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- Books and publications to further your knowledge
- Information on NCEO webinars and seminars
- Additional information about NCEO products and services



**NCEO** NATIONAL CENTER FOR EMPLOYEE OWNERSHIP

# CURRICULUM GUIDE

## Recommended Conference Sessions by Area of Interest

Need help in choosing the most relevant session to attend?

This guide lists sessions from all tracks organized by area of interest or job title.

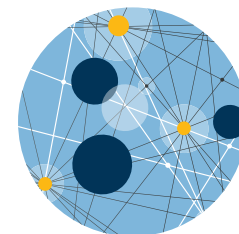
### LEARNING TRACK KEY:

- E1** ESOP Basics
- E1-EASY** ESOP Basics Beginner
- E2** ESOPS: Beyond the Basics
- E2-ADV** ESOPS: Advanced
- CC** Communication and Culture
- LG** Leadership and Governance
- CB** Compensation and Benefits

### INSIDE:

#### PG. /SESSION

- 2 Management Best Practices and Strategy
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**EMPLOYEE OWNERSHIP**  
CONFERENCE 2016

**NCEO**  
NATIONAL CENTER FOR  
EMPLOYEE OWNERSHIP

MINNEAPOLIS / APRIL 12-14, 2016 / [www.nceo.org](http://www.nceo.org)

## Management Best Practices and Strategy

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

CC / Popcorn Session on Ownership Culture

CC / What Are Best Practices for Employee Engagement? An Interactive Session

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

CC / Fostering Innovation Using Effective Employee Engagement Strategies

CC / Operational Excellence: Building the Lean Ownership Culture

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

CC / Building an Ownership Culture in a Distributed Workforce

E1 / Getting the Most from an S Corporation ESOP

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

LG / Strategic Planning: An Essential Element of a Successful ESOP

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

CC / "The 3 Es": Engineering, ESOP, and Engagement

E2 / Global Employee Ownership

CC / What Motivates Employee-Owners?

LG / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 1

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

LG / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 2

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

E2 / When ESOP Companies Make Acquisitions: Challenges and Competitive Advantages

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

CC / Employee Engagement: Connecting Employee Behavior to Stock Price

LG / High-Engagement Strategic Planning

LG / Innovation, Growth, and Contingency Planning: An Interactive Workshop

CC / Leadership Succession: Planning for Tomorrow, Today

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

E1 / Ask the Experts

CC / Employee Ownership 2.0: The Conscious Employee-Owned Organization

CC / Introduction to Business Literacy and Open-Book Management

E2 / Sustainability Beyond Repurchase

## Establishing an ESOP or Other Plan

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

E1 / ESOPs, LLCs, and Partnerships: Making Peace with the Rules

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

E2 / Assessing the Fairness of Warrants and Stock Appreciation Rights in ESOP Companies

E2-ADV / More Liquidity: The Role of Private Equity in ESOP Transactions

E1 / The Ingredients of ESOP Feasibility: Will an ESOP Work for Me?

LG / The Perpetual Trust: Bringing a New Model of Employee Ownership to the US

LG / Transitioning Out: The Owner's Next Steps

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

E1 / Exit Planning for Smaller Companies: Choosing the Best Path to Employee Ownership

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

E2 / The Art of Seller Financing: Balancing the Financial and Legal Trade-Offs

E1 / Unique Issues in Starting and Sustaining an ESOP in Small Companies

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

E1 / Ask the Experts: Your Questions Answered about First and Second Stage Transactions

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

E1 / ESOP Plan Design

E2 / Should Companies Use Pre-Approved ESOP Documents or Individually Designed Plans?

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

E2-ADV / Current ESOP Transaction Structuring Issues: When is Aggressive Too Aggressive?

