



THEMIS INSTITUTE
for Governance & Leadership

THE EFFECTIVE BOARD MEMBER



17-20
NOVEMBER
2025

St. Maarten

RECOGNIZE THIS?

You're a (supervisory) board member on St. Maarten. Your responsibilities are clear, and your intentions are good, but making a real impact can still be difficult. How do you, as a supervisor, have meaningful conversations with management and vice versa? How do you monitor integrity, role clarity, and continuity without overstepping your boundaries? And how do you handle new developments like AI, which fundamentally change your oversight?

FOR WHO?

This practical training is meant for (supervisory) board members eager to understand how governance works and how to make a tangible difference. It is a targeted course that provides you with tools and insights to improve your oversight and teamwork, offering clear, actionable advice that you can easily put into practice.

WHAT WE OFFER

This four-day course provides practical tools to help you perform your role confidently and effectively. No abstract theory, only tangible tools you can use right away: evaluation, onboarding, and information-sharing formats; tools for handling difficult conversations; and clear frameworks for managing technological and ethical issues.

WHEN & WHERE

Location:	Holland House
Dates:	17 - 20 November 2025
Times:	15:30 - 20:30 PM
Investment:	USD 2.995,-
Registration:	s.kits@themis-institute.org
Lecturers:	Prof. dr. Frank Kunneman Joane Dovale-Meit

REGISTRATION

If you wish to register, please send an email with your details to s.kits@themis-institute.org
www.themis-institute.org

PROGRAM & TOPICS



DAY 1

Monday

November 17, 2025

Fundamentals and Collaboration

- 15.30 Registration
- 16.00 Introduction
- 17.00 Fundamentals of Good Governance
- 18.00 Dinner
- 18.45 Information and Information Sharing
- 19.30 Onboarding and Role Clarity
- 20.15 Recap Day 1
- 20.30 Closing

DAY 2

Tuesday

November 18, 2025

Integrity and Functioning

- 15.30 Registration
- 16.00 Code of Conduct and Integrity
- 17.00 Assignment Agreement & Confidentiality
- 18.00 Dinner
- 18.45 Board Dynamics, Culture and Effectiveness
- 19.45 Conflict Handling and Boundary Conversations
- 20.15 Recap Day 2
- 20.30 Closing

DAY 3

Wednesday

November 19, 2026

Deepening and Strengthening

- 15.30 Registration
- 16.00 Board Evaluation
- 17.00 Continuity and Succession Planning
- 18.00 Dinner
- 18.45 Intervention and Self-Reflection
- 20.15 Recap Day 3
- 20.30 Closing

DAY 4

Thursday

November 20, 2025

AI in the Board Room and organization

- 14.30 Registration
- 15.00 What is AI? Examples of AI in practice
- 15.30 Key risks and governance challenges with AI
- 16.00 AI: Bias, transparency & liability
- 16.30 The role of the board
- 17.00 "Design Your Own AI Playbook"
- 18.15 Recap
- 18.30 Diplomas
- 18.45 Drinks & Bites

INVESTMENT

Your investment includes a participation fee of **USD 2.995,-** including course materials, beverages, and meals, excluding taxes. You will receive a diploma from the Themis Institute for Governance & Leadership.

This course provides you with **16 PE points**.



THEMIS INSTITUTE
for Governance & Leadership

Our customized consulting & legal services are designed to work with your board based on specific goals and desires at this time in your governance journey.

Themis will work with and support you in identifying your specific governance issues or needs and provide you with proven principles and best governance practices to implement.

PROGRAM & TOPICS



Fundamentals of Good Governance

Participants will explore the key principles of good governance, including accountability, transparency, integrity, and the balance of power. The session highlights how these elements contribute to organizational resilience and public trust, providing a solid foundation for practical application in boardroom settings.

Information and Information Sharing

Participants will analyze an example of an information protocol, identifying how it can be used to ensure timely, accurate, and relevant information flows between management and the board. This promotes transparency and informed decision-making, reducing misunderstandings and enhancing board oversight.

Onboarding and Role Clarity

This module provides practical tools, including checklists and scripts, to facilitate the effective onboarding of new board members. It focuses on clarifying roles and expectations early on, ensuring that new members understand their responsibilities, governance frameworks, and key organizational challenges.

Code of Conduct and Integrity

Using a sample code of conduct and real-life scenarios, this session explores the practical implementation of integrity frameworks within organizations. Participants will discuss the challenges of upholding ethical standards, navigate conflicts of interest, and fostering a culture of integrity in governance.

Assignment Agreement & Confidentiality

This session explores the legal and ethical responsibilities of board members, focusing on assignment agreements and confidentiality clauses. It emphasizes how clear contracts and mutual understanding help prevent conflicts and foster professional, transparent board practices.

Board Dynamics, Culture and Effectiveness

Through interactive discussion, participants will explore how diverse perspectives and an open, respectful culture contribute to effective governance. The session emphasizes building trust, encouraging constructive challenge, and managing dynamics to ensure productive board functioning.

Conflict Handling and Boundary Conversations

Utilizing roleplay, this module teaches participants how to navigate sensitive conversations with colleagues or management. It focuses on maintaining professionalism, respect, and clarity while addressing challenging issues, ultimately enhancing collaborative relationships.

Board Evaluation

This session emphasizes the significance of regular board evaluations for ongoing improvement. Participants will engage in discussions about how to design and implement self-assessment processes, interpret findings, and utilize them to refine governance practices and enhance overall board performance.

Continuity and Succession Planning

Using practical tools like a succession matrix, this session explores strategies for planning leadership transitions and knowledge transfer within boards. It emphasizes the importance of building bench strength and ensuring continuity of expertise, facilitating smooth governance transitions.

Intervision and Self-Reflection

An interactive session where participants engage in peer coaching and self-reflection to critically examine their roles as board members. This promotes personal development, shared learning, and the cultivation of a reflective governance culture within the board.

AI in your Organization – and in your Board

Using practical examples of AI, participants will deepen their knowledge of AI-use cases and the effect of AI on the organization and in the boardroom.

LECTURERS

Joane Dovale-Meit and Frank Kunneman bring together a potent mix of knowledge and experience. Frank brings decades of academic depth and expertise in hands-on leadership, inspiring participants with sharp perspectives and real-world cases that demonstrate what good governance truly means in practice. Joane complements this with her profound understanding of organizational dynamics and local realities, offering clear insights and practical guidance to translate principles into impact.

JOANE DOVALE-MEIT

Joane Dovale Meit is a knowledgeable and principled leader, board member, and advisor.

Deeply rooted in Sint Maarten, she has an exceptional understanding of organizational and governmental dynamics. As a fellow of the Themis Institute, she has consistently demonstrated her ability to deliver sharp analyses, cut through complexity, and bring clarity where others lose themselves in jargon. Joane cuts through complexity with sharp insight, bringing clarity and focus to every boardroom conversation.



PROF. DR. FRANK KUNNEMAN



Frank Kunneman is an internationally respected lawyer and a leading authority on corporate governance. He combines decades of academic knowledge with practical experience as a professor, lawyer, advisor, and supervisory director in the Dutch Caribbean, the Netherlands, and beyond.

As a founder of the Themis Institute for Governance & Leadership, he is committed to enhancing governance practices and guiding leaders to act with integrity and effectiveness. Frank combines academic precision with practical wisdom to shape ethical and effective governance.