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The Future of Board Governance in the Age of Artificial Intelligence

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Abstract: Artificial intelligence (AI) is rapidly transforming the strategic, operational, and governance environments of modern corporations. As AI systems become increasingly integrated into organizational decision-making, traditional corporate governance frameworks face significant challenges in addressing emerging issues related to algorithmic accountability, ethical oversight, cybersecurity, regulatory compliance, and stakeholder trust. While existing research has extensively examined the technological and ethical dimensions of AI, comparatively limited attention has been devoted to understanding how AI reshapes the governance responsibilities and structures of corporate boards. This paper addresses this gap by developing a conceptual framework for AI-enabled board governance. Drawing upon agency theory, resource dependence theory, stakeholder theory, and institutional theory, the study conceptualizes board governance as a dynamic system comprising governance inputs, governance processes, governance outcomes, and continuous feedback mechanisms. The proposed framework argues that effective board governance in the AI era requires directors to expand their traditional monitoring and advisory functions to include AI strategy oversight, responsible AI governance, enterprise-wide risk management, and stakeholder accountability. The framework further highlights the importance of technological expertise, adaptive governance structures, and continuous organizational learning in responding to the opportunities and risks associated with AI adoption. By integrating insights from corporate governance and AI governance literature, this study contributes to the emerging discourse on responsible technological governance and provides a foundation for future empirical research. The findings offer practical implications for corporate boards, regulators, policymakers, and investors seeking to strengthen governance systems in increasingly AI-driven organizations.

Keywords: Artificial Intelligence; Board Governance; Corporate Governance; AI Governance

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1. Introduction

Artificial intelligence (AI) is rapidly reshaping the modern corporation. Advances in machine learning, generative AI, natural language processing, and predictive analytics have enabled organizations to automate complex tasks, enhance strategic decision-making, improve operational efficiency, and generate new sources of competitive advantage. Unlike previous waves of digital transformation, AI technologies increasingly perform functions that involve judgment, prediction, and recommendation, thereby influencing decisions traditionally reserved for managers and executives. As AI systems become embedded in strategic planning, risk management, human resource management, financial reporting, and customer engagement, their influence extends beyond operational processes to the highest levels of corporate governance (Brynjolfsson & McAfee, 2017; Kaplan & Haenlein, 2020).

The growing organizational reliance on AI presents significant opportunities but also introduces unprecedented governance challenges. While AI can improve information processing and reduce decision-making costs, it may simultaneously create risks related to algorithmic bias, lack of transparency, cybersecurity vulnerabilities, privacy concerns, and ethical misconduct. High-profile cases involving discriminatory algorithms, opaque

automated decisions, and unintended societal consequences have intensified calls for stronger oversight mechanisms (Cath et al., 2018; Floridi et al., 2018). Consequently, investors, regulators, customers, and other stakeholders increasingly expect corporations to establish effective governance structures that ensure the responsible development and deployment of AI technologies.

Corporate boards occupy a central position in addressing these challenges. Traditionally, boards of directors are responsible for monitoring management, providing strategic guidance, safeguarding stakeholder interests, and ensuring organizational accountability (Fama & Jensen, 1983; Hillman & Dalziel, 2003). Existing governance frameworks, however, were largely developed in an era when human managers served as the primary decision-makers and technological systems played a supporting role. The emergence of AI alters this governance landscape by introducing autonomous or semi-autonomous systems capable of influencing organizational outcomes. As a result, boards are increasingly required to oversee not only managerial behavior but also the design, deployment, and consequences of algorithmic decision-making systems.

The transformation brought about by AI challenges several foundational assumptions of corporate governance theory. Agency theory traditionally focuses on conflicts of interest between shareholders and managers (Jensen & Meckling, 1976). However, AI introduces new forms of information asymmetry because directors and executives may lack the technical expertise necessary to fully understand sophisticated algorithms. Resource dependence theory emphasizes the board's role in providing expertise and external connections (Pfeffer & Salancik, 1978), suggesting that boards may need to recruit directors with specialized technological knowledge. Stakeholder theory further highlights the broader social responsibilities of corporations (Freeman, 1984), which become increasingly relevant as AI systems affect issues such as privacy, fairness, employment, and social inclusion. These developments indicate that traditional governance mechanisms may require substantial adaptation in the AI era.

