



# Agenda-at-a-Glance

## BY DAY

## Enrich Your Board Leadership Potential at NACD Directors Summit®

This premier conference brings the governance elite together to shape the future of boardrooms.

### What You Will Experience:

- **Unrivaled Networking:** Connect with 1,750+ directors and executives from over 1,000 boards, including Fortune 500 leaders.
- **Game-Changing Insights:** Gain cutting-edge insights from over 200 visionary speakers who are setting the new standard in boardroom leadership.
- **Tailored Learning:** Select from multiple customized learning paths designed to meet your area of expertise and level of experience.
- **Hands-On Innovation:** Engage in 12 interactive workshops that will equip you to tackle the most pressing challenges, from AI governance and cybersecurity readiness to CEO succession, and board composition.

Don't just prepare for the future—be the one who shapes it.

[nacdonline.org/summit2026](https://nacdonline.org/summit2026)

October 11–14, 2026 | Gaylord National Harbor | Washington, DC Area

# Sunday, October 11, 2026

## ► WELCOME EXPERIENCE

9:00 a.m.–1:00 p.m.

Kick off the conference on Sunday morning with a warm welcome from our Membership and Chapters teams. Capture your arrival with the GlamBot, enjoy incredible views and light bites, and step into a future-ready Summit experience.

## ► WORKSHOPS

1:30 p.m.–3:00 p.m.

- Advancing AI from Proof to Performance: The Board's Role in Driving Accountability – Part 1 (led by Grant Thornton)
- AI Board Tabletop: Starting and Scaling Business Productivity with Agentic AI while Establishing Governance and Building Strategy Part 1 (led by AWS)
- Audit Committee Workshop (led by KPMG)
- Board Bound: A Strategic Guide to Landing Your First (and Next) Board Seat
- Is Director Pay Keeping Up with the Job? A Fresh Look at Director Compensation (led by Pearl Meyer)
- Taking the Emergency out of CEO Succession (led by Russell Reynolds Associates)
- The Resilient Board: Navigating Activist Threats, "Active" Shareholders, and Industry Shocks (led by RBC)

3:30 p.m.–5:00 p.m.

- Advancing AI from Proof to Performance: The Board's Role in Driving Accountability – Part 2 (led by Grant Thornton)
- AI Board Tabletop: Starting and Scaling Business Productivity with Agentic AI while Establishing Governance and Building Strategy Part 2 (led by AWS)
- Audit Committee Workshop Part 2 (led by KPMG)
- Board Transformation in a Rapidly Changing Environment (led by Deloitte)
- From Red Flags to Action: A Board Framework for Incentive Misfires (led by Pearl Meyer)
- Governing for Growth: AI, Cyber, and Geopolitics in the Boardroom (Led by McKinsey)
- Investor Lenses: Activists and the Investor Ecosystem (led by Russell Reynolds Associates)
- Next-Gen Board Candidates: Unlocking Secrets for Success

## ► EVENING RECEPTION IN INSIGHT HUB (SPONSORED BY KPMG)

5:15 p.m.–6:45 p.m.

## ► CERTIFIED DIRECTORS AFTER-PARTY (INVITE ONLY)

8:00 p.m.–10:00 p.m.

# Monday, October 12, 2026

## ► BREAKFAST IN THE INSIGHT HUB

7:00 a.m.–8:15 a.m.

- Governing the Hybrid Workforce: Board Oversight When Humans and AI Work Side by Side

## ► MAINSTAGE

8:30 a.m.–10:30 a.m.

- NACD Directors Summit Welcome  
*Speaker: Peter Gleason*, President and Chief Executive Officer, NACD
- Governing the AI Buildout with a Stewardship Mindset  
*Speakers: Larry Selzer*, President & CEO, The Conservation Fund; Chair, Leading Harvest; Board Member, Weyerhaeuser  
*Nora Denzel*, NACD.DC, Lead Independent Director, Advanced Micro Devices; Director, Gen Digital, NACD

## ► BREAKOUT SESSIONS

10:50 a.m.–11:50 a.m.

- 7 Big Ideas in 7 Minutes in Tech
- AI Board Governance Under Peak Uncertainty
- Big Changes, Big Opportunities: Managing a Private Company Board Refresh
- Director Value Test: Courage and Self-Awareness that Define Great Boards
- Forging Ahead: Navigating the New Political and Regulatory Landscape for Boards
- From AI Experimentation to Enterprise Impact: What Boards Should Be Asking Now
- Inside Amazon's Security Engine: Lessons for Boards Navigating AI Risk at Scale
- Who Got You Here, Won't Get You There: Board Oversight of Leadership Readiness in the Age of AI and Generational Shift

## ► LUNCH

12:00 p.m.–1:00 p.m.

## ► MAINSTAGE II

1:00 p.m.–2:00 p.m.

- Navigating the G-Zero World: Geopolitical Risk and the New Mandate for Corporate Leaders *Speaker: Ian Bremmer*, President and Founder, Eurasia Group and GZERO Media

## ► BREAKOUT SESSIONS

3:00 p.m.–4:00 p.m.

