HARVARD LAW SCHOOL
Program on Corporate Governance
Report of Activities, July 1, 2018 – June 30, 2019

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.

During 2018-2019, the Program’s director was Professor Lucian Bebchuk, and other Harvard Law School and Harvard University faculty members contributing to its activities during 2018-19 were Robert Clark, John Coates, Alma Cohen, Allen Ferrell, Jesse Fried, Oliver Hart, Howell Jackson, Reinier Kraakman, Mark Ramseyer, Mark Roe, Robert Sitkoff, Leo E. Strine, Jr., Holger Spamann, and Guhan Subramanian.

Also contributing to the Program’s activities during 2018-19 were: Senior Fellows Alon Brav, Assaf Hamdani, Ben W. Heineman, Jr., Scott Hirst, Kobi Kastiel, and Wei Jiang; Associate Director and Senior Fellow Stephen M. Davis; Associate Director and Fellow Roberto Tallarita; Fellows Matthew Cain, Liran Eliner, Itai Fiegenbaum, Talia Gillis, Tami Groswald Ozery, Roie Hauser, Masaki Iwasaki, Thomas Keusch, Jihyun Kim, Jihwon Park, Will Powley, Yun Soo Shin, Viroopa Volla, Aluma Zernik; Administrative Director Kat Linnehan; Coordinator Jordan Figueroa; and Research Associates Aaron Haeffner, Zoe Piel, Matthew Stadnicki, and Travis Taylor.

During 2018-2019, the following individuals served on the Program’s advisory board: William Ackman, Peter Atkins, Richard Brand, Daniel Burch, Paul Choi, Jesse Cohn, Creighton Condon, Joan Conley, Isaac Corré, Arthur B. Crozier, Deborah DeHaas, John Finley, Byron S. Georgiou,
As the report documents, during the 2018-19 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 41 studies by faculty members and senior fellows associated with the Program (see Section B);

- **Online forum**: The Program operated *The Harvard Law School Forum on Corporate Governance and Financial Regulation*, an online publication which featured 913 posts in 2018-19, bringing the total number of posts to over 7,377 since inception; the Forum has more than 12,400 Twitter followers, more than 4,600 LinkedIn followers, and more than 6,100 subscribers to its daily newsletter (see Section C);

- **Conferences**: The Program supported and facilitated three major conferences, the Harvard Roundtable on Corporate Governance in October 2018 (see Section D), the Harvard Roundtable on Corporate Governance in March 2019 (see Section E), and the Harvard Roundtable on Shareholder Engagement in June 2019 (see Section F), with an average of 94 prominent participants, including investors, issuers, advisors, regulators, judges, and academics;

- **Speakers**: The Program supported and facilitated a series of talks and presentations on corporate governance, with a total of 63 events, by both academics and prominent practitioners (see Section G);

- **Fellows**: The Program contributed to research and education by students and recent graduates by sponsoring 15 fellows undertaking research in the fields of corporate governance and law and finance, and awarding prizes for such research (see Section H);

- **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 209 practitioners who participated in the Program’s activities during 2018-19, congressional testimony, op-eds, and blog posts. (see Section I);

- **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 22 media articles, including in pieces in, among other places, *The Financial Times*, *The New York Times*, and *The Wall Street Journal* (see Section J).
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 Working Papers**

Books, journal articles, and working papers on corporate governance by faculty members and fellows affiliated with the Program that were published, released, or accepted for publication during 2018-19 included:


C. Online Forum

The Harvard Law School Forum on Corporate Governance and Financial Regulation

In December 2006, the Program established a blog, 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 2018-19 year, the editorial team of the Forum included Program Fellows Itai Fiegenbaum, Tami Groswald Ozery, Kobi Kastiel, and Roberto Tallarita.

From its inception to June 30, 2019, the Forum has featured a total of 7,377 posts. Currently, it features an average of 82 posts per month, and has more than 4,700 followers on LinkedIn, more than 12,000 Twitter followers, and more than 6,100 subscribers to its daily newsletter. The Forum features articles 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 by
guest contributors, including prominent academics, public officials, executives, legal and financial advisers, institutional investors, and other market participants. With Forum posts having been cited in over 350 academic articles and regulatory documents, the Forum has established itself as the go-to outlet for readers interested in corporate governance and financial regulation.

Contributors to the Forum during the fiscal year have included:

*From academia:*

| Adam Pritchard | Holger Spamann | Paul Davies |
| Albert Choi | Ian Appel | Quinn Curtis |
| Alma Cohen | Ian Gow | Raffi Amit |
| Andrew Tuch | Iman Anabtawi | René Stulz |
| Andrew Verstein | J. Travis Laster | Renee Adams |
| Assaf Hamdani | J.W. Verret | Robert Bartlett |
| Brandon Garrett | Jeffrey Gordon | Robert Jackson |
| Brett McDonnell | Jennifer Hill | Robert Sitkoff |
| Brian Cheffins | Jesse Fried | Ronald Gilson |
| Charles Wang | Jill Fisch | Ronald Masulis |
| Cynthia Williams | John Armour | Scott Hirst |
| Daniel Wolfenzon | John Coates | Stephen Choi |
| David Kershaw | Jonathan Macey | Stephen Davis |
| David Larcker | Joseph McCahery | Steven Davidoff Solomon |
| David Webber | Joshua Mitts | Steven Schwarcz |
| David Yermack | Klaus Hopt | Tamar Frankel |
| Doron Levit | Kobi Kastiel | Thomas Hazen |
| Einer Elhauge | Lawrence Hamermesh | Usha Rodrigues |
| Elizabeth Pollman | Leo Strine | Veronica Root Martinez |
| Emiliano Catan | Lucian Bebchuk | Vyacheslav Fos |
| Eric Talley | M. Todd Henderson | William Bratton |
| Eugene Soltes | Marcel Kahan | William Carney |
| Fabrizio Ferri | Mark Roe | Wulf Kaal |
| Francesco Franzoni | Martin Lipton | Yaron Nili |
| Frank Partnoy | Matthew Cain | Zohar Goshen |
| George Serafeim | Michael Weisbach | |
| Guhan Subramanian | Michal Barzuza | |
| Hal Scott | Mitu Gulati | |
| Henry Hu | Patrick Bolton | |

*From practice:*

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D. 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, October 10, 2018 at Harvard Law School. Issues discussed at the event included current regulatory proposals, such as those regarding quarterly reporting, proxy advisors, share buybacks, and proxy process reform; managing crisis and overseeing corporate culture; current issues in executive and director pay, including pay ratio, director compensation, and gender pay disparity; a discussion of 2018 season environmental and social activism, and current issues regarding investor stewardship.

