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 the university year 2020-2021, the Program’s director was Professor Lucian Bebchuk. Other Harvard Law School and Harvard University faculty members contributing to the Program’s activities during 2020-21 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, and Guhan Subramanian.

Also contributing to the Program’s activities during 2020-21 were:

Senior Fellows Alon Brav, Assaf Hamdani, Oliver Hart, Ben W. Heineman, Jr., Scott Hirst, Wei Jiang, Lewis Kaden, Robert Pozen and Leo E. Strine, Jr.;

Associate Director and Senior Fellow Stephen M. Davis; Associate Director and Fellow Roberto Tallarita;

Fellows Liran Eliner, Kobi Kastiel, Thomas Keusch, Ji hyun Kim, Leelor Ofer, Tami Groswald Ozery, Will Powley, Aisha Saad, Wanling Su, Viroopa Volla; and

Program Staff including Administrative Director Kat Linnehan; Coordinator Jordan Figueroa; and Research Associates Zoe Piel, and Travis Taylor.

During 2020-2021, the following individuals served on the Program’s advisory board: William Ackman, Peter Atkins, David Bell, Richard Brand, Daniel Burch, Paul Choi, Jesse Cohn,
Creighton Condon, Joan Conley, Arthur B. Crozier, Deborah DeHaas, Michael Delikat, John Finley, Bruce H. Goldfarb, Joseph Hall, Jason M. Halper, Paul Hilal, Carl Icahn, Jack B. Jacobs, Jeffrey Kochian, Paula Loop, Debra McCormack, David Millstone, Theodore Mirvis, Maria Moats, Erika Moore, Morton Pierce, Philip Richter, Paul K. Rowe, Marc Treviño, Steven J. Williams, and Daniel Wolf.

As the report documents, during the 2020-21 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 37 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*, an online publication which featured 868 posts in 2020-21, bringing the total number of posts to over 9,208 since inception. The Forum has more than 14,068 Twitter followers, more than 13,534 LinkedIn followers, and more than 7,500 subscribers to its daily newsletter (see Section C).

- **Conferences**: The Program supported and facilitated six virtual events, the Harvard Virtual Roundtable on Executive Compensation in the COVID-19 Crisis in July 2020 (see Section D), the Harvard Virtual Roundtable on Hedge Fund Activism and Short-Term Pills During the Crisis in July 2020 (see Section E), the Harvard Virtual Roundtable on The 2021 Proxy Season – A Preview of Key Issues in March 2021(see Section F), the Harvard Virtual Roundtable on The 2021 Proxy Season – Shareholder Engagement in March 2021 (see Section G), the Harvard Virtual Roundtable on A Conversation with Cyrus Taraporevala – President and CEO of State Street Global Advisors in March 2021 (see Section H), and the Harvard Virtual Roundtable on The 2021 Proxy Season – Executive Compensation and Other Key Issues in April 2021 (see Section I). Each of the roundtables attracted between 72 and 92 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 70 events, by both academics and prominent practitioners (see Section J).

- **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 K).

- **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 32
distinguished practitioners, visits by 243 practitioners who participated in the Program’s activities during 2020-21, congressional testimony, op-eds, and blog posts (see Section L).

- **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 60 media articles, including in pieces in, among other places, *The Economist, The Financial Times, The New York Times*, and *The Wall Street Journal* (see Section M).

   In the upcoming university 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/](http://www.law.harvard.edu/programs/corp_gov/).

   After the outbreak of COVID-19, in March 2019 the Program switched to a work-from-home model for all its faculty, staff, and fellows, and switched its events to a virtual format, and all the activities noted below that were carried out during this period were conducted in such fashion. The Program continued during 2020-21 to carry out its activities in a remote fashion as required by, and in accordance with, university policies.

### 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 2020-2021 included:


C. Online Forum

The Harvard Law School Forum on Corporate Governance

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 and is currently named The Harvard Law School Forum on Corporate Governance. During the 2020-21 university year, the editorial team of the Forum included Program Fellows Tami Groswald Ozery, Kobi Kastiel, Leeor Ofer, Roberto Tallarita, Aisha Saad, and Wanling Su.

From its inception to June 30, 2021, the Forum has featured a total of 9,208 posts. Currently, it features an average of 76 posts per month, and has more than 13,534 followers on LinkedIn, more than 14,068 Twitter followers, and more than 7,500 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 800 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 university year have included:

From academia:

Jose Azar
Adam Badawi
Michal Barzuza
Lucian Bebchuk
Itzhak Ben-David
Patrick Bolton
William Bratton
Alon Brav
Ryan Bubb
Emiliano Catan
Brian Cheffins
John Coffee
Patrick Corrigan

James Cox
Quinn Curtis
Jens Dammann
Steven Davidoff Solomon
Stephen Davis
Robert Eccles
Alex Edmans
Eugene Fama
Jill Fisch
Jesse Fried
Martin Gelter
Stefano Giglio

Ronald Gilson
Paul Gompers
Gary Gorton
John Graham
Yaniv Grinstein
Oliver Hart
Campbell Harvey
David Hirshleifer
Scott Hirst
Clifford Holderness
Colleen Honigsberg
Cathy Hwang
Howell Jackson
Dirk Jenter
Wei Jiang
Marcin Kacperczyk
Ehud Kamar
Steven Kaplan
Jonathan Karpoff
Kobi Kastiel
Michael Klausner
Donald Langevoort
David Larcker
Ross Levine
Amir Licht
Michelle Lowry
Dorothy Lund
Jonathan Macey
Matteo Maggiori
Paul Mahoney
Pedro Matos
Colin Mayer
Lev Menand
Robert Merton
Curtis Milhaupt
Randall Morck
Yaron Nili
Michael Ohlrogge
Frank Partnoy
Elizabeth Pollman
Gabriel Rauterberg
Luc Renneboog
Morgan Ricks
Adriana Robertson
David Robinson
Edward Rock
Mark Roe
Veronica Root Martinez
Paul Rose
John Ruggie

From practice:

Peter Atkins
Joseph Bachelder
David Bell
Elizabeth Bieber
Amy Borrus
Brian Breheny
Andrew Brownstein
Maureen Bujno
Wayne Carlin
George Casey
Paul Choi
Jay Clayton
H. Rodgin Cohen
Andrew Colosimo
Benjamin Colton
Julie Daum
Ariel Deckelbaum
Mike Delikat
Erin Dwyer
Robert Eccles
Sarah Eddy
Michelle Edkins
Adam Emmerich
Steven Epstein
Boris Feldman
Larry Fink
Jason Frankl
Bruce Freed
Andrew Freedman
Ariel Fromer
Babcock
Gary Gensler
Marc Gerber
Phillip Goldstein
Lori Goodman
Holly Gregory
Richard Grossman
Kai Haakon
Liekefett
Joseph Hall
Jason Halper
Edward Herlihy
Blair Jones
Brad Karp
David Katz
Ira Kay
John Kelsh
Igor Kirman
Stephen Klemash
Ethan Klingsberg
Kai Liekefett
Martin Lipton
Paula Loop
Mindy Lubber
D. Harvard Virtual Roundtable on Executive Compensation in the COVID-19 Crisis

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on Executive Compensation in the COVID-19 Crisis, which took place on Wednesday, July 1, 2020 via Zoom.