- Building Competitive Advantage Through Values-Based Leadership In the Age of AI and Uncertainty
- CHRO + CTO: Rewiring Work for the AI Era
- Five Directors, Five Tech Dilemmas: How Boards Govern When the Future Pushes Back
- From Policy to Practice: Making Family Business Governance Work Across Generations
- Human Capital Governance, AI, and the Evolving Role of the Board
- The Board's Role in Transformation: From Oversight to Enablement
- The Cyber-Savvy Boardroom
- Under Fire: Board Actions When the Heat is On

4:20 p.m.–5:20 p.m.

- Board Readiness for High-Pressure Crises
- From Edge to Essential: Why Space Now Matters to Every Board
- Pressure Campaigns: Navigating Activist Shareholder Demands to Sell the Company – An Interactive Simulation
- Quantum Computing: Are You Ready for Effective Board Governance in the Era of Super Intelligence?
- The Electricity Bottleneck: Can Business Operations and AI Data Centers Coexist?
- The Trust Imperative: Transparency and Vulnerability as Leadership Assets in the Boardroom
- When AI Becomes the Actor: Oversight in the Agentic Era

## ► INSIGHT HUB RECEPTION

5:30 p.m.–7:00 p.m.

## Tuesday, October 13, 2026

## ► BREAKFAST IN THE INSIGHT HUB

7:00 a.m.–8:15 a.m.

- Stress-Testing Family Business Governance

## ► MAINSTAGE III

8:30 a.m.–10:50 a.m.

- NACD's State of the Association  
*Speaker: Kimberly Simpson*, Chief Operating Officer, General Counsel, and Corporate Secretary, NACD
- Beyond the Noise: A Fireside Chat with Mark Weinberger on Board Priorities  
*Speaker: Mark Weinberger*, Director, Johnson & Johnson, JPMorgan, Aramco, MetLife; Former Global Chair & CEO, EY

## ► BREAKOUT SESSIONS

10:50 a.m.–11:50 a.m.

- 7 Big Ideas in 7 Minutes
- Blind Spots in the Boardroom
- Cybersecurity at Machine Speed: What Boards Must Prioritize Now
- Future Ready Board Assessments
- Future-Proofing the Board: What Directors Need to Know Before the Next Proxy Season
- Oversight of Disruptive Trends in Banking and Financial Services: Risk and Audit Committee Best Practices
- The New Valuation Framework: AI, Energy, and Resilience as Board Imperatives
- Traits of a Tech-Driven Board: Governing at the Speed of Change in the AI Era

## ► LUNCH

12:00 p.m.–12:45 p.m.

## ► MAINSTAGE IV

12:45 p.m.–2:15 p.m.

- In Conversation with Elliott Management on Activism  
*Speaker:* Jesse Cohn, Managing Partner, Member of Management, Risk, Allocation and Investment Committees, Elliott

## ► BREAKOUT SESSIONS

3:15 p.m.–4:15 p.m.

- Beyond the Playbook: Tailoring Private Company Governance Across Ownership Model
- Disclosure Reform & Investor Engagement: What Boards Must Prepare for Now
- From Pilot to P&L: How Boards Evaluate the Real ROI of AI
- Future-Ready Compensation: Linking Pay to the Talent Agenda
- M&A in a Disrupted Market: What Boards Must Get Right Now
- The Exit Market Reset: From Timing the Window to Managing Uncertainty
- The Future of ERM: From Risk Reporting to Strategic Value in the Age of AI
- When Strategy Execution Meets Disruption: Is Your Organization Adaptable?

4:35 p.m.–5:35 p.m.

- Board Time is the Scarcest Resource: Redesigning the Board Agenda for Decision Quality and Strategic Impact
- Directors in the Hot Seat: Governing Nuclear's Next Chapter
- Exponential Tech Governance at the Bleeding Edge
- Mastering Leadership Transitions: The Board's Role in Securing the C-Suite
- Next-Gen Shareholder Engagement
- Tech Disruptors: How Boards Navigate AI-Driven Transformation and Autonomous Innovation
- The Questions Directors Should Be Asking Now: Elevating Audit Committee and Board Oversight
- Wiley: Pivoting a 200+ Year Legacy

## Wednesday, October 14, 2026

## ► BREAKFAST

8:00 a.m.–9:00 a.m.

## ► MAINSTAGE V

9:00 a.m.–11:00 a.m.

- From the Financial Crisis to the Fintech Frontier  
*Speaker:* **Sheila Bair**, Former Chair, Federal Deposit Insurance Corporation, Fannie Mae (Chair)
- AI, Energy, and America's Nuclear Future  
*Speaker:* **Oliver McPherson-Smith**, Member, National Petroleum Council; Founder, National Energy Dominance Council
- Intelligent Places: Preparing Workplaces for Tomorrow's Technologies  
*Speaker:* **Nikki Greenberg**, Futurist