

YOUR CHANCE TO IMPACT HOW THE WORLD CONDUCTS BUSINESS

Call for Papers in Corporate Governance & Responsible Investment

To encourage thought leadership, develop the next generation of corporate leaders, and apply the latest in academic theory to business practice, BlackRock, in association with the National Association of Corporate Directors (NACD), invites students (graduate and undergraduate) and Ph.D. researchers and faculty to submit original papers* regarding the relationship between investors and public companies in the areas of corporate governance & responsible investment **

Papers will be evaluated within three categories, each with the following awards:

- ▶ **Undergraduate submission: \$3,000**
- ▶ **Graduate student submission: \$4,000**
- ▶ **PhD researcher and faculty submission: \$5,000**
- ▶ **Winners will be our guest presenters at the NACD spring forum in NY 2013.**

Important Dates

The submission process has two stages:

- ▶ **Abstract submission due June 1, 2012 via e-mail to corporategovernance@blackrock.com**

Requirements: 500 word maximum, include a title, author's name, contact information, category (undergraduate, graduate or post graduate), and academic affiliation.

The evaluation committee will select the most promising abstracts and notify the authors by July 1, 2012 that they are being requested to submit a full paper.

- ▶ **Paper and revised abstract submission by notified authors due September 30, 2012**

The evaluation committee will recommend winners to the academic advisory council for final review, followed by notifications to the submitters in December 2012.

Evaluation Criteria

The intended audience for the papers is the community of corporate directors, executives and institutional investors. The papers are intended to promote practical application of academic research and theory regarding the relationship between institutional investors and boards of directors on emerging issues facing these constituencies. Winners will be chosen based on the ability to implement the idea presented into business practice (details page 2).

Program Evaluation Committee

- **CHAIR, Chief Justice Myron Steele**, Supreme Court of Delaware
- **James P. Hawley**, Professor and Director, Elfenworks Center for the Study of Fiduciary Capitalism, Saint Mary's College of California
- **Reatha Clark King**, Director, Allina Hospital Corporation and NACD
- **Ed Merino**, Director, NACD, Southern California Chapter
- **Douglas Park**, Principal, DYP Advisors
- **Andrea Robinson**, Associate General Counsel & Assistant Secretary, Amgen
- **Chad Spitler**, Managing Director, Corporate Governance & Responsible Investment, BlackRock
- **Patricia Tracey**, Director, U.S. Steel Corporation
- **Bob Zukis**, Partner, PwC

Academic Advisory Council

- **Duke Bristow**, University of Southern California
- **Stephen Davis**, Yale University
- **Charles Elson**, University of Delaware
- **Joe Grundfest**, Stanford University
- **Andrew Hoffman**, University of Michigan
- **Jay Lorsch**, Harvard University
- **Jo Mackness**, University of California Berkeley
- **Ed Waitzer**, York University

*A paper that has been accepted for publication or is scheduled to be published in the proceedings of a professional association is eligible if it will not be published prior to September 30, 2012. If a paper has been submitted to a journal but not yet accepted, it is eligible. Similarly, if a paper has been presented to a professional association meeting but is not to be published in its proceedings, then it too is eligible.

** Corporate Governance, Responsible Investment, Sustainable Investing or Socially Responsible Investing are terms often used interchangeably and with a variety of definitions.

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Evaluation Criteria Guidance

- ▶ The intended audience for the papers is the community of corporate directors, executives and institutional investors. The papers are intended to promote practical application of academic research and theory regarding the relationship between institutional investors and boards of directors on emerging issues facing these constituencies. Winners will be chosen based on the ability to implement the idea presented into business practice.
- ▶ Here are key considerations that the evaluation committee will use in their evaluation of the papers: practicality, usefulness, application, materiality, strength in substantiation, innovative business solution, debate encouraging, academically sound, and pushing creative boundaries
- ▶ Submissions may be sector / industry specific, or general. Please denote if there are sector specific considerations in your submission
- ▶ The idea presented may be applicable to all investors, either retail or institutional; if it is intended for one particular type of investor, please explain within the paper
- ▶ Papers not to exceed 10,000 words
- ▶ Authors shall provide a word count at the end of the paper
- ▶ Note: shorter papers are encouraged, the length of the paper is less important than the ability of the idea being presented to be applied into business practice

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