E1 / Herding Cats: Who Does What in an ESOP Transaction

LG / Succession Planning for an ESOP Transaction

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

E2 / Advanced Issues in Accounting for Leveraged ESOP Transactions

E1 / ESOP or Private Equity? ESOP! One Company's First-Year Experiences

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

E2 / Balancing Fiduciary Risk and Flexibility in ESOP Plan Design

## ESOPs for the Long-Term

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**E2** / Anatomy of a Second-Stage ESOP Transaction

**E2** / Overhauling Your ESOP: Dealing with Changes in Business Conditions

**LG** / The Life of Your ESOP: Decisions You Need to Think About

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**E2** / How to Go from a Partial to a 100% ESOP

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**E2** / Alternative Forms of Capital for ESOP Companies

**E2** / Releveraging Cemen Tech's ESOP to Address Repurchase Obligation and "Have and Have Nots"

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**E1** / ESOP Check-Up: Evaluating How an ESOP is Working

**E2** / Have and Have Nots: Solutions to Even the Playing Field

**E1** / Is a Partial ESOP Right for You?

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E1** / Ask the Experts: Your Questions Answered about First and Second Stage Transactions

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**E1** / ESOP Plan Design

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**LG** / Succession Planning for an ESOP Transaction

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E1** / A Small Company ESOP from Inception to Maturity

**E2** / When ESOP Companies Make Acquisitions: Challenges and Competitive Advantages

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E2** / Responding to Acquisition Offers

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**LG** / After the Deal: Preparing Your Company to Thrive in an ESOP Setting

**E2** / Sustainability Beyond Repurchase

## Repurchase, Administration, and Distribution issues

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**E1** / The ESOP Administration Timeline

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**E1** / Fundamentals of the ESOP Repurchase Obligation

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**E2** / How to Manage Repurchase Obligations for Long-Term Success

**E2** / Releveraging Cemen Tech's ESOP to Address Repurchase Obligation and "Have and Have Nots"

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**E2** / Have and Have Nots: Solutions to Even the Playing Field

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E1** / Diversification: Rules and Trends

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**E2** / S Corporation Anti-Abuse Testing

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**E2** / Benefit Levels and Repurchase Obligation

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E1** / A Small Company ESOP from Inception to Maturity

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E1** / From Year-End to Valuation to Administration: Practical Guidance

**E1** / Fundamentals of the ESOP Repurchase Obligation

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**E1** / Don't Do That: Avoiding ESOP Problems

**E2** / Sustainability Beyond Repurchase

## ESOP Financing, Feasibility, Valuation Issues

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**LG** / The Life of Your ESOP: Decisions You Need to Think About

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**E2** / How to Go from a Partial to a 100% ESOP

**E2-ADV** / More Liquidity: The Role of Private Equity in ESOP Transactions

**E1** / The Ingredients of ESOP Feasibility: Will an ESOP Work for Me?

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**E2** / Alternative Forms of Capital for ESOP Companies

**E1** / Exit Planning for Smaller Companies: Choosing the Best Path to Employee Ownership

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**E2** / The Art of Seller Financing: Balancing the Financial and Legal Trade-Offs

**E1** / Unique Issues in Starting and Sustaining an ESOP in Small Companies

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E1** / Ask the Experts: Your Questions Answered about First and Second Stage Transactions

**CC** / Valuation for Beginners: Simple and Easy Explanations

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**E2** / How to Protect Employees against Sharp Declines in Stock Value

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**E1-EASY** / Basics of Valuation for ESOP Beginners

**E2** / DOL Compliance Issues in ESOP Valuation

**E2** / ESOP Financing from the Lender's Perspective

**E1** / Herding Cats: Who Does What in an ESOP Transaction

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**CB** / Advanced Valuation and Fiduciary Issues in Executive Compensation

**E2** / ESOP Feasibility Analysis in the Current Environment

**E2-ADV** / Professional's Forum on Transaction Structures

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E1** / From Year-End to Valuation to Administration: Practical Guidance

**E2** / Roth Design Features and Other Advanced Design Strategies in ESOP Transactions

## Boards of Directors

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**LG** / Our First Board Meeting as an ESOP-Owned Company

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**CB** / Compensation Strategies

