A. Introduction and Executive Summary

The Program on Corporate Governance seeks to contribute to policy, public discourse, and education in the field of corporate governance. It seeks to advance this mission in two inter-related ways:

- **Bridging the gap between academia and practice:** The Program seeks to foster interaction between the worlds of academia and practice that will enrich both. Such interaction enables academic researchers to better understand the issues and the environment facing practitioners, thereby facilitating research that will be more relevant for practice. Interaction between academia and practice also keeps public and private decision-makers better informed about research activities in corporate governance, and enhances the public discourse on corporate governance.

- **Fostering policy-relevant research:** The Program fosters empirical and policy research that sheds light on corporate governance questions facing public and private decision-makers. By providing relevant research that is grounded in the best methods of academic research, such projects can have an important impact on decision-making and public discourse in the field.

The Program’s director is Professor Lucian Bebchuk, and other Harvard Law School faculty members contributing to its activities during 2016-17 were Robert Clark, John Coates, Alma Cohen, Allen Ferrell, Jesse Fried, Oliver Hart, Howell Jackson, Reinier Kraakman, Mark Ramseyer, Mark Roe, Robert Sitkoff, Holger Spamann, Leo Strine, Jr., and Guhan Subramanian. Also contributing to the Program’s activities were its Senior Fellows, Alon Brav, Stephen M. Davis, Assaf Hamdani, Oliver Hart, Ben W. Heineman, Jr., Robert J. Jackson, Jr., and Wei Jiang, and its Fellows, Talia Gillis, Scott Hirst, Masaki Iwasaki, Kobi Kastiel, Thomas Keusch, Jihyun Kim, Aurelio Guerra Martinez, Greg Shill, Yunsoo Shin, Brian Vito, and Aluma Zernik. The Program’s associate directors are Stephen M. Davis and Scott Hirst; the Program’s coordinator is Jordan Figueroa and its administrative director is Kat Linnehan; the Program’s research associates are David Mao, Zoe Piel, and Travis Taylor.

The Program’s advisory board consists of William Ackman, Peter Atkins, John Bader, Allison Bennington, Richard Brand, Daniel Burch, Richard Climan, Jesse Cohn, Joan Conley, Isaac Corré, Arthur B. Crozier, Ariel Deckelbaum, Deborah DeHaas, John Finley, Stephen Fraidin, Byron S. Georgiou, Jason M. Halper, Paul Hilal, Carl Icahn, Jack B. Jacobs, Paula Loop, David Millstone,
Theodore Mirvis, Toby Myerson, Morton Pierce, Barry Rosenstein, Paul K. Rowe, Marc Treviño, Adam Weinstein, and Daniel Wolf.

As the report documents, during the 2016-17 university year, the Program made the following contributions to research, education, and discourse in the corporate governance field:

- **Research:** The Program supported and fostered cutting-edge research on corporate governance, including 51 studies by faculty members and senior fellows associated with the Program (see Section B);

- **Online forum and Newsletter:** The Program operated *The Harvard Law School Forum on Corporate Governance and Financial Regulation*, which featured 869 posts in 2016-17, bringing the total number of posts to over 5,618 since inception; the Program also operated an electronic research newsletter, with over 168,000 recipients, for announcing research studies publication and corporate governance announcements (see Section C);

- **Journal:** The Program is affiliated with the Harvard Business Law Review, a journal, the 2016-17 activities of which included publishing 13 articles (see Section D);

- **Conferences:** The Program supported and facilitated three major conferences, the Harvard Roundtable on Corporate Governance in November 2016 (see Section E), the Harvard Roundtable on Corporate Governance in March 2017 (see Section F), and the Harvard Roundtable on Shareholder Engagement in June 2017 (see Section G), with an average of 80 prominent participants, including investors, issuers, advisors, regulators, and academics;

- **Speakers:** The Program supported and facilitated a series of talks and presentations on corporate governance, with a total of 31 events, by both academics and prominent practitioners (see Section H);

- **Fellows:** The Program contributed to research and education by students and recent graduates by sponsoring 11 fellows undertaking research in the fields of corporate governance and law and finance, and awarding prizes for such research (see Section I);

- **Practice and policy:** The activities of the Program and the individuals affiliated with it contributed to practice and policy, including through the Program’s Advisory Board of 30 distinguished practitioners, visits by 186 practitioners who participated in the Program’s activities during 2016-17, 6 op-eds published by faculty members and senior fellows associated with the Program, and congressional testimony (see Section J);

- **Media mentions:** The Program’s work was recognized by the media, with the research and comments of its affiliated faculty and senior fellows noted in 39 media articles,

In the upcoming year, the Program plans to continue activities similar in nature and scale to those summarized above and described in more detail in the body of the Report.

Additional information regarding the Program is available on the Program’s website: http://www.law.harvard.edu/programs/corp_gov/.

**B. Books, Journal Articles, and Discussion Papers**

Books and journal articles on corporate governance that were published by faculty members and fellows associated with the Program during 2016-17 included:


Discussion papers on corporate governance that were issued by faculty members and fellows associated with the Program during 2016-17 included:


C. Online Forum and Newsletter

The Harvard Law School Forum on Corporate Governance and Financial Regulation
In December 2006, the Program established a blog website, which can be accessed at http://corpgov.law.harvard.edu/. The site was initially called The Harvard Law School Corporate Governance Blog. Reflecting the breadth of topics featured, the site has since been renamed The Harvard Law School Forum on Corporate Governance and Financial Regulation. During the 2016-17 year, the Forum was edited by Program Fellows Scott Hirst, Kobi Kastiel, Greg Shill, R. Christopher Small, Brian Vito, and Aluma Zernik.

From its inception to June 30, 2017, the Forum has featured a total of 5,618 posts, trending upwards, currently running at an average rate of 71 posts per month. The Forum features communications about corporate governance research and practice both by individuals associated with the Program – faculty, fellows, and members of the Program’s advisory board – as well as posts by guest contributors. The Forum provides updates on working papers, seminars, speakers, and other activities sponsored by the Program. Contributors to the Forum during the fiscal year have included:

From academia:

Yakov Amihud  
Lucian Bebchuk  
Itzhak Ben-David  
Alon Brav  
Albert Choi  
Stephen Choi  
Alma Cohen  
Lawrence Cunningham  
Steven Davidoff  
Solomon  
Stephen Davis  
Alex Edmans  
Einer Elhauge  
Allen Ferrell  
Jill Fisch  
Vyacheslav Fos  
Jesse Fried  
William Goetzmann  
Sean Griffith  
Assaf Hamdani  
Scott Hirst  
Clifford Holderness  
Howell Jackson  
Wei Jiang  
Marcel Kahan  
Jonathan Karpoff  
Sung Hui Kim  
Anita Krug  
Donald Langevoort  
David Larcker  
Saul Levmore  
Lynn LoPucki  
Joseph McCahery  
Marc Moore  
Yaron Nili  
Robert Pozen  
Luc Renneboog  
Edward Rock  
Mark Roe  
Steven Schwarcz  
Holger Spammann  
Guhan Subramanian  
Randall Thomas  
Andrew Tuch  
Marco Ventoruzzo  
Charles Wang  
Michael Weisbach  
Yesha Yadav  
David Zaring