Participants in the Roundtable included the following:

Michael Albano, Partner, **Cleary Gottlieb Steen & Hamilton**
Maryellen Andersen, Vice President, Corporate & Institutional Relations and Corporate Governance Officer, **Broadridge**
Lindsey Apple, Corporate Governance Manager, **MFS Investment Management**
Anthony Augliera, Deputy General Counsel & Corporate Secretary, **Wells Fargo**
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, **Harvard Law School**
Ken Bertsch, Executive Director, **Council of Institutional Investors**
Amy Blackman, Partner, **Fried, Frank, Harris, Shriver & Jacobson LLP**
Glenn Booraem, Investment Stewardship Officer, **Vanguard**
Maureen Bujno, Managing Director, **Deloitte & Touche LLP**
Ray Cameron, Managing Director – Head of Investment Stewardship – Americas, **BlackRock**
Steven Canner, Partner, **Baker McKenzie**
Sydney Carlock, SVP, Governance, **Teneo**
Monique Cenac, Assistant General Counsel and Corporate Secretary, **Freeport-McMoRan Inc.**
David Chun, CEO, **Equilar**
Will Collins-Dean, Senior Portfolio Manager & Vice President, Dimensional Fund Advisors
Joan Conley, SVP & Corporate Secretary, Nasdaq
Tim Daubenspeck, Partner, Brunswick
Stephen Davis, Associate Director and Senior Fellow, Program on Corporate Governance, Harvard Law School
Matt DiGuisepppe, VP, Asset Stewardship, State Street Global Advisors
Tom Elliott, Assistant Vice President – Governance & Proxy Specialist, Capital Group Companies
Renata Ferrari, Partner, Ropes & Gray
Richard Fields, Counsel & Director, Corporate Stakeholder Engagement, King & Spalding
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron
Anthony Garcia, Director | Responsible Investing, Nuveen
Michael Garland, Assistant Comptroller, Office of the NYC Comptroller
Edward Gehl, Director, Corporate Governance, Fidelity Investments
Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners LLC
Lori Goodman, Partner, Freshfields Bruckhaus Deringer LLP
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Julian Hamud, Senior Director, Executive Compensation Research, Glass Lewis
Rachel Hedrick, Associate Vice President, Executive Compensation Research, Institutional Shareholder Services
Laura Heiman, Chief Counsel, Executive Compensation, McKesson Corporation
Debra Hoffman, Partner, Mayer Brown
Alice Hsu, Partner, Akin Gump Strauss Hauer & Feld
Ross Jeffries, Jr., Deputy General Counsel and Corporate Secretary, Bank of America
Matthew Johnson, Partner, Sidley Austin LLP
Blair Jones, Managing Director, Semler Brossy Consulting Group
Adam Kanzer, Head of Stewardship – Americas, BNP Paribas Asset Management
Kobi Kastiel, Senior Fellow and Lecturer on Law, Harvard Law School
Robert Katz, Partner, Latham & Watkins LLP
Zachary Kolkin, VP, Investor Relations, Goldman Sachs
Jamin Koslowe, Senior Counsel, Simpson Thacher & Bartlett LLP
Jerry Krulewitch, General Counsel, McDonald’s Corporation
Nishesh Kumar, Managing Director, JPMorgan Asset Management
Diana Lee, Director of Corporate Governance, AllianceBernstein
Doreen Lilienfeld, Global Governance & Advisory Practice Group Leader, Shearman & Sterling LLP
Kyoko Takahashi Lin, Partner, Davis Polk & Wardwell LLP
Steve Lippman, ESG Engagement Director, Microsoft
Paula Loop, Partner, PwC
Scott Mahoney, SVP – General Counsel & Corporate Secretary, Avangrid, Inc.
Stacey Maris, Senior Vice President - Assistant General Counsel and Secretary, AT&T Inc.
Shaun Mathew, Partner, Kirkland & Ellis LLP
Francine Mathews, Director – Executive Compensation & Benefits, Dominion Energy
Gianna McCarthy, Director, New York State Common Retirement Fund
Colleen McIntosh, SVP, Chief Governance Officer, Corporate Secretary and Assistant General Counsel, CVS Health
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Hope Mehlman, Corporate Secretary, Head of Corporate Governance, Regions
Larry Miller, Managing Director, Innisfree
Kurt Moeller, Managing Director, FTI Consulting
Neeaz Mozumder, Stewardship Analyst, Northern Trust Asset Management
Cynthia Nastanski, SVP, Corporate Law & Deputy Corporate Secretary, PepsiCo, Inc.
Sabastian Niles, Partner, Wachtell, Lipton, Rosen & Katz
Elena Norman, Partner, Young Conaway Stargatt & Taylor
Rusty O'Kelley, Managing Director, Russell Reynolds Associates
Regina Olshan, Partner, Skadden Arps
Andrew Paalborg, Chief Assistant Corporate Secretary, Intel Corporation
Henrik Patel, Partner, White & Case LLP
George Paulin, Chairman, Frederic W. Cook & Co., Inc.
Brett Pletcher, EVP, Corporate Affairs and General Counsel, Gilead Sciences, Inc.
Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO
John Roe, Partner, Joele Frank
Scott Roy, Senior Vice President, Range Resources
Jennifer Rynne, ESG Analyst, Wellington Management
Britt Sahi, Director – Investment Stewardship, Charles Schwab
Kurt Schacht, Senior Head, Advocacy, CFA Institute
Wendy Skjerven, Vice President, Corporate Secretary & Group General Counsel, The Travelers Companies, Inc.
Scott Spector, Partner, Fenwick & West
Tara Stacy, Director of Investment Stewardship, Colorado PERA
Margriet Stavast, Senior Advisor Responsible Investment, PGGM
Christina Stenson, Partner, Gladstone Place Partners
David Strauss, SVP TR/HCS, UnitedHealth Group
Darla Stuckey, President & CEO, Society for Corporate Governance
Roberto Tallarita, Associate Director and Research Fellow, Program on Corporate Governance, Harvard Law School
Marc Trevino, Partner, Sullivan & Cromwell LLP
Andrea Wahlquist, Partner, Wachtell, Lipton, Rosen & Katz
Catherine Winner, Global Head of Stewardship, Goldman Sachs Asset Management
Alex Wisnewski, Proxy Voting and Governance Analyst, BNY Mellon
E. Harvard Virtual Roundtable on Hedge Fund Activism and Short-Term Pills During the Crisis

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on Hedge Fund Activism and Short-Term Pills During the Crisis, which took place on Wednesday, July 15, 2020 via Zoom.