Recent regulatory developments further underscore the importance of board-level AI governance. Governments and international organizations have begun introducing frameworks aimed at promoting trustworthy and responsible AI. For example, the Organisation for Economic Co-operation and Development (OECD) has established principles for trustworthy AI, while the European Union has developed comprehensive regulations addressing AI-related risks. Such initiatives signal increasing institutional pressure on firms to strengthen governance mechanisms surrounding AI deployment. Boards are therefore expected to play a critical role in ensuring regulatory compliance, ethical accountability, and organizational resilience in an increasingly complex technological environment (OECD, 2019; European Commission, 2021).

Despite the growing importance of AI governance, the academic literature remains fragmented. Existing studies primarily focus on technical aspects of AI, ethical considerations, or operational applications, while comparatively limited attention has been devoted to the implications of AI for board governance. Research examining board oversight of AI often concentrates on specific issues such as ethics committees, risk management, or director competencies, without offering an integrated theoretical framework that explains how AI may fundamentally reshape the governance function of corporate boards. Consequently, significant gaps remain in understanding the evolving responsibilities, structures, and capabilities required for effective board governance in AI-enabled organizations.

This paper seeks to address this gap by developing a comprehensive conceptual framework for understanding the future of board governance in the age of artificial intelligence. Specifically, the study integrates insights from agency theory, resource dependence theory, stakeholder theory, and institutional theory to examine how AI transforms board responsibilities, governance structures, and oversight mechanisms. The paper argues that effective governance in the AI era requires boards to expand their traditional monitoring and advisory functions to encompass AI strategy oversight, algorithmic accountability, ethical governance, data stewardship, and technology risk management. Furthermore, the study proposes a framework that links board characteristics, governance processes, and organizational outcomes in AI-intensive environments.

This paper contributes to the literature in three important ways. First, it extends corporate governance theory by examining how AI challenges traditional governance assumptions and creates new oversight responsibilities. Second, it develops an integrated conceptual model that connects AI governance with established theories of corporate governance. Third, it offers practical insights for boards, regulators, investors, and policymakers seeking to strengthen governance

mechanisms in increasingly digital and AI-driven organizations. By exploring the intersection of board governance and artificial intelligence, this study contributes to ongoing discussions regarding the future of corporate accountability, strategic oversight, and responsible technological innovation.

2. Literature Review

2.1 The 2.1 Artificial Intelligence and the Evolution of Corporate Governance

Artificial intelligence (AI) has become one of the most transformative technologies affecting modern corporations. Unlike earlier digital technologies that primarily automated repetitive tasks, AI increasingly supports strategic decision-making, risk assessment, forecasting, and organizational learning. Consequently, AI is no longer viewed solely as an operational tool but as a strategic resource that influences corporate governance structures and board responsibilities. Recent studies argue that AI is reshaping the governance landscape by changing how firms monitor risks, allocate resources, interact with stakeholders, and formulate strategic decisions.

Traditional corporate governance research has largely focused on mitigating agency conflicts through monitoring mechanisms, board independence, executive incentives, and shareholder rights. However, AI introduces governance challenges that extend beyond the classical principal–agent relationship. Algorithmic decision-making creates new forms of information asymmetry because directors often lack sufficient technical expertise to evaluate complex AI systems. Moreover, decisions increasingly emerge from interactions between managers and intelligent algorithms rather than from managers alone, requiring boards to oversee not only managerial conduct but also algorithmic processes. These developments suggest that corporate governance is evolving from a human-centered monitoring system toward a hybrid governance model involving both human and machine intelligence.

Recent literature also emphasizes that AI should be viewed as an organizational governance issue rather than merely a technological innovation. Effective governance increasingly depends on integrating AI oversight into existing board structures, risk management systems, and corporate strategy. Accordingly, AI governance has become an important extension of corporate governance rather than a separate organizational function.

2.2 Board Governance in the AI Era

The emergence of AI has substantially expanded the responsibilities of corporate boards. Traditionally, boards focused on monitoring executive management, approving corporate strategy, ensuring regulatory compliance, and protecting shareholder interests. However, recent studies argue that boards must now oversee AI deployment, evaluate AI-related strategic opportunities, monitor ethical risks, and ensure compliance with rapidly evolving AI regulations.

