

# Directors Education Program (DEP)

## Application for Admission

### THE DIRECTORS EDUCATION PROGRAM (DEP)

The DEP is not an entry-level director education course. It has been developed for experienced directors who wish to hone their skills and be more effective. The course itself is focused primarily on for-profit governance with an emphasis on the governance of publicly-traded corporations. As such, the course is most appropriate for directors with for-profit governance experience or those directors and professionals with near-term opportunity to serve on for-profit boards.

Delivered by Canada's leading corporate governance experts, it is a highly interactive 12-day course that incorporates roundtable discussions, real-time case studies and on-point insights from world-renowned faculty, experts in the field of board behaviours and executives-in-residence. The goal of the program is to build competencies deemed necessary to be an effective director.

### ELIGIBILITY FOR THE DEP

Admission into the DEP is granted to those applicants who meet the minimum national experience standard (the 'bar'). The bar reflects the focus of the DEP on for-profit director effectiveness. The bar represents a combination of business acumen and professional experience, board service and director experience, and other factors such as education and honours, supported by appropriate references. Your application will be reviewed by an admissions committee and it is, therefore, important that you provide as much detail as necessary within this online application form.

Except in exceptional situations all admitted participants will have appropriate experience as a director. Preference is given to DEP applicants who have experience on for-profit boards. Preference is also generally given to those who have held independent board positions, as opposed to executive or ex-officio positions. Crown corporation boards and large non-profit boards that act as oversight boards are preferred over management boards or boards focused primarily on singular activities such as fundraising. While some consideration may also be given to applicants who have not served directly on boards but have extensive experience advising or otherwise working with boards (e.g. professionals who may have been prohibited from serving on boards by virtue of their professional capacity but advise and serve boards extensively), it should be noted that the DEP Admissions Committee does not consider this to be a substitute for experience as a sitting director, but rather as a complementary piece.

In addition to board experience, DEP applicants should also have a highly successful track record of senior executive or professional experience and be able to demonstrate significant business acumen. The DEP Admissions Committee is looking for individuals that have shown an ability to lead, innovate, and inspire success at the highest professional levels, and have developed both a breadth and depth of experience as a result – the same qualities that will, in turn, serve them well as directors of for-profit corporations and complex organizations.

**Potential applicants that are unsure if their mix of board experience and executive experience is suitable for admission to the DEP are encouraged to e-mail the Program Officer, Education at [education@icd.ca](mailto:education@icd.ca) to request a consultation regarding their eligibility.**

## REQUIRED FROM APPLICANT

Applicants are strongly encouraged to submit a completed application to the Admissions Committee of the Directors Education Program (DEP) as early as possible. All applications are date stamped and completed applications take priority. Please send the following to the Institute of Corporate Directors in Toronto:

- 1) **Application form, current resume and application fee** (non-refundable application fee of \$500 plus applicable taxes).
- 2) **Two letters of recommendation** by the program application deadline (to be sent directly to the ICD national office by your independent references). The DEP Admissions Committee considers references to be an important part of the applicant's overall admissions package and encourages appropriate referees. Applicants are encouraged to provide references from fellow directors, professional peers or superiors, or other senior leaders who can comment on the applicant's experience, character, and suitability for the program. Preference is given to references from DEP graduates, members of the ICD, and sitting directors who are familiar with the DEP focus and the DEP learning environment. Referees should be free of any material conflict with the applicant and applicants should avoid references from direct reports (which would include, for example, a CEO serving as a referee for a member of his/her board) and suppliers (including a service provider to the applicant - or to the organization of the applicant - serving as a reference, such as lawyers, accountants, auditors, etc.) who may feel encumbered due to the nature of the relationship.
- 3) **Response to Eligibility Questions**  
Responses to the following 4 questions will help the admissions committee determine your eligibility for the DEP. The responses provide the applicant with the opportunity to provide additional detail and colour with respect to their experiences. The DEP Admissions Committee will carefully consider these responses and, therefore, applicants are encouraged to provide an appropriate level of detail.