Participants in the Roundtable included the following:

Leann 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 LLP
Beth Berg, Partner, Sidley Austin LLP
Elizabeth Bieber, Head of Governance and Investor Engagement, Counsel, Freshfields Bruckhaus Deringer LLP
Nevin Boparai, Assistant General Counsel, Corporate & Securities, Ventas, Inc.
Amy Borrus, Executive Director, Council of Institutional Investors
Jason Breeding, General Counsel, ValueAct Capital
Daniel Burch, Chief Executive Officer, MacKenzie Partners, Inc.
Ray Cameron, Managing Director – Head of Investment Stewardship – Americas, BlackRock
Sean Caplice, ESG Analyst, Wellington Management
George Casey, Global Managing Partner, Shearman & Sterling LLP
Monique Cenac, Assistant General Counsel and Corporate Secretary, Freeport-McMoRan Inc.
Meredith Cole, Founding Managing Director, Innisfree M&A Incorporated
Will Collins-Dean, Senior Portfolio Manager & Vice President, Dimensional Fund Advisors
Benjamin Colton, Global Co-Head of Asset Stewardship, State Street Global Advisors
Joan Conley, SVP & Corporate Secretary, Nasdaq
Arthur Crozier, Chairman, Innisfree M&A Incorporated
Christopher Davis, Partner, Kleinberg Kaplan
Stephen Davis, Associate Director and Senior Fellow, Program on Corporate Governance, Harvard Law School
Warren de Wied, Partner, Fried, Frank, Harris, Shriver & Jacobson LLP
Elissa Doyle, Chief Communications Officer and Head of ESG Engagement, Third Point LLC
Ryan Ferris, Corporate & Securities Practice Group, Mayer Brown
Richard Fields, Counsel & Director, Corporate Stakeholder Engagement, King & Spalding
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron
Jay Frankl, Senior Managing Director and Practice Leader for Activism and M&A Solutions, FTI Consulting
Andrew Freedman, Partner, Co-Head Shareholder Activism Group, Olshan Frome Wolosky LLP
Jesse Fried, Professor, Harvard Law School
Edward Gehl, Director, Corporate Governance, Fidelity Investments
Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners LLC
Anthony Goodman, Managing Director, Russell Reynolds Associates
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Richard Grossman, Partner, Skadden
Cristiano Guerra, Head of Special Situations Research, ISS
Heather Hammond, VP, Corporate Law & Securities, PepsiCo, Inc.
Jessy Hayem, Senior Director Relationship Investments, Caisse De Dépot Et Placement Du Québec
Scott Hirst, Associate Professor, Boston University
Ellen Holloman, Partner, Cadwalader, Wickersham & Taft LLP
Alice Hsu, Partner, Akin Gump Strauss Hauer & Feld
Betty Huber, Co-Head ESG Practice, Davis Polk
Martin Jarzebowski, Director of ESG and Responsible Investing, Federated Hermes
Kobi Kastiel, Senior Fellow and Lecturer on Law, Harvard Law School
Jeffrey Katz, Partner, Ropes & Gray
Robert Katz, Partner, Latham & Watkins LLP
Roy Katzovitz, Chairman, Saddle Point Management, L.P.
Amy Kim, Associate General Counsel, Gilead Sciences, Inc.
Ele Klein, Partner, Schulte Roth & Zabel
Nishesh Kumar, Managing Director, JP Morgan Asset Management
James Langston, Partner, Cleary Gottlieb
Diana Lee, Director of Corporate Governance, AllianceBernstein
Marty Lessner, Partner, Young Conaway Stargatt & Taylor LLP
Steve Lipin, Chairman and CEO, Gladstone Place Partners
James Lisak, Assistant General Counsel, Cboe Global Markets, Inc.
Paula Loop, Partner and Leader, Governance Insights Center, PwC
Shaun Mathew, Partner, Kirkland & Ellis LLP
Jason McCandless, Senior Director, M&A and Activism Research, Glass Lewis & Co. LLC
Colleen McIntosh, SVP, Chief Governance Officer, CVS Health Corporation
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Hope Mehlm, Corporate Secretary, Head of Corporate Governance, Regions Financial
Robbie Miles, ESG Analyst, Allianz Global Investors
Neeaz Mozumder, Proxy and Engagement Specialist, Northern Trust Asset Management
Sabastian Niles, Partner, Wachtell, Lipton, Rosen & Katz
Mike O’Bryan, Partner, Morrison Foster
Yoon Ah Oh, Associate General Counsel – Corporate and Securities, Analog Devices, Inc.
Sean Quinn, Managing Director, Teneo
William Roberts, Head of Investor Stewardship Policy and Research, Vanguard
Jeffrey Rosen, Partner, Debevoise & Plimpton LLP
Scott Roy, Senior Vice President, Range Resources Corporation
Michelle Rutta, Partner, White & Case LLP
Britt Sahi, Director – Investment Stewardship, Charles Schwab
Robert Sanchez, Partner, Cooley LLP
Kurt Schacht, Advocacy Director, CFA Institute
Brian Schorr, Partner and Chief Legal Officer, Trian Fund Management, L.P.
Paul Schulman, Managing Director and Co-Head - M&A and Activism Advisory Group, Morrow Sodali
Geoffrey Sorbello, Manager Strategic Equities, Elliott Management
Margriet Stavast, Senior Advisor Responsible Investment, **PGGM**
David Strauss, SVP, Total Rewards, HCS, **UnitedHealth Group**
Darla Stuckey, President & CEO, **Society for Corporate Governance**
Eric Swedenburg, Partner, **Simpson Thacher & Bartlett**
Roberto Tallarita, Associate Director and Research Fellow, Program on Corporate Governance,
**Harvard Law School**
Sarah Teslik, Partner, **Joele Frank**
Peter Tomczak, Partner, **Baker McKenzie**
Marc Trevino, Managing Partner, **Sullivan & Cromwell LLP**
Sam Whittington, Director, Corporate Law, **Apple**
Steven Williams, Partner, **Paul Weiss**
Alex Wisnewski, Proxy Voting and Governance Analyst, **BNY Mellon**
Ashna Zaheer, Assistant Corporate Secretary & Securities Counsel, **The Coca-Cola Company**

**F. Harvard Virtual Roundtable on**
**The 2021 Proxy Season – A Preview of Key Issues**

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on The 2021 Proxy Season – A Preview of Key Issues, which took place on Thursday, March 4, 2021 via Zoom.