Van Giffen and Ludwig (2023) identify four major dimensions of board-level AI governance: strategic oversight, risk governance, organizational capability development, and ethical accountability. Their framework suggests that boards should integrate AI oversight into existing governance processes rather than treating AI as an isolated technological issue. Similarly, Sundararajan (2025) argues that AI oversight should become a core board responsibility because competitive pressure often encourages executives to adopt AI more rapidly than governance mechanisms evolve. Boards therefore play an essential role in balancing innovation with risk management.

Another emerging theme concerns board composition. The literature increasingly recognizes that conventional governance expertise alone is insufficient for supervising AI-intensive organizations. Directors require competencies in data governance, cybersecurity, digital strategy, AI ethics, and regulatory compliance. Consequently, scholars have proposed appointing technology-literate directors, establishing dedicated technology committees, or creating AI advisory boards to strengthen governance capabilities.

Despite these advances, current research remains largely descriptive. Most studies identify emerging governance responsibilities but provide limited theoretical explanations regarding how board governance should fundamentally evolve under AI-driven organizational transformation.

2.3 Responsible AI Governance

Responsible AI (RAI) has emerged as one of the dominant themes in AI governance research during the past several years. Existing studies generally define AI governance as the collection of organizational structures, policies, standards, and accountability mechanisms designed to ensure that AI systems remain ethical, transparent, trustworthy, and legally compliant throughout their lifecycle.

Recent systematic literature reviews reveal that AI governance research has expanded rapidly following the emergence of generative AI. Batool, Zowghi, and Bano (2025) identify five levels of AI governance, including team, organizational, industry, national, and international governance. Their review demonstrates that organizational governance receives the greatest scholarly attention, particularly regarding accountability, transparency, fairness, privacy, and human oversight. However, they also conclude that relatively few governance frameworks comprehensively address who governs AI, what should be governed, when governance should occur during the AI lifecycle, and how governance mechanisms should be implemented.

Similarly, governance frameworks developed for generative AI emphasize that organizations must move beyond technical controls toward integrated governance systems involving leadership commitment, organizational policies, continuous monitoring, and board oversight. As AI systems become increasingly autonomous, governance must encompass not only model development but also strategic alignment, organizational accountability, and stakeholder engagement.

These findings suggest that responsible AI governance and corporate governance are becoming increasingly intertwined. Nevertheless, most responsible AI studies focus primarily on operational governance rather than examining the strategic role of boards of directors.

2.4 AI Governance, Regulation, and Board Accountability

Rapid regulatory developments have significantly increased the governance responsibilities of corporate boards. Governments worldwide are introducing AI-specific regulatory frameworks emphasizing accountability, explainability, transparency, risk classification, and human oversight. Consequently, AI governance has evolved from a voluntary ethical initiative into an important corporate governance and compliance issue.

Recent legal scholarship argues that boards should assume ultimate responsibility for overseeing organizational AI risks because AI-related failures increasingly generate legal, financial, reputational, and operational consequences. Rather than delegating AI governance exclusively to technical specialists, directors should establish governance mechanisms that integrate AI risk management into enterprise risk management and corporate strategy.

Furthermore, recent organizational evidence indicates that successful AI adoption depends more on governance quality than technological sophistication. Organizations with clearly defined accountability structures, data governance mechanisms, and board oversight are better positioned to scale AI responsibly while maintaining stakeholder trust.

2.5 Research Gaps

Although AI governance research has expanded considerably in recent years, several important gaps remain.

First, existing studies largely examine AI governance from technological, legal, or ethical perspectives, whereas relatively limited attention has been devoted to board governance as the central mechanism coordinating AI oversight across the organization.

Second, current research is fragmented across multiple disciplines, including computer science, information systems, business ethics, and law. Few studies integrate classical corporate governance theories—such as agency theory, resource dependence theory, stakeholder theory, and institutional theory—to explain how AI transforms board governance.

Third, much of the literature concentrates on responsible AI principles (e.g., fairness, transparency, explainability, and accountability), but comparatively little research explains how boards should operationalize these principles through governance structures, board composition, committee design, and strategic oversight mechanisms.

Finally, existing conceptual models primarily emphasize organizational AI governance rather than developing a comprehensive framework specifically addressing the future evolution of corporate boards in AI-intensive organizations. As AI systems increasingly influence strategic decision-making, firms require governance models that integrate technological expertise, ethical accountability, regulatory compliance, and corporate strategy within the boardroom.

