

**Deloitte.**



Center for Board Effectiveness

Helping directors deliver value

# Introduction

The Center for Board Effectiveness helps directors fulfill their oversight responsibility to the organizations they serve through a portfolio of high-quality, innovative experiences. Whether an individual is aspiring to board participation or has extensive board experience, the Center's programs can enable them to contribute effectively and become well-versed in important focus areas—like governance, audit, strategy, risk, innovation, compensation, technology, and succession.

## The Center for Board Effectiveness mission:



### Inform

Provide an extensive, suite of governance-focused content that not only educates directors, but helps turn both business goals and career aspirations into realities.



### Connect

Create opportunities for directors to collaborate with peers and subject matter specialists across a wide range of topics.



### Advance

Help develop directors' hard skills—and soft skills—so they can effectively lead organizations and other business leaders, while pursuing their own career opportunities.

# An overview of Deloitte's Center for Board Effectiveness offerings

## Inform

### Recurring insights

A collection of insights, communications, and virtual events that examine topics and issues impacting board and audit committee members.

- [On the Board's Agenda](#)
- [On the Audit Committee's Agenda](#)
- [Audit Committee Briefs](#)
- [Deloitte Digest—Board of Directors](#)
- [Board Governance Webinars](#)

### Featured insights

Deloitte's Center for Board Effectiveness also publishes featured insights, often in collaboration with external organizations, that dive deeper into specific topics.

- [Audit Committee Guide](#)
- [Audit Committee Practices Report](#)
- [The Audit Committee Chair of the Future](#)
- [Missing Pieces Report](#)

## Connect

### Center for Board Effectiveness signature governance experiences

Offer current board directors and audit committee leaders invite-only, interactive forums designed to address today's critical governance priorities and anticipate future challenges. These premier events provide opportunities to learn from distinguished subject matter specialists and collaborate in an environment that encourages the exchange of actionable insights and best practices. Participants leave equipped with forward-looking perspectives and practical strategies to elevate board performance, enhance enterprise value, and confidently navigate an increasingly complex governance landscape.

## Advance

### Board & committee education

Customized education for board members, committees, and individual directors that focuses on the board's agenda and areas where the board may need to anticipate innovation, disruption, and uncertainty.

### Board-Ready Programs

Educational and networking programs for executives who are on their way towards a public company board or directorship nomination, but might not have a playbook for starting the journey.

### Board & audit committee labs

Unique experiences designed to help boards and audit committees explore their responsibilities, priorities, and practices, with an emphasis on enhancing effectiveness, especially during times of transition.

# Inform

## ***On the Board's Agenda***

Board-briefing articles that examine a single topic in detail with perspectives from Deloitte subject matter specialists.

Read more: [deloitte.com/us/boardagenda](https://deloitte.com/us/boardagenda)

## ***On the Audit Committee's Agenda***

Audit committee-focused publications that explore topics impacting the audit committee's current responsibilities and priorities.

Read more: [deloitte.com/us/auditcommitteeagenda](https://deloitte.com/us/auditcommitteeagenda)

## ***Audit Committee Brief***

Publications that focus on the timely coverage of issues and insights important to audit committees including corporate governance resource overviews, regulatory and legislative environment outlooks, and technical updates.

Read more & subscribe: [deloitte.com/us/auditcommitteebrief](https://deloitte.com/us/auditcommitteebrief)

## ***Deloitte Digest—Board of Directors***

Succinct monthly communications that feature timely governance takeaways, business insights, and research of interest to boards of directors and senior executives.

Subscribe: <https://lp.response.deloitte.com/LP=616>

## ***Board Practices Quarterly***

Quarterly reports, done in collaboration with the Society for Corporate Governance, that provide pulse survey benchmarks on relevant topics for boards.

Read more: [deloitte.com/us/boardpracticesquarterly](https://deloitte.com/us/boardpracticesquarterly)

## ***Board Governance Webinars***

Webinars for board members and executives to gather and learn in real time about a variety of topics prevalent on many board agendas today.