**Question 1 - Business Acumen:** Applicants are expected to possess significant business acumen both in depth and breadth. Please discuss your level of business acumen and the specific experiences that have shaped your acumen.

**Question 2 - Director Experience:** While the number of boards on which an applicant has served and the number of years of directorship are factors in admissions, so too is the type of boards on which the applicant has served (e.g. governance boards as opposed to fundraising boards) and most importantly the quality of the experiences of the applicant on these boards. These experiences may have included such significant and complex issues as mergers and acquisitions, executive compensation, CEO terminations and replacements, financial restatements or fraud investigations. Please discuss the nature of the activities on the boards on which you have served and the experiences and issues that you have faced.

**Question 3 - Motivation:** What are your motivations for applying to this course and what do you hope to gain if admitted?

**Question 4 - Other:** Is there any additional information that you feel would benefit the DEP Admissions Committee when reviewing your application? (e.g. impending board appointment, sponsorship by your board or employer)

## NOTICE OF ADMISSION

The Admissions Committee will review all completed applications once the application deadline has passed. You will receive notification of their decision via email about one month prior to the program start date.

## MEMBERSHIP IN THE ICD

The Institute of Corporate Directors is committed to providing its members with a wide range of tools, resources and services that support them in being effective directors and creating high-performing boards.

If you are currently a non-member of the ICD, included in your DEP application fee is a one-year ICD membership.

## THE ICD.D DESIGNATION

Granted by the Institute of Corporate Directors after an examination process conducted by seasoned directors, the ICD.D designation represents a lifelong commitment to excellence in the boardroom, a desire to stay current, and to be a more effective director. For further information on qualifying for the ICD.D, visit the ICD online at [www.icd.ca/Courses/ICD-D-Designation.aspx](http://www.icd.ca/Courses/ICD-D-Designation.aspx).

## COLLECTION OF PERSONAL INFORMATION AND PROTECTION OF PRIVACY

For more details visit [www.icd.ca/privacy](http://www.icd.ca/privacy).

### DEP APPLICATION FEE POLICY

Applicants are encouraged to carefully review the admissions criteria against their experience and qualifications before submitting an application for admissions. For applicants who are non-members of the ICD, a \$500 non-refundable application fee (plus applicable taxes) is required at the time of application.\* For individual category members of the ICD, a \$250 non-refundable application fee (plus applicable taxes) is required at the time of application. For board category members of the ICD, there is no application fee.

### PROGRAM COST

The program fee is \$18,750.00 plus applicable taxes. (Please note that the application fee is not part of this amount). This includes all course fees as well as ICD.D examination fees.

### TUITION PAYMENT – Required upon acceptance into the program

Once accepted into the Directors Education Program, a Payment Authorization Form will be emailed to you. You will have the option of a one-time payment of the full fee or an installment plan which consists of payments in either two or four installments. There is a \$100 administration fee (plus applicable taxes) charged on each installment. For more information please contact the ICD at 1-877-593-7741 ext 250.

Applicants are liable for the full course fee once they are notified that the Admissions Committee has accepted their application for admission. Occasionally, the Committee may pre-approve applicants for a future DEP course offering when the number of qualified applicants exceeds the space available in the offering applied for. In these cases, the applicant will be notified and given the option to accept admission into a future course. Once the applicant accepts admission into the new course offering he/she is liable for the full course fee.

### DEP CANCELLATION POLICY

Refunds will be given for cancellations received in writing to [education@icd.ca](mailto:education@icd.ca) no later than 28 days before the start date of Module I subject to an administration fee of \$500 (plus applicable taxes) and forfeiture of the \$500 application fee (plus applicable taxes). Cancellations received in writing less than 28 days but no later than 14 days before the start date of Module I will be issued a full credit on account to be applied to another offering within one calendar year. No refunds will be provided for cancellations received less than 14 days before the start date of Module I. Non-attendance will incur the full course fee.