From practice:

Joseph Bachelder  
Barbara Becker  
David Bell  
Kerry Berchem  
David Berger  
Elizabeth Bieber  
Andrew Brownstein  
Wayne Carlin  
Ning Chiu  
Joel Cohen  
H. Rodgin Cohen  
Yafit Cohn  
Ariel Deckelbaum  
Jon Eisenberg  
Adam Emmerich
In 2016-17, the Program continued its sponsorship of the Harvard Business Law Review (HBLR), a student-edited journal that publishes articles from professors, practitioners, and policymakers on issues related to corporate law and governance. HBLR publishes an annual print volume as well as an online journal. The organization also hosts speakers throughout the year and organizes an annual industry conference to discuss important trends in business law. Recent topics of discussion include securities and capital markets law, financial regulation and financial institutions, law and finance, and financial distress and bankruptcy.

The HBLR’s Advisory Board consists of some of the most influential scholars and practitioners in corporate law, including Program on Corporate Governance members Lucian Bebchuk (Chair), Allen Ferrell, Jesse Fried, Howell Jackson, Reinier Kraakman, Mark Ramseyer, Mark Roe, and Guhan Subramanian. Additionally, the HBLR partners with several of the most prestigious corporate law firms in the nation to generate content that is both timely and practical.

In 2016-17, the HBLR published its sixth and seventh volumes, featuring numerous authors from across academia and legal practice. Articles explored a wide variety of subjects and were authored by Eric D. Roiter (Boston University School of Law); Paul Rose (Moritz College of Law); Steven Davidoff Solomon (University of California, Berkeley, School of Law); Jeff Schwartz (University of Utah, S.J. Quinney College of Law); Reuven S. Avi-Yonah (University of Michigan); Xaiyan Xu (University of International Business & Economics, Beijing); Jule A.D. Manasfi (College of Law, University of LaVerne); Jonathan C. Lipson (Temple University-Beasley School of Law); Adi Osovsky (Sullivan & Worcester, LLP); Omri Marian (Irvine School
of Law, University of California); James Cameron Spindler (University of Texas School of Law); Laura Polk (University of Oklahoma Price College of Business); and Shlomit Azgad-Tromer (Columbia Law School).

The HBLR prides itself on its rapid growth, entrepreneurial spirit and commitment to professionalism. The organization offers a variety of opportunities for student leadership and engagement, and consistently challenges its members to develop new methods for creating and distributing legal scholarship.

More information about the HBLR can be found at: http://www.hblr.org/.

E. Harvard Roundtable on Corporate Governance

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Roundtable on Corporate Governance, which took place on Wednesday, November 2, 2016 at Harvard Law School. The event brought together for a roundtable discussion prominent experts with a wide range of perspectives on the subject, including those of investors, issuers, advisors, academics and public officials. The Roundtable sessions focused on issues relating to recent developments and current debates in corporate governance. The Roundtable began with a discussion with F. William McNabb III, the Chairman of the Board and Chief Executive Officer of Vanguard. The Roundtable then moved to discussions of the Commonsense Principles of Corporate Governance and the Business Roundtable Principles of Corporate Governance, the proposed regulation of proxy advisory firms, the ‘Brokaw Act’ proposal and poison pills and other takeover defenses. The Roundtable ended with discussions on universal ballots and rules relating to shareholder proposals.

Participants in the Roundtable included the following:

Scott W. Bauguess
Deputy Chief Economist and Deputy Director, Division of Economic and Risk Analysis, U.S. Securities and Exchange Commission

Lucian Bebchuk
James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School

Allison Bennington
General Counsel and Partner, ValueAct Capital Management

Jean-Frédéric Bérard
Head of Relationship Investing, Caisse de Dépôt et Placement du Québec

Glenn Booraem
Principal & Fund Treasurer, Vanguard

Karla Bos
Managing Director, Teneo Governance

Richard Brand
Co-Chairman of the Corporate Practice Group, Cadwalader, Wickersham & Taft LLP
Michelle Bushore  
Deputy General Counsel, Corporate Governance and M&A, Monsanto Company

Joseph Chi  
Co-Head of Portfolio Management and Chairman of Investment Committee, Dimensional Fund Advisors

Ning Chiu  
Counsel, Davis Polk & Wardwell

David Chun  
CEO & Founder, Equilar

Robert Clark  
Distinguished Service Professor, Austin Wakeman Scott Professor of Law, Harvard Law School

Eileen Cohen  
Managing Director, J.P. Morgan Asset Management

Lisa R. Cohn  
Executive Vice President, General Counsel and Secretary, Aimco

Benjamin Colton  
Active Ownership, Norges Bank Investment Management

Joan Conley  
Senior Vice President and Corporate Secretary, Nasdaq

Arthur Crozier  
Chairman, Innsifree M&A

Stephen Davis  
Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School

F. Samuel Eberts III  
Chief Legal Officer, Corporate Secretary and Senior Vice President – Corporate Affairs, Laboratory Corporation of America Holdings

Steven Epstein  
Partner and Co-head of M&A, Fried Frank

Tony Feuerstein  
Partner, Akin Gump Strauss Hauer & Feld

Matthew Filosa  
Vice President, Corporate Governance & Proxy Voting, MFS Investment Management

David Fitt  
Partner, Pay Governance

Sandra L. Flow  
Partner, Cleary Gottlieb Steen & Hamilton

Virginia Fogg  
General Counsel, Norfolk Southern

Joele Frank  
Managing Partner, Joele Frank

Jesse M. Fried  
Professor, Harvard Law School

Matthew Furman  
General Counsel, Willis Towers Watson

Eduardo Gallardo  
Partner, Gibson Dunn & Crutcher

Marc S. Gerber  
Partner, Skadden, Arps, Slate, Meagher & Flom LLP

Maria Ghazal  
General Counsel, Business Roundtable

Bruce H. Goldfarb  
President and Chief Executive Officer, Okapi Partners

John Gould  
Senior Vice President, Cornerstone Research
Jason M. Halper  
Co-Chair, Global Litigation Department, Cadwalader, Wickersham & Taft LLP

Christopher Harland  
Partner, PJT Partners

Mark H. Harnett  
Managing Director, Sard Verbinnen & Co

Zafar Hasan  
Vice President & Chief Corporate Counsel, The AES Corporation

Tracey Heaton  
Senior Vice President and Chief Counsel, Visa

Scott Hirst  
Associate Director, Programs on Corporate Governance and Institutional Investors, Harvard Law School

Ida Hoghooghi  
Managing Director, Investor Relations, The Goldman Sachs Group, Inc.

