

PRECONFERENCE AGENDA

PRECONFERENCE: MONDAY, APRIL 3

1:00–5:00

Vail

Tower, Majestic Lower Level

Is an ESOP Right for Your Company?

Sponsored by ESOP Plus

If your company is considering an ESOP, this session will give you what you need to know to determine not only if an ESOP will work for you, but also the answers to some basic questions, such as how to decide how much stock to buy, what key plan features to adopt, and how to finance the purchase.

1:00–1:30 **Introduction: What Do Real-Life Transactions Look Like?**

Peter Jones, ESOP Plus: Schatz Brown Glassman LLP

1:30–2:15 **Assessing ESOP Feasibility**

Chuck Coyne, Empire Valuation Consultants

2:15–3:00 **Do the Numbers Work? Determining Stock Value, Transaction Structures, and Financing**

John Korschot, Stern Brothers Valuation Advisors

3:00–3:15 **Afternoon Break**

3:15–3:45 **Plan Design and Operations**

Tim Jochim, ESOP Plus: Schatz Brown Glassman LLP

3:45–4:30 **Management and Government Issues**

Paul Trost, JP Morgan

4:30–4:45 **A Seller's Perspective**

Ken Baker, NewAge Industries

4:45–5:00 **Questions and Answers**

5:00 **Adjourn to Casual Meet and Greet in Hotel Lobby Bar**

1:00–5:00

Windows

Tower, Level 2

ESOP Basics for Employee-Owners

Sponsored by Drinker Biddle & Reath, LLP

ESOPs can seem bewildering at times, but this half-day session breaks things down into essentials. Learn about how you get an ownership share, how the company determines what it is worth, and what role you now have as an employee-owner. Many of the presentations are interactive.

1:00–1:45 **What Is an ESOP?**

Dallan Guzinski, NCEO

1:45–2:30 **What Does It Mean to Be an ESOP Participant?**

Theodore M. Becker and Howard Levine, Drinker Biddle & Reath LLP

2:30–3:00 **Table Talks and Harry the Horse Interactive Activity**

Dallan Guzinski, NCEO; Ted Becker, Drinker Biddle Reath LLP

3:00–3:15 **Afternoon Break**

3:15–3:45 **As an ESOP Participant, When Will I Get My Piece of the Pie and What Form Will It Take?**

Vicki Graft, ESOP Partners LLC

3:45–4:30 **Participation/Communication: An Interactive Activity**

Jon Sweigart, Praxis Consulting Group

4:30–5:00 **ESOP Company Case Study**

Glen Elo, Lifetouch

5:00 **Adjourn to Casual Meet and Greet in Hotel Lobby Bar**

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**Grand Ballroom 1
Tower, Level 2**

Compensation Strategies for Employee-Owned Companies

Sponsored by Chartwell

This half-day session will provide an overview of issues, examples of best practices, and decision-making strategies for executive, staff, and sales compensation. Learn about different forms of compensation as well as what kinds of incentives work best.

1:00–1:15 **Overview: Compensation Issues for Privately Held Companies**

Matthew Keene, *Chartwell*

1:15–2:00 **Key Issues in Executive Compensation: Forms of Compensation**

Hannah DeLuca, *Polsinelli*

2:00–2:45 **Key Issues in Executive Compensation: Best Practices in Executive Compensation**

Matthew Keene, *Chartwell*

2:45–3:15 **Best Practices in Compensation Governance**

Michael Coffey, *Corporate Capital Resources, Inc.*

3:15–3:30 **Afternoon Break**

3:30–3:50 **Key Issues in Staff Compensation: Incentive Pay Strategies**

Dan Walter, *Performensation*

3:50–4:30 **Key Issues in Staff Compensation: Innovative Techniques and Benefits AND Compensating Your Sales Force in an ESOP Company**

Mary Martucelli, *Barclay Water Management, Inc.*

4:30–5:00 **Table Talks with All Presenters**

5:00 **Adjourn to Casual Meet and Greet in Hotel Lobby Bar**

1:00–5:00

**Grand Ballroom 2
Tower, Level 2**

Employee Engagement and Communication Issues in an Employee-Owned Company

Sponsored by The Great Game of Business

An interactive, in-depth half-day session that will provide specific, take-home tools to make employee ownership work at your company. Attendees will learn about effective communications, open-book management, and how to generate more employee ideas.