**LG** / Monitoring or Replacing an ESOP Trustee

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**CB** / Competitive Pay for ESOPs in a Non-ESOP World

**LG** / Effective Boards of Directors

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**LG** / Boards of Directors and Corporate Governance

**E2** / Properly Protecting Yourself with Fiduciary Liability Insurance

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**LG** / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 1

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**LG** / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 2

**LG** / Research and Perspectives on Corporate Governance

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**LG** / Succession Planning for an ESOP Transaction

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**CB** / Advanced Valuation and Fiduciary Issues in Executive Compensation

**E1** / Assessing Whether and When to Change Your ESOP Advisors

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**LG** / High-Engagement Strategic Planning

**CC** / Leadership Succession: Planning for Tomorrow, Today

**E2** / Responding to Acquisition Offers

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**CB** / Coordination of Executive Compensation Strategies with ESOPs

**E1** / Ask the Experts

## Oversight

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**LG** / The Life of Your ESOP: Decisions You Need to Think About

**E2** / Workshop for Internal Trustees

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**E2** / Assessing the Fairness of Warrants and Stock Appreciation Rights in ESOP Companies

**LG** / Monitoring or Replacing an ESOP Trustee

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**LG** / Administrative Committees: What to Ask, What to Know, What to Document

**CB** / Competitive Pay for ESOPs in a Non-ESOP World

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**E1** / ESOP Check-Up: Evaluating How an ESOP is Working

**E2** / What to Expect from a Government Audit

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E2** / Common Administrative Errors and How to Avoid Them

**E2** / Preparing Defensible Forecasts: Advice from a CPA

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**E2** / S Corporation Anti-Abuse Testing

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**E2** / DOL Compliance Issues in ESOP Valuation

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E1** / Assessing Whether and When to Change Your ESOP Advisors

**E2** / Practice Makes Perfect: How an ESOP Company Conducts a DOL Pre-Audit

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E2** / Timothy Hauser of the Department of Labor: In Conversation

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**E1** / Don't Do That: Avoiding ESOP Problems

**E2** / ESOP Fiduciary Duties and Corporate Governance: Compliance and Litigation

**E2** / Fixing Mistakes under Government Correction Programs

## Trustees / Fiduciaries

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**E1** / The ESOP Administration Timeline

**E2** / Workshop for Internal Trustees

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**LG** / Administrative Committees: What to Ask, What to Know, What to Document

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**E2** / Properly Protecting Yourself with Fiduciary Liability Insurance

**E2** / What to Expect from a Government Audit

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**CB** / A Trustee's Perspective on Equity Compensation Plans for ESOP Companies

**E1** / Life as an Inside Trustee

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**E2** / How to Protect Employees against Sharp Declines in Stock Value

**LG** / Research and Perspectives on Corporate Governance

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E2** / Balancing Fiduciary Risk and Flexibility in ESOP Plan Design

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**E1** / Don't Do That: Avoiding ESOP Problems

**E2** / ESOP Fiduciary Duties and Corporate Governance: Compliance and Litigation

## CEO / Business Owner

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**E2-ADV** / Legal and Regulatory Update

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**CC** / Building Trust in Each Other, in the Company, and in the ESOP

**CC** / Fostering Innovation Using Effective Employee Engagement Strategies

**LG** / Transitioning Out: The Owner's Next Steps

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**E1** / Getting the Most from an S Corporation ESOP

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**LG** / Strategic Planning: An Essential Element of a Successful ESOP

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**LG** / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 1

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**LG** / It's What You Do, Not What You Say: Leadership in an Employee-Ownership Company / Part 2

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**LG** / Succession Planning for an ESOP Transaction

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E1** / A Small Company ESOP from Inception to Maturity

**E1** / Assessing Whether and When to Change Your ESOP Advisors

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E2** / Timothy Hauser of the Department of Labor: In Conversation

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**E1-EASY** / History of ESOPs

**E1** / Ask the Experts

## HR / Benefits

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**CB** / Equity Compensation 101: Getting Started

