



The Institutes' Executive Education

Lead with an Enterprise Perspective
in Risk and Insurance

March 26 - 31, 2017





**Here's what survey respondents had to say about
The Institutes' 2016 Executive Education program:**

100%

were highly satisfied with the overall
quality of the program.

95%

said the program met or offered
more than what they expected.

95%

would recommend this
program to a colleague.

The Institutes' Executive Education

Brought to you in partnership with the Darden School Foundation at the University of Virginia, The Institutes' Executive Education provides strategic leadership training tailored to the risk management and property-casualty insurance industry.

In a business environment filled with continuous and unpredictable change, senior-level executives and managers must continually refine their skills and gain new knowledge to ensure that their organizations remain competitive and successful. By participating in the Executive Education program, today's leaders will gain the strategic decision-making skills they need—and that can be directly applied to their organization—to stay on the leading edge of our industry.

The Institutes

With more than 100 years of experience, The Institutes are the leading provider of risk management and property-casualty insurance education.

Institutes knowledge solutions include the premier Chartered Property Casualty Underwriter (CPCU®) professional designation; associate designations in areas such as claims, risk management, underwriting, and reinsurance; introductory and foundation programs; online courses; custom solutions; and continuing education (CE) courses.



University of Virginia Darden School Foundation

For more than half a century, Darden Executive Education has served as a critical resource for businesses around the world, providing the relevant concepts and business skills needed to formulate sustainable growth.

Led by world-class faculty at the nation's top public university, Darden's learning experience is designed to develop management and leadership teams at all levels by teaching them how to think differently and find answers to key business challenges.



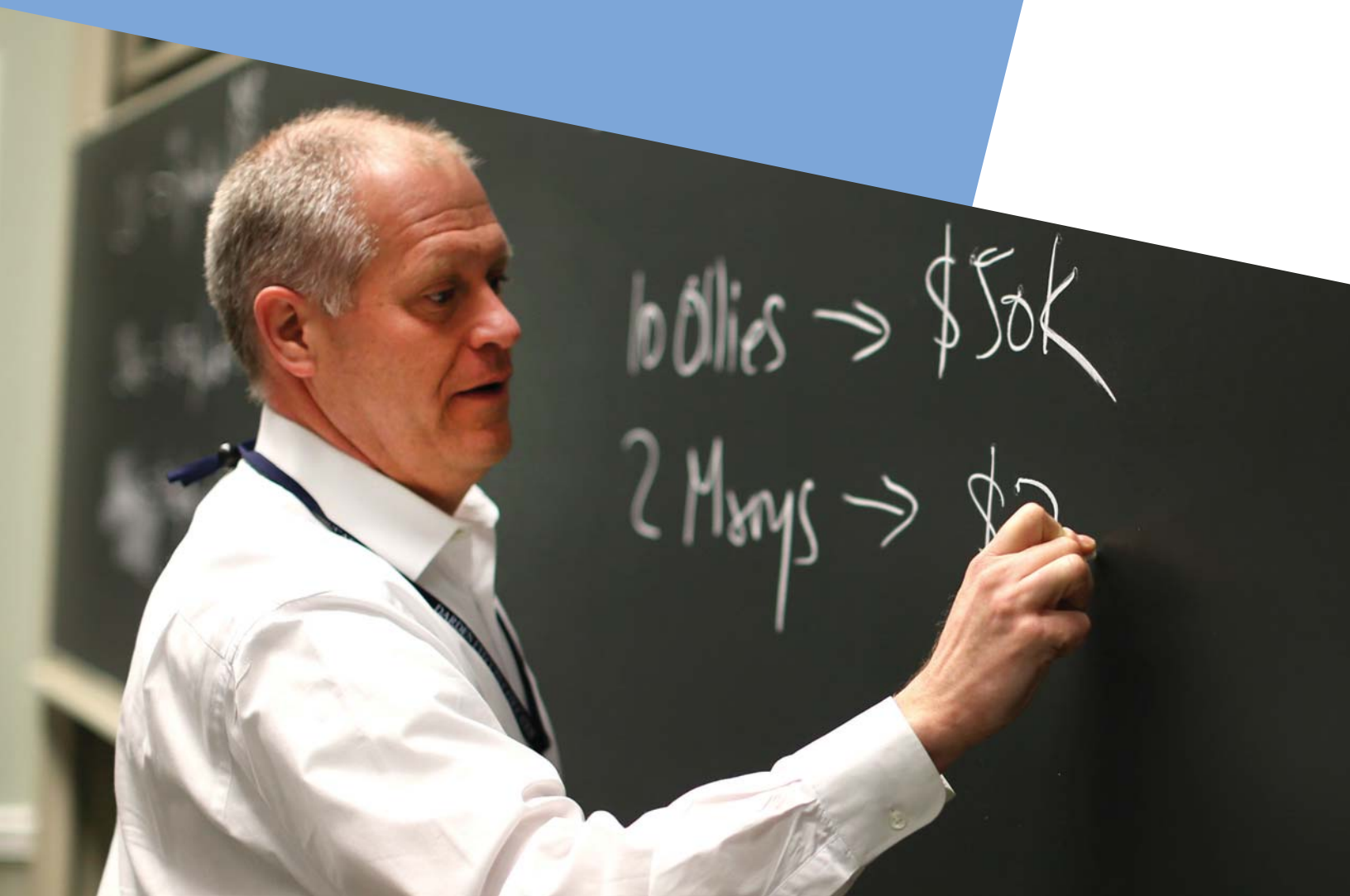
“ *This program provides numerous opportunities to gain insights that can help you positively influence your company.* **”**