David A. Hunker  
Head of Shareholder Activism Defense, J.P. Morgan

David J. Jackson  
Company Secretary, BP p.l.c.

Sarkis Jebejian  
Partner, Kirkland & Ellis

Ross E. Jeffries  
Deputy General Counsel and Corporate Secretary, Bank of America

Gaurav Jetley  
Managing Principal, Analysis Group, Inc.

Paula Johnson  
Executive Vice President, Legal & Government Affairs, General Counsel, Phillips 66

Tom Johnson  
Chief Executive Officer, Abernathy MacGregor

Judith Jones  
Vice President and Corporate Secretary, Aetna

Kobi Kastiel  
Research Director, Project on Controlling Shareholders, Harvard Law School Program on Corporate Governance

Robert Katz  
Partner, Shearman & Sterling

Rosemary M. Kenney  
Senior Director, Corporate Governance Policy & Communications, TIAA

Avrohom J. Kess  
Partner, Simpson Thacher & Bartlett LLP

Shannon Kinney  
Associate General Counsel – Corporate and HR and Assistant Corporate Secretary, ConocoPhillips

Christina Y. Lai  
Vice President, Corporate Legal Affairs, Applied Materials, Inc.

Steven Lipin  
Senior Partner, U.S., Brunswick Group

Paula Loop  
Leader, Governance Insights Center, PricewaterhouseCoopers

Bronwen Mantlo  
Vice President, Deputy General Counsel, and Corporate Secretary, Eli Lilly & Company

Aeisha Mastagni  
Portfolio Manager, California State Teachers' Retirement System
Barbara E. Mathews  Vice President, Associate General Counsel, Chief Governance Officer & Corporate Secretary, Edison International
Robert McCormick  Chief Policy Officer, Glass Lewis & Co.
F. William McNabb  Chairman & CEO, Vanguard
Theresa Molloy  Vice President, Corporate Governance, Prudential Financial
Adriana Morrison  Associate, Canada Pension Plan Investment Board
Ken S. Myers  Partner, Corporate Group, Fenwick & West
Cynthia Nastanski  Senior Vice President, Corporate Law and Deputy Corporate Secretary, PepsiCo
Sabastian V. Niles  Partner, Wachtell, Lipton, Rosen & Katz
Ryan O’Toole  Senior Proxy Analyst – Investment Proxy Research, Fidelity Investments
Jessica M. Olich  Vice President, Corporate Counsel & Assistant Secretary, Assurant, Inc.
Matthew Orsagh  Director of Capital Markets Policy, CFA Institute
Lyndon Park  Vice President - Investment Stewardship, BlackRock
Beth E. Peev (formerly Flaming)  Partner, Sidley Austin LLP
Charles Penner  Partner and Chief Legal Officer, JANA Partners
Lissa Perlman  Senior Vice President and Co-Head of Shareholder Activism & Corporate Governance, Kekst and Company, Inc.
Morton Pierce  Partner, White & Case
Alfredo Porretti  Vice President, Investment Banking Division, Morgan Stanley
Mark Preisinger  Director of Corporate Governance, The Coca-Cola Company
Sean Quinn  Executive Director, ISS
Barry Rabinowitz  Evercore Partners
Tangela S. Richter  Deputy Corporate Secretary, American Express
Jeffrey J. Rosen  Partner, Debevoise & Plimpton
Jim Rossman  Managing Director, Head of Corporate Preparedness, Lazard
Kim K. W. Rucker  Executive Vice President, General Counsel & Secretary, Tesoro Corporation
Chris Schmitt  Partner, Mergers & Acquisitions, Private Equity and Shareholder Activism, Vinson & Elkins LLP
Paul Schneider  
*Head of Corporate Governance, Public Equities, Ontario Teachers' Pension Plan*

John Seethoff  
*Corporate Secretary and Vice President, Deputy General Counsel – Corporate Legal Group, Microsoft*

Gregory W. Smith  
*Executive Director, Colorado PERA*

Robert A. Spencer  
*Vice President & General Counsel, Lockheed Martin Aeronautics Company*

Margriet Stavast-Groothuis  
*Advisor Responsible Investment, PGGM*

Steven B. Stokdyk  
*Partner, Latham & Watkins*

Darla Stuckey  
*President & CEO, The Society for Corporate Governance*

Lex Suvanto  
*Global Managing Director, Financial Communications & Capital Markets, Edelman*

Blake Thomas  
*Interim General Counsel, North Carolina Department of State Treasurer*

Marc Treviño  
*Partner, Sullivan & Cromwell*

Bronwen Mantlo  
*Vice President, Deputy General Counsel, and Corporate Secretary, Eli Lilly & Company*

Kirk W. Walters  
*Member of the Board of Directors; SEVP - Corporate Development and Strategic Planning, People’s United Financial, Inc.*

James R. Webb  
*Executive Vice President – General Counsel & Corporate Secretary, Chesapeake Energy Corporation*

Joseph White  
*Managing Director, Head of Institutional Strategic Equity Sales, Société Générale.*

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**F. Harvard Roundtable on Corporate Governance**