1:00–1:15 **Overview: Communications and Engagement**

Steve Baker, *The Great Game of Business*

1:15–2:15 **Opening the Books and Using the Numbers**

Patrick Carpenter, *The Great Game of Business*

2:15–3:00 **Communicating ESOPs Effectively**

Victor Aspengren, *Prairie Capital Advisors, Inc.*

Krisi Schell, *SRC Holdings Corporation*

3:00–3:15 **Break**

3:15–4:30 **Generating Ideas in an ESOP Setting, and Making Them 'Stick'**

Pete Braun, *Wall-Tech*

4:30–5:00 **Table Talks with All Presenters**

5:00 **Adjourn to Casual Meet and Greet in Hotel Lobby Bar**

PRECONFERENCE: MONDAY, APRIL 3

1:00–5:00

**Majestic
Tower, Majestic Lower Level**

Corporate Governance at ESOP Companies

Sponsored by the Beyster Institute at the Rady School of Business, University of California, San Diego

This half-day session explores the fact that ESOP company governance rests on a collaborative relationship among three partners: the board of directors; the ESOP fiduciary; and the management of the company. This governance structure is both the strength and the vulnerability of the ESOP model. In this session we will explain and explore this unique model through presentations and sharing of experience.

1:00–1:30 Overview: Corporate Governance in an ESOP Company

Anthony Mathews, Beyster Institute

1:30–3:00 The Governance Collaboration

*Martin Staubus, Beyster Institute
Anthony Mathews, Beyster Institute
Laurence Goldberg, ESOP Law Group
Deanna Hansen, Environmental Science Associates*

3:00–3:15 Afternoon Break

3:15–4:15 ESOP as the ‘Holder of Record’–Fiduciary Shareholder

*Martin Staubus, Beyster Institute
Anthony Mathews, Beyster Institute
Laurence Goldberg, ESOP Law Group
Deanna Hansen, Environmental Science Associates*

4:15–4:45 The Board of Directors: Outside Directors’ Perspectives

*Anthony Mathews, Beyster Institute
Laurence Goldberg, ESOP Law Group*

4:45–5:00 Questions and Answers

5:00 Adjourn to Casual Meet and Greet in Hotel Lobby Bar

4:30–7:15

**Plaza Exhibit Hall
Plaza, Concourse Level**

**15 Fifty Restaurant
Plaza, Street Level**

Main Conference Pre-Events

4:30–6:30 Early On-Site Registration Open

Sheraton Downtown Denver, Concourse Level, Plaza Foyer, near Plaza Ballroom

5:15–7:15 Informal Conference Meet and Greet

Happy hour, no host bar and snacks sponsored by Menke & Associates, in the Sheraton lobby bar, 15|Fifty. Open to all conference attendees. Look for the 2017 Employee Ownership Conference sign and meet up with some of your fellow attendees. Hosted by members of the Denver Conference Host Committee.

CONFERENCE AGENDA

Check registration desk for updates or changes in schedule.
See key on bottom of page to clarify track. See map on inside front cover for location.