ROBERT BUCKLEY

Vice President Chief Strategy Officer
Church Mutual Insurance Company
2016 Executive Education Participant

The Executive Education Advantage

As a result of the Executive Education program's advanced, five-day interactive learning structure, you will have the opportunity to gain unique insights from your fellow participants' expertise and experience, as well as build valuable professional relationships.



Program Features

- A variety of interactive learning methodologies, such as class discussions, workshops, and experimental simulations
- A personal assessment tool that pinpoints your leadership strengths and helps you learn how you can be more effective
- Relevant, real-world case studies that can be applied to the insurance industry

Who Should Attend

The Executive Education program is designed for senior-level managers with twelve or more years of industry experience who:

- Plan and formulate major strategic objectives throughout their organization
- Manage the competencies and resources required to pursue those objectives
- Lead their organization as they aim to achieve their strategic goals

How You Will Benefit

This program will enable you to:

- Envision and design strategic frameworks and organizational strategies to gain a competitive advantage
- Accelerate the development of your strategic leadership skills so that you can lead your organization across the competitive landscape
- Learn strategic decision-making skills that you can apply immediately to your business and your career development
- Engage in competitive analysis and financial performance from an enterprise-wide perspective
- Understand insurance industry issues and how they influence decision making
- Discover a framework and tools for innovation to grow your business

How to Register

All attendees must be nominated by their organization to participate. Please complete the enclosed nomination form to apply, or complete the form online at **TheInstitutes.org/ExecEd**.

When:

March 26 to 31, 2017

Cost:

\$8,500 per attendee
(including tuition, lodging, and meals)

Contact:

For more information, contact Alison Riddle
(610) 644-2100, ext. 7633 or Riddle@TheInstitutes.org

Executive Education Program Schedule

Below is a high-level representation of the program.

SUNDAY March 26	MONDAY March 27	TUESDAY March 28	WEDNESDAY March 29	THURSDAY March 30	FRIDAY March 31
	Leading From an Enterprise Perspective	Industry Structure: How to Make It Work to Your Firm's Advantage	Linking Financial Performance and Strategy	Building Organizational Capabilities for Competitive Advantage	The Changing Role of Data, Marketing Analytics, and Marketing Accountability
	<i>Learning Team*</i>	<i>Learning Team*</i>		<i>Learning Team*</i>	
	How Do You Know You Have a Good Strategy?	The Drivers of Performance and Value Across Industries	A View of the Insurance Industry From Wall Street	Personal Insights Debrief	Balancing Performing and Learning
					PROGRAM CLOSE 12:00 P.M.
	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
	Leadership Starts at Home	<i>Learning Team*</i>	<i>Learning Team*</i>	Managing the Innovation Process I: The Individual	
	<i>Learning Team*</i>	Digital Marketing	Strategic Decision Making: The Role of Analysis		DEPART
	Multi-Channel Marketing		TOUR OF MAIN GROUNDS	Managing the Innovation Process II: The Organization	
OPENING RECEPTION AND KICKOFF 6:00 P.M.					
DINNER	DINNER	DINNER	GROUP ACTIVITY AND COOKOUT	DINNER OFF-GROUNDS	
<i>Learning Team*</i>	<i>Learning Team*</i>	<i>Learning Team*</i>	<i>Learning Team*</i>	<i>Learning Team*</i>	

**Learning Teams—Small groups that are formed to discuss cases or other in-class assignments to sharpen participants' thinking and to encourage learning from each other's diverse perspectives and experiences.*

Meet the Faculty

The faculty for the Executive Education program were selected to provide a solid framework for future success in strategically managing, developing, and leading an organization. The faculty for any given session may vary, however, based on program needs and faculty availability.



Robert L. Carraway

As the John L. Colley Research Associate Professor of Business Administration, Robert Carraway teaches quantitative analysis courses in Darden's MBA program. Carraway has co-written a quantitative analysis case book as well as a number of papers and Darden cases on the topic. Carraway joined the Darden faculty in 1984. He has also been a visiting lecturer at Instituto para el Desarrollo de Empresarios en la Argentina (IDEA).



Paul W. Farris

Landmark Communications Professor Paul Farris taught at Harvard Business School before his appointment at the Darden School of Business. He has worked in marketing management for Unilever, Germany, and in account management for the Lintas advertising agency. Farris's general research focus is on marketing productivity and budgeting. His work has been published in six books and more than sixty articles, appearing in professional journals such as Harvard Business Review, Journal of Marketing, Marketing Science, Management Science, Decision Sciences, and Journal of Advertising Research.