Participants in the Roundtable included the following:

Andrew Alin, Partner, Cadwalader, Wickersham & Taft

Maryellen Andersen, Corporate Governance Officer, Vice President, Institutional Investor and Corporate Relations, Broadridge Financial Solutions
Lindsey Apple, Senior Corporate Governance Analyst, MFS Investment Management

Anthony Augliera, Deputy General Counsel & Corporate Secretary, Wells Fargo

Scott Bauguess, Deputy Chief Economist and Deputy Director, Division of Economic and Risk Analysis, SEC

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

Michael Cappucci, Senior Vice President - Compliance and Responsible Investing, Harvard Management Company

Gale Chang, Associate General Counsel & SVP, Bank of America

Paul Choi, Partner and Co-Head of M&A Practice, Sidley Austin

Joan Conley, Senior Vice President and Corporate Secretary, Nasdaq, Inc.

Chris Couvelier, Director, Shareholder Advisory, Lazard Freres

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

Deb DeHaas, Vice Chairman and National Managing Partner, Center for Board Effectiveness, Deloitte

Brian Denney, Senior Strategist, Investment Stewardship, Vanguard

Matthew DiGuiseppe, VP, Head of Americas Stewardship, State Street Global Advisors

Danielle Do, Senior Vice President, Chief Corporate & Securities Counsel, Synchrony Financial

Jonathan Doorley, Partner, Brunswick Group

Christopher Drewry, Partner, Latham & Watkins

Patricia Figueroa, Senior Vice President, Gladstone Place Partners

Matt Filosa, Managing Director, Teneo

Bradley Finkelstein, Partner, Wilson Sonsini Goodrich & Rosati

Sandra L. Flow, Partner, Cleary Gottlieb

Peggy Foran, Chief Governance Officer, Senior Vice President and Corporate Secretary,
Prudential Financial

Joele Frank, Managing Partner, Joele Frank

Jason Frankl, Senior Managing Director and Practice Leader for Activism and M&A Solutions, FTI Consulting

Paul Freedman, SVP & General Counsel, The AES Corporation

Edward Gehl, Director, Corporate Governance, Fidelity Investments

Marc Gerber, Partner, Skadden

Susie Giordano, Corporate Vice President and Corporate Secretary, Intel

Sam Glasscock III, Vice Chancellor, Delaware Court of Chancery

Jane Goldstein, Partner, Ropes & Gray

Marc Goldstein, Head of U.S. Research, ISS

Joseph Gromacki, Partner and Chair, Corporate Practice, Jenner & Block

Harald Halbhuber, Partner, Shearman & Sterling

Jessy Hayem, Director, Relationship Investing, Equity Markets, CDPQ

Laurie Hays, Managing Director for Special Situations, Edelman

Lori Hernando, Assistant General Counsel and Assistant Corporate Secretary, Pfizer

Alexandra Higgins, Managing Director, Okapi Partners

John Hoeppner, Head of US Stewardship and Sustainable Investments, Legal & General Investment Management America

Ellen Holloman, Partner, Cadwalader, Wickersham & Taft

Tom Johnson, Chief Executive Officer, Abernathy MacGregor

Kobi Kastiel, Senior Fellow and Lecturer on Law, Harvard Law School Program on Corporate Governance

Nishesh Kumar, Managing Director, J.P. Morgan Asset Management

Shawn Lampron, Partner, Fenwick & West
Patricia Lenkov, Founder & President, Agility Executive Search

Paula Loop, Leader, Governance Insights Center, PricewaterhouseCoopers

Scott Luftglass, Partner, Fried Frank

Marian Macindoe, Director - Proxy Voting & Governance, Charles Schwab Investment Management

Christina Maguire, Managing Director, Proxy Voting & Governance Research, BNY Mellon

Kara Mangone, Managing Director, Investor Relations, Goldman Sachs

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

Bob Marese, Managing Director, MacKenzie Partners

Aeisha Mastagni, Portfolio Manager, California State Teachers' Retirement System

Barbara Mathews, Vice President, Associate General Counsel, Chief Governance Officer & Corporate Secretary, Edison International

Gianna McCarthy, Director of Corporate Governance, New York State Common Retirement Fund

Debra McCormack, Managing Director - Center for Board Effectiveness, Deloitte

Larry Miller, Managing Director, Innisfree M&A

Cynthia Nastanski, Senior Vice President, Corporate Law and Deputy Corporate Secretary, PepsiCo

Sabastian V. Niles, Partner (Activism, M&A, Governance), Wachtell, Lipton, Rosen & Katz

Zach Oleksiuk, Managing Director, Evercore

Matthew Orsagh, Director of Capital Markets Policy, CFA Institute

Sandra Pace, Partner, Pay Governance

George Paulin, Chairman, FW Cook

Michael Powers, Managing Partner, Meridian Compensation Partners

Mark Preisinger, Director of Corporate Governance, The Coca-Cola Company
Mike Pressman, Assistant General Counsel, Microsoft