**E1** / The ESOP Administration Timeline

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**CB** / Compensation Strategies

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**CB** / Competitive Pay for ESOPs in a Non-ESOP World

**E2** / ESOPs and 401(k) Plans: Wealth Building through Concentration and Diversification

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**CB** / A Stake in the Outcome: Designing a Great Bonus Program

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E2** / Common Administrative Errors and How to Avoid Them

**E2** / Preparing Defensible Forecasts: Advice from a CPA

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**CB** / Incentive Plans that Drive and Reward Performance

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**E1** / Accounting for ESOP-Owned Companies

**E2** / Benefit Levels and Repurchase Obligation

**CC** / HR Practices that Support Employee Ownership

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E2** / Advanced Issues in Accounting for Leveraged ESOP Transactions

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**CB** / Striking the Balance: Providing Employee Benefits in an ESOP Company

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**CB** / Coordination of Executive Compensation Strategies with ESOPs



## New Ideas, Special Topics, and Current Events

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**E1** / ESOPs, LLCs, and Partnerships: Making Peace with the Rules

**E2-ADV** / Legal and Regulatory Update

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**LG** / The Perpetual Trust: Bringing a New Model of Employee Ownership to the US

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**E2-ADV** / Telling the Story: A New Approach to Communicating ESOPs to Business Owners

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**CC** / How Tina Fey's Rules for Improv Can Improve Your Culture and Business

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**E2** / Global Employee Ownership

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**LG** / Employee Ownership and Community Involvement

**E2** / How to Protect Employees against Sharp Declines in Stock Value

**E2** / Should Companies Use Pre-Approved ESOP Documents or Individually Designed Plans?

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**E2-ADV** / Current ESOP Transaction Structuring Issues: When is Aggressive Too Aggressive?

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**E2** / Maintaining WBE or MBE Status in an ESOP

**E2-ADV** / Professional's Forum on Transaction Structures

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**E2** / Roth Design Features and Other Advanced Design Strategies in ESOP Transactions

**E2** / Timothy Hauser of the Department of Labor: In Conversation

**CC** / Using Employee Ownership to Market Your Company; Using Your Company to Market Employee Ownership

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**CC** / Employee Ownership 2.0: The Conscious Employee-Owned Organization

