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 2021-2022, the Program’s director was Professor Lucian Bebchuk. Other Harvard Law School and Harvard University faculty members contributing to the Program’s activities during 2021-22 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 2021-22 were:
- **Senior Fellows** Alon Brav, Assaf Hamdani, Oliver Hart, Kobi Kastiel, and Leo E. Strine, Jr.;
- **Associate Director and Senior Fellow** Stephen M. Davis; **Associate Director and Fellow** Roberto Tallarita;
- **Fellows** Raffaele Felicetti, Leeor Ofer, Anete Pajuste, Wanling Su, Anna Toniolo; and
- **Program Staff** including Director of Publications, Operations and Legal Research Anna Restuccia, Program Administrator Jordan Figueroa, Event Coordinator Kate Linnehan, Program Coordinator Marzieh Noori, and Research Associates Zoe Piel and Travis Taylor.

During 2021-2022, the following individuals served on the Program’s advisory board: William Ackman, Peter Atkins, David Bell, Kerry Berchem, Richard Brand, Daniel Burch, Paul Choi, Jesse Cohn, Creighton Condon, Arthur B. Crozier, Michael Delikat, John Finley, Bruce H. Goldfarb,
As the report documents, during the 2021-2022 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 43 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 929 posts in 2021-22, bringing the total number of posts to over 10,157 since inception. The Forum has more than 15,000 Twitter followers, more than 17,000 LinkedIn followers, and more than 8,600 subscribers to its daily newsletter (see Section C).

- **Conferences:** The Program supported and facilitated four virtual events and one in-person event, the Harvard Virtual Roundtable on the 2022 Proxy Season in March 2022 (see Section D), the Harvard Virtual Roundtable on Engagement and Governance Issues in March 2022 (see Section E), the Harvard Virtual Roundtable on ESG Issues in March 2022 (see Section F), the Harvard Virtual Roundtable on Executive Pay Issues in April 2022 (see Section G), and the Harvard Roundtable on Corporate Governance in June 2022 (see Section H). Each of the roundtables attracted between 77 and 87 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 47 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 30 distinguished practitioners, visits by 210 practitioners who participated in the Program’s activities during 2021-2022, 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 22 media articles,

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/.

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 2021-2022 included:


Spamann, Holger, Simplified Codes (last visited August 30, 2022).


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 2021-22 university year, the editorial team of the Forum included Leeor Ofer, Anna Restuccia, Roberto Tallarita, and Anna Toniolo.

From its inception to June 30, 2022, the Forum has featured a total of 10,157 posts. Currently, it features an average of 78 posts per month, and has more than 17,000 followers on LinkedIn, more than 15,000 Twitter followers, and more than 8,600 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:
Daron Acemoglu          Bernard Black          Madison Condon
Afra Afsharipour        Patrick Bolton        Lawrence Cunningham
Dan Awrey               William Bratton        Quinn Curtis
Jose Azar               Albert Choi           Dhammika Dharmapala
Stephen Bainbridge      Stephen Choi          Robert Eccles
Lucian Bebchuk          John Coates           Alex Edmans
William Birdthistle     John Coffee           Jared Ellias
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<th>Jill Fisch</th>
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*From practice:*

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D. Harvard Virtual Roundtable "Toward the 2022 Proxy Season"

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on Toward the 2022 Proxy Season, which took place on Wednesday, March 2, 2022 via Zoom.

Participants in the Roundtable included the following:

Ted Allen, Vice President, Policy & Advocacy, Society for Corporate Governance
James Andrus, Interim Managing Investment Director of Board Governance and Sustainability, California Public Employees' Retirement System
Cynthia Angell, Senior Practice Attorney, Akin Gump Strauss Hauer & Feld LLP
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
David Bell, Co-Chair, Corporate Governance, Fenwick & West
Elizabeth Bieber, Counsel & Head of Shareholder Engagement & Activism Defense, Freshfields Bruckhaus Deringer LLP
Courtenay Birchler, Senior Securities & Governance Counsel and Assistant Secretary, Marsh McLennan
Scott Bisang, Partner, Joele Frank, Wilkinson Brimmer Katcher
David Boston, Partner, Willkie Farr & Gallagher LLP
Stephen L. Brown, Senior Advisor, KPMG LLP
Steven Canner, Partner, Baker McKenzie LLP
Martha Carter, Vice Chair and Head of Governance Advisory, Teneo
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Will Collins-Dean, Senior Portfolio Manager and Vice President, Dimensional Fund Advisors
Aneliya Crawford, Global Head of Activism & Defense and Managing Director, UBS Investment Bank
Arthur B. Crozier, Chairman, Innisfree M&A Incorporated
Alisa Do, VP and Corporate Secretary, Edison International
Jonathan Doorley, Partner, Brunswick Group
Craig Durrant, Vice President, Morgan Stanley
Michelle Edkins, Managing Director, BlackRock, Inc.
Daniel P. Emerson, Executive Vice President and Chief Legal Officer, Take-Two Interactive Software, Inc.
Kristina V. Fink, VP, Corporate Secretary and Chief Governance Officer, American Express Company
Tara Fisher, Partner, Ropes & Gray LLP
John Galloway, Global Head of Investment Stewardship, The Vanguard Group, Inc.
Michael Garland, Assistant Comptroller - Corporate Governance and Responsible Investment, Office of New York City Comptroller
Robert Garretson - VP Legal Strategic Programs & Operations, Philip Morris International
Marc Gerber, Partner, Skadden, Arps, Slate, Meagher & Flom LLP and affiliates
Marc Goldstein, Executive Director, Head of US Research, Institutional Shareholder Services
Helena Grannis, Counsel, Cleary Gottlieb Steen & Hamilton LLP
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Joseph Gromacki, Partner and Chair, Corporate Practice, Jenner & Block LLP
Rob Hardy, ESG Corporate Governance Director, Capital Group
Mark Harrnett, Senior Managing Director, Okapi Partners
Jonathan Haymon, Director, Proxy Voting, Federated Hermes
John Hoeppner, Head of US Stewardship and Sustainable Investments, Legal & General Investment Management America
Ross Jeffries, Jr., Deputy General Counsel and Corporate Secretary, The Bank of America Corporation
Eric Juergens, Partner, Debevoise & Plimpton LLP
James Killerlane, Corporate Secretary, Managing Director and Deputy General Counsel, BNY Mellon
Rebecca Kim, Associate, ESG Investing and Stewardship, Neuberger Berman
Matthew Kimmel, Vice President, Executive Compensation Manager, State Street Corporation
Nishesh Kumar, Managing Director, J.P. Morgan Asset Management
Robert Lamm, Independent Senior Advisor, Deloitte LLP
Kyoko Takahashi Lin, Partner, Davis Polk & Wardwell LLP
Steven Lipin, Chairman & CEO, Gladstone Place Partners
Steve Lippman, Director, ESG Engagement, Microsoft
Lyssa Bantleon Little, Manager, Deloitte LLP
Aeisha Mastagni, Portfolio Manager, California State Teachers' Retirement System
Charlie Mathes, Partner, Simpson Thacher & Bartlett LLP
Shaun Mathew, Partner, Kirkland & Ellis LLP
Gianna McCarthy, Director of Corporate Governance, New York State Common Retirement Fund
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab Investment Management
Maria Moats, Leader, Governance Insights Center, PricewaterhouseCoopers
Tom Moffatt, Vice President, Assistant Secretary & Assistant General Counsel, CVS Health
Kurt Moeller, Managing Director, FTI Consulting
Erika Moore, Vice President, Deputy General Counsel and Corporate Secretary, Nasdaq, Inc.
Elizabeth Morgan, Partner, King & Spalding LLP
Cynthia Nastanski, SVP, Corporate Law & Deputy Corporate Secretary, PepsiCo, Inc.
Christine O’Brien, Head of Investment Stewardship, Elliott Management Corporation
Tessie Petion, Head of ESG Engagement, Amazon.com, Inc.
Morton Pierce, Partner, White & Case LLP
Mark Preisinger, Director of Corporate Governance, The Coca-Cola Company
Timothy Rankin, Portfolio Manager, Research Analyst, Franklin Mutual Advisers
Andrea Reed, Counsel, Sidley Austin LLP
Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO
Scott Roy, Senior Vice President, Range Resources
Carolina San Martin, Managing Director and Director, ESG Research, Wellington Management
Brian Sandstrom, Vice President, Associate General Counsel, Securities, Moderna Inc.
Kurt Schacht, Senior Head, Advocacy, CFA Institute
Megan Schilling, Partner, Cooley LLP
Cimi Silverberg, Managing Director, Frederic W. Cook
Guhan Subramanian, Joseph H. Flom Professor of Law and Business, Harvard Law School
Vanessa Sutherland, Executive Vice President, Legal & Government Affairs, General Counsel & Corporate Secretary, Phillips 66 Company
Roberto Tallarita, Associate Director, Program on Corporate Governance, Harvard Law School
Mandy Tornabene, Vice President Governance and Assistant Corporate Secretary, Dominion Energy
Marc Treviño, Partner, Sullivan & Cromwell LLP
Keeley Wettan, Senior Vice President, Gilead Sciences, Inc.
Sam Whittington, Director, Corporate Law, Apple Inc.
Neil Whoriskey, Partner, Milbank LLP
Liz Wideman, Senior Vice President, Senior Deputy General Counsel & Assistant Secretary, Comcast Corporation
Steven Williams, Partner, Paul, Weiss, Rifkind, Wharton & Garrison LLP
Michael Younis, VP, Lead Environment and Social Analyst, Asset Stewardship, State Street Global Advisors
Ted Allen, Vice President, Policy & Advocacy, Society for Corporate Governance
James Andrus, Interim Managing Investment Director of Board Governance and Sustainability, California Public Employees’ Retirement System
Cynthia Angell, Senior Practice Attorney, Akin Gump Strauss Hauer & Feld LLP
E. Harvard Virtual Roundtable on Engagement and Governance Issues

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on Engagement and Governance Issues, which took place on Wednesday, March 16, 2022 via Zoom.

Participants in the Roundtable included the following:

Ted Allen, Vice President, Policy & Advocacy, Society for Corporate Governance
Lara Aryani, Partner, Shearman & Sterling LLP
Michal Barzuza, Robert Braucher Visiting Professor of Law, Harvard Law School
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Dina Bernstein, Principal, Frederic W. Cook
Elizabeth Bieber, Counsel & Head of Shareholder Engagement & Activism Defense, Freshfields Bruckhaus Deringer LLP
Courtenay Birchler, Senior Securities & Governance Counsel and Assistant Secretary, Marsh McLennan
Lindsay Blitstein, ESG Analyst, Wellington Management
Mila Brogan, Assistant Governance Officer & Director of Issuer/Investor Engagement, Broadridge Financial Solutions
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
Gale Chang, Associated General Counsel & SVP, The Bank of America Corporation
Anne Chapman, Managing Director, Joelle Frank Wilkinson Brimmer Katcher
Benjamin Colton, Global Head of Asset Stewardship, State Street Global Advisors
Christian Correa, Chief Investment Officer, Franklin Mutual Advisers
Arthur Crozier, Chairman, Innisfree M&A Incorporated
Glenn Davis, Deputy Director, Council of Institutional Investors
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Alisa Do, VP and Corporate Secretary, Edison International
Kristin Drake, Head of Investment Stewardship and Vice President, Dimensional Fund Advisors
Dan Emerson, EVP & General Counsel, Take-Two Interactive Software, Inc.
Matt Filosa, Senior Managing Director, Teneo
Kristina V. Fink, VP, Corporate Secretary and Chief Governance Officer, American Express Company
Julia Forbess, Corporate Partner, Fenwick & West LLP
Carolyn Frantz, Senior Counsel, Orrick, Herrington & Sutcliffe LLP
John Galloway, Investment Stewardship Officer, The Vanguard Group, Inc.
Michael Garland, Assistant Comptroller, Office of New York City Comptroller
Robert Garretson, Vice President, Legal Strategic Programs & Operations, Philip Morris International
Marc Gerber, Partner, Skadden, Arps, Slate, Meagher & Flom LLP and affiliates
Marc Goldstein, Managing Director, Institutional Shareholder Services
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Alexandra Higgins, Managing Director, Okapi Partners
Blair Jones, Managing Director, Semler Brossy Consulting Group
Adam Kanzer, Head of Stewardship, BNP Paribas Asset Management
Mara Kaplan, Senior Vice President, Senior Lead Counsel & Assistant Corporate Secretary, Wells Fargo & Company
Courteney Keatinge, Senior Director, ESG Research, Glass Lewis & Co.
James Killerlane, Corporate Secretary, Managing Director and Deputy General Counsel, BNY Mellon
Alan Klein, Partner, Simpson Thacher & Bartlett LLP
Ele Klein, Partner, Head of M&A and Securities, Co-Head of Global Shareholder Activism Group, Member of Executive Committee, Schulte Roth & Zabel LLP
Zachary Kolkin, Managing Director, Investor Relations, Goldman Sachs
Joshua Lichtenstein, Partner, Ropes & Gray LLP
Kyoko Lin, Partner, Davis Polk & Wardwell LLP
William MacCallum, Associate, Morgan Stanley
Shaun Mathew, Partner, Kirkland & Ellis LLP
Gianna McCarthy, Director of Corporate Governance, New York State Common Retirement Fund
Marcy McCullaugh, Director, Investment Stewardship, Charles Schwab Investment Management
Caitlin McSherry, Director of Investment Stewardship, Neuberger Berman
Frances Mi, Counsel, Paul, Weiss, Rifkind, Wharton & Garrison LLP
Maria Moats, Partner, PricewaterhouseCoopers
Tom Moffatt, VP and Assistant Secretary, CVS Health
Cynthia Nastanski, SVP, Corporate Law and Deputy Corporate Secretary, PepsiCo, Inc.
Tina Nouri, Senior Manager, Deloitte LLP
Christine O’Brien, Head of Investment Stewardship, Elliott Management Corporation
Ryan O’Toole, Director, Corporate Governance, Fidelity Investments
Carey Oven, Partner, Center for Board Effectiveness, Deloitte LLP
Nicholas Pellicani, Partner, Debevoise & Plimpton LLP
Tessie Petion, Head of ESG Engagement, Amazon.com, Inc.
Jeffrey Pochowicz, Senior Director – Corporate Governance and Assistant Secretary, McDonald’s Corporation
Mark Preisinger, Director of Corporate Governance, The Coca-Cola Company
Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO
John Roe, Managing Director – Head of Investment Stewardship Americas, BlackRock, Inc.
Michelle Rutta, Partner, White & Case LLP
Brian Sandstrom, Vice President, Associate General Counsel, Securities, Moderna Inc.
Megan Schilling, Attorney, Cooley LLP
Nikolai Schjold, Lead Analyst – Corporate Governance, Norges Bank Investment Management
Paul Schneider, Head of Corporate Governance, Ontario Teachers’ Pension Plan
Caroline Schoenecker, Experience Director, Center for Board Effectiveness, Deloitte LLP
Jodi Simala, Partner, Mayer Brown LLP
Cal Smith, Partner, King & Spalding LLP
Robert Stebbins, Partner, Willkie Farr & Gallagher LLP
Vanessa Sutherland, EVP, Legal & Government Affairs, General Counsel & Corporate Secretary, Phillips 66 Company
Roberto Tallarita, Associate Director, Program on Corporate Governance, Harvard Law School
Peter Tomczak, Partner and Chair, Baker McKenzie LLP
Mandy Tornabene, VP, Governance and Assistant Corporate Secretary, Dominion Energy
Keeley Cain Wettan, Senior Vice President, Gilead Sciences
Sam Whittington, Director, Corporate Law, Apple Inc.
Neil Whoriskey, Partner, Milbank LLP
Liz Wideman, Senior Vice President, Senior Deputy General Counsel & Assistant Secretary, Comcast Corporation
Alex Wisnewski, Lead Analyst, Proxy Voting & Governance, BNY Mellon
Zach Wittenberg, Partner, Akin Gump Strauss Hauer & Feld LLP
Michael Benedict Yamoah, Director, Engagement, Federated Hermes International
F. Harvard Virtual Roundtable on ESG Issues

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on ESG Issues, which took place on Wednesday, March 23, 2022, via Zoom.

Participants in the Roundtable included the following:

Veronica Alix, Lead Analyst, Proxy Investment Research, BNY Mellon
James Andrus, Interim Managing Investment Director, California Public Employees’ Retirement System
Antonia Apps, Partner, Milbank LLP
Leeann Arthur, Senior Manager, Deloitte & Touche LLP
Lara Aryani, Partner, Shearman & Sterling LLP
Jeffrey Barbieri, ESG Analyst, Wellington Management
Michal Barzuza, Robert Braucher Visiting Professor of Law, Harvard Law School
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Kerry Berchem, Partner, Akin Gump Strauss Hauer & Feld LLP
Stephen Brown, Senior Advisor, KPMG LLP
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
Ning Chiu, Partner, Davis Polk & Wardwell LLP
Will Collins-Dean, Senior Portfolio Manager and Vice President, Dimensional Fund Advisors
Aneliya Crawford, Global Head of Activism & Defense, UBS Investment Bank
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Michael Delikat, Partner, Orrick, Herrington & Sutcliffe LLP
Alisa Do, VP and Corporate Secretary, Edison International
Jonathan Doorley, Partner, Brunswick Group
Gregory Elders, Managing Director, Joelle Frank Wilkinson Brimmer Katcher
Dan Emerson, EVP & General Counsel, Take-Two Interactive Software, Inc.
Sebastian Fain, Partner, Freshfields Bruckhaus Deringer LLP
Archie Fallon, Partner, Willkie Farr & Gallagher LLP
Holly Fetter, Vice President, Asset Stewardship, State Street Global Advisors
Jeremy Fielding, Co-Chief Executive Officer, Kekst CNC
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron Corporation
Michael Garland, Assistant Comptroller, Office of the NYC Comptroller
Robert Garretson, Vice President, Legal Strategic Programs & Operations, Philip Morris International
Marc Gerber, Partner, Skadden, Arps, Slate, Meagher & Flom LLP and affiliates
Marc Goldstein, Managing Director, Head of US Research, Institutional Shareholder Services
Raynelle Grace, Co-Head of Investment Stewardship, Americas, The Vanguard Group, Inc.
Helena Grannis, Counsel, Cleary Gottlieb Steen & Hamilton LLP
Kelly Grez, Deputy Corporate Secretary, Merck & Co., Inc.
Assaf Hamdani, Visiting Professor, Harvard Law School
Martin Jarzebowski, Director of ESG & Responsible Investing, Federated Hermes
Blair Jones, Managing Director, Semler Brossy Consulting Group
Mara Kaplan, SVP, Senior Lead Counsel & Assistant Corporate Secretary, Wells Fargo & Company
Courtenay Keatinge, Senior Director, ESG Research, Glass Lewis & Co.
James Killerlane, Corporate Secretary, Managing Director, and Deputy General Counsel, BNY Mellon
Rebecca Kim, ESG Associate, Neuberger Berman
Bruce Kistler, Managing Director, Okapi Partners
Zachary Kolkin, Managing Director, Investor Relations, Goldman Sachs
Nishesh Kumar, Managing Director, J.P. Morgan Chase
Diana Lee, Director of Corporate Governance & Engagement/ESG, AllianceBernstein
Tanya Levy-Odom, Director, Blackrock
Josh Lichtenstein, Partner, Ropes & Gray LLP
Steven Lipin, CEO, Gladstone Place Partners
Ron Llewellyn, Counsel, Fenwick & West LLP
Charlie Mathes, Partner, Simpson Thacher & Bartlett LLP
Shaun Mathew, Partner, Kirkland & Ellis LLP
David McBride, Partner, Young Conaway Stargatt & Taylor, LLP
Gianna McCarthy, Director of Corporate Governance, New York State Common Retirement Fund
Marcy McCullough, Director, Investment Stewardship, Charles Schwab Investment Management
Maria Moats, Leader, Governance Insights Center, PricewaterhouseCoopers
Elizabeth Morgan, Partner, King & Spalding LLP
Catherine Moyer, Head of North America Stewardship, Northern Trust Asset Management
Cynthia Nastanski, SVP, Corporate Law and Deputy Corporate Secretary, PepsiCo, Inc.
Madhuri Pavamani, ESG Director, Paul, Weiss, Rifkind, Wharton & Garrison LLP
Tessie Petion, Head of ESG Engagement, Amazon
Edward Prokop, Partner, Jenner & Block LLP
Denise Purvis, Corporate Governance Manager – Research, Florida State Board of Administration
Sean Quinn, Managing Director, Teneo
Timothy Rankin, Research Analyst and Portfolio Manager, Franklin Mutual Advisers
Brandon Rees, Deputy Director, Corporations and Capital Markets, AFL-CIO
Jeffrey Rosen, Partner, Debevoise & Plimpton LLP
Michelle Rutta, Partner, White & Case LLP
Dan Ryterband, Chairman and CEO, Frederic W. Cook
Paul Schneider, Head of Corporate Governance, Ontario Teachers’ Pension Plan
Geoffrey Sorbello, Director of Engagement, Elliott Management Corporation
Darla Stuckey, President & CEO, Society for Corporate Governance
Roberto Tallarita, Associate Director, Program on Corporate Governance, Harvard Law School
Christina Thomas, Partner, Mayer Brown LLP
Peter Tomczak, Principal, Baker & McKenzie LLP
Mandy Tornabene, VP, Governance and Assistant Corporate Secretary, Dominion Energy
Marc Treviño, Partner, Sullivan & Cromwell LLP
Keeley Cain Wetten, Senior Vice President, Gilead Sciences, Inc.
Sam Whittington, Corporate Law, Apple Inc.
Liz Wideman, Senior Vice President, Senior Deputy General Counsel & Assistant Secretary, **Comcast Corporation**
Margaret Williams, Vice President, **Morgan Stanley**
Catherine Winner, Global Head of Stewardship, **Goldman Sachs Asset Management**
Gabrielle Wolf, Director, **Innisfree M&A Incorporated**
G. Harvard Virtual Roundtable on Executive Pay Issues

Together with the Program on Institutional Investors, the Program co-sponsored the Harvard Virtual Roundtable on Executive Pay Issues, which took place on Wednesday, April 6, 2022 via Zoom.

Participants in the Roundtable included the following:

Michael Albano, Partner, Cleary Gottlieb Steen & Hamilton LLP
Ted Allen, Vice President, Policy & Advocacy, Society for Corporate Governance
MaryEllen Andersen, Corporate Governance Officer, Broadridge Financial Solutions
James Andrus, Interim Managing Investment Director, California Public Employees’ Retirement System
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Courtenay Birchler, Senior Securities & Governance Counsel and Assistant Secretary, Marsh McLennan
Amy Blackman, Partner – Executive Compensation & ERISA, Fried, Frank, Harris, Shriver & Jacobson LLP
Amy Borrus, Executive Director, Council of Institutional Investors
Stephen Brown, Senior Advisor, KPMG LLP
Sydney Carlock, Managing Director, Governance, Teneo
Monique Cenac, Assistant General Counsel & Corporate Secretary, Freeport-McMoRan Inc.
David Chun, CEO, Equilar
Maher Colaylat, Asset Stewardship, State Street Global Advisors
Aneliya Crawford, Global Head of Activism & Defense, UBS Investment Bank
Carolyn Cross, Co-Head of Investment Stewardship, Americas, The Vanguard Group, Inc.
Arthur Crozier, Chairman, Innisfree M&A Incorporated
Stephen Davis, Associate Director and Senior Fellow, Programs on Corporate Governance and Institutional Investors, Harvard Law School
Ian Dawson, Senior Manager, Deloitte LLP
Michael Delikat, Partner, Orrick, Herrington & Sutcliffe LLP
Alisa Do, VP and Corporate Secretary, Edison International
Kristin Drake, Head of Investment Stewardship, Dimensional Fund Advisors
Abby Dunleavy, Senior Manager, Deloitte LLP
Craig Durrant, Vice President, Morgan Stanley
Dan Emerson, EVP & General Counsel, Take-Two Interactive Software, Inc.
Nicole Foster, Co-Head Employee Benefits and Executive Compensation, Freshfields Bruckhaus Deringer LLP
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron Corporation
Michael Garland, Assistant Comptroller, Office of New York City Comptroller
Robert Garretson, Vice President, Legal Strategic Programs & Operations, Philip Morris International
Liz Gartland, Partner, **Fenwick & West LLP**
Rob Hardy, Corporate Governance Director, **Capital Group**
Jonathan Haymon, Director of Proxy Voting, **Federated Hermes**
Kyle Higley, Partner, **Ropes & Gray LLP**
Debra Hoffman, Partner, **Mayer Brown LLP**
Rolfe Hubley, Senior Counsel, **CVS Health**
Ross Jeffries, Deputy General Counsel & Corporate Secretary, **The Bank of America Corporation**
Blair Jones, Managing Director, **Semler Brossy Consulting Group**
Adam Kanzer, Head of Stewardship, **BNP Paribas Asset Management**
Dr. Ira Kay, Managing Partner and Founder, **Pay Governance**
Bruce Kistler, Managing Partner, **Okapi Partners**
David Kokell, Executive Director, **Institutional Shareholder Services**
Nishesh Kumar, Managing Director, **J.P. Morgan Chase**
Diana Lee, Director of Corporate Governance & Engagement / ESG, **AllianceBernstein**
Doreen Lilienfeld, Global Governance & Advisory Group Leader, **Shearman & Sterling LLP**
Steven Lipin, CEO, **Gladstone Place Partners**
Steve Lippman, Director, ESG Engagement, **Microsoft**
Matt Lum, Principal, **Frederic W. Cook**
Shaun Mathew, Partner, **Kirkland & Ellis LLP**
Alexander May, Partner, **Jenner & Block LLP**
Gianna McCarthy, Director of Corporate Governance, **New York State Common Retirement Fund**
Marcy McCullaugh, Director, Investment Stewardship, **Charles Schwab Investment Management**
Caitlin McSherry, Director of Investment Stewardship, **Neuberger Berman**
Franklin Mitchell, Partner, **Debevoise & Plimpton LLP**
Elizabeth Morgan, Partner, **King & Spalding LLP**
Cynthia Nastanski, SVP, Corporate Law and Deputy Corporate Secretary, **PepsiCo, Inc.**
Elena Norman, Partner, **Young Conaway Stargatt & Taylor LLP**
Ryan O’Toole, Director, **Fidelity Investments**
Henrik Patel, Partner, **White & Case LLP**
Joseph Penko, Partner, **Skadden, Arps, Slate, Meagher & Flom LLP and affiliates**
Mark Preisinger, Director of Corporate Governance, **The Coca-Cola Company**
Timothy Rankin, Portfolio Manager, **Franklin Mutual Advisers**
Brandon Rees, Deputy Director, Corporations and Capital Markets, **AFL-CIO**
Heather Reinschmidt, Senior Director, Compensation & Benefits Law, **Apple Inc.**
John Roe, Head of Stewardship for the Americas, **BlackRock, Inc.**
Brian Sandstrom, Vice President, Associate General Counsel, Securities, **Moderna Inc.**
Carolina San Martin, Director, ESG Research, **Wellington Management**
Megan Schilling, Attorney, **Cooley LLP**
Nikolai Schjold, Lead Corporate Governance Analyst, **Norges Bank Investment Management**
Paul Schneider, Head of Corporate Governance, **Ontario Teachers’ Pension Plan**
Romica Singh, Partner, **Akin Gump Strauss Hauer & Feld LLP**
Geoffrey Sorbello, Head of Engagement, **Elliott Management Corporation**  
Roberto Tallarita, Associate Director, Program on Corporate Governance, **Harvard Law School**  
Marc Treviño, Partner, **Sullivan & Cromwell LLP**  
Michael Varner, Director of Executive Compensation Research, **CtW Investment Group**  
Maria Vu, Senior Director, **Glass Lewis & Co.**  
Natalia Weaver, Managing Director, **Joele Frank Wilkinson Brimmer Katcher**  
Keeley Cain Wettan, Senior Vice President, **Gilead Sciences, Inc.**  
Liz Wideman, Senior Vice President, Senior Deputy General Counsel & Assistant Secretary, **Comcast Corporation**  
Catherine Winner, Global Head of Stewardship, **Goldman Sachs Asset Management**  
Alex Wisnewski, Lead Analyst, **BNY Mellon**
H. 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, June 15, 2022.

Participants in the Roundtable included the following:

Veronica Alix, Investment Proxy Research, Lead Analyst, BNY Mellon
James Andrus, Interim Managing Investment Director of Board Governance and Sustainability, California Public Employees' Retirement System
Lara Aryani, Partner, Shearman & Sterling LLP
Sonia Barros, Partner, Sidley Austin LLP
Alexandra Barrows, Director, ESG Relations & Capital Financings, Freeport-McMoRan
Lucian Bebchuk, James Barr Ames Professor of Law, Economics, and Finance, Harvard Law School
Elizabeth Bieber, Counsel and Head of Shareholder Engagement & Activism Defense, Freshfields Bruckhaus Deringer LLP
Lindsay Blitstein, ESG Analyst, Wellington Management
Mila Brogan, Assistant Governance Officer & Director of Issuer and Investor Engagement, Broadridge Financial Solutions, Inc.
Stephen L. Brown, Senior Advisor, KPMG LLP
Maureen Bujno, Managing Director, Audit & Assurance Governance Leader, Center for Board Effectiveness, Deloitte & Touche LLP
Steven Canner, Partner, Baker & McKenzie
Ning Chiu, Partner, Davis Polk & Wardwell LLP
Zach Cochran, Partner, King & Spalding
Will Collins-Dean, Senior Portfolio Manager and Vice President, Dimensional Fund Advisors
Steve Cross, Managing Director, FW Cook
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
Warren de Wied, Partner, Fried, Frank, Harris, Shriver & Jacobson LLP
Michael Delikat, Partner, Orrick, Herrington & Sutcliffe LLP
Paul DeNicola, Principal, Governance Insights Center, PwC
Jonathan Doorley, Partner, Brunswick Group
Rani Doyle, Managing Director, EY Center for Board Matters
Christopher Drewry, Partner, Latham & Watkins LLP
Craig Durrant, Vice President, Morgan Stanley
Renata Ferrari, Partner, Ropes & Gray LLP
Margaret M. Foran, Chief Governance Officer, Senior Vice President and Corporate Secretary, Prudential Financial, Inc.
Raquel Fox, Partner, Skadden, Arps, Slate, Meagher & Flom LLP and affiliates
Mary Francis, Corporate Secretary and Chief Governance Officer, Chevron Corporation
Brian Galle, U.S. Securities and Exchange Commission
John Galloway, Principal, Investment Stewardship – Office of the General Counsel, Vanguard
Robert Garretson, Vice President, Legal Strategic Programs & Operations, Philip Morris International
Brad Goldberg, Partner, Cooley LLP
Bruce H. Goldfarb, President and Chief Executive Officer, Okapi Partners
Marc Goldstein, Managing Director, Head of U.S. Research, Institutional Shareholder Services
Kelly Grez, Corporate Secretary, AVP, Legal, Merck & Co., Inc.
Jonathan Haymon, VP, Director of Proxy Voting, Federated Hermes
Josh Hochberg, Managing Director and Chief Operating Officer, Edelman Financial Communications
Renee Jones, Director, Division of Corporation Finance, U.S. Securities and Exchange Commission
Adam Kanzer, Head of Stewardship, Americas, BNP Paribas Asset Management
Mara Garcia Kaplan, Senior Vice President, Senior Lead Counsel and Assistant Corporate Secretary, Wells Fargo
Thomas Kennedy, Senior Associate General Counsel, Gilead Sciences
James Killerlane, Corporate Secretary, Managing Director and Deputy General Counsel, BNY Mellon
Tom Kim, Managing Director, FTI Consulting
Ele Klein, Partner and Chair of the M&A and Securities Group, Co-Chair of the Global Shareholder Activism Group and Member of the Executive Committee, Schulte Roth & Zabel
Martin Lessner, Partner, Young Conaway Stargatt & Taylor, LLP
Steve Lipin, Founder & CEO, Gladstone Place Partners
Steve Lippman, Director, ESG Engagement, Microsoft
Ron Llewellyn, Counsel, Fenwick
Christopher Ludwig, Managing Director, Global Head of Strategic Shareholder Advisory, Credit Suisse
Shaun J. Mathew, Partner, Kirkland & Ellis LLP
Theodore N. Mirvis, Partner, Wachtell, Lipton, Rosen & Katz
Thomas S. Moffatt, Vice President, Assistant Corporate Secretary and Senior Legal Counsel, CVS Health
Ryan Nowicki, Assistant Vice President, Asset Stewardship, State Street Global Advisors
Christine O'Brien, Head of Investment Stewardship, Elliott Investment Management
Carey Oven, National Managing Partner, Center for Board Effectiveness, Deloitte & Touche LLP
Tessie Petion, Head of ESG Engagement, Amazon
Jeffrey Pochowicz, Vice President - Associate General Counsel (Corp, Securities & Governance) and Assistant Secretary, McDonald's Corporation
Mark Preisinger, Director of Corporate Governance, The Coca-Cola Company
Denise Purvis, Corporate Governance Manager - Research, Florida State Board of Administration (SBA)
Sean Quinn, Managing Director, Teneo
Timothy M. Rankin, Senior Vice President, Portfolio Manager, and Research Analyst, Franklin Mutual Series
John Roe, Managing Director, Head of Investment Stewardship, Americas, BlackRock
Michelle Rutta, Partner, White & Case LLP
Kyle Seifried, Partner, Paul, Weiss, Rifkind, Wharton & Garrison LLP
Ian Spaulding, Partner and Head of Activism Defense, PJT Partners
Robert B. Stebbins, Partner, Willkie Farr & Gallagher LLP
Darla C. Stuckey, President & CEO, Society for Corporate Governance
Eric Swedenburg, Partner, Simpson Thacher
Roberto Tallarita, Associate Director and Research Fellow, Program on Corporate Governance, Harvard Law School
Christina Thomas, Partner, Mayer Brown LLP
Marc R. Treviño, Partner, Sullivan & Cromwell LLP
Ed Trissel, Partner, Joele Frank, Wilkinson Brimmer Katcher
Neil Whoriskey, Partner, Milbank LLP
Liz Wideman, Senior Vice President, Senior Deputy General Counsel & Assistant Secretary, Comcast Corporation
Catherine Winner, Managing Director, Global Head of Stewardship, Goldman Sachs Asset Management
Mariana Wisk, Senior Vice President and Corporate Secretary, Assurant
J. Speaker Series

The Program regularly sponsors presentations by outside speakers in the field of corporate governance. The 2021-2022 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 2021-2022, the following 47 presentations were made:

**Sep. 7**  
Oren Bar-Gill (HLS)  
*Manipulated By Mislaid Priorities*

**Sep. 9**  
Jesse Fried (HLS)  
*China and the Rise of Law-Proof Insiders*

**Sept. 16**  
Harsh Marti (Warburg Pincus)  
*Private Fund Structure*

**Sep. 22**  
Oliver Hart (Harvard) and Luigi Zingales (Chicago Booth)  
*Stakeholder Capitalism Driven by Investor Preferences*

**Sept. 22**  
Kai Liekefett (Sidley)  
*Activism Defense*

**Sept. 23**  
Vivek Ramaswamy (Roivant Industries)  
*Stakeholder Capitalism*

**Sep. 23**  
Josh Cammaker (Wachtell) & Ben Kanovich (Bredin Prat)  
*Shareholder Activism in the US and Europe*
<table>
<thead>
<tr>
<th>Date</th>
<th>Speaker</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Sep. 27</td>
<td>Shai Bernstein (HBS)</td>
<td>Reputation Spillovers in Venture Capital and on How Economic Downturns Affect Talent Flow to startups</td>
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<td>Sept. 28</td>
<td>Allen Ferrell (HLS)</td>
<td>Household Securities Litigation</td>
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<td>Sep. 29</td>
<td>Einer Elhauge (HLS)</td>
<td>The Case for Corporate Discretion to Advance Stakeholder Interests</td>
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<td>Sep. 30</td>
<td>Roberto Talarita (HLS)</td>
<td>Portfolio Primacy and Climate Change</td>
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<td>Sept. 30</td>
<td>Leo E. Strine, Jr. (Wachtell)</td>
<td>Stakeholder Governance and Institutional Investor Stewardship</td>
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<tr>
<td>Oct. 5</td>
<td>Jared Ellias (University of California)</td>
<td>The Rise of Bankruptcy Directors</td>
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<td>Oct. 12</td>
<td>Trung Nguyen (HBS)</td>
<td>The Effectiveness of White Collar Crime Enforcement and on Learning from Corporate Fraud and Corporate Governance Spillovers</td>
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<tr>
<td>Oct. 13</td>
<td>Robert Eccles (SASB &amp; Oxford University) and Ethan Rouen (HBS)</td>
<td>Corporate Purpose Statements and Integrated Reporting</td>
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<td>Oct. 14</td>
<td>Randy Baron (Robbins Geller)</td>
<td>Tesla Litigation</td>
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<td>Oct. 18</td>
<td>Lauren Cohen (HBS)</td>
<td>The ESG-Innovation Disconnect and the Strategic Use of Titles</td>
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<td>Oct. 21</td>
<td>Paul Singer (Elliott Management)</td>
<td>Hedge Fund Activism</td>
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<tr>
<td>Oct. 21</td>
<td>Jared Ellias (Hastings)</td>
<td>The Rise of Bankruptcy Directors</td>
</tr>
</tbody>
</table>
Oct. 25  Lawrence Summers (Harvard)  
*Rethinking How We Score Capital Gains Tax Reform*