Peter Reali, Senior Director, Responsible Investing, Nuveen

Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO

Geralyn Ritter, SVP, Corporate Secretary & Assistant General Counsel, Merck

Jeffrey Rosen, Partner, Debevoise & Plimpton

Christina Roupas, Partner, Winston & Strawn

K. Scott Roy, Senior Vice President, Range Resources

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

Linda E. Scott, Managing Director, Associate Corporate Secretary, JPMorgan Chase

David Segal, Portfolio Manager, Franklin Templeton Investments

Vidish J. Shah, Mergers & Acquisitions - Shareholder Activism and Corporate Defense, Morgan Stanley

Michael Shavel, Assistant Vice President and ESG Analyst, Wellington Management

Wendy Skjerven, Vice President, Corporate Secretary and Group General Counsel, Travelers

Marissa Song, Associate General Counsel, Gilead Sciences

Geoffrey Sorbello, Manager of Strategic Equities, Elliott Management

Darla Stuckey, President & CEO, Society for Corporate Governance

Guhan Subramanian, Joseph H. Flom Professor of Law and Business, Harvard Law School and Douglas Weaver Professor of Business Law, Harvard Business School

Roberto Tallarita, Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance

Michael Towle, Senior Research Analyst, Northern Trust Asset Management

Marc Treviño, Partner, Sullivan & Cromwell

Laurel Van Allen, Senior Vice President, Coherent Economics
E. 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 Thursday, March 21, 2019 at Harvard Law School. The event focused on recent developments and current issues in corporate governance, paying significant attention to issues that were likely to arise in the following proxy season. The Roundtable began with a keynote session featuring a conversation with the Chief Justice of the Delaware Supreme Court, Leo E. Strine, Jr. The Roundtable then proceeded to a review of the 2018 proxy season and a preview of the 2019 proxy season. Subsequently, subjects that the Roundtable discussed included: (1) social responsibility issues, including corporate purpose and culture, social responsibility proposals, and ESG metrics and disclosures; (2) current regulatory proposals and legal developments, such as those regarding the California Bill on board diversity, revision of eligibility requirements for shareholder proposal submissions, and universal proxies; and (3) board of directors, including board diversity and composition, decision-making in the age of #MeToo, board independence and evaluation.

Participants in the Roundtable included the following:

Michael Albano, Partner, Cleary Gottlieb
Maryellen Andersen, Corporate Governance Officer, Vice President, Institutional Investor and Corporate Relations, Broadridge Financial Solutions

Michele Anderson, Associate Director of the Division of Corporation Finance, SEC

Lindsey Apple, Corporate Governance and Proxy Voting Manager, MFS Investment Management

Marta Baztarrica, Director, Corporate Secretary and Chief Legal Officer, The CAF Group

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

David Bell, Partner/Co-Chair, Corporate Governance, Fenwick & West

David J. Berger, Partner, Wilson Sonsini Goodrich & Rosati

Barbara Berlin, Director, Governance Insights Center, PwC

Jens Bertelsen, Company Secretary, BP p.l.c.

Michael Brueck, Partner, Kirkland & Ellis

Maureen Bujno, Managing Director - Center for Board Effectiveness, Deloitte LLP

Ray Cameron, Head of Investment Stewardship - Americas, BlackRock

Steven Canner, Partner, Baker McKenzie

Paul Clancy, Structured Finance Counsel, Synchrony Financial

Pam Codo-Lotti, Managing Director, Goldman Sachs

Mary Colby, Head of Investment Stewardship, Charles Schwab Investment Management

Heather Coleman, Partner, Sullivan & Cromwell

Chris Couvelier, Director, Shareholder Advisory, Lazard Freres

Arthur B. Crozier, Chairman, Innisfree M&A Incorporated

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

Tricia Decker, Project Manager Specialist, Office of the Corporate Secretary, Nasdaq
Mark Director, Partner, Gibson Dunn

Jonathan Doorley, Partner, Brunswick Group

Renata Ferrari, Partner, Ropes & Gray

Richard Fields, Counsel & Director, Corporate Stakeholder Engagement, King & Spalding

Michael Flaherty, Senior Vice President, Gladstone Place Partners

Peggy Foran, Chief Governance Officer, Senior Vice President and Corporate Secretary, Prudential Financial

Stephen Fraidin, Partner, Cadwalader, Wickersham & Taft

Mary A. Francis, Corporate Secretary and Chief Governance Officer, Chevron Corporation

Michael Garland, Assistant Comptroller - Corporate Governance and Responsible Investment, Office of New York City Comptroller

Marc Gerber, Partner, Skadden

Tom Gerke, General Counsel and Chief Administrative Officer, H&R Block

Linda Giuliano, Senior Vice President and Head of Responsible Investment, AllianceBernstein

Marc Goldstein, Head of U.S. Research, ISS

Jessy Hayem, Director, Relationship Investing, Equity Markets, CDPQ

Michael Henry, Director and Managing Attorney, Edison International

Alexandra Higgins, Managing Director, Okapi Partners

John Hoeppner, Head of US Stewardship and Sustainable Investments, Legal & General Investment Management America

Nicolas Huber, Managing Director - Head of Corporate Governance, DWS Group

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

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

Tom Johnson, Chief Executive Officer, Abernathy MacGregor
Jonas Jølle, Head of Governance, Norges Bank Investment Management

Blair Jones, Managing Director, Semler Brossy Consulting Group

Adam Kanzer, Head of Stewardship - Americas, BNP Paribas Asset Management

Robert Katz, Partner, Shearman & Sterling

Courteney Keatinge, Senior Director, ESG Research, Glass Lewis

John Kelsh, Partner, Sidley Austin

Matthew Kimmel, Vice President, Regulatory and Executive Compensation Consultant, State Street Corporation

Polly Klane, Senior Vice President and Chief Counsel, Commercial, Corporate & Governance, Capital One Financial Corporation

Jeffrey Kochian, Partner, Akin Gump Strauss Hauer & Feld LLP

Bill Kucera, Partner, Mayer Brown

Nishesh Kumar, Managing Director, J.P. Morgan Asset Management

Brian Lane, Partner, Pay Governance

Jackie Liu, Partner and Co-Chair, Global Corporate Department, Morrison & Foerster LLP

