

# KAUFFMAN FELLOWS CLASS 20 SYLLABUS

Module 1	Module 2		Module 3	Module 4	Module 5		Module 6	Module 7	
Foundation: Leadership Essentials	Investment DNA: Getting Capital Formation Right	S U M M I T – January 2016 (Location TBD)	Investment Optimization: Board Best Practices	Talent Ecosystem: Identifying & Developing Talent Pools	The Business: Running the Firm as a Business	S U M M I T – January 2017 (Location TBD)	Synthesis: A Career in Innovation	Field Project Presentations & Graduation	
June 2015 Palo Alto, CA	October 2015 Location TBD		March 2016 Palo Alto, CA	June 2016 Palo Alto, CA	October 2016 Location TBD		March 2017 Palo Alto, CA	June 2017 Palo Alto, CA	
			I N D U S T R Y F O C U S						
•Fellow & Mentor Orientation •Fellow Development Plans •Venture Capital Leadership	•Due Diligence •Term Sheet DNA •Term Sheet Negotiations •Good Money After Bad: Follow-on Financing •Entrepreneur’s Perspective on Funding		•Successfully Launching on a Board •Building, Evaluating, & Optimizing a Board •Emerging Top-Tier Managers & Styles •Directors’ Roles, Values & Responsibilities •Entrepreneurs’ Roundtable •Harvesting Investments	•Finding & Developing Talent •Behavioral Interviewing Skills •Being Decisive in the Midst of Ambiguity •Mastering the VC Game: Talent	•From First Deal to Franchise •Exit Market Environment •Managing the Firm •LP Roundtable •Raising a Fund •GP Leadership Panel •Fund Economics Case		•Industry Navigation •Venture Investor: Evolution of the Firm •Venture Investor: Career Path •Synthesis: Entrepreneur’s Perspective •Working with Corporate & Strategic Investors •Workout Mindset & Skills •Ecosystem: Building Your Map	•Field Project Videotaping •Stage Presentations of Field Projects, Current Topics & Keynote Speakers •Graduation Ceremony & Dinner	
			L E A D E R S H I P F O C U S						
•Foundations for Working Together •Myers-Briggs Type Indicator •Working with Conflict (TKI) •Working Effectively with Feedback (360 Review) •Emotional Competence Framework •The entrepreneurial Brain •The Improvisational Leader	•Influence without Authority •Field Project Brainstorming & Planning •Presentation Skills Coaching	•Personal Brand: Developing a Market Identity •Investing in Community: Our Social Responsibility •Board Entrepreneurial Leadership	•Bringing Out the Best in People •Year in Review, Year Ahead •Preferences that Drive Behaviors (DISC) •Field Project Topic Submission	•Ethics for the Real World: Our Personal Code •Managing Firm Dynamics •Field Project Updates •Repairing Judgment	•A Career in Venture: Lessons Learned •Influence & Impact Through Visual Storytelling •The Fellows Program: Influences & Outcomes •Dry Run of Field Projects				