Should the ICD need to cancel or postpone a course offering, applicants will be issued a full refund and be provided with a credit on account equal to the \$500 application fee to be applied to another offering within one calendar year. For a comprehensive overview of all DEP policies, please visit [www.icd.ca/DEP](http://www.icd.ca/DEP).

\* If you are currently a non-member of the ICD, included in your DEP application fee is a one-year ICD membership.

# Directors Education Program Application Form

City \_\_\_\_\_ Course Code \_\_\_\_\_ Program Start Date \_\_\_\_\_

The ICD receives applications from many qualified applicants wishing to participate in the DEP and there is no guarantee of admission. Should class space not be available for the program start date to which you have applied - do you wish to have your application forwarded to the next available program for consideration by the Admissions Committee?

Yes  No If Yes, please note the preferred city \_\_\_\_\_

## APPLICANT

Mr.  Ms.  Mrs.  Dr.

Last Name \_\_\_\_\_ First Name \_\_\_\_\_ Middle Initial \_\_\_\_\_

Preferred Name \_\_\_\_\_

Current Title/Position \_\_\_\_\_

Company/Organization \_\_\_\_\_

Type of Company:  Public For Profit  Private For Profit  Commercial Crown  Not-For-Profit (including NFP Crown's)

Industry Sector (ie: Banking, Energy, Mining, Health Care, etc.) \_\_\_\_\_

## BUSINESS MAILING ADDRESS

Street Address \_\_\_\_\_ Suite Number \_\_\_\_\_

City \_\_\_\_\_ Province/State \_\_\_\_\_ Postal/Zip Code \_\_\_\_\_

Telephone \_\_\_\_\_ Ext. \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

Assistant's E-mail \_\_\_\_\_ Company Web site \_\_\_\_\_



**HOME ADDRESS**

Street Address \_\_\_\_\_ Suite Number \_\_\_\_\_

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City \_\_\_\_\_ Province/State \_\_\_\_\_ Postal/Zip Code \_\_\_\_\_

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Telephone \_\_\_\_\_ Fax \_\_\_\_\_ E-mail \_\_\_\_\_

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Cellular \_\_\_\_\_

**Preferred mailing address:**  Business  Home **Preferred e-mail address:**  Business  Home

**PLEASE LIST BOARD EXPERIENCE (if necessary, attach separate list)**

ORGANIZATION	TYPE OF COMPANY i.e.: Public For Profit, Private For Profit, Commercial Crown, Not-For-Profit (including NFP Crown's)	SIZE OF ORGANIZATION REVENUE i.e.: Under \$500 million, Over \$500 million, Over \$1 billion	BOARD POSITION i.e.: Chair, Vice-Chair, Audit Committee Chair, Governance Committee Member	YEARS SERVED i.e.: 2001-2005

## HOW DID YOU HEAR ABOUT THE DIRECTORS EDUCATION PROGRAM?

Check all that apply:

- Colleague  
  Globe & Mail  
  ICD Direct Mail  
  ICD Email  
  ICD Graduate Ad  
  ICD Member  
 ICD Partner Event  
 ICD Web Site  
 Internet Search  
 Local Business School  
 Local Newspaper Ad  
 Letter/Email  
 Other Association Web Site  
 ICD Past Participant Referral  
 Other \_\_\_\_\_

## ICD MEMBERSHIP STATUS

ICD Member?  Yes    No     
 Member Since: \_\_\_\_\_  
 ICD Chapter: \_\_\_\_\_  
 Member ID: \_\_\_\_\_

\*If you require assistance with your membership information, please contact the ICD at membership@icd.ca or 1.877.593.7741 x238.

## APPLICATION FEE (Required with application)

A non-refundable application fee is required with your application. Please see prices for Members and Non Members below. The application fee is waived for members of the ICD in the Board Membership Category.