Participants in the Roundtable included the following:

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, Co-Chair, Corporate Governance, **Fenwick & West LLP**
Elizabeth Bieber, Counsel and Head of Shareholder Engagement & Activism Defense, **Freshfields Bruckhaus Deringer LLP**
Amy Borrus, Executive Director, **Council of Institutional Investors**
Mark Brazeal, Chief Legal Officer, **Broadcom Inc.**
Jason Breeding, General Counsel, **ValueAct Capital**
Dan Burch, CEO, **MacKenzie Partners**
Ray Cameron, Managing Director - Head of Investment Stewardship - Americas, **BlackRock**
Martha Carter, Vice Chair, **Teneo**
Monique Cenac, Assistant General Counsel & Corporate Secretary, **Freeport-McMoRan Inc.**
Will Collins-Dean, Senior Portfolio Manager & Vice President, **Dimensional Fund Advisors**
Benjamin Colton, Global Co-Head of Asset Stewardship, **State Street Global Advisors**
Creighton Condon, Partner, **Shearman**
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, **Harvard Law School**
Michael Delikat, Partner, **Orrick**
Alisa Do, VP & Corporate Secretary, **Edison International**
Jonathan Doorley, Partner, **Brunswick Group**
Geoffrey Edwards, Managing Counsel, Walmart
Richard Fields, Partner, King & Spalding
Kristina Fink, VP, Deputy Corporate Secretary, American Express
Margaret Foran, Chief Governance Officer, SVP and Corporate Secretary, Prudential Financial, Inc.
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron
Joele Frank, Managing Partner, Joele Frank, Wilkinson Brimmer Katcher
Jesse Fried, Professor, Harvard Law School
Edward Gehl, Director, Corporate Governance, Fidelity Investments
Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners
Jane Goldstein, Partner, Ropes & Gray LLP
Marc Goldstein, Managing Director and Head of U.S. Research, ISS, Inc.
Kelly Grez, Deputy Corporate Secretary, Merck
Richard Grossman, Partner, Skadden
Rob Hardy, Corporate Governance Director, Capital Group
Peter Hennessey, Associate General Counsel and Corporate Secretary, DuPont de Nemours, Inc.
Brian Higgins, Vice President, Legal, Oracle Corporation
Ross Jeffries, Deputy General Counsel and Corporate Secretary, Bank of America
Paula Johnson, EVP, Legal & Government Affairs, General Counsel & Corporate Secretary, Phillips 66
Jonas Jolle, 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
Juhi Kashyap, Vice President, Goldman Sachs Asset Management
John Kelsh, Partner, Sidley Austin LLP
Zachary Kolkin, Vice President, Investor Relations, Goldman Sachs
Nishesh Kumar, Managing Director, JP Morgan Chase
Robert (Bob) Lamm, Independent Senior Advisor, Center for Board Effectiveness, Deloitte LLP
Diana Lee, Director of Corporate Governance, Alliance Bernstein
Edward Lee, Partner, Kirkland & Ellis LLP
Martin Lessner, Partner, Young Conaway Stargatt & Taylor, LLP
Kyoko Lin, Partner, Davis Polk & Wardwell LLP
Steven Lipin, CEO, Gladstone Place Partners
Steve Lippman, Director, ESG Engagement, Microsoft
David Lynn, Partner, Morrison & Foerster LLP
Jesse Lynn, General Counsel, Icahn Enterprises L.P.
Conrad MacKerron, Senior Vice President, As You Sow
Anne Madden, Senior Vice President and General Counsel, Honeywell
Ben Matthews, Company Secretary, bp
Alexander May, Partner, Jenner & Block LLP
Debra McCormack, Managing Director, Deloitte
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab Investment Management
Colleen McIntosh, SVP, Corporate Secretary, CVS Health
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on The 2021 Proxy Season – Shareholder Engagement, which took place on Thursday, March 11, 2021 via Zoom.

Participants in the Roundtable included the following:

**G. Harvard Virtual Roundtable on**

**The 2021 Proxy Season – Shareholder Engagement**
Lindsey Apple, Corporate Governance Manager, MFS Investment Management
Anthony Augliera, Deputy General Counsel & Corporate Secretary, Wells Fargo
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Kate Beers, Partner, Brunswick Group
Elizabeth Bieber, Counsel and Head of Shareholder Engagement & Activism Defense, Freshfields Bruckhaus Deringer LLP
Jason Breeding, General Counsel, ValueAct Capital
Maureen Bujno, Managing Director, Deloitte & Touche LLP
Ray Cameron, Managing Director - Head of Investment Stewardship - Americas, BlackRock
Tiffany Campion, Senior Attorney: Takeover Defense and Shareholder Activism, Latham & Watkins
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
Will Collins-Dean, Senior Portfolio Manager & Vice President, Dimensional Fund Advisors
Arthur Crozier, Chairman, Innisfree M&A Incorporated
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Michael Delikat, Partner, Orrick
Matthew DiGuiseppe, Asset Stewardship, State Street Global Advisors
Alisa Do, VP & Corporate Secretary, EIX
Danielle Do, SVP, Chief Corporate & Securities Counsel, Synchrony Financial
Richard Fields, Partner, King & Spalding
Matt Filosa, Senior Managing Director, Teneo
Kristina Fink, Vice President, Deputy Corporate Secretary, American Express Company
Andrew Freedman, Co-Head, Shareholder Activism Practice, Olshan Frome Wolosky LLP
Edward Gehl, Director, Corporate Governance, Fidelity Investments
Marc Gerber, Partner, Skadden Arps
Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners LLC
Marc Goldstein, Managing Director, Head of US Research, ISS
Helena Grannis, Counsel, Cleary Gottlieb
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Joseph Gromacki, Partner, Jenner & Block
Peter Hennessey, Associate General Counsel and Corporate Secretary, DuPont de Nemours, Inc.
Audrey Hitchings, Managing Director, Deloitte
Betty Huber, ESG Co-Head, Davis Polk
Aidan Iverson, Analyst, BNY Mellon
Ross Jeffries, Deputy General Counsel & Corporate Secretary, Bank of America
Paula Johnson, EVP, Legal & Government Affairs, General Counsel & Corporate Secretary, Phillips 66
Blair Jones, Managing Director, Semler Brossy Consulting Group
Juhi Kashyap, Vice President, Goldman Sachs Asset Management
Jeff Katz, Partner, Ropes & Gray LLP
John Kelsh, Partner, Sidley Austin LLP
Eleazer Klein, Partner, Head of Global Shareholder Activism Group, Schulte Roth & Zabel
Zachary Kolkin, VP, Investor Relations, Goldman Sachs
Nishesh Kumar, Head of Stewardship, North America, JP Morgan Asset Management
Diana Lee, Director of Corporate Governance, AllianceBernstein
Steve Lippman, Director, ESG Engagement, Microsoft
Ron Llewellyn, Counsel, Fenwick & West
Jesse Lynn, General Counsel, Icahn Enterprises
Conrad MacKerron, Senior Vice President, As You Sow
Shaun Mathew, Partner, Kirkland & Ellis LLP
Ben Mathews, Company Secretary, bp
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab Investment Management
Kern McPherson, Vice President, North American Research & Engagement, Glass, Lewis & Co.
John Menicucci, Senior Counsel, Union Pacific
Maria Moats, Leader, Governance Insights Center, PwC
Theresa Molloy, Vice President, Governance, Prudential Financial
Sabastian Niles, Partner, Wachtell, Lipton, Rosen & Katz
Tessie Petion, Head of ESG Engagement, Amazon.com
Morton Pierce, Partner, White & Case
Brett Pletcher, Executive Vice President, Corporate Affairs and General Counsel, Gilead Sciences, Inc.
Mark Preisinger, Director of Corporate Governance, The Coca-Cola Company
Timothy Rankin, Senior Vice President, Franklin Mutual Advisers
Scott Roy, Senior Vice President, Range Resources - Appalachia, LLC
Carolina San Martin, Director, ESG Research, Wellington Management
Paul Schneider, Head of Corporate Governance, Ontario Teachers' Pension Plan
Brian Schorr, Partner & Chief Legal Officer, Trian Fund Management, L.P.
Anne Simpson, Managing Investment Director, CalPERS
Wendy Skjerven, Corporate Secretary, The Travelers Companies, Inc.
Geoffrey Sorbello, Director of Engagement, Elliott Management Corporation
Darla Stuckey, President & CEO, Society for Corporate Governance
Roberto Tallarita, Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance
Roy Tannenbaum, Partner, Fried Frank
Christina Thomas, Partner, Mayer Brown LLP
Marc Treviño, Partner, Sullivan & Cromwell LLP
Amy Wood, Partner, Cooley LLP