Oct. 27  William Savitt (Wachtell)  
*Stakeholder Governance in the Corporate Boardroom*

Oct. 27  Allison Herren Lee (SEC)  
*The Work of the SEC*

Oct. 28  Rachelle Silverberg (Wachtell)  
*NCI Litigation*

Oct. 28  Doug Madden (Warburg Pincus), Gwen Reinke (Vista), and Madeleine Russo (Blackstone RE)  
*Control Environment (CCOs)*

Nov. 1  Kathy Spier (HLS)  
*Holding Platforms Liable*

Nov. 1  Scott Hirst (BU)  
*Shareholder Voting and Whether investors Care about Social Responsibility*

Nov. 2  Lucian Bebchuk (HLS)  
*On Stakeholder Capitalism*

Nov. 4  Ben Colton (State Street Global Advisors) & Carolina San Martin (Wellington Management)  
*Institutional Investor Stewardship*

Nov. 4  Hester Peirce (SEC)  
*ESG Disclosures*

Nov. 8  Lucian Bebchuk (HLS)  
*The Forgotten Stakeholder*

Nov. 10  Jonas Kron (Trillium Asset Management), Leslie Samuelrich (Green Century Funds), Mari Schwartzter (NorthStar Asset Management), and Tim Smith (Boston Trust Walden)  
*Socially Responsible Investment and Stewardship*
Nov. 10  William Ackman (Pershing Square)  
Hedge Fund Activism

Nov. 11  Ethan Klingsberg and Meredith Kotler (Freshfields)  
Board Oversight and Shareholder Demands for Books and Records

Nov. 15  Mihir Desai (HLS/HBS)  
A Better Way to Measure Shareholder Returns and Managerial Performance

Nov. 16  Scott Hirst (BU)  
Investor Initiation in Corporate Governance

Nov. 18  John P. Del Monaco and Matt Solum (Kirkland & Ellis)  
Mindbody

Nov. 30  Caley Petrucci (HLS)  
Equal Treatment Agreements: Theory, Evidence & Policy

Dec. 2  Y. Carson Zhou and John L. Hardiman (Sullivan & Cromwell)  
Nevada

Feb. 8  Elisabeth de Fontenay (Duke)  
Contractual Complexity in Debt Agreements: The Case of EBITDA

Feb. 15  Michael Francus (HLS)  
Disaggregating State Bankruptcy

Mar. 1  Michal Barzuza (Virginia)  
The Millenial Corporation: Strong Stakeholders, Weak Managers

Mar. 21  Adriana Robertson (Toronto)  
Noisy Factors

Mar. 22  Adriana Robertson (Toronto)  
Noisy Factors in Law

Apr. 4  Samuel Antill (HBS)  
Financing the Litigation Arms Race
Apr. 5  Assaf Hamdani (Tel Aviv)
Superstar CEOs and Corporate Law

Apr. 11  Charles Angelucci (MIT Sloan)
Self-Reporting Schemes and Employee Wrongdoing
K. Students and Fellows

The Program seeks to foster research in the corporate governance area by students and fellows. During 2021-22, the following students and fellows were affiliated with the Program:

- Raffaele Felicetti
- Kobi Kastiel
- Leeor Ofer
- Kunal Sangani
- Roberto Tallarita
- Anna Toniolo
- Hunter Fortney
- Ali Nazari
- Anete Pajuste
- Wanling Su
- Johnny Tang

To encourage and recognize work by students in the corporate governance area, the Program established the Victor Brudney Prize in Corporate Governance in memory 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 2021-2022 Victor Brudney Prize in Corporate Governance was awarded to Giselle Zouein for the paper “Broken M&A Deals: The Ordinary Course Operating Covenant In The Midst of Pandemics.”

During the 2021-2022 university year, four fellows, Leeor Ofer, Wanling Su, Roberto Tallarita, Anna Toniolo, and the Director of Publications, Operations and Legal Research Anna Restuccia 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 2021-2022, 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
Kerry Berchem  
Akin Gump Strauss Hauer & Feld 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
Arthur B. Crozier  
Innisfree M&A Incorporated
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
David Millstone  
Standard Industries
Theodore Mirvis  
Wachtell, Lipton, Rosen & Katz
Maria Moats  
PricewaterhouseCoopers LLP
Erika Moore  
Nasdaq, Inc.
Carey Oven  
Deloitte LLP
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

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In planning events and conferences, the Program receives input from the members of its Corporate Governance Roundtable Advisory Council. During 2021-2022, the following served as members of the Corporate Governance Roundtable Advisory Council:

Maryellen Andersen  
**Broadridge Financial Solutions**

Anthony Augliera  
**Wells Fargo**

Stephen L. Brown  
**KPMG**

Martha Carter  
**Teneo**

Monique A. Cenac  
**Freeport McMoRan Inc.**

Steve Cross  
**FW Cook**

Arthur B. Crozier  
**Innisfree M&A Incorporated**

Keith Dolliver  
**Microsoft Corporation**

Jonathan Doorley  
**Brunswick Group**

Jeremy Fielding  
**Kekst CNC**

Kristina V. Fink  
**American Express**

Suzanne Rich Folsom  
**Philip Morris International**

Margaret Foran  
**Prudential Financial, Inc**

Mary A. Francis  
**Chevron Corporation**

Jason Frankl  
**FTI Consulting**

Todd Gershkowitz  
**State Street Corporation**

Bruce H. Goldfarb  
**Okapi Partners**

Kelly Grez  
**Merck**

Ross E. Jeffries, Jr.  
**Bank of America Corporation**

Blair Jones  
**Semler Brossy**

James Killerlane  
**BNY Mellon**

Zachary Kolkin  
**Goldman Sachs**

Steven Lipin  
**Gladstone Place Partners**

Colleen McIntosh  
**CVS Health**

Maria Moats  
**PricewaterhouseCoopers**

Erika Moore  
**Nasdaq, Inc.**

Jonathan Mothner  
**Synchrony Financial**

Cynthia Nastanski  
**PepsiCo**

Tessie Petion  
**Amazon**

Brett Pletcher  
**Gilead Sciences**

Jeffrey J. Pochowicz  
**McDonald’s Corporation**

Mark Preisinger  
**The Coca-Cola Company**

Tangela Richter  
**Wells Fargo**

David Rosewater  
**Morgan Stanley**

K. Scott Roy  
**Range Resources**

Kurt Schacht  
**CFA Institute**

Matthew Sherman  
**Joele Frank**

Caroline Schoenecker  
**Deloitte LLP**
3. **Visits by Distinguished Practitioners**

