WHO WILL BENEFIT?
This unique program brings together entrepreneurs and high-potential ventures from across a broad spectrum of industries with seasoned advisors who have governance expertise and entrepreneurial experience. This pairing ensures a mutually beneficial learning experience and long term relationships that support the ultimate success of start-ups.

PROGRAM DELIVERY
This cohort-based, blended-learning program combines 8 hours of online learning with a full day of intensive discussions, case analyses, and small group meetings with entrepreneurs and seasoned start-up directors and advisors. The program will focus on relevant knowledge and provide practical applications that can support the next level of growth.

LEARNING OBJECTIVES
The key learnings and benefits for start-up advisors and directors include:
• An organizational and governance developmental roadmap for early-stage companies;
• Critical organizational milestones;
• Best practices for becoming an effective advisory team member or a director for a start-up organization;
• Governance requirements and responsibilities for angel investors and venture capitalists;
• Interaction with CEOs of Alberta-based start-ups, and identification of potential opportunities.

HASKAYNE Executive EDUCATION
ENHANCING PRIVATE EQUITY GOVERNANCE: BEYOND A GOOD IDEA
The success of a start-up venture increases significantly when seasoned advisors can be recruited to provide critical oversight and guidance during its formative stages. An effective organization and governance structure enhances a venture’s ability to attract capital. Good governance also increases the speed at which good ideas reach the market.

While technologically strong, many CEOs at Alberta start-ups do not have the necessary time or background to acquire the business and governance skills required to lead their organization to success. The governance requirements of a start-up can be more complex and challenging than those of a more established firm. This program provides participants with key learnings necessary for overcoming these challenges and playing a significant role in developing Alberta’s next generation of technology firms.

Dates: March 30 – May 5, 2020
Program Delivery: Blended
Commitment: 15 hours (8 hours online; 7 hours in class)
Investment: ICD.D members $1050
ICD members $1295

*Program schedule and content is subject to change. Please visit haskayneexeced.ca for the most up-to-date program information.
LEARNING JOURNEY

MODULE 1 (ONLINE)**
Overview of Governance Principles and Best Practice for Venture participants. **Optional for Directors and Advisors

MODULE 2.1 (ONLINE)
Overview of markets; Risk Mitigation Practices of Private Equity Investors; Differences between Public & Private Boards.

MODULE 2.2 (ONLINE)
Potential Conflicts in a Private Equity Board; Case Simulations, Introduction to Shareholder Agreements.

MODULE 2.3 (ONLINE)
Advanced Governance Issues; Board’s Role in a Private Equity Situation (Strategy, Risk Management; Human Capital; Effective Governance).

MODULE 2.4 (ONLINE)
Self-Assessment, including sample questions and solutions.

MODULE 2.5 (ONLINE)
Alternative and Advanced Term Sheet Negotiations.

MODULE 3.1 (IN-CLASS)
Review of Private Board Governance Challenges.

MODULE 3.2 (IN-CLASS)
Moderated Panel of Private Equity Participants, including Advisors, Lawyers, and Investors.

MODULE 3.3 (IN-CLASS)
Moderated Panel of Private Equity Participants, including Advisors, Lawyers, and Investors.
PROGRAM SCHEDULE: MARCH 30 – MAY 5, 2020*

<table>
<thead>
<tr>
<th>Date</th>
<th>Learning Activities</th>
<th>Format</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 24 - March 16</td>
<td><strong>Module 1</strong> Overview of Governance Principles and Best Practice for Venture participants.</td>
<td>Online</td>
<td>Optional**</td>
</tr>
<tr>
<td>Week of March 30</td>
<td><strong>Module 2.1</strong> Overview of markets; Risk Mitigation Practices of Private Equity Investors; Differences between Public &amp; Private Boards.</td>
<td>Online</td>
<td>2.5 hours</td>
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<tr>
<td>Week of April 6</td>
<td><strong>Module 2.2</strong> Potential Conflicts in a Private Equity Board; Case Simulations, Introduction to Shareholder Agreements.</td>
<td>Online</td>
<td>2.5 hours</td>
</tr>
<tr>
<td>Week of April 13</td>
<td><strong>Module 2.3</strong> Advanced Governance Issues; Board’s Role in a Private Equity Situation (Strategy, Risk Management; Human Capital; Effective Governance).</td>
<td>Online</td>
<td>2 hours</td>
</tr>
<tr>
<td>Week of April 20</td>
<td><strong>Module 2.4</strong> Self-Assessment, including sample questions and solutions.</td>
<td>Online</td>
<td>1 hour</td>
</tr>
<tr>
<td>May 5</td>
<td><strong>Module 3</strong> Review of Private Board Governance Challenges. Alternative and Advanced Term Sheet Negotiations. Moderated Panel of Private Equity Participants, including Advisors, Lawyers, and Investors.</td>
<td>Classroom</td>
<td>7 hours</td>
</tr>
</tbody>
</table>

* Program schedule and content is subject to change. Please visit haskayneexeced.ca the most up-to-date program information.
** Optional for Directors and Advisors

PROGRAM INVESTMENT
Program investment is $1050 for ICD.D member participants and $1295 for ICD-member participants and includes the following:
• 8 hours of online content, including self-assessments;
• 7 hours of face-to-face (classroom) sessions;
• All program materials, including copyright and learning activities.

Note: All Director and Advisor participants must be ICD members. Contact ICD-Calgary to discuss membership options: CalgaryInfo@icd.ca

APPLICATION PROCESS
To ensure maximum program success and an appropriate balance of skills, experience, and expertise, all participants must complete an application form. Applications will be vetted and program participation will be curated based on these applications.
Visit haskayneexeced.ca for further information and to submit your application.
FACULTY

Michael Robinson holds a Ph.D. in Finance and an MBA from the University of Western Ontario, as well as a B.Math degree from the University of Waterloo. He also holds the Chartered Financial Analyst (CFA) designation from the CFA Institute in Charlottesville, Virginia, and the certified corporate director designation (ICD.D) from the Institute of Corporate Directors in Toronto, Ontario. Michael worked in several technology start-ups, has past experience as a Venture Capitalist (including as a board nominee on several private firms), is an angel investor, and has published several papers which examine the financing issues of early-stage firms. He currently teaches New Venture Finance and Corporate Governance to undergraduate B. Comm, MBA, Executive MBA, and executive education students. He was the first site lead for the CDL-Rockies program and continues as the course instructor for that program.

Loren Falkenberg holds a Ph.D. from the University of Illinois, and an MBA from Queen's University. She has been involved in strategic facilitation and negotiations for over 20 years. She has developed numerous executive negotiations programs for various organizations.

Dr. Falkenberg and Dr. Robinson are the Co-Academic Directors of the Directors' Education Program (DEP) at the Haskayne School of Business and have been involved with the program since its inception over 15 years ago. They both have extensive experience serving on boards of different types of organizations, and have offered custom governance education sessions to a wide range of Alberta-based organizations.

APPLY NOW

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