Kara Mangone, Managing Director, Investor Relations, Goldman Sachs

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

Bob Marese, Managing Director, MacKenzie Partners

Debra McCormack, Managing Director - Center for Board Effectiveness, Deloitte LLP

Janet McGinnness, Corporate Secretary, Mastercard

Caitlin McSherry, Assistant Vice President, Asset Stewardship, State Street Global Advisors

Hope Mehlman, EVP, Chief Governance Officer & Assistant Corporate Secretary, Regions Financial

Lauren Nussbaum, Senior Account Executive, Joele Frank
Rusty O'Kelley III, *Global Leader Board Advisory and Effectiveness, Russell Reynolds Associates*

Zach Oleksiuk, *Managing Director, Evercore*

Brett Pletcher, *EVP, General Counsel, Chief Compliance Officer and Corporate Secretary, Gilead Sciences, Inc.*

Mike Pressman, *Assistant General Counsel, Microsoft*

Sean Quinn, *Senior Vice President, Teneo*

Peter Reali, *Senior Director, Responsible Investing, Nuveen*

Luciana Rivera, *Research and Operations Analyst, BNY Mellon*

Carolina San Martin, *Managing Director and Director, ESG Research, Wellington Management*

Kurt Schacht, *Managing Director, Advocacy, CFA Institute*

Joel Schneider, *Deputy Head of Portfolio Management, North America, Dimensional Fund Advisors*

David Segal, *Portfolio Manager, Franklin Templeton Investments*

Vidish J. Shah, *Mergers & Acquisitions - Shareholder Activism and Corporate Defense, Morgan Stanley*

John Sperino, *Vice President for Governance and Securities and Assistant Corporate Secretary, Emerson*

Leo E. Strine, Jr., *Chief Justice, Delaware Supreme Court*

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

Roberto Tallarita, *Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance*

Elina Tetelbaum, *Partner, Wachtell, Lipton, Rosen & Katz*

Courtney Tygesson, *Partner, Winston & Strawn*

Laurel Van Allen, *Senior Vice President, Coherent Economics*

Sandra van der Vaart, *SVP and Global General Counsel, LabCorp*
Craig Wadler, Managing Director, Moelis & Company
Dieter Waizenegger, Executive Director, CtW Investment Group
Jonathan Watkins, Partner, Cadwalader, Wickersham & Taft
Steven J. Williams, Partner, Paul Weiss

F. 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 13, 2019 at Harvard Law School. The event focused on recent regulatory developments and current issues in corporate governance. The Roundtable began with a keynote session featuring a conversation with Mr. William H. Hinman, Director of the Division of Corporation Finance at the Securities and Exchange Commission (SEC). Subsequently, subjects that the Roundtable discussed included: (1) current regulatory proposals and legal developments, such as those regarding revision of eligibility requirements for shareholder proposal submissions, universal proxies, disclosure issues, SEC roundtable on short-term/long-term management of public companies, and regulation of proxy advisors; (2) engagement between issuers and investors, including such topics as the current thinking on engagement, emerging consensus on governance arrangements, share buybacks, and virtual meetings; and (3) board of directors, including board skills, diversity and composition.

Participants in the Roundtable included the following:

Lindsey Apple, Corporate Governance and Proxy Voting Manager, MFS Investment Management
Leaann Arthur, Senior Manager, Deloitte & Touche, LLP
Anthony Augliera, Deputy General Counsel & Corporate Secretary, Wells Fargo
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
David Bell, Partner/Co-Chair, Corporate Governance, Fenwick & West
Ken Bertsch, Executive Director, Council of Institutional Investors
Josh Black, Editor-in-Chief, Activist Insight
Margaret Brown, Shareholder Activism and Corporate Defense, Morgan Stanley
Stephen Brown, Senior Advisor, KPMG

Maureen Bujno, Managing Director - Center for Board Effectiveness, Deloitte

Tiffany Campion, Senior Attorney - Takeover Defense and Shareholder Activism, Latham & Watkins

Martha Carter, Senior Managing Director, Teneo

Paul Choi, Partner and Co-Head of M&A Practice, Sidley Austin

Creighton Condon, Partner, Shearman & Sterling

Jacqueline Condron, Vice President, Proxy Voting & Governance Research, BNY Mellon

Joan Conley, Senior Vice President and Corporate Secretary, Nasdaq, Inc.

Douglas Currault, Deputy General Counsel and Corporate Secretary, Freeport-McMoRan

Christopher P. Davis, Partner, Kleinberg Kaplan

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

Peter Dervan, Lead Corporate Governance Analyst, Fidelity

Matthew DiGuiseppe, VP, Head of Americas Stewardship, State Street Global Advisors

Jonathan Doorley, Partner, Brunswick Group

Suzanne Fallender, Director of Corporate Responsibility, Intel

Robin Feiner, Partner, Winston & Strawn

Richard Fields, Counsel & Director, Corporate Stakeholder Engagement, King & Spalding

Virginia Fogg, General Counsel, Norfolk Southern

Mary A. Francis, Corporate Secretary and Chief Governance Officer, Chevron Corporation

Jason Frankl, Senior Managing Director and Practice Leader for Activism and M&A Solutions, FTI Consulting

David Frick, Head of Corporate Governance, Compliance & Corporate Services, Nestlé
Anthony Mark Garcia, Director, Responsible Investing, Nuveen, A TIAA Company

Linda Giuliano, Senior Vice President and Head of Responsible Investment, AllianceBernstein

Martin Glass, Partner, Jenner & Block

Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners

Jane Goldstein, Partner, Ropes & Gray

Richard Grossman, Partner, Skadden

Cristiano Guerra, Head of ISS' Special Situations Research, ISS

William H. Hinman, Director, Division of Corporation Finance, SEC

Scott Hirst, Associate Professor, Boston University School of Law

John Hoeppner, Head of US Stewardship and Sustainable Investments, Legal & General Investment Management America

