



Agenda-at-a-Glance

BY TRACK

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

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

Workshops

► SUNDAY, OCTOBER 11

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 - Part 1 (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

Governance Essentials

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Who Got You Here, Won't Get You There: Board Oversight of Leadership Readiness in the Age of AI and Generational Shift

3:00 p.m. – 4:00 p.m.

- Five Directors, Five Tech Dilemmas: How Boards Govern When the Future Pushes Back

4:20 p.m. – 5:20 p.m.

- The Trust Imperative: Transparency and Vulnerability as Leadership Assets in the Boardroom

► TUESDAY, OCTOBER 13

10:50 a.m. – 11:50 a.m.

- 7 Big Ideas in 7 Minutes

3:15 p.m. – 4:15 p.m.

- The Exit Market Reset: From Timing the Window to Managing Uncertainty

4:35 p.m. – 5:35 p.m.

- Board Time is the Scarcest Resource: Redesigning the Board Agenda for Decision Quality and Strategic Impact

Private Company Governance

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Big Changes, Big Opportunities: Managing a Private Company Board Refresh

3:00 p.m. – 4:00 p.m.

- From Policy to Practice: Making Family Business Governance Work Across Generations

► TUESDAY, OCTOBER 13

7:00 a.m. – 8:15 a.m.

- Stress-Testing Family Business Governance (led by EY)

3:15 p.m. – 4:15 p.m.

- Beyond the Playbook: Tailoring Private Company Governance Across Ownership Model

Industry Insights

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Big Changes, Big Opportunities: Managing a Private Company Board Refresh

Risk at the Top

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Forging Ahead: Navigating the New Political and Regulatory Landscape for Boards
- Inside Amazon's Security Engine: Lessons for Boards Navigating AI Risk at Scale

3:00 p.m. – 4:00 p.m.

- Under Fire: Board Actions When the Heat is On

4:20 p.m. – 5:20 p.m.

- Quantum Computing: Are You Ready for Effective Board Governance in the Era of Super Intelligence?

► TUESDAY, OCTOBER 13

10:50 a.m. – 11:50 a.m.

- 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 Practice

3:15 p.m. – 4:15 p.m.

- When Strategy Execution Meets Disruption: Is Your Organization Adaptable?

4:35 p.m. – 5:35 p.m.

- Directors in the Hot Seat: Governing Nuclear's Next Chapter

The Innovation Imperative

► MONDAY, OCTOBER 12

7:00 a.m. – 8:15 a.m.

- Governing the Hybrid Workforce: Board Oversight When Humans and AI Work Side by Side (led by RSM)

10:50 a.m. – 11:50 a.m.

- 7 Big Ideas in 7 Minutes in Tech

3:00 p.m. – 4:00 p.m.

- Building Competitive Advantage Through Values-Based Leadership in the Age of AI and Uncertainty

4:20 p.m. – 5:20 p.m.

- When AI Becomes the Actor: Oversight in the Agentic Era
- The Electricity Bottleneck: Can Business Operations and AI Data Centers Coexist?

► TUESDAY, OCTOBER 13

10:50 a.m. – 11:50 a.m.

- The New Valuation Framework: AI, Energy, and Resilience as Board Imperatives

3:15 p.m. – 4:15 p.m.

- The Future of ERM: From Risk Reporting to Strategic Value in the Age of AI

4:35 p.m. – 5:35 p.m.

- Exponential Tech Governance at the Bleeding Edge

Human Capital & Compensation

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Director Value Test: Courage and Self-Awareness that Define Great Boards

3:00 p.m. – 4:00 p.m.

- Human Capital Governance, AI, and the Evolving Role of the Board

4:20 p.m. – 5:20 p.m.

- Pressure Campaigns: Navigating Activist Shareholder Demands to Sell the Company – An Interactive Simulation

► **TUESDAY, OCTOBER 13**

10:50 a.m. – 11:50 a.m.

- Future-Ready Board Assessments

3:15 p.m. – 4:15 p.m.

- Future-Ready Compensation: Linking Pay to the Talent Agenda

4:35 p.m. – 5:35 p.m.

- Mastering Leadership Transitions: The Board's Role in Securing the C-Suite

Board Oversight of Strategy

► **MONDAY, OCTOBER 12**

10:50 a.m. – 11:50 a.m.

- From AI Experimentation to Enterprise Impact: What Boards Should Be Asking Now

3:00 p.m. – 4:00 p.m.

- The Board's Role in Transformation: From Oversight to Enablement

4:20 p.m. – 5:20 p.m.

- Board Readiness for High-Pressure Crises

► **TUESDAY, OCTOBER 13**

10:50 a.m. – 11:50 a.m.

- Blind Spots in the Boardroom

3:15 p.m. – 4:15 p.m.

- M&A in a Disrupted Market: What Boards Must Get Right Now

4:35 p.m. – 5:35 p.m.

- Next-Gen Shareholder Engagement
- Wiley: Pivoting a 200+ Year Legacy

Managing Activist Risk

► **MONDAY, OCTOBER 12**

3:00 p.m. – 4:00 p.m.

- Under Fire: Board Actions When the Heat is On

4:20 p.m. – 5:20 p.m.

- Pressure Campaigns: Navigating Activist Shareholder Demands to Sell the Company – An Interactive Simulation

► TUESDAY, OCTOBER 13

3:15 p.m. – 4:15 p.m.

- When Strategy Execution Meets Disruption: Is Your Organization Adaptable?

Lead Director Education

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- AI Board Governance Under Peak Uncertainty

3:00 p.m. – 4:00 p.m.

- CHRO + CTO: Rewiring Work for the AI Era

4:20 p.m. – 5:20 p.m.

- From Edge to Essential: Why Space Now Matters to Every Board

Audit Committee Oversight

► TUESDAY, OCTOBER 13

10:50 a.m. – 11:50 a.m.

- Traits of a Tech-Driven Board: Governing at the Speed of Change in the AI Era

3:15 p.m. – 4:15 p.m.

- Disclosure Reform & Investor Engagement: What Boards Must Prepare for Now

4:35 p.m. – 5:35 p.m.

- The Questions Directors Should Be Asking Now: Elevating Audit Committee and Board Oversight

Technology and Digital Governance

► MONDAY, OCTOBER 12

10:50 a.m. – 11:50 a.m.

- Inside Amazon's Security Engine: Lessons for Boards Navigating AI Risk at Scale

3:00 p.m. – 4:00 p.m.

- Five Directors, Five Tech Dilemmas: How Boards Govern When the Future Pushes Back
- The Cyber-Savvy Boardroom

4:20 p.m. – 5:20 p.m.

- When AI Becomes the Actor: Oversight in the Agentic Era

► TUESDAY, OCTOBER 13

10:50 a.m. – 11:50 a.m.

- Cybersecurity at Machine Speed: What Boards Must Prioritize Now

3:15 p.m. – 4:15 p.m.

- From Pilot to P&L: How Boards Evaluate the Real ROI of AI

4:35 p.m. – 5:35 p.m.

- Tech Disruptors: How Boards Navigate AI-Driven Transformation and Autonomous Innovation

Mainstage

Additional Sessions

► MONDAY, OCTOBER 12

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

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

► TUESDAY, OCTOBER 13

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

12:45 p.m. – 2:15 p.m.

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

► WEDNESDAY, OCTOBER 14

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; Chair, Fannie Mae
- 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

Updated 08/04/2026