H. Harvard Virtual Roundtable on A Conversation with Cyrus Taraporevala – President and CEO of State Street Global Advisors

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on A Conversation with Cyrus Taraporevala – President and CEO of State Street Global Advisors, which took place on Thursday, March 25, 2021 via Zoom.

Participants in the Roundtable included the following:
Maryellen Andersen, Corporate Governance Officer, Broadridge Financial Solutions, Inc.
Cynthia Angell, Senior Practice Attorney, Akin Gump Strauss Hauer & Feld L.L.P.
Jeffrey Barbieri, ESG Analyst, Wellington Management Company
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
David Bell, Co-Chair, Corporate Governance, Fenwick & West LLP
Amy Borrus, Executive Director, Council of Institutional Investors
Ray Cameron, Managing Director - Head of Investment Stewardship – Americas, BlackRock
George Casey, Global Managing Partner, Shearman & Sterling LLP
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
Will Collins-Dean, Senior Portfolio Manager & Vice President, Dimensional Fund Advisors
Benjamin Colton, Global Co-head Asset Stewardship, State Street Global Advisors
Arthur Crozier, Chairman, Innisfree M&A Incorporated
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Michael Delikat, Partner, Orrick
Alexa Dembek, Chief Technology & Sustainability Officer, DuPont
Alisa Do, VP and Corporate Secretary, Edison International
Danielle Do, SVP, Chief Corporate & Securities Counsel, Synchrony Financial
Holly Fetter, Asset Stewardship, ESG Analyst, State Street Global Advisors
Richard Fields, Partner, King & Spalding
Kristina Fink, Vice President - Deputy Corporate Secretary, American Express Company
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron
Mike Garland, Assistant Comptroller - Corporate Governance and Responsible Investment, Office of New York City Comptroller
Edward Gehl, Director, Corporate Governance, Fidelity Investments
Marc Gerber, Partner, Skadden Arps
Bruce Goldfarb, President and Chief Executive Officer, Okapi Partners LLC
Jane Goldstein, Partner, Ropes & Gray
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Joseph Gromacki, Partner, Jenner & Block
Brian Higgins, Vice President, Legal, Oracle Corporation
Scott Hirst, Associate Professor, Boston University
Betty Huber, ESG Co-Head, Davis Polk
Ross Jeffries, Deputy General Counsel & Corporate Secretary, Bank of America
Paula Johnson, EVP, Legal & Government Affairs, General Counsel & Corporate Secretary, Phillips 66
Blair Jones, Managing Director, Semler Brossy Consulting Group
John Kelsh, Partner, Sidley Austin LLP
Matthew Kimmel, Vice President, Executive Compensation, State Street Corporation
Zachary Kolkin, VP, Investor Relations, Goldman Sachs
Charlie Koons, Partner, Brunswick Group
James Langston, Partner, Cleary Gottlieb Steen & Hamilton LLP
Andrew Linberg, Head of Custom Research - Americas, ISS
Steve Lipin, Chairman & CEO, Gladstone Place Partners
Shaun Mathew, Partner, Kirkland & Ellis LLP
Ben Mathews, Company Secretary, bp
Gianna McCarthy, Director, New York State Common Retirement Fund
Michael McCauley, Senior Officer, Investment Programs & Governance, Florida State Board of Administration (SBA)
Debra McCormack, Managing Director, Deloitte
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab Investment Management
Colleen McIntosh, SVP and Corporate Secretary, CVS Health
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Maria Moats, Leader, Governance Insights Center, PwC
Theresa Molloy, Vice President, Governance, Prudential Financial
Adrienne Monley, Head of Investment Stewardship - Americas, Vanguard
Erika Moore, VP, Deputy General Counsel and Corporate Secretary, Nasdaq
Rachel Morgan, Vice President, Associate General Counsel, AT&T
Cynthia Nastanski, SVP, Corporate Law and Deputy Corporate Secretary, PepsiCo
Sabastian Niles, Partner, Wachtell, Lipton, Rosen & Katz
Zach Oleksiuk, Managing Director, Evercore
Iliana Ongun, Partner, Milbank LLP
Carey Oven, Partner, Deloitte
Morton Pierce, Partner, White & Case
Brett Pletcher, Executive Vice President, Corporate Affairs and General Counsel, Gilead Sciences, Inc.
Jeffrey J. Pochowicz, Senior Director – Corporate Governance & Assistant Secretary, McDonald's Corporation
Kathryn Purdom, Assistant General Counsel & Assistant Corporate Secretary, Wells Fargo
Sean Quinn, Managing Director, Teneo
Timothy Rankin, Senior Vice President, Franklin Mutual Advisers
Craig Richardson, Executive Vice President, Chief Legal Officer & Corporate Secretary, Union Pacific
Kurt Schacht, Executive Director, CFA Institute
Kelli Schultz, Counsel, Simpson Thacher & Bartlett LLP
Eric Shostal, Senior Vice President, Glass Lewis
Jodi Simala, Partner, Mayer Brown LLP
Anne Simpson, Managing Investment Director, Board Governance & Sustainability, CalPERS
Wendy Skjerven, Corporate Secretary, The Travelers Companies, Inc.
Matthew Soran, Partner, Fried Frank
Darla Stuckey, President & CEO, Society for Corporate Governance
Roberto Tallarita, Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance
Cyrus Taraporevala, President and CEO, State Street Global Advisors
Catherine Winner, Global Head of Stewardship, Goldman Sachs Asset Management
Alexander Wisnewski, Lead Analyst, BNY Mellon
Amy Wood, Partner, Cooley LLP
I. Harvard Virtual Roundtable on
The 2021 Proxy Season – Executive Compensation and Other Key Issues

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on The 2021 Proxy Season – Executive Compensation and Other Key Issues, which took place on Thursday, April 8, 2021 via Zoom.