Katie Wiesel

Katie Wiesel is Darden's senior director of executive education based in Washington, D.C. In this role, she is responsible for building relationships with clients and prospective partners in the Mid Atlantic. Before joining Darden in 2011, Wiesel was director of custom programs at Wharton Executive Education, where she was responsible for designing and delivering a portfolio of tailored programs for clients in the financial services, technology and defense industries.



Lynn A. Isabella

Associate Professor Lynn Isabella teaches courses in organizational behavior, leadership and change, and teams in the Darden School's MBA, MBA for Executives, and Executive Education programs. She is the coauthor of two books (Alliance Competence and Leaders and Teams: The Winning Partnership) and has published numerous articles in the areas of strategic alliances, change, and career management. She has also researched and authored many original case studies focused on United States and international companies and issues.



Gregory B. Fairchild

Gregory Fairchild is E. Thayer Bigelow Associate Professor of Business Administration at the Darden School of Business. He teaches strategic management, entrepreneurship, and ethics in Darden's MBA and Executive Education programs. He has received a number of awards for teaching excellence at the Darden School.



Paul J. Simko

Paul J. Simko, associate professor of business administration, teaches accounting at Darden. His research centers on issues surrounding financial accounting recognition and disclosure. He is particularly interested in how alternative accounting treatments affect the decisions of both investors and analysts, and how investors assess firms' earnings quality. Before joining the Darden School faculty in 2002, Simko taught at Emory University, Indiana University, and INSEAD. He has also worked as a senior analyst with Citicorp and is a certified public accountant.

World-Class Accommodations

The Darden School of Business is located on the North Grounds of the University of Virginia in Charlottesville, Va., and includes a fully integrated, executive-level facility with classrooms, lodging, dining, and fitness centers all within a short walk from one another.

Lodging

All participants of the Executive Education program will stay at the Inn at Darden Executive Residence Center, which is equivalent to a four-star hotel. The Inn at Darden is conveniently located on the Darden grounds and is a three-minute walk from the classrooms.

Amenities for each guest room include:

- Wi-Fi and high-speed Internet access
- A fitness center
- Thirty-eight spacious conference rooms
- A do-it-yourself laundry service
- An on-site pub



Dining and Meals

The majority of meals will be served in the Abbott Center Dining Room, which is complete with a fully equipped kitchen and Culinary Institute-trained chefs.

- Breakfast and lunch are served buffet-style with multiple hot-entrée selections and a salad, sandwich, and dessert bar.
- Dinners are served family style and feature a unique cuisine each evening.
- Beverages, snacks, and fruit are continuously available outside the classroom each day.



Go to TheInstitutes.org/ExecEd to apply today!



The Institutes' Executive Education Nomination Form



The Darden School Foundation, University of Virginia

March 26-31, 2017



Nominator's contact information:

Name: _____
(Last) (First) (MI)

Designations: _____

Title: _____

Company: _____

Business Address: _____

City: _____ State: _____ Zip Code: _____ Country: _____

Telephone: _____ Email Address: _____

Qualities of an Executive Education Participant

This program is designed for senior-level managers with twelve or more years of industry experience who:

- Plan and formulate major strategic objectives throughout their organization
- Manage the competencies and resources required to pursue those objectives
- Lead their organization as they aim to achieve their strategic goals

I nominate the following person to attend:

Name: _____
(Last) (First) (MI)

Designations: _____

Preferred Name (or Nickname): _____

Title: _____

Company: _____

Business Address: _____

City: _____ State: _____ Zip Code: _____ Country: _____

Telephone: _____ Email Address: _____

How did you hear about the Executive Education program?

- ☐ Print ad ☐ Email ☐ Social media
☐ Digital ad ☐ Print brochure ☐ Other: _____

Brief description of nominee's current responsibilities:

Nominee's employment history (most recent first):

Employer, position, major responsibilities (include dates)

Please tell us why you are nominating this person:

Billing Information

Upon acceptance into the program, an invoice will be sent to the individual indicated below.

Name: _____
(Last) (First) (MI)

Title: _____ Company: _____

BusinessAddress: _____

City: _____ State: _____ Zip Code: _____ Country: _____

Telephone: _____ Fax: _____ Email Address: _____

Cancellation Policy: Payment is due within 30 days of the invoice date. Cancellations must be submitted in writing more than 30 days before the program start date to receive a full refund.

After nominations are reviewed and approved, each nominee will be notified of the status of his or her nomination.

To submit your nomination, please upload the completed form in PDF format at TheInstitutes.org/ExecutiveEducation or fax the form to **Alison Riddle** at **(610) 651-7651**.



The best investment you can make in preparing your team to strategically **manage**, **develop**, and **lead** your organization.

The Institutes
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Malvern, PA 19355

(800) 644-2101
CustomerSuccess@TheInstitutes.org

TheInstitutes.org