Ellen Holloman, Partner in the Global Litigation Group, Cadwalader, Wickersham & Taft

Betty Huber, Counsel and Co-head of the Environmental, Social and Corporate Governance Group, Davis Polk

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

Blair Jones, Managing Director, Semler Brossy Consulting Group

Courteney Keatinge, Senior Director, ESG Research, Glass Lewis

Ele Klein, Partner and Co-Head of the Global Shareholder Activism Group, Schulte Roth & Zabel

Marty Korman, Partner, Wilson Sonsini Goodrich & Rosati

Peter Kraus, Assistant General Counsel, Microsoft

James Langston, Partner, Cleary Gottlieb

Steven Lipin, Chairman & CEO, Gladstone Place Partners

Christopher Ludwig, Head of Strategic Shareholder Advisory, Mergers & Acquisitions, Credit Suisse
David Lynn, **Partner, Morrison & Foerster**

R. Scott Mahoney, **Senior Vice President - General Counsel and Secretary, Avangrid**

Leah Malone, **Director, Governance Insights Center, PwC**

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

Shaun Mathew, **Partner, Kirkland & Ellis**

Laura Matlin, **Deputy General Counsel & Chief Governance Officer, Broadridge Financial Solutions**

Gianna McCarthy, **Director of Corporate Governance, New York State Common Retirement Fund**

Michael McCauley, **Senior Officer - Investment Programs & Governance, State Board of Administration of Florida**

Hope Mehlman, **EVP, Chief Governance Officer, Assistant Corporate Secretary, and Assistant General Counsel, Regions Financial**

Sue Meng, **Partner, Debevoise & Plimpton**

Sean Mersten, **SVP, Senior Counsel - Securities & Finance, Synchrony Financial**

Peter Michelsen, **Co-Head Activism and Shareholder Advisory, Goldman Sachs**

Heather Miner, **Head of Investor Relations, Goldman Sachs**

Kathryn H. Night, **Director - Shareholder Advisory, Lazard Freres**

Elena Norman, **Partner, Young Conaway**

Trevor Norwitz, **Partner, Wachtell, Lipton, Rosen & Katz**

Christine O'Brien, **Head of Investment Stewardship, Elliott Management**

Zach Oleksiuk, **Managing Director, Evercore**

Betsy Oliphant, **Senior Vice President and Managing Counsel, Global Compensation and Employment, State Street Corporation**

Hans Op ’t Veld, **Head of Responsible Investment, PGGM**
Brett Pletcher, *EVP, General Counsel, Chief Compliance Officer and Corporate Secretary, Gilead Sciences, Inc.*

Anna Pot, *Manager, Responsible Investments, APG Asset Management US*

Brandon Rees, *Deputy Director, Corporations and Capital Markets, AFL-CIO*

Gregory Rice, *Director & Co-head of Shareholder Advisory & Activism, Boston Consulting Group*

Geralyn Ritter, *SVP, Corporate Secretary & Assistant General Counsel, Merck*

K. Scott Roy, *Senior Vice President, Range Resources*

Jennifer Rynne, *Managing Director and ESG Analyst, Wellington Management*

Kurt Schacht, *Managing Director, Advocacy, CFA Institute*

Stephanie Schaeffer, *V.P., Chief Legal Officer, and Secretary, Paychex*

Nikolai Schjold, *Senior Analyst - Governance, Norges Bank Investment Management*

Joel Schneider, *Deputy Head of Portfolio Management, North America, Dimensional Fund Advisors*

Linda E. Scott, *Managing Director, Associate Corporate Secretary, JPMorgan Chase*

David Segal, *Portfolio Manager, Franklin Templeton Investments*

Jennifer M. Shotwell, *Founding Managing Director, Innisfree M&A Incorporated*

Jessica Strine, *Senior Strategist - Investment Stewardship, Vanguard*

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

Kelly Sullivan, *Partner, Joele Frank*

Roberto Tallarita, *Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance*

Peter Tomczak, *Partner, Baker McKenzie*

Marc Treviño, *Partner, Sullivan & Cromwell*

Gabe Tsuboyama, *Portfolio Manager, HBK Capital Management*
G. Speaker Series

The Program regularly sponsors presentations by outside speakers in the field of corporate governance. The 2018-19 presentations were largely made in six 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 Empirical Law and Finance course;
- The Corporations courses; and
- The Current Issues in Corporate Governance seminar.

During 2018-19, the following 63 presentations were made:

9/4/2018  Mark Roe (HLS)  
*Stock Market Short-Termism’s Impact*

9/12/2018  Charles Wang (HBS)  
*Staggered Boards/Index Creation and Corporate Behavior*

9/13/2018  Ben Kanovitch (Bredin Prat) & Josh Cammaker (Wachtell Lipton)  
*Transatlantic Shareholder Activism*
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<td>Matt Schoenfeld (Burford Capital)</td>
<td>Appraisal Litigation in Delaware</td>
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<td>9/26/2018</td>
<td>Zohar Goshen (Columbia)</td>
<td>Principal Costs / The Death of Corporate Law</td>
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<td>9/26/2018</td>
<td>Lauren Cohen (HBS)</td>
<td>Buying the Verdict/Lazy Prices:</td>
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<td>9/27/2018</td>
<td>Jeffrey Katz (Ropes &amp; Gray)</td>
<td>OTK v. Kalisman</td>
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<td>10/1/2018</td>
<td>Jack Jacobs (Sidley Austin), Gil Sparks (MNAT), Dave McBride (Young Conaway), Larry Hamermesh (Penn) &amp; Guhan Subramanian (HLS)</td>
<td>Mergers &amp; Acquisitions: Who Decides?</td>
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<td>10/1/2018</td>
<td>Ryan Bubb (NYU)</td>
<td>The Party Structure of Mutual Funds</td>
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<tr>
<td>10/3/2018</td>
<td>Jonathan Macey (Yale)</td>
<td>Citizens United and the Corporation</td>
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<tr>
<td>10/3/2018</td>
<td>Joshua Mitts (Columbia)</td>
<td>Informed Trading</td>
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Matthew Mallow (BlackRock)
*Index Fund Stewardship*