Participants in the Roundtable included the following:

Anthony Augliera, Deputy General Counsel and Corporate Secretary, Wells Fargo
Bruno Bastit, Global Corporate Governance Lead & Sustainable Finance Specialist, S&P Global Ratings
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Amy Blackman, Partner, Fried Frank
Andrew Blau, Partner, Simpson Thacher
Lindsay Blitstein, ESG Analyst, Wellington
Amy Borru, Executive Director, Council of Institutional Investors
Ray Cameron, Managing Director - Head of Investment Stewardship - Americas, BlackRock
Michelle Carpenter, Partner, Latham & Watkins LLP
Audry Casusol, Partner, Cleary
David Chun, CEO, Equilar
Rebecca Coccaro, Partner, Akin Gump
Lisa Cohn, President and General Counsel, Apartment Income REIT Corp.
Will Collins-Dean, Senior Portfolio Manager & Vice President, Dimensional Fund Advisors
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Renata Ferrari, Partner, Ropes & Gray LLP
Richard Fields, Partner, King & Spalding
Kristina Fink, Vice President - Deputy Corporate Secretary, American Express
Margaret Foran, Chief Governance Officer, SVP and Corporate Secretary, Prudential Financial, Inc.
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron
Joele Frank, Managing Partner, Joele Frank, Wilkinson Brimmer Katcher
Michael Garland, Assistant Comptroller, Office of NYC Comptroller
Lori Goodman, Partner, Freshfields Bruckhaus Deringer LLP
Joseph Gromacki, Partner, Chair of Corporate and Transactional Practices, Jenner & Block LLP
Laurie Hays, Managing Director, Edelman
Justin Ho, Partner, Orrick, Herrington & Sutcliffe LLP
Denise Horne, Corporate Vice President, Associate General Counsel, McDonald's Corporation
Ross Jeffries, Deputy General Counsel & Corporate Secretary, Bank of America
Blair Jones, Managing Director, Semler Brossy Consulting Group
Matthew Kimmel, Vice President, State Street Corporation
Isaac Kohlberg, Senior Associate Provost, Chief Technology Development Officer, Harvard University
David Kokell, Associate Director, ISS
Nishesh Kumar, Head of NA Stewardship, JPMorgan Asset Management
Shawn Lampron, Partner, Fenwick & West
Diana Lee, Director of Corporate Governance, AllianceBernstein
Ryan Liebl, Partner, Mayer Brown LLP
Steve Lipin, Chairman and CEO, Gladstone Place Partners
Steve Lippman, Director, ESG Engagement, Microsoft
David Lynn, Partner, Morrison & Foerster LLP
Gianna McCarthy, Director, New York State Common Retirement Fund
Michael McCauley, Senior Officer, Investment Programs & Governance, Florida State Board of Administration (SBA)
Debra McCormack, Managing Director, Deloitte
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab
Colleen McIntosh, SVP Corporate Secretary, CVS Health
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Nezhla Mehmed, Corporate Governance Analyst, DWS Investment
Maria Moats, Leader, Government Insights Center, PwC
Gillian Moldowan, Partner, Shearman & Sterling LLP
Rachel Morgan, Vice President, Associate General Counsel, AT&T
Cynthia Nastanski, SVP, Corporate Law & Deputy Corporate Secretary, PepsiCo
Yoon Ah Oh, Associate General Counsel & Corporate Secretary, Analog Devices, Inc.
Matt Orsagh, Senior Director, Capital Markets Policy, CFA Institute
Krista Parsons, Managing Director, Deloitte
Tessie Petion, Head of ESG Engagement, Amazon.com
Brett Pletcher, Executive Vice President, Corporate Affairs and General Counsel, Gilead Sciences, Inc.
Scott Price, Partner, Kirkland & Ellis LLP
Timothy Rankin, Senior Vice President, Franklin Mutual Advisers
Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO
Scott Roy, Senior Vice President, Range Resources Corporation
Michelle Rutta, Partner, White & Case LLP
Paul Schneider, Head of Corporate Governance, Ontario Teachers' Pension Plan
Mike Shah, Partner, Milbank LLP
Anne Simpson, Managing Investment Director, Board Governance & Sustainability, CalPERS
Geoffrey Sorbello, Director of Engagement, Elliott Management Corporation
Darla Stuckey, President & CEO, Society for Corporate Governance
Roberto Tallarita, Associate Director and Research Fellow, Harvard Law School Program on Corporate Governance
David Teigman, Partner, Cadwalader
Margaret Therrien, Proxy Analyst III, MFS Investment Management
Dieter Waizenegger, Executive Director, CtW Investment Group
Gabrielle Wolf, Director, Innisfree M&A Incorporated
Teresa Wolownik, Sr. Director Executive Compensation & Benefits, Qualcomm
Amy Wood, Partner, Cooley LLP
Michael Younis, VP, ESG Analyst, Asset Stewardship, SSGA
J. Speaker Series

The Program regularly sponsors presentations by outside speakers in the field of corporate governance. The 2020-2021 presentations were largely made in ten 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 Deals course;
- The Empirical Law and Finance course;
- The Investment Management Law: Private Funds and Other Issues course;
- The Mergers and Acquisitions: Boardroom Strategies and Deal Tactics workshop;
- The Securities Regulation: Law and Policy Seminar;
- The Corporations courses; and
- The Current Issues in Corporate Governance seminar.

