



EXECUTIVE
EDUCATION

Governance Program

For Executives and Board Members in the Government
and Not-for-Profit Sectors

4-DAY PROGRAM



Ranked #1 in Canada by
November 2009

BusinessWeek

Governance Program

Improve Your Board's Performance Through More Effective Governance

Organizations today face increasing pressure to be open and transparent, and provide information that is comprehensive and reliable. Failure to provide this accountability puts individual Board members and their organizations at risk. Conversely, the opportunity for Boards to contribute to the success of their organization has never been greater.



WHO ATTENDS Board members of every organization with a statutory or public interest mandate and senior executives who report to those Boards. These organizations include municipal, provincial and federal agencies, Not-for-Profits, Crown Corporations, government departments and oversight bodies. This program is especially powerful when Board members and senior executives attend together.

DATES Please visit qsb.ca/execed for details.

LOCATION **Kingston**, ON Canada
Donald Gordon Conference Centre
421 Union Street

FEES \$4,100 Cdn (plus HST)

This all-inclusive fee covers: a private guest room with bath; full use of a broad range of amenities and parking; meals and snacks; all learning materials; and post-program support.

Good boards ask the right questions and demand the best answers. This intensive, 4-day program will provide you with the concepts, frameworks and techniques that will enable your Board to be more effective and increase the value of your personal contribution.

The program will demonstrate how you can:

- Define the proper roles of Board members
- Decipher and understand key financial statements
- Identify and manage risks, and implement more effective control systems
- Ensure that the organization has created and is effectively executing a sound strategy

Post-Program Support

After the Program, Queen's offers several ways to continue your learning, including Program updates and access to Queen's faculty. You will also have the opportunity to attend alumni educational and networking events.

Apply online at www.qsb.ca/execed
or call 1.888.393.2338

Program Preview

Governance and the Role of the Board

The expectations of Boards and how their role has evolved over time.

- Major roles of the board and the hallmarks of an effective Board Chair
- Governance models, barriers to effective governance, and Board member responsibilities
- The impact of governance scandals
- How Boards and individual directors can influence the organization, and how management can support the Board

Board Accountability for Financial Reporting and Audit

Key financial statements and the role of the Auditor and the Audit Committee.

- How better governance and accountability benefit the organization
- The basics of accounting and how to make and justify financial reporting decisions
- Read financial statements, interpret patterns and trends, and understand the implications
- The roles and responsibilities of the Audit Committee and how audits add value to the organization

“Queen’s Governance Program has proven invaluable to me over the years in contributing in a concrete way to the development and implementation of more effective governance models within my particular field.”

ROBERT C. FAHLMAN
Director General,
National Program Support & Development (NPSD)
Office of the Chief Criminal Intelligence Executive (OCCIE)
Royal Canadian Mounted Police

Risk Management and Boards

The roles of the Board, key Board committees and senior executives in risk management.

- Define risk and how to measure and manage it
- Identify and assess the four alternatives for effective risk management
- Examine environmental, political and strategic risks, and assign responsibility for risk management
- Ensure that management is providing the information needed to manage risk

The Board and Strategic Planning

How the Board can review and contribute to the organization’s strategic plan.

- Develop a shared conception of the purpose of strategic planning
- Discuss common pitfalls in the strategic planning process
- Use tools for both internal and external strategic analysis
- Evaluate whether or not the strategic plan is effective in implementation



Custom Programs for Organizations

Any of the content delivered in the Governance Program can be customized to meet the specific needs of your organization. We have successfully developed and delivered Custom Programs for all types of organizations, in most regions of Canada, and many locations around the world.



Financial Times ranks Queen’s Custom Programs **#1 in Canada** for “Value For Money” (May 2011)

To find out more, contact our office at 1.888.393.2338, or in Toronto at 416.214.9655

Session Leaders

Faculty bios are available on our website.



DR. SCOTT CARSON
Professor
Strategy and Corporate Social Responsibility
Queen's School of Business



DR. ELSPETH MURRAY
Associate Professor
Strategy and MIS
Queen's School of Business



MR. JOHN MOORE
Assistant Professor
Accounting
Queen's School of Business



"Queen's Governance Program gives you the tools you need as a Board member in these turbulent times. By developing an increased understanding of the role of the Board, financial reporting, risk management, and strategic planning, you will enhance your contribution to the Board and lower the risk of unpleasant surprises."

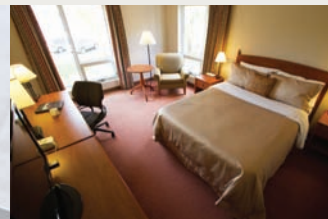
DR. DAVID DETOMASI
Assistant Professor
International Business and Governance
Queen's School of Business

*Session leaders subject to change.



World-Class Facility

The program is held at the Donald Gordon Conference Centre near the Queen's campus in Kingston. This world-class facility provides comfortable private guest rooms, great food and executive-level customer service.



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