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Roundtable Corporate Governance, which took place on Wednesday, March 15, 2017 at Harvard Law School. The event brought together for a roundtable discussion prominent experts with a wide range of perspectives on this subject, including those of investors, issuers, advisors, academics and public officials. The Roundtable sessions focused on current issues in corporate governance, including those which were likely to arise in the following proxy season. The Roundtable began with discussions of the impact of the new administration on corporate governance and proposals regarding the relationship between issuers and investors (including the Framework for U.S. Stewardship and Governance). The discussion then moved on to consider board composition, including diversity, refreshment and independence issues. The Roundtable then discussed issues related to the supply of shareholder proposals and the rise of social responsibility proposals.
Participants in the Roundtable included the following:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryellen Andersen</td>
<td>Corporate Governance Officer, Vice President, Institutional Investor and Corporate Relations, Broadridge</td>
</tr>
<tr>
<td>William D. Anderson, Jr.</td>
<td>Senior Managing Director, Evercore</td>
</tr>
<tr>
<td>Jeffrey Barbieri</td>
<td>Vice President, Corporate Governance/ESG Research, Wellington Management</td>
</tr>
<tr>
<td>Lucian Bebchuk</td>
<td>James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School</td>
</tr>
<tr>
<td>Aaron Bertinetti</td>
<td>Vice President, Research &amp; Engagement, Glass Lewis</td>
</tr>
<tr>
<td>Eric Bickford</td>
<td>Vice President, Cornerstone Research</td>
</tr>
<tr>
<td>Amy Bilbija</td>
<td>Founding Partner, Strategic Governance Advisors</td>
</tr>
<tr>
<td>Marian Block</td>
<td>Vice President and Associate General Counsel, Lockheed Martin Corporation</td>
</tr>
<tr>
<td>Anne Bourdine</td>
<td>Senior Vice President &amp; Managing Counsel, State Street Corporation</td>
</tr>
<tr>
<td>Janet Langford Carrig</td>
<td>Senior Vice President, Legal, General Counsel and Corporate Secretary, ConocoPhillips</td>
</tr>
<tr>
<td>Christian Correa</td>
<td>Portfolio Manager, Franklin Templeton Investments</td>
</tr>
<tr>
<td>Nadia Damouni</td>
<td>Senior Vice President, Financial Communications &amp; Capital Markets, Edelman</td>
</tr>
<tr>
<td>Stephen Davis</td>
<td>Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School</td>
</tr>
<tr>
<td>Mary Ann Deignan</td>
<td>Managing Director - Corporate Preparedness, Lazard</td>
</tr>
<tr>
<td>Stephen Davis</td>
<td>Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School</td>
</tr>
<tr>
<td>Lawrence Elbaum</td>
<td>Chief Litigator of the Shareholder Activism Response Team, Vinson &amp; Elkins</td>
</tr>
<tr>
<td>Adam O. Emmerich</td>
<td>Partner, Wachtell, Lipton, Rosen &amp; Katz</td>
</tr>
<tr>
<td>Renata Ferrari</td>
<td>Partner, Ropes &amp; Gray</td>
</tr>
<tr>
<td>Matthew Filosa</td>
<td>Vice President, Corporate Governance &amp; Proxy Voting, MFS Investment Management</td>
</tr>
<tr>
<td>Matthew Furman</td>
<td>General Counsel, Willis Towers Watson</td>
</tr>
<tr>
<td>Scott C. Goebel</td>
<td>Head of Fiduciary Oversight, Fidelity Investments</td>
</tr>
<tr>
<td>Marc Goldstein</td>
<td>Head of Policy Development, ISS</td>
</tr>
</tbody>
</table>
Joseph A. Hall  
Partner, Davis Polk & Wardwell

Scott Hirst  
Associate Director, Programs on Corporate Governance and Institutional Investors, Harvard Law School

Todd Gershkowitz  
Executive Vice President, Global Head of Total Rewards & HR Shared Services, State Street Corporation

Kobi Kastiel  
Research Director, Project on Controlling Shareholders, Harvard Law School Program on Corporate Governance

Rakhi Kumar  
Managing Director and Head of ESG Investments and Asset Stewardship, State Street Global Advisors

Connor Kuratek  
Chief Counsel, Securities & Finance and Assistant Corporate Secretary, Marsh & McLennan

Kara Mangone  
Vice President, Investor Relations, Goldman Sachs & Co.

Bronwen Mantlo  
Vice President, Deputy General Counsel, and Corporate Secretary, Eli Lilly & Company

Patrick J. McHugh  
Co-Founder and Senior Managing Director, Okapi Partners LLC

William O'Neill  
Partner, Latham & Watkins

Muir Paterson  
Managing Director, Goldman Sachs

Alfredo Porretti  
Vice President, Investment Banking Division, Morgan Stanley

Andi Rose  
Partner, Joele Frank

Hillary Sale  
Sullivan & Cromwell Visiting Professor, Harvard Law School

Joel Schneider  
Senior Portfolio Manager and Vice President, Dimensional Fund Advisors

Carol V. Schwartz  
Secretary and Chief Corporate Governance Officer, American Express

Holger Spamann  
Professor, Harvard Law School

Darla Stuckey  
President & CEO, The Society for Corporate Governance

Rob Walker  
Director of Governance and Social Research, HSBC

Christopher Wightman  
Partner, CamberView Partners

Daniel Wolf  
Partner, Kirkland & Ellis

Samantha Yang  
Audit Senior Manager, Deloitte LLP

G. Harvard Roundtable on Shareholder Engagement
Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Roundtable on Shareholder Engagement, which took place on Thursday, June 15, 2017 at Harvard Law School. The event brought together for a roundtable discussion prominent experts with a wide range of perspectives on this subject, including those of investors, issuers, advisors, academics and public officials. The Roundtable sessions focused on investor engagement with issuers as well as other current issues in corporate governance. The Roundtable began with a discussion of proposals to reform legislative and regulatory rules related to corporate governance and shareholder engagement. The Roundtable then moved to discussions of engagements between issuers and investors, both activists and non-activists, including settlements, short-termism, buybacks and distributions to shareholders and horizontal shareholding among institutional investors.

