

NACD Entrepreneurial Board Forum Agenda

JULY 9, 2018 | INTERCONTINENTAL MARK HOPKINS | SAN FRANCISCO, CA

MONDAY, JULY 9

7:00 a.m. – 8:00 a.m.

Peacock Court

Registration and Continental Breakfast

8:00 a.m. – 8:05 a.m.

Peacock Court

Program Welcome and Introductions



Erin Essenmacher

Chief Programming Officer, NACD; Chair, Gandhi Brigade

8:05 a.m. – 9:00 a.m.

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Challenges of Founder-Led Companies

The names Steve Jobs, Jeff Bezos, and Mark Zuckerberg all conjure images of iconic founder/CEOs who led their companies to great success. Founders bring many outstanding qualities to the CEO role. They are passionate about the company, focused on innovation, and often able to instill these qualities throughout the company. But is a founder/CEO best poised to lead the company to sustained growth? Boards must grapple with this fundamental question. This session will focus on some of the major challenges directors face when working with founder/CEOs and on how to align expectations and communications for mutual success. It will also address how the board can support succession planning for the CEO if the time comes for the founder to step aside.



Beatriz Infante

CEO, BusinessExcelleration Inc.; Director, Liquidity Services Inc., Ribbon Communications Inc., PriceSmart Inc., Infrascala Inc.



Amal Johnson

Compensation Committee Chair, Intuitive Surgical, Inc., CalAmp Corp., Mellanox Technologies, Ltd.



Jackie Liu

Partner, Morrison & Foerster LLP

9:00 a.m. – 9:15 a.m.

Networking Break

9:15 a.m. – 10:15 a.m.

Peacock Court

Building the Right Board

Having the appropriate people seated at the boardroom table can help companies attract new investors, make strategic changes to enable greater growth, and mitigate crippling risks. Whether your company is considering going public or plans to stay private, you must be able to articulate why each director is on your board, and you must ensure that your investor-directors understand their roles as directors. The board will change as the company changes—based on the maturity of the enterprise and the strength of the company’s leadership, among other factors. Learn more about how to determine what talent you need in the boardroom, how to source that talent, and how to release from the board directors who may no longer serve the needs of the company.



Harry G. Broadman

Director, Council on Global Enterprise and Emerging Markets; Senior Fellow, Foreign Policy Institute, Johns Hopkins University; CEO and Managing Partner, Proa Global Partners LLC



Rochelle Campbell

Senior Manager, Board Recruitment Services, NACD



Vivek Mehra

Partner Emeritus, August Capital, Menlo Park; Director, RetailNext, UpGuard

10:15 a.m. – 10:30 a.m.

Networking Break

10:30 a.m. – 11:30 a.m.

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Strong Practices and Glaring Mistakes in Raising Capital

There have been numerous studies conducted in the past few years whose data show that private companies are often raising more money in private placements than in public offerings. From more dedicated late-stage investors to cross-over funds to leveraging Regulation A+, funding opportunities are often more attractive (and lucrative) for late-stage private companies in the private realm. However, a public offering may still make the most sense for your company. This session will focus on some of the more recent trends in sourcing capital and questions the board can ask to ensure you are making the best decision for shareholders and the company.



Sanjai Bhagat

Provost Professor of Finance, University of Colorado Boulder; Independent Director, ProLink Solutions, Integra Ventures, TiE-Rockies



Daniel Romito

Global Head - Investor Analytics, NASDAQ

11:30 a.m. – 11:45 a.m.

Networking Break

11:45 a.m. – 12:30 p.m.

Peacock Court

The Case for Going Public vs. Staying Private

An IPO is often the Holy Grail for many growing companies, but there are benefits to remaining a private company, particularly in an era of low interest rates. What makes sense for your company's long-term goals will vary, but it is important to understand the benefits and consequences stemming from each of these decisions. This session will explore the path to an IPO and the path for staying private. Speakers will offer perspectives on the factors influencing each decision.



Cheemin Bo-Linn

CEO and President, Peritus Partners Inc.; Director, Sphere 3d, SNOMED International, Evena Med Corp.



Adam Epstein

Founder, Third Creek Advisors



Hitesh Shah

Business Development Director, BDO; Director, Parents Helping Parents

12:30 p.m. – 2:00 p.m.

Peacock Court

Networking Lunch and Keynote

This lunch session will feature Ryan Patel, who helped turn the once-young frozen-yogurt brand Pinkberry into a global leader, expanding its stores into 23 countries. Patel has been behind the scenes of growing a number of companies—including Jamba Juice, Panda Express, and Arden B. In this session, Patel will share insights into scaling companies, enhancing strategy development, and embracing a culture of continuous innovation.

Keynote speaker:



Ryan Patel

Former Vice President of Global Development, Pinkberry; Director, American Red Cross—Los Angeles Region

2:00 p.m. – 2:15 p.m.

Networking Break

2:15 p.m. – 3:00 p.m.

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Leading Practices in Governing Dual-Class Structured Companies

Are dual-class capital structures an effective model for long-term capital growth? That depends on who you ask. While management often favors this structure as a shield from the demands of shareholders, investors are often peeved by the inequity of voting rights. How can directors ensure that management holding “super-voting stock” is being held accountable to the board and shareholders? This session will explore leading practices in navigating a dual-class structure as a private company, as well as offering some insights into what a dual-class structure can mean if your company is considering an IPO.



Andrew Shapiro

President, Lawndale Capital Management; Chair, Official Equity Committee, Premier Exhibitions/RMS Titanic



Mary Beth Vitale

Chair, Nominating and Governance Committee, CoBiz Financial Inc.; Chair, Risk and Technology Committee, GEHA; Co-Chair, Women Corporate Directors: Colorado Chapter

3:00 p.m. – 3:15 p.m.

Networking Break

3:15 p.m. – 4:00 p.m.

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Fostering (Not Squashing) Innovation as a Board

Amy Wilkinson has talked to extraordinary entrepreneurs. She has sat down with the founders of Tesla, SpaceX, Airbnb, LinkedIn, Chipotle, eBay and PayPal to find out what it takes to scale innovation. Wilkinson has distilled six skills that have led these companies to global success. In this keynote speech, she will discuss how the board can nurture these six skills in the CEO and create a boardroom and company culture that embodies the spirit of innovation and endurance.



Amy Wilkinson

Founder, Ingenuity; Lecturer, Stanford GSB; Author, *The Creator’s Code*

4:00 p.m.

Program Adjourns

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