

CLO Governance Forum

Oversight in a New Era

September 10, 2026
Davis Wright Tremaine
New York, NY

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September 10, 2026

Davis Wright Tremaine | New York, NY 10020

Thursday, September 10, 2026

11:00 am – 12:30 pm

Registration and Networking Lunch

12:30 pm – 12:40 pm

Welcome and Opening Remarks

Brian Campbell, US Governance & Sustainability Center Leader, General Counsel,
The Conference Board

12:40 pm – 1:30 pm

What the CEO and Board Expect from the Chief Legal Officer

As boards and CEOs expand their demands on legal leadership, the CLO is increasingly expected to function as a strategic advisor and governance partner, not just a legal resource. How are the best CLOs meeting new expectations, managing enterprise risk, and navigating board relations? What do CLOs wish their CEOs and boards understood about how the function actually operates?

1:30 pm – 1:40 pm

Meet and Connect

1:40 pm – 2:30 pm

Governance Under Pressure: Board Engagement, Legal Accountability, and Real-Time Decision-Making

When a crisis hits, whether a cyber incident, a regulatory action, or a sudden shift in the geopolitical environment, governance structures are tested in real time. Decisions come before the facts are clear, before counsel is fully briefed, and before the board is in the room. Geopolitical and geostrategic risk – everything from tariffs to international conflict – has moved to the top of the corporate agenda. This session will examine how CLOs and governance leaders make high-stakes decisions under pressure, from who in the room, to how the board gets engaged, and what practitioners would have done differently in hindsight.

2:30 pm – 3:05 pm

Breakout Session: Scenario Testing

Small tables of 6-8 attendees working through one real governance challenge, including disclosure in a fragmented landscape, legal use cases for AI, managing poly-crises, and the new era of legal exposure. 30-minutes at tables, 5-min report out to room.

For sponsorship opportunities, please contact aabidi@tcb.org

3:05 pm – 3:10 pm

Break

3:10 pm – 4:00 pm

AI, Cyber, and Emerging Technology Risk: Governance When the Rules Haven't Been Written

AI adoption is accelerating, and cyber threats intensifying, at the same time as accountability structures are struggling to keep pace. This session will examine both risks through a governance lens. It will look at how boards are being prepared for oversight responsibilities they may not yet fully understand, where accountability sits when AI systems produce unintended outcomes, and what credible governance frameworks look like in practice. It will also address where companies remain underprepared on cyber, from incident response governance and board engagement to the legal and reputational exposure that follows when a breach is mishandled. The focus will not be on mapping the threat landscape, but on what effective governance requires from CLOs, corporate secretaries, and boards right now.

4:00 pm – 4:30 pm

Breakout Session: Peer Exchange – What's Working, What Isn't

An open, lightly structured discussion in small groups where peers share candidly what is working, what is not, and what they would do differently. There is no report back. The focus will be on the conversations that do not happen on the main stage.

4:30 pm – 4:35 pm

Break

4:35 pm – 5:25 pm

Board Composition, Capability, and Evolving Oversight Demands

As boards are asked to provide credible oversight of an expanding risk landscape, from AI to geopolitical volatility and regulatory uncertainty, questions about director skills, tenure, and committee design have become urgent governance challenges. Recent Delaware decisions have also extended Caremark oversight duties to officers as well as directors, raising the personal stakes for CLOs and corporate secretaries who advise on these structures. How are governance leaders having the hard conversations about board capability and refresh while oversight demands continue to intensify?

5:25 pm – 5:30 pm

Closing Remarks

Brian Campbell, US Governance & Sustainability Center Leader, General Counsel,
The Conference Board

5:30 pm – 6:15 pm

Networking Reception

6:30 pm – 8:00 pm

Dinner