During 2020-2021, the following 70 presentations were made:

- **Sep. 8**  
  Howell Jackson (HLS) and Steven Schwarcz (Duke Law)  
  Protecting Financial Stability: Lessons from the Coronavirus Pandemic

- **Sep. 10**  
  Karen Karniol-Tambou (Bridgewater) and Vivian Lau (One Tusk)  
  What Private Funds Do

- **Sep. 14**  
  Christian Leuz (Chicago Booth)  
  Adoption of CSR and Sustainability Reporting Standards: Economic Analysis and Review

- **Sep. 16**  
  Meredith Kotler and Ethan Klingsberg (Freshfields)  
  Family Dollar Merger Litigation

- **Sep. 17**  
  Stephen M. Vine (Akin Gump)  
  Basic Fund Structure

- **Sep. 17**  
  Scott Barshay (Paul Weiss) and Sebastian Niles (Wachtell Lipton)  
  Short-Termism
Sep. 23  Michal Barzuza (Virginia)  
Index Funds’ ESG Stewardship

Sep. 24  Michael Schmidtberger (Sidley)  
Fund Documents & Terms

Sep. 24  Ken Frazier (Merck)  
The (Inevitable) Intersection of Business & Social Issues/Politics

Sep. 29  Lisa Bernstein (University of Chicago Law)  
& Brad Peterson (Mayer Brown)  
Managerial Contracting: A Preliminary Study

Sep. 30  Randy Baron (Robbins Geller)  
In re PLX Technology, Inc. Stockholders Litigation

Oct. 1  Ted Mirvis and Sebastiaan Niles (Wachtell Lipton)  
M&A and Corporate Governance

Oct. 5  Oliver Hart (Harvard) and Luigi Zingales (Chicago Booth)  
Exit vs. Voice

Oct. 7  Robert J. Jackson, Jr. (NYU)  
The Work of the SEC

Oct. 7  Doru Gavril (Freshfields)  
Diversity Litigation

Oct. 8  Leo E. Strine, Reilly S. Steel, and Kirby M. Smith (Wachtell Lipton)  
Corporate Governance and ESG

Oct. 8  Mo Cowan (GE) and Desiree Ralls-Morrison (Boston Scientific)  
The Role of Business in Fighting Racism and Inequality

Oct. 8  Christoph Englisch (EnTrust Permal), Mark Steed and Jennifer Carlino (Arizona Public Safety Personnel Retirement System)  
Institutional Investor Concerns
Oct. 14  Alex Edmans (LBS), Oliver Hart (Harvard),
and Martin Lipton (Wachtell Lipton)
Stakeholder Capitalism

Oct. 14  Joel Friedlander (Friedlander Gorris)
Fresh Market Merger Litigation

Oct. 15  Kai Liekefett (Sidley) and Greg Taxin (Spotlight)
Activism Defense

Oct. 15  Jack Brennan (Vanguard) and David Curran (Paul Weiss)
Isn’t ESG Every Company’s Business?

Oct. 15  Paul Roth (Schulte Roth & Zabel) and Joel Press (Press Management)
Management Company Operations

Oct. 21  Joshua S. Friedman (Canyon Partners)
Law and Investment Decisions

Oct. 21  David Berger (Wilson Sonsini)
Dual Class and Controlling Shareholder Litigation

Oct. 22  Vijay Mohan (Sixth Street) and Jason Dillow (Bardin Hill)
Investment Transactions

Oct. 28  David Berger (Wilson Sonsini)
WeWork IPO

Oct. 28  Paul Singer (Elliott Management)
Hedge Fund Activism

Oct. 29  Isaac Corre (Governors Lane), Matthew Mark, and David Millstone
(Standard Industries)
Using Legal Knowledge to Make Investment Decisions

Oct. 29  Brad S. Karp (Paul Weiss)
Relationships with the Financial Services Industry

Nov. 5  Sandra Moser (Morgan Lewis)
Individual Versus Organizational Accountability
Nov. 10  Jill Fisch (UPenn) & Steven Davidoff Solomon (Berkeley)  
Should Corporations Have a Purpose?

Nov. 11  Charles Elson (University of Delaware) and Ed Rock (NYU)  
Director Duties Toward Stakeholders

Nov. 11  Josh Cammaker (Wachtell Lipton) and Ben Kanovich (Bredin Prat)  
Icahn-Occidental

Nov. 11  Paul Cellupica (SEC)  
Recent Developments at the SEC

Nov. 12  Ryan VanGrack (Citadel) and Chris Weideman (Apollo)  
Funds’ Roles in Markets

Nov. 16  Manisha Padi (Berkeley)  
Fiduciary Duty and the Market for Financial Advice

Nov. 17  Sarah Reed (RA Capital)  
Venture Capital

Nov. 18  Vivek Ramaswamy (Roivant Sciences)  
Stakeholder Capitalism

Nov. 18  Mark Lebovitch (BLB&G)  
GCI Liberty/Liberty Broadband merger

Nov. 19  Matt DiGuiseppi (State Street), Tom Elliott (Capital Group), and Timothy Smith (Boston Trust Walden)  
Investor Stewardship

Nov. 19  Marc Pillemer (Blackstone) and Johannes Kaps (HS Group)  
Seeding & Manager M&A

Nov. 19  Joel Goldberg (PerkinElmer)  
Problems in Contract Design

Nov. 24  Eric Seiler (Friedman Kaplan), Tariq Mundiya (Wilkie Farr) and Dennis Friedman (Gibson Dunn)  
Dealmaking in Times of Crisis
Jan. 12
Jeremy Fine, Christian Lymn, and Brendan Herron (Uber)
Doing the Deal – Deal Process in Practice

Jan. 13
Guhan Subramanian (HLS)
Understanding and Negotiating Merger Agreements

Jan. 27
Joshua Mitts (Columbia Business School)
Insider Trading and Index Fund Behavior

Feb. 8
Nadya Malenko (University of Michigan)
Corporate Governance in the Presence of Active and Passive Delegated Investment

Feb. 8
Nadya Malenko (University of Michigan)
Corporate Governance in the Presence of Active and Passive Delegated Investment

Feb. 9
Michael Klausner (Stanford Law) & Michael Ohlrogge (NYU Law)
A Sober Look at SPACs

Feb. 10
Emiliano Catan (NYU)
Party Structure of Mutual Funds

Feb. 17
Kathryn Ruemmler (Goldman Sachs)
Corporate Internal Investigations

Feb. 17
Robert J. Jackson, Jr. (NYU)
Broker Behavior

Feb. 17
Denis McInerney (David Polk)
Corporate Criminal Trials and Constitutional Rights

Feb. 22
Alma Cohen (HLS)
Politics and Gender in the Executive Suite

Feb. 23
Jesse Fried (HLS)
Rights Offers and Delaware Law

Mar. 2
Mark Roe (HLS)
Corporate Purpose and Corporate Competition
<table>
<thead>
<tr>
<th>Date</th>
<th>Speaker Information</th>
</tr>
</thead>
</table>
| Mar. 10 | Professor Jonah Gelbach (Berkley)  
Statistical Significance in Securities Fraud Litigation. |
| Mar. 22 | Philip Bond (University of Washington)  
Silence Is Safest: Non-Disclosure When the Audience’s Preferences Are Uncertain |
| Mar. 22 | Mike Harmon, Brad Faris, Peter Labonski, and Gregory Robins (Latham & Watkins)  
Understanding Transactional Documents |
| Mar. 23 | Lucian Bebchuk (HLS)  
For Whom Corporate Leaders Bargain |
| Mar. 24 | Natasha Sarin (UPenn)  
Corporate Crime and Punishment |
| Mar. 24 | Eugene Soltes (HBR)  
Corporate Compliance Programs |
| Mar. 24 | Katy Choo (General Electric)  
Corporate Compliance Programs |
| Mar. 30 | Travis Laster (Delaware Court of Chancery)  
Topics in Corporate Law |
| Apr. 7  | Leo Strine (Wachtell Lipton)  
Fiduciary Duties & ESG |
| Apr. 13 | Daniel Kelly (Notre Dame School of Law)  
Double Deterrence: On Disgorgement and Punitive Damages in Trust Law |
| Apr. 20 | Guhan Subramanian (HLS & HBS) & Caley Petrucci  
Deals in the Time of Pandemic |
| Apr. 20 | Dennis J. Friedman (Gibson Dunn) and Tariq Mundiya (Wilkie Farr & Gallagher)  
Dealmaking in a Volatile Environment |
K. Students and Fellows