Location	Non Member Rate	ICD Individual Member Rate
Calgary	\$500 + 5% = \$525.00	\$250 + 5% = \$262.50
Edmonton	\$500 + 5% = \$525.00	\$250 + 5% = \$262.50
Halifax	\$500 + 15% = \$575.00	\$250 + 15% = \$287.50
Montreal	\$500 + 14.975% = \$574.88	\$250 + 14.975% = \$287.44
Ottawa	\$500 + 13% = \$565.00	\$250 + 13% = \$282.50
Saskatchewan	\$500 + 5% = \$525.00	\$250 + 5% = \$262.50
St. John's	\$500 + 15% = \$575.00	\$250 + 15% = \$287.50
Toronto	\$500 + 13% = \$565.00	\$250 + 13% = \$282.50
Vancouver	\$500 + 5% = \$525.00	\$250 + 5% = \$262.50
Winnipeg	\$500 + 5% = \$525.00	\$250 + 5% = \$262.50

\*Taxes are based on program location.

Method of payment:  Visa    Mastercard    Cheque   (Please make cheque payable to the **Institute of Corporate Directors**)

## CREDIT CARD AUTHORIZATION

Card # \_\_\_\_\_ Expiry Date (mm/yy) \_\_\_\_\_

Name on Card \_\_\_\_\_ Signature \_\_\_\_\_

## CONTACT INFORMATION:

Education Programs  
 Institute of Corporate Directors

2701–250 Yonge Street, Toronto, ON  
 Canada M5B 2L7

T: 416.593.7741 x248   T: 1.877.593.7741 x248

F: 1.888.398.4794

education@icd.ca

www.icd.ca

**REFERENCES**

References must be independent of a material relationship with the candidate. Applicants should avoid direct reports (including presidents of companies where they serve on the board) and suppliers (including service providers like lawyers, accountants, auditors, etc.) that might have a link to your professional role. References that are deemed to be in conflict will end up being disqualified by the Admissions Committee.

Candidates are encouraged to provide references from fellow directors, professional peers or superiors, or other senior leaders who can comment on their experience, character, and suitability for the program.

Reference 1

Name	Title		
Organization	Telephone	Ext.	E-mail

Reference 2

Name	Title		
Organization	Telephone	Ext.	E-mail

**DECLARATION**

I hereby certify that all statements on the application and in any material filed in support hereof are true, correct and complete and all material information has been disclosed. I understand that if the Institute of Corporate Directors (ICD) finds to the contrary, my association with, admission to, or registration in the program may be rescinded and cancelled after notice in writing to me. Should I be admitted and enrolled in the Directors Education Program. I pledge to conduct myself in a manner of integrity, honesty and respect for individuals in the ICD community. If I am found to act in a manner contrary to the aforementioned values, I understand that I may be required to withdraw from the program.

## CONSENT

The Applicant agrees that if admitted into the ICD/Rotman Directors Education Program they hereby grant the Institute of Corporate Directors (ICD) permission, in consideration of admission, to use their name and biographical information, and likeness in a photograph in any and all of the ICD's publications and public relations activities, including websites and graduation notices in newspapers, without payment or any other consideration. The Applicant agrees to provide a photograph of his/her likeness in a format acceptable to the ICD in a timely fashion following a request for such by the ICD. The Applicant understands and agrees that these materials will become the property of the ICD and will not be returned. The Applicant hereby irrevocably authorizes the ICD to edit, alter, copy, exhibit, publish or distribute this biographical information and photograph for purposes of publicizing the ICD's programs or for any other lawful purpose. In addition, the Applicant waives the right to inspect or approve the finished product, including written or electronic copy, wherein his/her likeness appears. Additionally, the Applicant waives any right to royalties or other compensation arising or related to the use of the photograph or biographical information. The Applicant hereby holds harmless and releases and forever discharges the ICD from all claims, demands, and causes of action which the Applicant, his/her heirs, representatives, executors, administrators, or any other persons acting on his/her behalf or on behalf of his/her estate have or may have by reason of this authorization.

