,



understand the difference between strategic planning and operational effectiveness, and develop your own strategic leadership style that fosters planning, measurement, accountability, and communication. You'll learn how to evaluate and set effective board and director expectations, plan CEO succession, and balance stakeholder relationships. You'll also review strategic planning for IT, risk governance, and compensation committees.

Module 3 - Oversight and Finance

You'll learn how to measure performance and align strategic objectives with financial results and overall success. We'll explore board performance scorecards, as well as the details of internal audits, including the relationships and roles of the audit committee, the internal auditor and the management team. We'll also cover risk oversight, learning from past governance failures and anticipating future governance challenges. You'll see how board directors can oversee the performance of the corporation and its management team.

Module 4 - Effective Governance Under Complex Circumstances

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

Module 5 - The Board Simulation

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.

“Even as an experienced Director, I have found The Directors College Chartered Director program to be a very valuable opportunity to learn from strong faculty and fellow participants in an informed and current atmosphere. The program's approach to learning provides participants with a thoughtful combination of theoretical principles and practical experience as well as simulations that bring to light the variety of challenges that Directors might encounter in their work.”

Mary Anne Chambers, C.Dir., Independent Director and Former Minister, Government of Ontario

The Chartered Director Program Calendar - 2021

Accountability and Change Module 1	January 13–16	February 17–20	September 15 –18
Leadership and Strategy Module 2	February 3–6	April 21– 24	October 13–16
Oversight and Finance Module 3	March 10–13	June 2–5	November 4–6
Effective Governance Under Complex Circumstances Module 4	April 7–10	October 20–23	November 18–20
The Board Simulation Module 5	May 5–8	November 24–27	December 9–11

All modules will be delivered virtually until further notice.

Eligibility

The C.Dir. program is specialized for those currently sitting on boards, senior executives who intend to serve on a board and those who work closely with boards of directors.

"I chose The Directors College because its residential setting has the benefit of intensive training and an absence of the day-to-day distractions of one-day seminars. I would recommend The Directors College highly for anyone who believes they could benefit - my only regret is that I did not take it sooner."

Neil B. Freeman, C.Dir., Principal and CEO, NBF Group Inc.

Sponsors, Partners and Affiliates



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