Accordingly, this paper addresses these gaps by proposing an integrated conceptual framework explaining how AI reshapes board governance through changes in board responsibilities, governance structures, strategic oversight, and accountability mechanisms. By synthesizing insights from corporate governance theory and the emerging AI governance literature, the study contributes to a more comprehensive understanding of board governance in the age of artificial intelligence.

3. A Conceptual Framework for AI-Enabled Board Governance

3.1 Overview of the Framework

Artificial intelligence is fundamentally changing the governance architecture of modern corporations. As AI systems become embedded in strategic planning, operational decision-making, financial management, human resource management, and customer engagement, corporate boards can no longer regard AI as merely a technological issue delegated to management or information technology departments. Instead, AI has become a board-level governance issue because it directly affects organizational strategy, enterprise risk, regulatory compliance, stakeholder trust, and long-term corporate performance. Recent research argues that effective AI governance requires board oversight that balances innovation with accountability, while ensuring that AI adoption remains aligned with corporate objectives and societal expectations.

Building upon agency theory, resource dependence theory, stakeholder theory, and institutional theory, this paper proposes an integrated conceptual framework for AI-enabled board governance (Figure 1). The framework conceptualizes board governance as a dynamic system consisting of three interrelated dimensions: governance inputs, governance processes, and governance outcomes. Unlike traditional governance models that primarily emphasize monitoring managerial behavior, the proposed framework recognizes that boards must simultaneously oversee human executives, AI systems, and the interactions between them. Consequently, AI-enabled governance represents an evolution from conventional board oversight toward adaptive governance capable of responding to rapidly changing technological and regulatory environments.

3.2 Governance Inputs

The first component of the framework comprises governance inputs, which determine the board's capacity to oversee AI adoption effectively. These inputs include board characteristics, organizational characteristics, and the external institutional environment.

3.2.1 Board Characteristics

The effectiveness of AI governance depends largely on board composition and competencies. Traditional governance literature emphasizes director independence, diversity, experience, and monitoring capability. However, AI introduces additional competency requirements, including technological literacy, data governance expertise, cybersecurity knowledge, digital strategy, and familiarity with AI ethics. Recent studies suggest that boards lacking technological expertise face significant challenges in evaluating algorithmic risks, questioning management assumptions, and overseeing AI investments. Consequently, firms increasingly appoint directors with digital expertise or establish technology committees to strengthen board capabilities.

Beyond technical knowledge, cognitive diversity becomes increasingly important. Directors from multidisciplinary backgrounds—including technology, law, finance, ethics, and public policy—provide complementary perspectives that improve board deliberation and reduce the risk of overreliance on algorithmic outputs. Diverse boards are also more likely to recognize ethical concerns such as algorithmic discrimination, privacy violations, and unintended social consequences.

3.2.2 Organizational Characteristics

The governance requirements associated with AI vary considerably across organizations. Firms differ in AI maturity, digital transformation capabilities, organizational culture, data infrastructure, and strategic dependence on AI technologies. Organizations that employ AI primarily for operational automation require relatively limited board involvement, whereas firms utilizing AI for strategic decision-making, financial forecasting, autonomous operations, or customer-facing services require substantially greater board oversight.

Furthermore, organizational AI capability influences governance complexity. As firms progress from experimental AI applications toward enterprise-wide deployment of generative AI and autonomous systems, governance shifts from project-level supervision to enterprise-wide strategic governance. Accordingly, board oversight should evolve alongside organizational AI maturity rather than remain static.

3.2.3 Institutional Environment

Institutional theory suggests that corporate governance evolves in response to external regulatory, normative, and competitive pressures. AI governance is increasingly influenced by emerging regulations, industry standards, investor expectations, and stakeholder demands regarding responsible AI. Governments worldwide are introducing regulatory frameworks emphasizing transparency, explainability, accountability, and human oversight of AI systems, creating new governance responsibilities for corporate boards. Simultaneously, institutional investors increasingly evaluate firms according to digital governance and AI risk management capabilities.

Consequently, boards must continuously monitor external developments and adapt governance mechanisms accordingly. AI governance therefore becomes an adaptive capability shaped by changing institutional environments rather than a fixed governance structure.

3.3 Governance Processes

The second component of the framework concerns governance processes through which boards transform governance inputs into organizational outcomes. This paper identifies four interrelated governance functions.