Jane Goldstein (Ropes & Gray)
*Current Issues in Corporate Governance*

Sam Glasscock III (Delaware Chancery Court)
*The Delaware Chancery Court*

Marc Goldstein (ISS)
*Proxy Advisors*

Jim Woolery (King & Spalding), Bill Lafferty (Morris Nichols), Ted Mirvis (Wachtell Lipton), Paul Rowe (Wachtell Lipton) & Gary A. Bornstein (Cravath)
*The Death of “Enhanced” Scrutiny?*

John Finley (Blackstone), Marni Lerner (Simpson Thacher) & Gary Barancik (PWP Partners)
*Contract v. Fiduciary Duty Principles? Buy-Side Deal Protections*

Emmanuel Farhi (Harvard)
*Shadow Banking and the Four Pillars of Traditional Financial Intermediation*

Lucian Bebchuk (HLS) and Scott Hirst (BU)
*Index Funds and the Future of Corporate Governance: Theory, Evidence, and Policy*
10/25/2018  Kai Liekefett (Sidley Austin) & Sebastian Niles (Wachtell Lipton)  
Defending Against Activist Hedge Funds

10/25/2018  Jim Kreissman (Simpson Thacher)  
Cross-border M&A Litigation

10/26/2018  Brian Schorr (Trian Partners)  
Hedge Fund Activism: The Perspective of Brian Schorr

10/29/2018  Lande Alexandra Spottswood (Vinson & Elkins), Brandon Van Dyke (Skadden Arps) & Laura Knoll (Skadden Arps)  
The Merger Agreement as a Contract

10/29/2018  Doron Levit (Wharton)  
Myopic Shareholders

10/31/2018  Ted Mirvis (Wachtell Lipton)  
M&A and Corporate Governance: The Perspective of Ted Mirvis

10/31/2018  Colleen Honigsberg (Stanford) & Robert Jackson (SEC)  
Activist Directors/Misbehaving Brokers:

11/1/2018  Stuart Grant (Grant & Eisenhofer)  
Plaintiff Litigation and Delaware Law: The Perspective of Stuart Grant

11/5/2018  Rick Climan (Hogan Lovell)  
The Merger Agreement as a Contract

11/7/2018  Jesse Fried (HLS)  
Short Termism
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11/8/2018  
Sabastian Niles (Wachtell Lipton)  
*Defending Against Short-Sellers*

11/12/2018  
Ronald Masulis (University of New South Wales)  
*Mitigating Effects of Gender Diverse Boards*

Lou Kling (Skadden Arps) & Eileen Nugent (Skadden Arps)  
*Sell Side Deal Protections: How Can You Get What You Want or at Least What You Need?*

11/14/2018  
Issac Corre (Governors Lane) & David Millstone (Standard Industries)  
*Law and Investment Decisions*

11/14/2018  
Nickolay Gantchev (SMU)  
*Shareholder Democracy/Empire Building:*

11/19/2018  
Fabrizio Ferri (U. of Miami)  
*Investors’ Perceptions of Activism via Voting: Evidence from Contentious Shareholder Meetings*

Robert Clark (HLS), Faiza Saeed (Cravath), Paul Cappuccio (Warner Media Group), Joe Frumkin (Sullivan and Cromwell), & Priya Dogra (Warner Media Group)  
*A Real World Example of The Legal and Business Challenges Created By Regulatory Risks and Delays: The Time-Warner-AT&T Merger*

11/20/2018  
Jesse Fried (HLS) & Charles C.Y. Wang (HBS)  
*Short-Termism and Capital Flows*

11/26/2018  
David Katz (Wachtell Lipton) & Scott Simpson (Skadden Arps)  
*Nuts and Bolts of Comparative US/EU M&A Law*
Andre G. Bouchard (Delaware Court of Chancery), Bill Lafferty (Morris Nichols), Tariq Mundiya (Willkie) & James Stynes (Deutsche Bank)

*The Importance of Integrity and Good Faith in Corporate Law*

1/29/2019

Guhan Subramanian (HLS) and Annie Zhao (HBS)

*Go-Shops Revisited*

2/4/2019

Karen Karniol-Tambour (Bridgewater) & Vivian Lau (One Tusk)

*What Does a Fund Do?*

2/12/2019

Joel Goldberg (PerkinElmer)

*Problems in Contract Design: Incentives*

2/12/2019

Jesse Fried (HLS) and Ehud Kamar (Tel Aviv)

*Alibaba and the Rise of Law-Proof Insiders*

2/18/2019

Michael Gerstenzang (Cleary Gottlieb) & Michael Schmidtberger (Sidley Austin)

*Fund Documents & Terms*

2/19/2019

Lisa Bernstein (University of Chicago)

*Contract Governance in Small World Networks: The Case of the Maghribi Traders*

2/25/2019

Thomas A. Hickey III (Foley & Lardner) & Sharmila Kassam (Employees Retirement System of Texas)

*Fund Documents & Terms: Institutional Investor Concerns*

2/25/2019

Mike Harmon (formerly Oaktree Capital), Brad Faris (Peter Labonski) & Greg Robins (Latham)
Understanding Transactional Documents

2/25/2019  Sarath Sanga (Northwestern)
Network Effects in Corporate Governance

2/26/2019  Oren Bar-Gill (HLS) and Omri Ben-Shahar (University of Chicago)
An Information-Costs Theory of Default Rules

3/11/2019  Jason Dillow (Bardin Hill), Vijay Mohan (TPG) & Timothy D. Rampe
(Lovell Minnick)
Investment Transactions