Participants in the Roundtable included the following:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Austin</td>
<td>Partner, Cleary Gottlieb</td>
</tr>
<tr>
<td>Jeffrey Barbieri</td>
<td>Vice President, Corporate Governance/ESG Research, Wellington Management</td>
</tr>
<tr>
<td>Scott Bauguess</td>
<td>Acting Chief Economist; Acting Director, Division of Economic and Risk Analysis, SEC</td>
</tr>
<tr>
<td>Adel Aslani-Far</td>
<td>Partner, Latham &amp; Watkins</td>
</tr>
<tr>
<td>Teresa C. Barger</td>
<td>CEO and Sr. Managing Director, Cartica Management LLC</td>
</tr>
<tr>
<td>Scott Bauguess</td>
<td>Deputy Chief Economist and Deputy Director, Division of Economic and Risk Analysis, U.S. Securities and Exchange Commission</td>
</tr>
<tr>
<td>Lucian Bebchuk</td>
<td>James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School</td>
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<td>John Bick</td>
<td>Partner, Davis Polk</td>
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<tr>
<td>Carol Bowie</td>
<td>Senior Advisor, Teneo Governance</td>
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<tr>
<td>Richard Brand</td>
<td>Partner, Cadwalader, Wickersham &amp; Taft LLP</td>
</tr>
<tr>
<td>Stephen Brown</td>
<td>Senior Advisor, KPMG</td>
</tr>
<tr>
<td>Michelle Bushore</td>
<td>Deputy General Counsel, Corporate Governance and M&amp;A, Monsanto and Chief Legal Officer, Climate Corporation</td>
</tr>
<tr>
<td>Janet Carrig</td>
<td>Senior Vice President, Legal, General Counsel and Corporate Secretary, ConocoPhillips</td>
</tr>
<tr>
<td>Donald Cassidy</td>
<td>EVP, Business Development and Corporate Strategy, Georgeson</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
</tr>
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<td>--------------------------</td>
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</tr>
<tr>
<td>Chris Cernich</td>
<td>Founding Partner, Strategic Governance Advisors</td>
</tr>
<tr>
<td>Paul Choi</td>
<td>Partner and Co-Head of M&amp;A Practice, Sidley Austin LLP</td>
</tr>
<tr>
<td>Eileen Cohen</td>
<td>Managing Director, J.P. Morgan Asset Management</td>
</tr>
<tr>
<td>Christian Correa</td>
<td>Portfolio Manager, Franklin Templeton Investments</td>
</tr>
<tr>
<td>Christopher Couvelier</td>
<td>Shareholder Advisory, Lazard</td>
</tr>
<tr>
<td>Arthur B. Crozier</td>
<td>Chairman, Innisfree M&amp;A Incorporated</td>
</tr>
<tr>
<td>Christopher P. Davis</td>
<td>Partner, Kleinberg Kaplan</td>
</tr>
<tr>
<td>Stephen Davis</td>
<td>Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School</td>
</tr>
<tr>
<td>Ariel Deckelbaum</td>
<td>Partner, Paul, Weiss</td>
</tr>
<tr>
<td>Matt DiGuiseppe</td>
<td>VP, Head of North America Asset Stewardship, State Street Global Advisors</td>
</tr>
<tr>
<td>Michael Diz</td>
<td>Partner, Debevoise &amp; Plimpton</td>
</tr>
<tr>
<td>Monika Driscoll</td>
<td>CFA, Partner, Brunswick Group</td>
</tr>
<tr>
<td>Allen Ferrell</td>
<td>Greenfield Professor of Securities Law, Harvard Law School</td>
</tr>
<tr>
<td>Igor Fert</td>
<td>Partner, Simpson Thacher</td>
</tr>
<tr>
<td>Matthew Filosa</td>
<td>Vice President, Director of Corporate Governance &amp; Proxy Voting, MFS Investment Management</td>
</tr>
<tr>
<td>Virginia Fogg</td>
<td>General Counsel, Norfolk Southern</td>
</tr>
<tr>
<td>Jason Frankl</td>
<td>Senior Managing Director and Practice Leader for Activism and M&amp;A Solutions, FTI Consulting</td>
</tr>
<tr>
<td>Carolyn Frantz</td>
<td>VP, Deputy General Counsel, Microsoft Corporation</td>
</tr>
<tr>
<td>Jesse Fried</td>
<td>Dane Professor of Law, Harvard Law School</td>
</tr>
<tr>
<td>Eduardo Gallardo</td>
<td>Partner, Gibson Dunn</td>
</tr>
<tr>
<td>Edward Gehl</td>
<td>Director, Investment Proxy Research, Fidelity Investments</td>
</tr>
<tr>
<td>Mark Gerstein</td>
<td>Partner, Latham &amp; Watkins</td>
</tr>
<tr>
<td>Bruce Goldfarb</td>
<td>President and Chief Executive Officer, Okapi Partners</td>
</tr>
<tr>
<td>Joseph Gromacki</td>
<td>Partner, Jenner &amp; Block</td>
</tr>
<tr>
<td>Richard Grossman</td>
<td>Partner, Skadden</td>
</tr>
<tr>
<td>Mark Grothe</td>
<td>Senior Analyst, M&amp;A and Proxy Contest Research, Glass Lewis</td>
</tr>
<tr>
<td>Cristiano Guerra</td>
<td>Head of ISS' Special Situations Research, ISS</td>
</tr>
<tr>
<td>Name</td>
<td>Title and Organization</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Jason Halper</td>
<td>Co-Chair, Global Litigation Department, Cadwalader, Wickersham &amp; Taft LLP</td>
</tr>
<tr>
<td>Cindy Hanna</td>
<td>Assistant Company Secretary, Willis Towers Watson</td>
</tr>
<tr>
<td>Christopher Harland</td>
<td>Partner, PJT Partners</td>
</tr>
<tr>
<td>Zafar Hasan</td>
<td>Vice-President and Chief Corporate Counsel, The AES Corporation</td>
</tr>
<tr>
<td>Candace Hewitt</td>
<td>ESG Analyst, Stewardship &amp; Corporate Governance, Nuveen (part of TIAA)</td>
</tr>
<tr>
<td>Paul Hilal</td>
<td>Founder and CEO, Mantle Ridge</td>
</tr>
<tr>
<td>Scott Hirst</td>
<td>Associate Director, Programs on Corporate Governance and Institutional Investors, Harvard Law School</td>
</tr>
<tr>
<td>Jeremy Jacobs</td>
<td>Managing Director, Abernathy MacGregor</td>
</tr>
<tr>
<td>Ross E. Jeffries, Jr.</td>
<td>Deputy General Counsel and Corporate Secretary, Bank of America</td>
</tr>
<tr>
<td>Kobi Kastiel</td>
<td>Research Director, Project on Controlling Shareholders, Harvard Law School Program on Corporate Governance</td>
</tr>
<tr>
<td>Robert Katz</td>
<td>Partner, Shearman &amp; Sterling LLP</td>
</tr>
<tr>
<td>Thomas Keusch</td>
<td>INSEAD Corporate Governance Initiative</td>
</tr>
<tr>
<td>Matt Kimmel</td>
<td>Vice President, Regulatory &amp; Compensation Consultant, State Street</td>
</tr>
<tr>
<td>Ele Klein</td>
<td>Partner and Co-Head of the Global Shareholder Activism Group, Schulte Roth &amp; Zabel</td>
</tr>
<tr>
<td>Michael LaCascia</td>
<td>SVP, Corporate Legal, General Counsel &amp; Corporate Secretary, Vertex</td>
</tr>
<tr>
<td>Bob Lamm</td>
<td>Independent Senior Advisor - Center for Board Effectiveness, Deloitte LLP</td>
</tr>
<tr>
<td>Edward Lee</td>
<td>Partner, Wachtell, Lipton, Rosen &amp; Katz</td>
</tr>
<tr>
<td>Amy Lissauer</td>
<td>Managing Director, Evercore</td>
</tr>
<tr>
<td>Paula Loop</td>
<td>Leader, Governance Insights Center, PricewaterhouseCoopers</td>
</tr>
<tr>
<td>Mike Lubrano</td>
<td>Co-Founder and Managing Director, Corporate Governance and Sustainability, Cartica Management, LLC</td>
</tr>
<tr>
<td>Scott Luftglass</td>
<td>Partner, Fried Frank</td>
</tr>
<tr>
<td>Maggi Madden</td>
<td>Senior Vice President and Corporate Secretary, Pfizer</td>
</tr>
<tr>
<td>Bronwen Mantlo</td>
<td>Vice President, Deputy General Counsel and Corporate Secretary, Eli Lilly</td>
</tr>
<tr>
<td>Bob Marese</td>
<td>Managing Director, MacKenzie Partners</td>
</tr>
</tbody>
</table>
Aeisha Mastagni  Portfolio Manager, California State Teachers' Retirement System
Shaun J. Mathew  Deputy Head of Shareholder Activism Response Team, Vinson & Elkins
Gianna McCarthy  Director of Corporate Governance, New York State Common Retirement Fund
Peter Michelsen  President, CamberView Partners
Theresa Molloy  Vice President, Corporate Governance, Prudential Financial
Adrienne Monley  Senior Strategist, Investment Stewardship, Vanguard
Maggie Moore  Vice President, Fundamental Equity Client Portfolio Management, Goldman Sachs Asset Management
Kerri Morey  Assistant General Counsel, Lockheed Martin
Jonathan Mothner  EVP, General Counsel and Secretary, Synchrony Financial
Toby Myerson  Chairman & CEO, Longsight Strategic Advisors
Stephen Norman  Chair of the Independent Steering Committee, Broadridge
Rusty O’Kelley  Managing Director, Russell Reynolds Associates
Jessica Olich  Vice President, Corporate Counsel & Assistant Secretary, Assurant
Alfredo Porretti  Investment Banking Division, Morgan Stanley
Mark Preisinger  Director of Corporate Governance, The Coca-Cola Company
Luz Rodriguez  Director, Corporate Governance and Legal Services, Colorado PERA
K. Scott Roy  Senior Vice President, Range Resources
Chris Ruggeri  Principal, Deloitte Risk and Financial Advisory, Deloitte Transactions and Business Analytics LLP
Joel Schneider  Senior Portfolio Manager and Vice President, Dimensional Fund Advisors
Paul Schneider  Head of Corporate Governance, Public Equities, Ontario Teachers’ Pension Plan
Douglas Schnell  Partner, Wilson Sonsini Goodrich & Rosati
Linda Scott  Managing Director, Associate Corporate Secretary, JPMorgan Chase
Paul Scrivano  Partner and Global Head of M&A, Ropes & Gray
John Seethoff  Corporate Secretary and Vice President, Deputy General Counsel – Corporate Legal Group, Microsoft Corporation
Wendy Skjerven  
*Vice President, Corporate Secretary and Group General Counsel, Travelers*

