The Governance Professional's Journey: Role of Board Secretary

25 – 29 January 2027
Rome (Italy)



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Why This Course

The board secretary plays a vital role in supporting effective governance, board performance, compliance, and decision-making. Far beyond administrative coordination, today's board secretary acts as a trusted governance professional who helps ensure that board operations are well structured, legally compliant, properly documented, and aligned with best practice.

Boards depend on accurate information, clear agendas, reliable records, strong meeting discipline, and effective communication between directors, committees, executive management, and stakeholders. A skilled board secretary helps create this structure while also advising on governance matters, managing compliance requirements, protecting confidentiality, and supporting board development.

This intensive 1-week course is designed for aspiring and current board secretaries who want to strengthen their understanding of the role and enhance their practical capabilities. Through expert insights, governance frameworks, documentation exercises, meeting simulations, compliance tools, and digital board management practices, participants will gain the knowledge and confidence to excel as key facilitators of effective board operations.

What You'll Learn and Practice

By joining this program, you will:

- Understand the core responsibilities and best practices of a board secretary.
- Explore the evolving role of the board secretary in modern corporate environments.
- Develop a strong understanding of corporate governance principles and frameworks.
- Understand legal, regulatory, ethical, and fiduciary considerations.
- Plan and manage effective board and committee meetings.
- Prepare agendas, board packs, action trackers, and meeting documentation.
- Apply best practices in minute-taking and record-keeping.
- Maintain governance calendars, compliance checklists, corporate records, and minute books.
- Support regulatory compliance oversight and risk management.
- Apply data protection, confidentiality, and information security practices.
- Provide strategic governance advice to boards and executive management.
- Support board evaluations, development, stakeholder reporting, and board-management communication.
- Use technology to improve board operations, including virtual and hybrid meetings.



The Program Flow

Day 1: Foundations of Corporate Governance

- The evolving role of the board secretary.
- Understanding the board secretary as a governance advisor and board operations facilitator.
- Corporate governance principles and frameworks.
- Board structures, committees, responsibilities, and decision-making processes.
- Legal and regulatory landscape.
- Ethical considerations and fiduciary duties.
- Practical exercise: Mapping the board secretary's responsibilities and governance touchpoints.

Day 2: Meeting Management and Documentation

- Effective meeting planning and agenda setting.
- Preparing board packs, notices, schedules, and supporting papers.
- Minute-taking best practices.
- Recording decisions, actions, discussions, conflicts of interest, and approvals clearly.
- Managing board calendars and action items.
- Digital tools for efficient meeting management.
- Workshop: Creating a board meeting management system and action tracker.

Day 3: Compliance and Risk Management

- Regulatory compliance oversight responsibilities.
- Developing governance calendars and compliance checklists.
- Risk assessment and management from a governance perspective.
- Maintaining corporate records and the minute book.
- Data protection, confidentiality, and secure handling of board information.
- Managing conflicts of interest and sensitive governance matters.
- Practical exercise: Building a governance calendar and compliance checklist.

Day 4: Strategic Advisory and Board Support

- Advising on governance best practices.
- Supporting board evaluations and director development.
- Facilitating communication between the board, committees, and executive management.
- Supporting effective decision-making through timely and accurate information.
- Stakeholder engagement and governance reporting.
- Building credibility as a trusted advisor to the board.
- Workshop: Designing an effective board evaluation process.



Day 5: The Modern Board Secretary

- Technology and innovation in board operations.
- Managing virtual and hybrid board meetings effectively.
- Secure digital document management and board portals.
- Improving efficiency, confidentiality, and accessibility of board information.
- Continuous professional development for board secretaries.
- Building influence and strategic partnerships.
- Final activity: Developing a board secretary improvement roadmap and digital document management approach.

Individual Impact

- Strengthen your confidence in performing the board secretary role.
- Improve your understanding of corporate governance, compliance, and board procedures.
- Build practical skills in meeting planning, agenda setting, minute-taking, and record-keeping.
- Enhance your ability to advise boards and management on governance best practices.
- Improve confidentiality, documentation, and compliance discipline.
- Develop a practical toolkit for managing modern board operations.

Work Impact

- Improve board efficiency, structure, and decision-making support.
- Strengthen governance practices, compliance oversight, and accountability.
- Improve the quality and reliability of board documentation and records.
- Support stronger communication between the board, committees, and management.
- Improve board evaluation, development, and governance reporting processes.
- Enhance security and professionalism in digital board information management.

Training Methodology

This program uses a practical and governance-focused approach designed around the real responsibilities of board secretaries. Learning methods include:

- Interactive discussions and expert-led facilitation.
- Corporate governance case studies.
- Board meeting planning and agenda development exercises.
- Minute-taking and documentation practice.
- Compliance checklist and governance calendar workshops.
- Board evaluation and advisory role simulations.
- Virtual and hybrid board meeting scenarios.
- Digital document management and board portal exercises.
- Peer feedback, facilitator coaching, and practical action planning.



Beyond the Course

Upon completion, participants will be prepared to support boards with greater professionalism, structure, and strategic value. They will return ready to:

- Develop a comprehensive board meeting management system.
- Create a governance calendar and compliance checklist.
- Prepare accurate minutes, records, and action trackers.
- Design an effective board evaluation process.
- Implement secure digital document management practices.
- Serve as a trusted governance advisor who strengthens board effectiveness and organizational accountability.