3.3.1 Strategic Oversight

The board's first responsibility is ensuring that AI initiatives align with corporate strategy and long-term value creation. Rather than approving individual AI projects, boards should evaluate whether AI investments support competitive advantage, organizational resilience, innovation capability, and sustainable growth. Strategic oversight includes reviewing AI investment portfolios, approving digital transformation strategies, assessing implementation priorities, and monitoring organizational readiness.

Recent governance research emphasizes that boards should neither inhibit innovation nor encourage uncontrolled experimentation. Instead, governance should enable responsible innovation by balancing opportunity and risk.

3.3.2 AI Risk Governance

AI introduces a wide range of strategic, operational, legal, ethical, cybersecurity, and reputational risks. Consequently, boards should integrate AI oversight into enterprise risk management rather than treating AI risk as a purely technical concern. Effective AI risk governance includes continuous monitoring of algorithmic bias, model drift, cybersecurity vulnerabilities, data quality, privacy protection, regulatory compliance, and third-party AI dependencies.

Unlike traditional governance approaches relying on periodic review, AI governance requires continuous oversight because AI models evolve through retraining, environmental change, and user interaction. Governance therefore becomes an ongoing process rather than a one-time approval mechanism.

3.3.3 Ethical and Responsible AI Oversight

Responsible AI has emerged as a central dimension of contemporary corporate governance. Boards should ensure that AI systems satisfy principles of fairness, accountability, transparency, explainability, privacy, and human oversight. Rather than focusing solely on legal compliance, directors should evaluate whether AI applications remain consistent with organizational values and stakeholder expectations.

Recent research distinguishes AI principles from AI governance, arguing that governance operationalizes ethical principles through organizational structures, decision rights, accountability mechanisms, and monitoring systems. Accordingly, boards should establish governance mechanisms capable of translating abstract ethical principles into operational practices.

3.3.4 Stakeholder Engagement and Accountability

AI governance increasingly extends beyond shareholders toward broader stakeholder accountability. Employees, customers, regulators, suppliers, and society all experience the consequences of organizational AI decisions. Boards should therefore promote transparent communication regarding AI usage, governance policies, risk management practices, and accountability mechanisms.

Transparent stakeholder engagement enhances organizational legitimacy and trust, particularly as AI increasingly influences employment decisions, lending, healthcare, and other socially significant activities. Effective governance consequently requires boards to establish reporting mechanisms that communicate both AI opportunities and AI-related risks.

3.4 Governance Outcomes

The proposed framework identifies governance outcomes at both organizational and societal levels.

At the organizational level, effective AI-enabled governance improves strategic decision quality, innovation capability, operational resilience, regulatory compliance, and sustainable firm performance. Strong governance also reduces AI-related operational failures, legal exposure, cybersecurity incidents, and reputational damage.

At the societal level, responsible board governance promotes trustworthy AI, stakeholder confidence, ethical technology deployment, and corporate legitimacy. Because AI increasingly influences decisions affecting employment, financial services, healthcare, and public welfare, governance quality contributes not only to firm performance but also to broader societal trust in digital technologies.

3.5 Dynamic Feedback Mechanisms

Unlike conventional governance frameworks that assume relatively stable organizational environments, AI-enabled governance is inherently dynamic. AI systems continuously evolve through retraining, environmental adaptation, regulatory change, and organizational learning. Consequently, governance should operate as a continuous feedback system.

Boards should regularly evaluate governance effectiveness using performance indicators, AI audits, stakeholder feedback, independent assurance, regulatory reviews, and post-implementation evaluations. Lessons derived from governance outcomes should subsequently influence board composition, governance policies, committee structures, and strategic priorities. This continuous learning cycle enables organizations to develop adaptive governance capabilities capable of responding to future technological uncertainty. Recent scholarship similarly argues that AI governance should be adaptive rather than static, emphasizing continuous monitoring, organizational learning, and iterative improvement.

3.6 Propositions for Future Research

The conceptual framework provides several propositions that may guide future empirical research.

Proposition 1. Board AI competency is positively associated with the effectiveness of AI governance.

Proposition 2. Technology-diverse boards exhibit stronger AI risk governance than boards lacking digital expertise.

Proposition 3. AI governance mediates the relationship between board governance quality and organizational resilience.