Overcoming Contractual Incompleteness: The Role of Guiding Principles

3/12/2019  C. Scott Hemphill (NYU) and Marcel Kahan (NYU)
The Strategies of Anticompetitive Common Ownership

3/25/2019  Robert J. Jackson, Jr. (SEC)
Funds’ Role in the Economy

3/25/2019  Raymond Kluender (MIT)
The Economic Consequences of Bankruptcy Reform

3/26/2019  Holger Spamann (HLS)
Indirect Investor Protection

4/2/2019  Tom Bayliss (Abrams & Bayliss) & Bill Savitt (Wachtell Lipton)
Starz-Lions Gate
H. Students and Fellows

The Program seeks to foster research in the corporate governance area by students and fellows. During 2018-19, the following students and fellows were affiliated with the Program:

Matthew Cain  
Liran Eliner  
Itai Fiegenbaum  
Talia Gillis  
Tami Groswald Ozery  
Roie Hauser  
Masaki Iwasaki  
Thomas Keusch  

Jihyun Kim  
Jihwon Park  
Will Powley  
Yun Soo Shin  
Roberto Tallarita  
Viroopa Volla  
Aluma Zernik

During 2018-19 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

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 2018-19 Victor Brudney Prize in Corporate Governance was awarded to Jee Eun Lee for the paper, “From Soft Dollars to Hard Dollars: A Hard Blow? MiFID II Research Unbundling and its Implications for U.S. Sell-side and Buy-side”; and Tom Vos for the paper, “Cheap-stock Tunneling in US Rights Offerings: Empirical Evidence and Policy Implications.”

During the 2018-19 academic year, four fellows, Itai Fiegenbaum, Tami Groswald Ozery, Kobi Kastiel, and Roberto Tallarita, were part of the editorial team of the Program's Forum on Corporate Governance and Financial Regulation.

I. Practice and Public Policy

1. 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 2018-19, the following served as members of the advisory board:

William Ackman
Pershing Square Capital Management, L.P.
Peter Atkins
Skadden, Arps, Slate, Meagher & Flom LLP
Richard Brand
Cadwalader, Wickersham & Taft LLP
Daniel Burch
MacKenzie Partners, Inc.
Paul Choi
Sidley Austin LLP
Jesse Cohn
Elliott Management Corporation
Creighton Condon
Shearman & Sterling LLP
Joan Conley
Nasdaq, Inc.
Isaac Corrê
Governors Lane LP
Arthur B. Crozier
Innisfree M&A Incorporated
Deborah DeHaas
Deloitte LLP
John Finley
The Blackstone Group L.P.
Byron Georgiou
Xtreme Green Electric Vehicles Inc.
Joseph Hall
Davis Polk & Wardwell LLP
2. **The Corporate Governance Roundtable Advisory Council**

In planning events and conferences, the Program receives input from the members of its Corporate Governance Roundtable Advisory Council. During 2018-19, the following served as members of the Corporate Governance Roundtable Advisory Council:

- Maryellen Andersen, Broadridge Financial Solutions
- William D. Anderson, Jr., Evercore
- Anthony Augliera, Wells Fargo
- Martha Carter, Teneo
- Joan Conley, Nasdaq, Inc.
- Arthur B. Crozier, Innisfree M&A Incorporated
- Deborah DeHaas, Deloitte LLP
- Keith Dolliver, Microsoft Corporation
- Jonathan Doorley, Brunswick Group
- Mary A. Francis, Chevron Corporation
- Todd Gershkowitz, State Street Corporation
- Bruce H. Goldfarb, Okapi Partners
- Ross E. Jeffries, Jr., Bank of America Corporation
- Tom Johnson, Abernathy MacGregor
- Steven Lipin, Gladstone Place Partners
- Paula Loop, PricewaterhouseCoopers
- Bronwen Mantlo, Eli Lilly & Company
- Hope Mehlman, Regions Financial
- Peter Michelsen, Goldman Sachs
Jonathan Mothner  
Cynthia Nastanski  
Brett Pletcher  
Mark Preisinger  
David Rosewater  
Jim Rossman  
K. Scott Roy  
Kurt Schacht  
Matthew Sherman  
Sandra van der Vaart  
Craig Wadler  

Synchrony Financial  
PepsiCo  
Gilead Sciences  
The Coca-Cola Company  
Morgan Stanley  
Lazard Freres  
Range Resources  
CFA Institute  
Joele Frank  
LabCorp  
Moelis & Company  

3. Visits by Distinguished Practitioners

During 2018-19 the following prominent practitioners participated in the Program’s activities:

Michael Albano  
Andrew Alin  
Maryellen Andersen  
Michele Anderson  
Lindsey Apple  
Leeann Arthur  
Anthony Augliera  
Scott Bauguess  
Marta Baztarrica  
David Bell  
David J. Berger  
Barbara Berlin  
Jens Bertelsen  
Ken Bertsch  
Josh Black  
Margaret Brown  
Stephen Brown  
Michael Brueck  
Maureen Bujno  
Ray Cameron  
Tiffany Campion  
Steven Canner  
Michael Cappucci  
Martha Carter  
Gale Chang  
Paul Choi  
Paul Clancy  
Pam Codo-Lotti  
Mary Colby  
Heather Coleman  
Creighton Condon  
Jacqueline Condon  
Joan Conley  
Chris Couvelier  
Arthur B. Crozier  
Douglas Currault  
Peter da Silva Vint  
Christopher P. Davis  
Tricia Decker  
Deb DeHaas  
Brian Denney  
Peter Dervan  
Matthew DiGuisepppe  
Mark Director  
Danielle Do  
Jonathan Doorley  
Christopher Drewry  
Suzanne Fallender  
Robin Feiner  
Renata Ferrari  
Richard Fields  
Patricia Figueroa  
Matt Filosa  
Bradley Finkelstein  
Michael Flaherty  
Sandra L. Flow  
Virginia Fogg  
Peggy Foran  
Stephen Fraidin  
Mary A. Francis  
Joele Frank  
Jason Frankl  
Paul Freedman  
David Frick  
Anthony Mark Garcia  
Michael Garland  
Edward Gehl  
Marc Gerber  
Tom Gerke  
Susie Giordano  
Linda Giuliano  
Martin Glass  
Sam Glasscock III  
Bruce Goldfarb  
Jane Goldfarb  
Marc Goldstein  
Joseph Gromacki  
Richard Grossman  
Cristiano Guerra  
Harald Halhuber  
Jessy Hayem  
Laurie Hays
Michael Henry  
Lori Hernando  
Alexandra Higgins  
William H. Hinman  
John Hoeppner  
Ellen Holloman  
Betty Huber  
Nicolas Huber  
Ross E. Jeffries, Jr.  
Paula Johnson  
Tom Johnson  
Jonas Jolle  
Blair Jones  
Adam Kanzer  
Robert Katz  
Courteney Keatinge  
John Kelsh  
Matthew Kimmel  
Polly Klane  
Ele Klein  
Jeffrey Kochian  
Marty Korman  
Peter Kraus  
Bill Kucera  
Nishesh Kumar  
Shawn Lampron  
Brian Lane  
James Langston  
Patricia Lenkov  
Steven Lipin  
Jackie Liu  
Paula Loop  
Christopher Ludwig  
Scott Luftglass  
David Lynn  
Marian Macindoe  
Christina Maguire  
R. Scott Mahoney  
Leah Malone  
Kara Mangone  
Bronwen Mantlo  
Bob Marese  
Aeisha Mastagni  
Shaun Mathew  
Barbara Mathews  
Laura Matlin  
Gianna McCarthy  
Michael McCauley  
Debra McCormack  
Janet McGinness  
Caitlin McSherry  
Hope Mehlman  
Sue Meng  
Sean Mersten  
Peter Michelsen  
Larry Miller  
Heather Miner  
Cynthia Nastanski  
Kathryn H. Night  
Sabastian V. Niles  
Elena Norman  
Trevor Norwitz  
Lauren Nussbaum  
Christine O'Brien  
Rusty O'Kelley III  
Zach Oleksiuk  
Betsy Oliphant  
Hans Op 't Veld  
Matthew Orsagh  
Sandra Pace  
George Paulin  
Brett Pletcher  
Anna Pot  
Michael Powers  
Mark Preisinger  
Mike Pressman  
Sean Quinn  
Peter Reali  
Brandon Rees  
Gregory Rice  
Geralyn Ritter  
Luciana Rivera  
Jeffrey Rosen  
Christina Roupas  
K. Scott Roy  
Jennifer Rynne  
Carolina San Martin  
Kurt Schacht  
Stephanie Schaeffer  
Nikolai Schjold  
Joel Schneider  
Linda E. Scott  
David Segal  
Vidish J. Shah  
Michael Shavel  
Jennifer M. Shotwell  
Wendy Skjerven  
Marissa Song  
Geoffrey Sorbello  
John Sperino  
Jessica Strine  
Leo E. Strine, Jr.  
Darla Stuckey  
Kelly Sullivan  
Elena Tetelbaum  
Peter Tomczak  
Michael Towle  
Marc Treviño  
Gabe Tsuboyama  
Pat Tucker  
Courtney Tygesson  
Laurel Van Allen  
Sandra van der Vaart  
Bradley Vitou  
Craig Wadler  
Dieter Waizenegger  
Jonathan Watkins  
Steven J. Williams  
Catherine Winner  
Mariana Wisk  
Daniel Wolf  
Tiffany Wooley  
Mary Ytterberg  
Daniel Zimmerman  
Lori Zyskowski

4. Congressional Testimony and Commission Service
Faculty members affiliated with the Program continued to contribute their knowledge to policy debates of corporate governance issues during 2018-19, including the following:

Mark J. Roe, testimony on bankruptcy for banks, The United States Senate Committee on the Judiciary Hearing, “Big Bank Bankruptcy: 10 Years After Lehman Brothers,” (November 13, 2018).

Mark J. Roe, panel participant, The SEC’s Division of Corporation Finance, Roundtable on Short-Term / Long-Term Management of Public Companies, Our Periodic Reporting System and Regulatory Requirements (July 18, 2019).

Robert H. Sitkoff, Member of the Drafting Committee on Amendments to Uniform Probate Code (2018 – present); Member of the Drafting Committee for an Electronic Wills Act (2017 – present); Liaison Member of the Joint Editorial Board for Uniform Trusts and Estates Acts (2009 – present); Advisers Group for Restatement of Charitable Nonprofits (2015-present).

5. Op-eds and Policy Commentary

Op-eds and other commentary on corporate governance policy issues published in 2018-19 by faculty members and fellows affiliated with the Program include the following:


**J. Media Coverage**

Corporate governance research carried out by faculty associated with the Program was covered broadly by the media during 2018-19. 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 22 media mentions of the Program's faculty and their research is as follows:

Agenda (6/28/2019)
AP (11/1/2018)
Axios (3/31/2019)
Business Insider (4/6/2019)
CEPR (10/22/2018)
Edge Markets (8/28/2018)
Financial Times (6/15/2019)
Investor's Chronicle (6/13/2019)
IR Magazine (6/21/2019)
JDSupra (5/23/2019)
livewire markets (1/23/2019)
Marginal Revolution (5/7/2019)
NYT (10/2/2018, 3/19/2019, 4/14/2019)
Reuters (11/26/2018, 1/17/2018)
SWFI (5/29/2019)
The Street (6/14/2019)
VoxEU (10/6/2018)
WSJ (12/30/2018, 5/1/2019)

Further details about the media coverage of the Program’s faculty and research can be found at: [https://pcg.law.harvard.edu/news-media/](https://pcg.law.harvard.edu/news-media/).