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.
Learning Journey

Module 1
Overview of Governance Principles and Best Practice for Venture Participants.

Module 2
Board’s Role in Establishing Effective Governance Practices

Module 3
Overview of Private Equity Markets; Risk Mitigation, Differences between Public and Private Boards

Module 4
Private Equity Governance Practices

Module 5
Introduction to Shareholders’ Agreements and Investors Term Sheets

Module 6
Private Equity Board’s Roles

Module 7
Review of Private Equity Board Challenges

Dates: March 6 - April 24, 2023
Program Delivery: Blended
Commitment: 36 hours
Investment: $950
Course Content

<table>
<thead>
<tr>
<th>Date</th>
<th>Learning Activities</th>
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<th>Commitment</th>
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<tbody>
<tr>
<td>Week of March 6</td>
<td>Module 1: Overview of Governance Principles; Legal structures; Director Duties: Fiduciary Duty &amp; Duty of Care; Due Diligence Defense.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>Week of March 13</td>
<td>Module 2: Board’s Role in Establishing Effective Governance Practices; Self-Assessment including sample questions and solutions.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>March 20</td>
<td>Program Launch: Overview of Private Equity Governance Issues; Case Simulation.</td>
<td>Live online</td>
<td>3 hours</td>
</tr>
<tr>
<td>Week of March 20</td>
<td>Module 3: Overview of Private Equity Markets; Risk Mitigation Practices of Investors; Differences between Public &amp; Private Boards.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>Week of March 27</td>
<td>Module 4: Private Equity Governance Practices; Advanced Characteristics of Private Equity Securities; Sample questions and solutions.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>April 3</td>
<td>Tutorial: Review of Private Equity Security Characteristics; Sample questions and solutions.</td>
<td>Live online</td>
<td>2 hours</td>
</tr>
<tr>
<td>Week of April 3</td>
<td>Module 5: Introduction to Shareholders’ Agreements and Investor Term Sheets.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>Week of April 10</td>
<td>Module 6: Private Equity Board’s Roles; Strategy, Risk Management, Human Capital, Effective Governance; Lessons from Private Equity Litigation; Self-assessment.</td>
<td>Self-directed online</td>
<td>4 hours</td>
</tr>
<tr>
<td>April 24</td>
<td>Module 7: Review of Private Equity Board Challenges; Case Simulation; Expert Panel Discussion; Graduation Ceremony.</td>
<td>In-class</td>
<td>7 hours</td>
</tr>
</tbody>
</table>

Faculty

MICHAEL ROBINSON, PHD.

Michael 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 also served as the Academic Director for the inaugural offering of the CVCA/ICD’s Private Capital Governance Program in the summer of 2022. 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.
Grant Funding
This program could be eligible for grant funding that can cover up to 2/3 of the program costs. An Executive Education team member can help you bundle courses to meet the minimum hours needed for eligibility.

For more information: execed@haskayne.ucalgary.ca
Register online: haskayneexeced.ca