## Culture Toolkit

### Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12

**CC** / Popcorn Session on Ownership Culture

**CC** / What Are Best Practices for Employee Engagement? An Interactive Session

### Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12

**CC** / Fostering Innovation Using Effective Employee Engagement Strategies

### Concurrent Sessions 3 – 1:45-3:00 / Tuesday, April 12

**CC** / Workshop: Employee Engagement and Culture

### Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12

**CB** / A Stake in the Outcome: Designing a Great Bonus Program

**CC** / How Tina Fey's Rules for Improv Can Improve Your Culture and Business

### Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13

**CC** / Engaging Employees with the Great Game of Business and Mini-Games / Part 1

### Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13

**CC** / Engaging Employees with the Great Game of Business and Mini-Games / Part 2

**CC** / Getting the Most Out of Your ESOP Committee

### Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13

**CC** / Engaging the Hard-to-Engage: Overcoming Communications Barriers

**CC** / Using Employee Surveys to Improve Your Ownership Culture

### Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13

**CC** / Introduction to Business Literacy and Open-Book Management

### Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14

**LG** / Innovation, Growth, and Contingency Planning: An Interactive Workshop

### Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14

**CC** / Introduction to Business Literacy and Open-Book Management

## Basics of Ownership Culture

**Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12**

**Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12**

**CC** / Operational Excellence: Building the Lean Ownership Culture

**CC** / Building Trust in Each Other, in the Company, and in the ESOP

**Concurrent Sessions 3 – 1:454-3:00 / Tuesday, April 12**

**CC** / Building an Ownership Culture in a Distributed Workforce

**CC** / Learning in an Ownership Culture

**Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13**

**CC** / "The 3 Es": Engineering, ESOP, and Engagement

**CC** / What Motivates Employee-Owners?

**Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13**

**CC** / Your Beautiful, Valuable Culture

**Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13**

**CC** / HR Practices that Support Employee Ownership

**Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13**

**CC** / Build an ESOP Committee that Will Last

**CC** / How to Humanize Your ESOP

**Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14**

**CC** / Employee Ownership 2.0: The Conscious Employee-Owned Organization

**E1-EASY** / History of ESOPs

## Communication

**Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12**

**CC** / Basics of ESOP Communication

**Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12**

**E1-EASY** / Introduction to ESOPs for Frontline Employee-Owners

**Concurrent Sessions 3 – 1:454-3:00 / Tuesday, April 12**

**CC** / Building an Ownership Culture in a Distributed Workforce

**Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12**

**CC** / Annual ESOP Themes: Giving Your Communications a Common Thread

**CC** / It's Good to Have a Plan: Mapping Your Communications

**Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13**

**CC** / Valuation for Beginners: Simple and Easy Explanations

**Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13**

**CC** / There's an App for That: Digital Tools to Improve ESOP Communications

**Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13**

**CC** / Basics of ESOP Communication

**E1-EASY** / Basics of Valuation for ESOP Beginners

**CC** / Engaging the Hard-to-Engage: Overcoming Communications Barriers

**Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14**

**CC** / Employee Engagement: Connecting Employee Behavior to Stock Price

**CC** / Using Employee Ownership to Market Your Company; Using Your Company to Market Employee Ownership

## New to Learning about Employee Ownership

**Orientation – 8:15-9:00 / Tuesday, April 12**

**Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12**

**CC** / Basics of ESOP Communication

**CB** / Equity Compensation 101: Getting Started

**LG** / Our First Board Meeting as an ESOP-Owned Company

**Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12**

**E1-EASY** / Introduction to ESOPs for Frontline Employee-Owners

**E1** / Fundamentals of the ESOP Repurchase Obligation

**Concurrent Sessions 5 – 10:15-11:00 / Wednesday, April 13**

**CC** / Valuation for Beginners: Simple and Easy Explanations

**Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13**

**CC** / Basics of ESOP Communication

**E1-EASY** / Basics of Valuation for ESOP Beginners

**Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14**

**E1** / Fundamentals of the ESOP Repurchase Obligation

**Concurrent Sessions 10 – 10:45-12:00 / Thursday, April 14**

**E1-EASY** / History of ESOPs

## Service Providers

**Concurrent Sessions 1 – 9:00-10:15 / Tuesday, April 12**

**E1** / ESOPs, LLCs, and Partnerships: Making Peace with the Rules

**E2-ADV** / Legal and Regulatory Update

**Concurrent Sessions 2 – 10:30-11:45 / Tuesday, April 12**

**E2** / Assessing the Fairness of Warrants and Stock Appreciation Rights in ESOP Companies

**LG** / The Perpetual Trust: Bringing a New Model of Employee Ownership to the US

**Concurrent Sessions 3 – 1:454-3:00 / Tuesday, April 12**

**E1** / Exit Planning for Smaller Companies: Choosing the Best Path to Employee Ownership

**E1-EASY** / Telling the Story: A New Approach to Communicating ESOPs to Business Owners

**Concurrent Sessions 4 – 3:30-4:45 / Tuesday, April 12**

**E2** / What to Expect from a Government Audit

**Concurrent Sessions 6 – 11:15-12:00 / Wednesday, April 13**

**E2** / Should Companies Use Pre-Approved ESOP Documents or Individually Designed Plans?

**Concurrent Sessions 7 – 1:30-2:45 / Wednesday, April 13**

**E2** / ESOP Financing from the Lender's Perspective

**Concurrent Sessions 8 – 3:15-4:30 / Wednesday, April 13**

**E2** / When ESOP Companies Make Acquisitions: Challenges and Competitive Advantages

**E2-ADV** / Professional's Forum on Transaction Structures

**Concurrent Sessions 9 – 9:15-10:30 / Thursday, April 14**

**E2** / Timothy Hauser of the Department of Labor: In Conversation