The Applicant acknowledges and agrees that the ICD may share any or all of the information provided in the application with other individuals and organizations as part of the admissions review process and that upon admission and enrolment in the DEP the ICD may share the Applicant's contact and related information with the University of Toronto's Rotman School of Management and/or other partnering business schools. The Applicant acknowledges that the University of Toronto's Rotman School of Management is governed by the Freedom of Information and Protection of Privacy Act (FIPPA), which supports access to university records and protection of privacy, and from time to time the University of Toronto's Rotman School of Management may be required to release information in accordance with that Act.

## SIGNATURE

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Applicant's Signature

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Date





## DIRECTORS EDUCATION PROGRAM **Reference 1**

\_\_\_\_\_  
 Name of Applicant

\_\_\_\_\_  
 Company

The above-named person has applied for admission to the Directors Education Program. Please assist us in our admissions process by giving your candid assessment of the candidate, whom you should know well enough to evaluate fairly and accurately.

Responses to the following 6 questions will serve as your reference letter. The DEP Admissions Committee considers these responses in depth and, as such, referees are encouraged to provide an appropriate level of detail.

1. How long have you known the applicant and in what capacity?
2. If applicable, please comment on the applicant's ability as a director, his/her most outstanding qualities and how these have helped him/her perform effectively as a director.
3. If applicable, please comment on the applicant's business acumen and his/her professional experience and success.
4. Please comment on the applicant's personal character and ethics.
5. Based on the focus of the DEP and its eligibility, do you believe that the applicant is well-suited for the program? Please refer to [www.icd.ca/DEP](http://www.icd.ca/DEP) (Please click on Admissions Overview on the left)
6. Is there anything additional that you feel that the DEP Admissions Committee should know about the applicant?

\_\_\_\_\_  
 Name of Reference

\_\_\_\_\_  
 Title/Position

\_\_\_\_\_  
 Organization

\_\_\_\_\_  
 Telephone:

\_\_\_\_\_  
 Ext.

\_\_\_\_\_  
 E-mail

\_\_\_\_\_  
 Reference's Signature

\_\_\_\_\_  
 Date

**THIS COMPLETED FORM AND THE ACCOMPANYING LETTER CAN BE EMAILED OR FAXED DIRECTLY TO:**

E: [education@icd.ca](mailto:education@icd.ca)  
 F: 1.888.398.4794  
[www.icd.ca](http://www.icd.ca)

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## DIRECTORS EDUCATION PROGRAM **Reference 2**

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Name of Applicant

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Company

The above-named person has applied for admission to the Directors Education Program. Please assist us in our admissions process by giving your candid assessment of the candidate, whom you should know well enough to evaluate fairly and accurately.

Responses to the following 6 questions will serve as your reference letter. The DEP Admissions Committee considers these responses in depth and, as such, referees are encouraged to provide an appropriate level of detail.

1. How long have you known the applicant and in what capacity?
2. If applicable, please comment on the applicant's ability as a director, his/her most outstanding qualities and how these have helped him/her perform effectively as a director.
3. If applicable, please comment on the applicant's business acumen and his/her professional experience and success.
4. Please comment on the applicant's personal character and ethics.
5. Based on the focus of the DEP and its eligibility, do you believe that the applicant is well-suited for the program? Please refer to [www.icd.ca/DEP](http://www.icd.ca/DEP) (Please click on Admissions Overview on the left)
6. Is there anything additional that you feel that the DEP Admissions Committee should know about the applicant?

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Name of Reference

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Title/Position

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Organization

---

Telephone:

Ext.

E-mail

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Reference's Signature

Date

**THIS COMPLETED FORM AND THE ACCOMPANYING LETTER CAN BE EMAILED OR FAXED DIRECTLY TO:**

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F: 1.888.398.4794  
[www.icd.ca](http://www.icd.ca)



Institute of Corporate Directors  
Institut des administrateurs de sociétés



Rotman School of Management  
UNIVERSITY OF TORONTO

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