Register: [deloitte.com/us/boardwebinars](https://deloitte.com/us/boardwebinars)

# Inform

## **Audit Committee Guide**

Extensive guide that dives into the latest audit committee requirements, oversight responsibilities, and possible strategies for promoting effectiveness. Specific topics are explored within each section, with insights that can be leveraged for both US public and private companies.

Read more: [deloitte.com/us/auditcommitteeguide](https://deloitte.com/us/auditcommitteeguide)

## **Audit Committee Practices Report**

Annual report, by Deloitte's Center for Board Effectiveness and the Center for Audit Quality, that explores pressing issues at hand for audit committees today and leading practices to execute their responsibilities effectively.

Read more: [deloitte.com/us/auditcommitteepractices](https://deloitte.com/us/auditcommitteepractices)

## **The Audit Committee Chair of the Future**

Audit committee chairs face rising expectations amid rapid change. Insights provided by S&P 500 audit committee chairs reveal how they navigate risk, foster transparency, and drive effective oversight in today's evolving governance landscape.

Read more: [deloitte.com/us/evolving-role-of-the-audit-committee](https://deloitte.com/us/evolving-role-of-the-audit-committee)

## **Missing Pieces Report**

Studies organized every other year by the Alliance for Board Diversity (ABD) in collaboration with Deloitte for the 2016, 2018, 2020, and 2022 censuses. The report highlights the progress to date that has—or has not—been made in the equitable representation of women and individuals from underrepresented racial and ethnic groups on Fortune 500 boards.

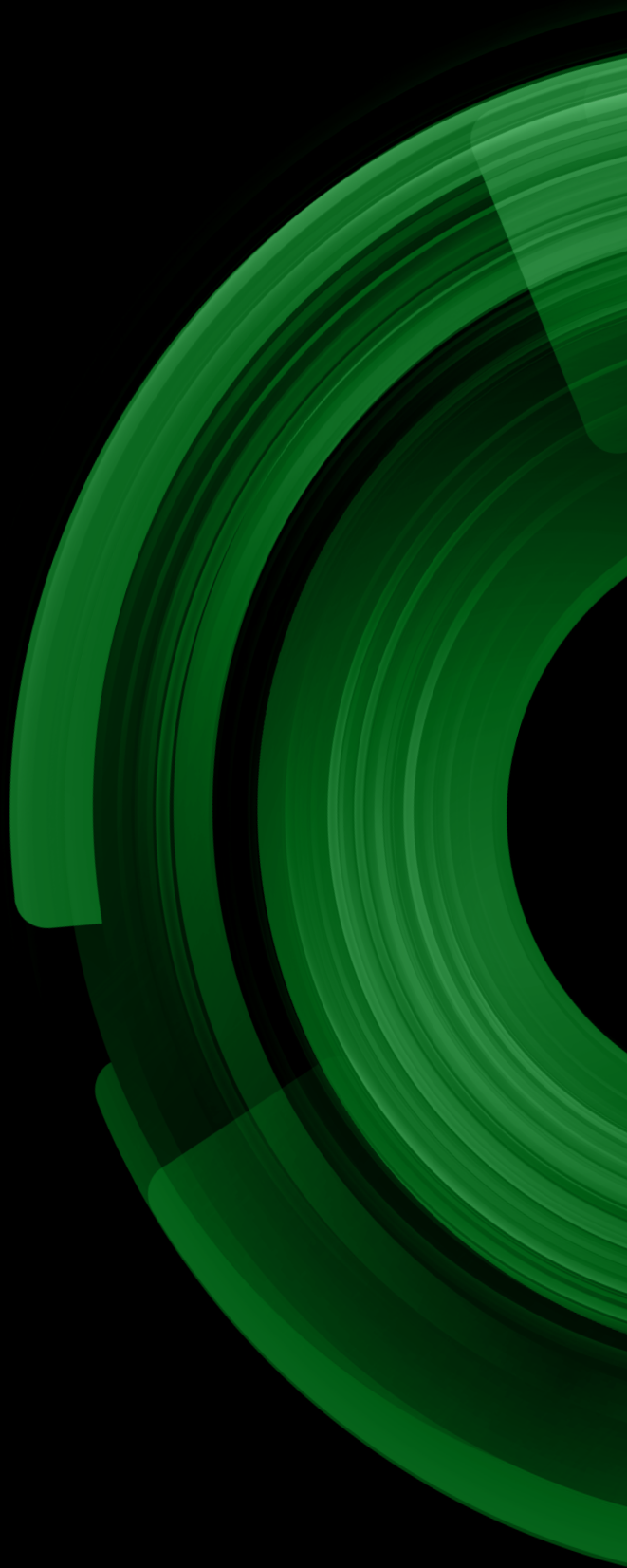
Read more: [deloitte.com/us/missingpieces](https://deloitte.com/us/missingpieces)