Holger Spamann  
*Professor, Harvard Law School*

Darla C. Stuckey  
*President & CEO, Society for Corporate Governance*

Kelly Sullivan  
*Partner, Joele Frank*

Marc Treviño  
*Partner, Sullivan & Cromwell*

Qin Tuminelli  
*VP, M&A, Contested Situations, Credit Suisse*

Rebecca Tyler  
*Senior Counsel, Akin Gump*

Sandra van der Vaart  
*SVP and Deputy Chief Legal Officer, LabCorp*

Jake Walko  
*Associate, Investment Stewardship, BlackRock*

Jacob Weaver  
*Director of Global Equity Index, Northern Trust Asset Management*

Joseph White  
*Managing Director, Head of Institutional Strategic Equity Sales, Société Gérénrale*

Daniel Wolf  
*Partner, Kirkland & Ellis*

### H. Speaker Series

The Program regularly sponsors presentations by outside speakers in the field of corporate governance. The 2016-17 presentations were largely made in nine forums:

- The Law, Economics, and Organizations Research seminar, which is jointly organized with the Department of Economics and Harvard Business School;
- The Law and Economics seminar;
- The Corporate and Capital Markets Law and Policy course;
- The Topics in Mergers and Acquisitions course;
- The Mergers and Acquisitions Processes and Structures course;
- The Corporations course;
- The Bankruptcy course;
- The Regulation of Financial Institutions course; and
- The Current Issues in Corporate Governance course.

During 2016-17, the following 31 presentations were made:

Sep. 2  
Rakhi Kumar (State Street Global Advisors)  
*The Nature of U.S. Shareholders and Their Goals*

Sep. 15  
Ted Mirvis (Wachtell Lipton)
The Law and Director’s Duties

Sep. 28  Ben Heineman
Corporation Governance and the Inside Counsel

Oct. 5  Paula Price, Bill Mostyn, and Warren McFarlan
Director’s Panel

Oct. 5  Josh Mitts (Columbia Business School)
Securities Disclosures

Oct. 6  Stephen Davis (Harvard Law School)
What They Do With Your Money

Oct. 13  Rob Jackson (Columbia Law School)
The Value of Takeover Defenses

Oct. 20  Brian Cheffins (University of Cambridge)
The Transformation of the Public Company

Oct. 24  John Finley (Blackstone), Susan Hassan (Valor Equity Partners), and Marni Lerner
(Simpson Thacher)
Contract v. Fiduciary Duty Principles? Deal Protections

Oct. 26  Greg Taxin
Hedge Fund Activism

Nov. 7  Brandon Van Dyke (Skadden Arps) and Lande Spottswood (Vinson & Elkins)
The Merger Agreement as a Contract

Nov. 8  Rick Climan (Weil Gotshal)
The Merger Agreement As A Contract II

Nov. 14  Lou Kling (Skadden Arps), Eileen Nugent (Skadden Arps), Faiza Saeed (Cravath),
and Rob Spatt (Simpson Thacher)
Certainty Versus Nominal Price

Nov. 21  Bill Lafferty (MNAT), Bill Savitt (Wachtell Lipton), Tariq Mundiya (Willkie, Farr
& Gallagher), Josh Targoff (Third Point), and Brian Schorr (Trian Partners)
How Shareholder Activists Stimulate M&A Activity
<table>
<thead>
<tr>
<th>Date</th>
<th>Speaker/Company</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 28</td>
<td>David Katz (Wachtell Lipton), Toby Myerson (Paul Weiss), and Scott Simpson (Skadden Arps)</td>
<td><em>Nuts and Bolts of Comparative US/EU M&amp;A Law</em></td>
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<tr>
<td>Nov. 29</td>
<td>David Katz (Wachtell Lipton), Toby Myerson (Paul Weiss), and Scott Simpson (Skadden Arps)</td>
<td><em>Cross-Border Deals in the EU</em></td>
</tr>
<tr>
<td>Dec. 5</td>
<td>James Stynes (Deutsche Bank) and Howard Ellin (Skadden Arps)</td>
<td><em>Financial Advisors: Can’t Live With Em, Can’t Live Without Em?</em></td>
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<tr>
<td>Jan. 9</td>
<td>David Lenhardt (PetSmart)</td>
<td><em>LBO’s and Going-Private Transactions</em></td>
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<tr>
<td>Jan. 13</td>
<td>Norman Chambers (NCI Building)</td>
<td><em>Duress and Distress Transactions</em></td>
</tr>
<tr>
<td>Jan. 17</td>
<td>Dr. David Hung (Medivation)</td>
<td><em>Takeovers in the Target’s Boardroom</em></td>
</tr>
<tr>
<td>Feb. 9</td>
<td>Marcel Kahan (New York University)</td>
<td><em>Introduction to Empirical Methods</em></td>
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<tr>
<td>Mar. 9</td>
<td>Stephen M. Vine (Akin Gump)</td>
<td><em>Why Hedge Funds Look Like They Do; Hedge Fund Regulation</em></td>
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<tr>
<td>Mar. 13</td>
<td>Paul N. Roth (Schulte Roth &amp; Zabel) and Michael A. Gerstenzang (Cleary Gottlieb)</td>
<td><em>Hedge Funds’ Myriad Intersections with the Financial Times Services Industry</em></td>
</tr>
<tr>
<td>Mar. 20</td>
<td>Jonas Svedlund (GE Ventures)</td>
<td><em>Corporate Venture Capitalists: GE Ventures as a Case Study</em></td>
</tr>
<tr>
<td>Mar. 23</td>
<td>Sir Paul Tucker (The Systemic Risk Council)</td>
<td><em>Hedge Funds and Systemic Risk</em></td>
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<tr>
<td>Mar. 30</td>
<td>Kevin O’Connor (Point72 Asset Management)</td>
<td><em>Insider Trading and Risk Management</em></td>
</tr>
</tbody>
</table>
I. Students and Fellows