Proposition 4. Institutional pressure positively moderates the relationship between board AI oversight and responsible AI implementation.

Proposition 5. Adaptive governance mechanisms positively influence organizational trust and long-term firm performance through improved AI accountability.

Collectively, these propositions establish a foundation for future empirical investigation while positioning AI-enabled board governance as a dynamic capability integrating strategic oversight, responsible innovation, enterprise risk management, and stakeholder accountability.

4. Conclusion

Artificial intelligence is rapidly transforming the organizational, strategic, and governance landscapes of modern corporations. As AI technologies become increasingly integrated into decision-making processes, corporate governance systems face challenges that extend beyond traditional concerns regarding managerial oversight and shareholder protection. The emergence of algorithmic decision-making, generative AI, autonomous systems, and data-driven business models requires boards of directors to assume new responsibilities associated with technology governance, ethical accountability, risk management, and stakeholder engagement. Consequently, AI is no longer merely a technological issue but has become a fundamental governance issue that directly affects organizational performance, legitimacy, and long-term sustainability.

This paper contributes to the growing literature on AI governance by developing a conceptual framework for AI-enabled board governance. Drawing upon agency theory, resource dependence theory, stakeholder theory, and institutional theory, the framework conceptualizes board governance as a dynamic system consisting of governance inputs, governance processes, governance outcomes, and continuous feedback mechanisms. The framework extends traditional corporate governance models by recognizing that boards must oversee not only human decision-makers but also increasingly influential AI systems and the interactions between them.

The analysis highlights several important insights. First, effective AI governance requires boards to develop new competencies in areas such as digital strategy, data governance, cybersecurity, AI ethics, and regulatory compliance. Traditional governance expertise remains essential but is no longer sufficient for overseeing AI-intensive organizations. Second, board governance must evolve from a primarily monitoring-oriented function toward a broader role that incorporates strategic oversight, responsible innovation, and enterprise-wide AI risk management. Third, AI governance should be embedded within existing governance structures rather than treated as a separate technological function. Integrating AI oversight into board committees, enterprise risk management systems, and strategic planning processes can improve organizational resilience and accountability. Finally, governance effectiveness increasingly depends on the board's ability to balance innovation and control, ensuring that AI technologies create value while minimizing ethical, legal, and reputational risks.

The proposed framework also contributes to the emerging discussion of responsible AI by emphasizing the central role of corporate boards in promoting transparency, fairness, accountability, explainability, and stakeholder trust. As regulatory scrutiny of AI continues to intensify worldwide, boards are likely to become the ultimate governance mechanism responsible for ensuring that AI deployment aligns with both organizational objectives and societal expectations. In this sense, board governance serves as the critical link between technological innovation and responsible corporate behavior.

The paper offers several practical implications. For corporate boards, the findings suggest the need to strengthen technological expertise through director recruitment, board education, and the establishment of specialized technology or AI oversight committees. For regulators and policymakers, the framework highlights the importance of clarifying

board responsibilities regarding AI governance and encouraging governance structures that promote accountability without stifling innovation. For investors and other stakeholders, the framework provides a basis for evaluating firms' AI governance capabilities as an increasingly important dimension of corporate governance quality.

Despite these contributions, the study has limitations. As a conceptual paper, the framework has not been empirically tested. Future research should examine the proposed relationships using firm-level, board-level, and cross-country data. Researchers may investigate how board AI expertise influences governance effectiveness, whether specialized AI committees improve oversight quality, and how institutional environments shape the adoption of AI governance practices. Comparative studies across industries and jurisdictions may further enhance understanding of how governance systems adapt to varying technological and regulatory conditions. Additionally, future research could explore the implications of generative AI, autonomous agents, and human–AI collaboration for board decision-making and corporate accountability.

In conclusion, the age of artificial intelligence represents not only a technological revolution but also a governance transformation. The effectiveness of future corporations will increasingly depend on their ability to establish governance systems capable of managing the opportunities and risks associated with AI. Corporate boards occupy a pivotal position in this transformation. By evolving from traditional monitoring bodies into adaptive governance institutions capable of overseeing intelligent technologies, boards can help ensure that AI contributes to sustainable value creation, organizational resilience, and societal well-being. The future of corporate governance will therefore be defined not by whether organizations adopt artificial intelligence, but by how effectively their boards govern it.

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