The Program seeks to foster research in the corporate governance area by students and fellows. During 2020-21, the following students and fellows were affiliated with the Program:

Liran Eliner      Jihyun Kim
Amy Frieder      Tami Groswald Ozery
Kobi Kastiel      Thomas Keusch
Botir Kobilov     Jessica Ljustina
Gayane Matevosyan     Leeor Ofer
Dev Patel      Aisha Saad
Ria Sen      Wanling Su
Roberto Tallarita     Viroopa Volla

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 2020-2021 Victor Brudney Prize in Corporate Governance was awarded to Ria Sen for the paper “Trust(ee) Issues: Understanding the Role of Board Turnover in Public Pension Fund Performance,” and to Roberto Tallarita for the paper, “Stockholder Politics.”

During the 2020-2021 university year, six fellows, Tami Groswald Ozery, Kobi Kastiel, Leeor Ofer, Roberto Tallarita, Aisha Saad, and Wanling Su, were part of the editorial team of the Program's Forum on Corporate Governance.

L. 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 2020-21, 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
David Bell  Fenwick & West
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.

Arthur B. Crozier
Innisfree M&A Incorporated

Deborah DeHaas
Deloitte LLP

Michael Delikat
Orrick Herrington & Sutcliffe LLP

John Finley
The Blackstone Group L.P.

Bruce H. Goldfarb
Okapi Partners

Joseph Hall
Davis Polk & Wardwell LLP

Jason M. Halper
Cadwalader, Wickersham & Taft LLP

Paul Hilal
Mantle Ridge LP

Carl Icahn
Icahn Enterprises L.P.

Jack B. Jacobs
Young Conaway Stargatt & Taylor LLP

Jeffrey Kochian
Akin Gump Strauss Hauer & Feld LLP

Paula Loop
PricewaterhouseCoopers LLP

Debra McCormack
Deloitte LLP

David Millstone
Standard Industries

Theodore Mirvis
Wachtell, Lipton, Rosen & Katz

Maria Moats
PricewaterhouseCoopers LLP

Erika Moore
Nasdaq, Inc.

Morton Pierce
White & Case LLP

Philip Richter
Fried, Frank, Harris, Shriver & Jacobson LLP

Paul K. Rowe
Wachtell, Lipton, Rosen & Katz

Marc Treviño
Sullivan & Cromwell LLP

Steven J. Williams
Paul, Weiss, Rifkind, Wharton & Garrison LLP

Daniel Wolf
Kirkland & Ellis 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 2020-21, the following served as members of the Corporate Governance Roundtable Advisory Council:

Maryellen Andersen
Broadridge Financial Solutions

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
3. Visits by Distinguished Practitioners

During 2020-21 the following prominent practitioners participated in the Program’s activities:

- Michael Albano
- Maryellen Andersen
- Cynthia Angell
- Lindsey Apple
- Leann Arthur
- Anthony Augliera
- Jeffrey Barbieri
- Bruno Bastit
- Kate Beers
- David Bell
- Beth Berg
- Ken Bertsch
- Elizabeth Bieber
- Amy Blackman
- Andrew Blau
- Lindsay Blitstein
- Glenn Booraem
- Nevin Boparai
- Amy Borrus
- Mark Brazeal
- Jason Breeding
- Maureen Bujno
- Daniel Burch
- Ray Cameron
- Tiffany Campion
- Steven Canner
- Sean Caplice
- Sydney Carlock
- Michelle Carpenter
- Martha Carter
- George Casey
- Audry Casusol
- Monique Cenac
- David Chun
- Rebecca Coccaro
- Lisa Cohn
Adrienne Monley  Timothy Rankin       Margriet Stavast
Erika Moore        Brandon Rees       Christina Stenson
Rachel Morgan      Craig Richardson   David Strauss
Neeaz Mozumder     Luciana Rivera     Darla Stuckey
Cynthia Nastanski  William Roberts    John Sullivan
Sabastian Niles    Luz Rodriguez      Eric Swedenburg
Elena Norman       John Roe           Kyoko Takahashi
Mike O’Bryan       Jeffrey Rosen      Roy Tannenbaum
Christine O'Brien  Scott Roy          Cyrus Taraporevala
Francesca Odell    Michelle Rutta     David Teigman
Yoon Ah Oh         Jennifer Rynne     Sarah Teslik
Rusty O'Kelley     Britt Sahi         Margaret Therrien
Zach Oleksiuk      Carolina San Martin Christina Thomas
Regina Olshan      Robert Sanchez     Peter Tomczak
Iliana Ongun       Sal Sansotta       Marc Treviño
Matt Orsagh        Kurt Schacht       Andrea Wahlquist
Carey Oven         Paul Schneider     Dieter Waizenegger
Andrew Paalborg    Brian Schorr       Sam Whittington
Krista Parsons     Paul Schulman     Steven Williams
Henrik Patel       Kelli Schultz      Catherine Winner
George Paulin      Mike Shah          Alexander Wisnewski
Tessie Petion      Eric Shostal       Gabrielle Wolf
Morton Pierce      Jodi Simala        Teresa Wolownik
Brett Pletcher     Anne Simpson       Amy Wood
Jeffrey Pochowicz  Wendy Skjerven     Michael Younis
Mark Preisinger    Matthew Soran     Ashna Zaheer
Scott Price        Geoffrey Sorbello
Kathryn Purdom     Scott Spector
Sean Quinn         Tara Stacy

4. **Comment Letters and Commission Service**

Faculty members affiliated with the Program continued to contribute their knowledge to policy debates of corporate governance issues during 2020-2021, including the following:


5. **Op-eds and Policy Commentary**

Op-eds and other commentary on corporate governance policy issues published in 2020-2021 by faculty members and fellows affiliated with the Program include the following:


**M. Media Coverage**

Corporate governance research carried out by faculty associated with the Program was covered broadly by the media during 2020-21. This research was featured in, among other places, *The Economist, Financial Times, The New York Times, The Wall Street Journal, and The Washington Post*.

The full list of the 60 media mentions of the Program's faculty and their research is as follows:
Further details about the media coverage of the Program’s faculty and research can be found at: https://pcg.law.harvard.edu/news-media/.