# Connect

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Additional questions regarding events? Please reach out to [centerforboardeffectiveness@deloitte.com](mailto:centerforboardeffectiveness@deloitte.com).



# Advance

## **Board and committee education**

Facilitated educational labs—in-person and virtual—for boards and committees to better understand their role and responsibilities, stay on top of matters impacting their companies and the governance landscape, and help meet their required company board educational requirements. Not only that, but learn more about the board's agenda and areas where the board may need to anticipate innovation, disruption, and uncertainty.

## **Board-Ready Programs**

Educational networking programs for current and retired executives who are looking for a public company board or directorship nomination, but who might not have a playbook for starting the journey. Attendees will share and gain insight into how to position themselves for board opportunities. Learn from subject matter specialists—current board members, board committee chairs, and search firms—who share their experiences and insights into becoming a board-viable candidate. A select number of senior executives are invited to each session, making for an intimate and in-depth exchange of ideas along with the opportunity to network with peers.

## **Board and audit committee labs**

Unique experiences designed to help boards and audit committees explore their responsibilities, priorities, and practices, with an emphasis on effectiveness during times of transition. The half- to one-day customized sessions focus on enhancing the performance of board and audit committee members, both as individuals and as part of a high-functioning team. The facilitated programs incorporate leading practices from our research and extensive experience with boards and audit committees, as well as advance input from the participants' key stakeholders.

# Program contacts

**Christine Davine**

Managing Partner  
Center for Board Effectiveness  
Deloitte & Touche LLP  
[cdavine@deloitte.com](mailto:cdavine@deloitte.com)

**Caroline Schoenecker**

Experience Director  
Center for Board Effectiveness  
Deloitte LLP  
[cschoenecker@deloitte.com](mailto:cschoenecker@deloitte.com)

**Krista Parsons**

Managing Director  
Center for Board Effectiveness  
Deloitte & Touche LLP  
[kparsons@deloitte.com](mailto:kparsons@deloitte.com)

**Maureen Bujno**

Managing Director  
Center for Board Effectiveness  
Deloitte & Touche LLP  
[mbujno@deloitte.com](mailto:mbujno@deloitte.com)

**Allison Sommers**

Senior Manager  
Executive Networking  
Deloitte Services LP  
[asommers@deloitte.com](mailto:asommers@deloitte.com)

**Jamie McCall**

Research & Insights Manager  
Center for Board Effectiveness  
Deloitte LLP  
[jamiemccall@deloitte.com](mailto:jamiemccall@deloitte.com)

**Bridget O'Brien**

Senior Marketing Manager  
Center for Board Effectiveness  
Deloitte Services LP  
[bridobrien@deloitte.com](mailto:bridobrien@deloitte.com)



## Center for Board Effectiveness

Deloitte's Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high-quality, innovative experiences throughout their tenures as board members. Whether individuals aspire to board participation or have extensive board experience, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation, and succession.

The services described herein are illustrative in nature and are intended to demonstrate our experience and capabilities in these areas; however, due to independence restrictions that may apply to audit clients (including affiliates) of Deloitte & Touche LLP, we may be unable to provide certain services based on individual facts and circumstances.

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