The Program seeks to foster work in the corporate governance area by students and fellows. During 2016-17, the following students and fellows undertook research in the corporate governance area:

<table>
<thead>
<tr>
<th>Student/Fellow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talia Gillis</td>
</tr>
<tr>
<td>Scott Hirst</td>
</tr>
<tr>
<td>Masaki Iwasaki</td>
</tr>
<tr>
<td>Kobi Kastiel</td>
</tr>
<tr>
<td>Thomas Keusch</td>
</tr>
<tr>
<td>Ji hyun Kim</td>
</tr>
<tr>
<td>Aurelio Gurrea Martínez</td>
</tr>
<tr>
<td>Greg Shill</td>
</tr>
<tr>
<td>Yunsoo Shin</td>
</tr>
<tr>
<td>Brian D. Vito</td>
</tr>
<tr>
<td>Aluma Zernik</td>
</tr>
</tbody>
</table>

During 2016-17 the Program held a series of Corporate Law Fellows’ Workshops for students, fellows, and other researchers in the field of corporate governance to discuss their research and receive feedback. Students, fellows, and other researchers attending or presenting at workshops during 2016-17 included Aurelio Guerrea, Scott Hirst, Serdar Inci, Masaki Iwasaki, Kobi Kastiel, Ji hyun Kim, Israel Klein, Lukas Koehler, Da Lin, Katerina Pantazatou, Maria Lucia Passador, Malcolm Rogge, Greg Shill, Yun Soo Shin, Alex Yang, and Aluma Zernik.

To encourage and recognize work by students in the corporate governance area, the Program established the Victor Brudney Prize in Corporate Governance in honor of Professor Victor Brudney, Robert B. and Candice J. Haas Professor in Corporate Finance Law, Emeritus. This $1,000 prize is awarded annually to the best student paper on a topic related to corporate governance. The prize committee consists of Professors Lucian Bebchuk, Reinier Kraakman and, Mark Roe. The 2016-17 Victor Brudney Prize in Corporate Governance was awarded to Maxime Verheyden for his paper, “Public Reporting by Benefit Corporations: Importance, Compliance and Recommendations.”
During the 2016-17 academic year, five fellows, Scott Hirst, Kobi Kastiel, Greg Shill, Brian Vito, and Aluma Zernik were co-editors of the Program's Forum on Corporate Governance and Financial Regulation.

**J. Practice and Public Policy**

The Program’s Advisory Board

The Program seeks to foster interaction between HLS faculty and students and the world of practice and policy. To facilitate the connection between HLS and the world of practice and policy, the Program established an advisory board of distinguished practitioners. During 2016-17, the following served as members of the advisory board:

William Ackman | Pershing Square Capital Management, L.P.
Peter A. Atkins | Skadden, Arps, Slate, Meagher & Flom LLP
John M. Bader | Halcyon Asset Management
Allison Bennington | ValueAct Capital
Richard Brand | Cadwalader, Wickersham & Taft LLP
Daniel Burch | MacKenzie Partners
Richard Climan | Weil, Gotshal & Manges LLP
Jesse Cohn | Eilliott Management Corporation
Joan Conley | Nasdaq, Inc.
Isaac Corré | Governors Lane
Arthur Crozier | Innisfree M&A
Ariel Deckelbaum | Paul, Weiss, Rifkind, Wharton & Garrison LLP
Deborah DeHaas | Deloitte LLP
John Finley | Simpson Thacher & Bartlett LLP
Stephen Fraidin | Pershing Square Capital Management, L.P.
Byron S. Georgiou | Georgiou Enterprises
Jason M. Halper | Cadwalader, Wickersham & Taft LLP
Paul Hilal | Mantle Ridge LP
Carl Icahn | Icahn Enterprises L.P.
Jack B. Jacobs | Sidley Austin LLP
Paula Loop | PricewaterhouseCoopers
David Millstone | Standard Industries
Theodore Mirvis | Wachtell, Lipton, Rosen & Katz
Toby Myerson | Longsight Strategic Advisors LLC
Morton Pierce | White & Case LLP
Barry Rosenstein | JANA Partners LLC
Paul K. Rowe | Wachtell, Lipton, Rosen & Katz
Marc Treviño  
Sullivan & Cromwell LLP

Adam Weinstein  
Akin Gump Strauss Hauer & Feld LLP

Daniel Wolf  
Kirkland & Ellis LLP

The Corporate Governance Forum Advisory Council

In planning events and conferences, the Program receives input from the members of its Corporate Governance Forum Advisory Council. During 2016-17, the following served as members of the Corporate Governance Forum Advisory Council:

Maryellen Andersen  
Broadridge Financial Solutions

William D. Anderson, Jr.  
Evercore

Marian Block  
Lockheed Martin

Michelle Bushore  
Monsanto Company

Janet Carrig  
ConocoPhillips

Martha Carter  
Teneo Governance

Chris Cernich  
Strategic Governance Advisors

Joan Conley  
Nasdaq, Inc.

Arthur B. Crozier  
Innisfree M&A

Deborah DeHass  
Deloitte LLP

F. Samuel Eberts III  
Laboratory Corporation of America Holdings

Peggy Foran  
Prudential Financial

Matthew Furman  
Willis Towers Watson

Todd Gershkowitz  
State Street Corporation

Bruce H. Goldfarb  
Okapi Partners

Tracey Heaton  
Visa

David Hunker  
J.P. Morgan

Ross E. Jeffries, Jr.  
Bank of America Corporation

Tom Johnson  
Abernathy MacGregor

Paula Loop  
PricewaterhouseCoopers

Peter Michelsen  
CamberView Partners, LLC

Bronwen Mantlo  
Eli Lilly & Company

Jonathan Mothner  
Synchrony Financial

Cynthia Nastanski  
PepsiCo

Mark Preisinger  
The Coca-Cola Company

Carey Roberts  
March & McLennan

David Rosewater  
Morgan Stanley

Jim Rossman  
Lazard

Kurt Schacht  
CFA Institute

Linda Scott  
JPMorgan Chase

Matthew Sherman  
Joele Frank

Joseph White  
Société Générale
Visits by Distinguished Practitioners

During 2016-17 the following prominent practitioners participated in the Program’s activities:

Maryellen Andersen  
William D. Anderson, Jr.  
Christopher Austin  
Jeffrey Barbieri  
Scott W. Bauguess  
David Bell  
Allison Bennington  
Jean-Frédéric Bérard  
Aaron Bertineti  
John Bick  
Eric Bickford  
Amy Bibijja  
Marian Block  
Glenn Booraem  
Karla Bos  
Anne Bourdine  
Carol Bowie  
Richard Brand  
Stephen Brown  
Michelle Bushore  
Janet Langford Carrig  
Donald Cassidy  
Chris Cernich  
Joseph Chi  
Ning Chiu  
Paul Choi  
David Chun  
Eileen Cohen  
Lisa R. Cohn  
Benjamin Colton  
Joan Conley  
Christian Correa  
Christopher Couvelier  
Arthur B. Crozier  
Nadia Damouni  
Christopher P. Davis  
Ariel Deckelbaum  
Mary Ann Deignan  
Matt DiGuiseppe  
Michael Diz  
Monika Driscoll  
F. Samuel Eberts III  
Lawrence Elbaum  
Adam O. Emmerich  
Steven Epstein  
Renata Ferrari  
Igor Fert  
Tony Feuerstein  
Matthew Filosa  
David Fitt  
Sandra L. Flow  
Virginia Fogg  
Joel Frank  
Jason Frankl  
Carolyn Frantz  
Matthew Frant  
Eduardo Gallardo  
Edward Gehl  
Marc S. Gerber  
Mark Gerstein  
Maria Ghazal  
Scott C. Goebel  
Bruce H. Goldfarb  
Marc Goldstein  
John Gould  
Joseph Gromacki  
Richard Grossman  
Mark Grothe  
Cristiano Guerra  
Joseph A. Hall  
Jason M. Halper  
Cindy Hanna  
Christopher Harland  
Mark H. Harnett  
Zafar Hasan  
Tracey Heaton  
Candace Hewitt  
Paul Hilal  
Ida Hoghooghi  
David A. Hunker  
David J. Jackson  
Jeremy Jacobs  
Sarkis Jebejian  
Ross E. Jeffries, Jr.  
Gaurav Jetley  
Paula Johnson  
Tom Johnson  
Judith Jones  
Robert Katz  
Rosemary M. Kenney  
Avrohom J. Kess  
Thomas Keusch  
Matt Kimmel  
Shannon Kinney  
Polly Klane  
Ele KleinRakhi Kumar  
Connor Kuratek  
Michael LaCascia  
Christina Y. Lai  
Bob Lamm  
Edward Lee  
Steven Lipin  
Amy Lissauer  
Paula Loop  
Mike Lubrano  
Scott Luftglass  
Maggi Madden  
Kara Mangone  
Bronwen Mantlo  
Bob Marese  
Aeisha Mastagni  
Shaun J. Mathew  
Barbara E. Mathews  
Gianna McCarthy  
Robert McCormick  
Patrick J. McHugh  
F. William McNabb  
Peter Michelsen  
Theresa Molloy  
Adrienne Monley  
Maggie Moore  
Kerri Morey  
Adriana Morrison
Amanda McGrady  Mark Preisinger  Robert A. Spencer
Morrison  Sean Quinn  Margriet Stavast-Groothuis
Jonathan Mothner  Barry Rabinowitz  Steven B. Stokdyk
Ken S. Myers  Tanglea S. Richter  Darla Stuckey
Toby Myerson  Luz Rodriguez  Kelly Sullivan
Cynthia Nastanski  Andi Rose  Lex Suvanto
Sabastian V. Niles  Jeffrey J. Rosen  Blake Thomas
Stephen Norman  Jim Rossman  Marc Treviño
Rusty O’Kelley  K. Scott Roy  Qin Tuminelli
Jessica Olich  Kim K. W. Rucker  Rebecca Tyler
William O’Neill  Chris Ruggeri  Sandra van der Vaart
Ryan O’Toole  Chris Schmitt  Rob Walker
Matthew Orsagh  Joel Schneider  Jake Walko
Lyndon Park  Paul Schneider  Kirk W. Walters
Muir Paterson  Douglas Schnell  Jacob Weaver
Beth E. Peev  Carol V. Schwartz  James R. Webb
Charles Penner  Linda Scott  Joseph White
Lissa Perlman  Paul Scrivano  Christopher Wightman
Morton Pierce  John Seethoff  Daniel Wolf
Alfredo Porretti  Gregory W. Smith  Samantha Yang

**Congressional Testimony and Commission Service**

Faculty members associated with the Program continued to contribute their knowledge to political debates of corporate governance issues during 2016-17, including the following:

Robert H. Sitkoff, Chair, Drafting Committee for The Uniform Directed Trust Act, Uniform Law Commission.

Robert H. Sitkoff, Commissioner from Massachusetts (by gubernatorial appointment, 2008 - present).

Robert H. Sitkoff, Member, Drafting Committee for an Electronic Wills Act (2017 - present).

Robert H. Sitkoff, Member, Academic Partnerships Committee (2016 – present).

Robert H. Sitkoff, Member, Drafting Committee to revise the Uniform Principal and Income Act (2015 – 2017).

**Op-Eds**

Faculty members and fellows associated with the Program contributed to public discussion of corporate governance issues by publishing the following op-ed articles:
Compliance Week, “The Hidden Key to a Good Buyback Plan,” August 2, 2016 (Stephen Davis and Jon Lukomnik).

Compliance Week, “Theresa May: Unexpected Champion of Employee Board Members,” August 26, 2016 (Stephen Davis and Jon Lukomnik).

Compliance Week, “All is Not Well at Wells,” September 27, 2016 (Stephen Davis and Jon Lukomnik).

Compliance Week, “Behind the Call for Better Corporate Governance,” November 22, 2016 (Stephen Davis and Jon Lukomnik).


K. Media Coverage

Corporate governance research carried out by faculty associated with the Program was covered broadly by the media during 2016-17. This research was featured in, among other places, The Financial Times, The New York Times, and The Wall Street Journal.

The full list of the 39 media mentions of the Program's faculty and their research is as follows:

The Associated Press (2/13/2017)
The American Prospect (4/27/2017)
Bloomberg (2/2/2017)
Bloomberg BNA (3/16/2017)
Bloomberg Quint (4/13/2017)
Business Insider (6/27/2017)
CFO Magazine (3/24/2016)
Compliance Week (9/27/2016)
Dallas News (2/16/2017)
The Economist (3/4/2017)
The Financial Times (4/26/2017, 6/26/2017)
Fortune (7/22/2016, 9/29/2016)
Fox Business (4/25/2017)
Institutional Investor (12/1/2016)
The Hill (10/6/2016)
Further details about the media coverage of the Program’s faculty and research can be found at: https://pcg.law.harvard.edu/news-media/.