During 2021-2022 the following prominent practitioners participated in the Program’s activities:

- Michael Albano
- Veronica Alix
- Ted Allen
- MaryEllen Andersen
- James Andrus
- Cynthia Angell
- Anthony Apps
- Leeanne Arthur
- Lara Aryani
- Jeffrey Barbieri
- Sonia Barros
- Alexandra Barrows
- David Bell
- Kerry Berchem
- Dina Bernstein
- Elizabeth Bieber
- Courtenay Birchler
- Scott Bisang
- Amy Blackman
- Lindsay Blitstein
- Amy Borus
- David Boston
- Mila Brogan
- Stephen L. Brown
- Maureen Bujno
- Steven Canner
- Sydney Carlock
- Martha Carter
- Monique Cenac
- Gale Chang
- Anne Chapman
- Ning Chiu
- David Chun
- Zach Cochran
- Maher Colaylat
- Will Collins-Dean
- Benjamin Colton
- Christian Correa
- Aneliya Crawford
- Carolyn Cross
- Steve Cross
- Arthur B. Crozier
- Glenn Davis
- Ian Dawson
- Alisa Do
- Jonathan Doorley
- Rani Doyle
- Kristin Drake
- Christopher Drewry
- Abby Dunleavy
- Craig Durrant
- Michelle Edkins
- Gregory Elders
- Daniel P. Emerson
- Sebastian Fain
- Archie Fallon
- Renata Ferrari
- Holly Fetter
- Jeremy Fielding
- Matt Filosa
- Kristina V. Fink
- Tara Fisher
- Margaret M. Foran
- Julia Forbes
- Nicole Foster
- Raquel Fox
- Mary Francis
- Carolyn Frantz
- Brian Galle
- John Galloway
- Michael Garland
- Robert Garretson
- Liz Gartland
- Marc Gerber
- Brad Goldberg
- Bruce H. Goldfarb
- Marc Goldstein
- Raynelle Grace
- Helena Grannis
- Kelly Grez
- Joseph Gromacki
- Rob Hardy
- Mark Harnett
- Jonathan Haymon
- Alexandra Higgins
- Kyle Higley
- Josh Hochberg
- John Hoeppner
- Debra Hoffman
- Rolfe Hubley
- Martin Jarzebowski
- Ross Jeffries
- Blair Jones
- Eric Juergens
- Adam Kanzer
- Mara Garcia Kaplan
- Ira Kay
- Courteney Keatinge
Thomas Kennedy
James Killerlane
Rebecca Kim
Tom Kim
Matthew Kimmel
Bruce Kistler
Alan Klein
Ele Klein
David Kokell
Zachary Kolkin
Nishesh Kumar
Robert Lamm
Diana Lee
Martin Lessner
Tanya Levy-Odom
Joshua Lichtenstein
Doreen Lilienfeld
Kyoko Takahashi Lin
Steve Lipin
Steve Lippman
Lyssa Bantleon Little
Ron Llewellyn
Christopher Ludwig
Matt Lum
William MacCallum
Aeisha Mastagni
Charlie Mathes
Shaun J. Mathew
Alexander May
David McBride
Gianna McCarthy
Marcy McCullaugh
Caitlin McSherry
Frances Mi
Theodore N. Mirvis
Franklin Mitchell
Maria Moats
Kurt Moeller
Thomas S. Moffatt
Erika Moore
Elizabeth Morgan
Catherine Moyer
Cynthia Nastanski
Elena Norman
Tina Nouri
Ryan Nowicki
Christine O’Brien
Ryan O’Toole
Christine O’Brien
Carey Oven
Henrik Patel
Madhuri Pavamani
Nicholas Pellicani
Joseph Penko
Tessie Petion
Morton Pierce
Jeffrey Pochowicz
Mark Preisinger
Edward Prokop
Denise Purvis
Sean Quinn
Timothy M. Rankin
Andrea Reed
Brandon Rees
Heather Reinschmidt
John Roe
Jeffrey Rosen
Scott Roy
Michelle Rutta
Dan Ryterband
Carolina San Martin
Brian Sandstrom
Kurt Schacht
Megan Schilling
Nikolai Schjold
Paul Schneider
Caroline Schoenecker
Kyle Seifried
Cimi Silverberg
Jodi Simala
Romica Singh
Cal Smith
Geoffrey Sorbello
Ian Spaulding
Robert B. Stebbins
Darla C. Stuckey
Vanessa Sutherland
Eric Swedenburg
Christina Thomas
Peter Tomczak
Mandy Tornabene
Marc R. Treviño
Ed Trissel
Michael Varner
Maria Vu
Natalia Weaver
Keeley Wetten
Sam Whittington
Neil Whoriskey
Liz Wideman
Steven Williams
Margaret Williams
Catherine Winner
Mariana Wisk
Alex Wisnewski
Zach Wittenberg
Gabrielle Wolf
Michael Benedict Yamoah
Michael Younis

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 2021-2022, including the following:

Testimony of John C. Coates IV Before the U.S. Senate Committee on Banking, Housing, and Urban Affairs on Legislative Proposals to Examine Corporate Governance Securities Law Reforms (June 2022).

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

Op-eds and other commentary on corporate governance policy issues published in 2021-2022 by faculty members and fellows affiliated with the Program include the following:


Fried, Jesse M., “Unilever has Caved to the Campaign to Eliminate Israel,” *The Telegraph* (June 22, 2022).


Fried, Jesse M. and David H. Webber, “Unilever Must Reverse Ben and Jerry’s Israel Boycott,” *Newsweek* (September 14, 2021).


M. Media Coverage

Corporate governance research carried out by faculty associated with the Program was covered broadly by the media during 2021-22. This research was featured in, among other places, 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:

Directors & Boards (10/5/21)
Epoch Times (10/19/21)
Financial Times (8/18/21, 8/23/21, 10/6/21, 3/14/22)
Forbes (7/25/21, 11/26/21)
Fortune (8/5/21)
IR Magazine (8/25/21)
MarketWatch (7/30/21, 9/29/21)
National Review (8/19/21)
New York Times (4/27/22, 6/16/22)
ProMarket (2/25/22, 3/11/22, 5/18/22)
 Seeking Alpha (8/23/21)
St. Louis Post-Dispatch (8/23/21)
Wall Street Journal (8/23/21, 8/26/21)

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