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 organizational and governance structure enhances a venture’s ability to attract capital. Good governance also increases the speed at which good ideas reach the market.

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 can support the ultimate success of start-ups.

PROGRAM DELIVERY
This cohort-based, blended-learning program combines 16 hours of online learning with a full day of intensive discussions, case analyses, and small group meetings with other entrepreneurs and seasoned start-up directors and advisors. The program focuses on relevant knowledge and practical applications that can support the next level of growth.

LEARNING OBJECTIVES
The key learnings and benefits for entrepreneurs include:
- An organizational and governance developmental roadmap for early-stage companies;
- Critical organizational milestones;
- Practices and processes to sustain long-term strategic and operational efficiencies;
- Best practices for building an effective advisory team or board of directors;
- Governance requirements and responsibilities for angel investors and venture capitalists;
- Relationships with seasoned start-up directors and advisors.

Dates: March 2 – May 5, 2020
Program Delivery: Blended
Commitment: 23 hours (16 hours online; 7 hours in-class)
Investment: $950

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

**MODULE 1.1 (ONLINE)**
Overview of Governance Principles; Legal Structures; Director Duties: Fiduciary Duty & Duty of Care; Due Diligence Defense.

**MODULE 1.2 (ONLINE)**
Corporate Governance Best Practice; Board's Role in Strategy; Risk Management.

**MODULE 1.3 (ONLINE)**
Overview of Private Equity Markets; Risk Mitigation Practices of Investors; Board's Role in Establishing Effective Governance Practices.

**MODULE 1.4 (ONLINE)**
Self-Assessment, including sample questions and solutions.

**MODULE 2.1 (ONLINE)**
Advanced Governance (Term Sheet) Issues; Comparison of Board's Role in a Private Equity Situation (Strategy, Risk Management; Human Capital; Effective Governance).

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

**MODULE 2.3 (ONLINE)**
Review of Private Equity Board Governance Challenges.

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

**MODULE 3.1 (IN-CLASS)**
Overview of Private Equity Board Governance Challenges.

**MODULE 3.2 (IN-CLASS)**
Alternative and Advanced Term Sheet Negotiations.

**MODULE 3.3 (IN-CLASS)**
Moderated Panel of Private Equity Participants, including Advisors, Lawyers, and Investors.

**CLOSING RECEPTION**

*Full participation in Module 1 and successful completion of the self-assessment is required for participation in the subsequent program modules.*
**PROGRAM INVESTMENT**

Program investment is $950 per participant and includes the following:

- 16 hours of online content, including two sets of self-assessments;
- 7 hours of face-to-face (classroom) sessions;
- All program materials, including copyright and learning activities.

**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**

**Haskayne Executive Education**
University of Calgary
Downtown Campus
6th Floor, 906 – 8th Avenue SW
Calgary, AB T2P 1H9

**403.220.6600**
**haskayneexeced.ca**
**execed@haskayne.ucalgary.ca**

**UNIVERSITY OF CALGARY**
**HASKAYNE SCHOOL OF BUSINESS**