DAY ONE: TUESDAY, APRIL 4

7:45–5:00 NCEO Registration Office Plaza Concourse Level	Registration Open
8:00–10:30 Plaza Exhibit Hall	Buffet Continental Breakfast <i>Sponsored by KMK Law</i>
8:00–7:00 Plaza Exhibit Hall	Exhibits Open
8:15–9:00 Grand Ballroom Tower, Level 2	Orientation for New Attendees <i>Mark Lewis, Woodfold Mfg., Inc.</i> <i>Joanne Swerdlin, Swerdlin & Company</i>
9:00–10:15	CONCURRENT SESSIONS 1
9:00–10:15 Governor's Square 10 Plaza	E1 / Assessing the Feasibility of an ESOP SESSION LEADER: Nick Braun, <i>Chartwell</i> <i>Kris Motola, ESOP Law Group</i> Unsure if an ESOP is the best ownership transition option for you? This session will outline items to contemplate when assessing the viability of an ESOP, including legal and valuation considerations, and how to set realistic expectations.
9:00–10:15 Governor's Square 14 Plaza	E1 / Valuation: What Is It and How Is It Done? Easy SESSION LEADER: Hillary Hughes, <i>Prairie Capital Advisors, Inc.</i> <i>John Johnson, John E. Johnson LLC</i> This session will provide participants with information regarding standards of value; levels of value; valuation methods; valuation terms; how to select an appraiser/financial advisor that is right for the situation; and how to communicate with employees regarding the valuation.
9:00–10:15 Majestic Tower, Majestic Lower Level	E1 / A Guide to Reviewing the Accuracy of Your ESOP Plan Administration SESSION LEADER: Scott Freund, <i>Blue Ridge ESOP Associates</i> <i>Brian Sweeney, Redpath and Company</i> If you are the administrator or trustee of an ESOP, one of your fiduciary responsibilities is to ensure your plan is being administered accurately. This session will provide instructions about how to verify this.
9:00–10:15 Governor's Square 15 Plaza	E2 / Repurchase Obligation: Will It Hurt Your Company? SESSION LEADER: Kim Abello, <i>Wells Fargo ESOP Advisory Practice</i> <i>Kjersti Cory, BTC ESOP Services; Paul Halverson, Chartwell</i> Mature ESOP companies face repurchase obligation ("RO") requirements that conflict with long-term business investment needs. This session, led by ESOP professionals with over 80 years of experience, will explore the company impact of RO from a financing and capital structure perspective.
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY ONE: TUESDAY, APRIL 4

<p>9:00–10:15 Windows Tower, Second Level</p>	<p>E2 / Warrants in ESOP Transactions—Accounting and Tax Considerations Advanced SESSION LEADER: Rebecca Miller, <i>RSM LLP</i> Sandy Shoemaker, <i>EKS&H</i> This session covers the company GAAP and tax accounting for warrants issued with debt and the lender’s tax accounting for payments received.</p>
<p>9:00–10:15 Governor’s Square 11 Plaza</p>	<p>E2 / How a Trustee Team Should Evaluate an ESOP Stock Purchase Transaction SESSION LEADER: Michael Holzman, <i>Ambrose Advisors</i> Neil Brozen, <i>Ventura ESOP Fiduciary Services</i>; Gregory Hogan, <i>SC&H Capital</i> Come learn how the trustee and the legal and financial advisors properly purchase company stock for the ESOP, as this session will cover the entire transaction process including the selection of advisors, due diligence, valuation, negotiations, and documentation for a successful ESOP transaction.</p>
<p>9:00–10:15 Tower Court C Tower, Second Level</p>	<p>E2 / Pension Plans as a Sustainability Tool for 100% ESOP-Owned Companies SESSION LEADER: Michael McGinley, <i>Prairie Capital Advisors, Inc.</i> Steven Etkind, <i>Sadis & Goldberg LLC</i>; John N. Vitucci, <i>PKF O’Connor Davies, LLP</i> How to use a defined benefit plan (which doesn’t count against 409(p) limits) as an option to improve sustainability in ESOP-owned firms with high repurchase obligation or 25% benefit limitations.</p>
<p>9:00–10:15 Tower Court D Tower, Second Level</p>	<p>CC / Basics of ESOP Communications (will repeat) SESSION LEADER: Kevin McPhillips, <i>Pennsylvania Center for Employee Ownership</i> Sandra Reid, <i>The Davey Tree Expert Company</i> Most people know generally what the term “company benefits” means, or even the basics of a “401(k).” But how many can explain what an ESOP is? In this session we’ll share effective ways to discuss the concept (and the misconceptions) with employees, co-workers, prospects, vendors, customers, and even your family and friends!</p>
<p>9:00–10:15 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Workshop: Smart Systems to Strengthen Ownership Culture SESSION LEADER: Anne Claire Broughton, <i>Broughton Consulting, LLC</i> Jennifer Briggs; Tom Strong, <i>Stronger Enterprises, LLC</i>; Tom Walter, <i>Tasty Catering</i> Hear from industry leaders about how to leverage systems such as recruitment, training, feedback, and communication to strengthen ownership culture; work in coached groups to generate and share 25 additional ideas.</p>
<p>9:00–10:15 Governor’s Square 12 Plaza</p>	<p>CC / Bringing Ownership to the Frontline: Using Continuous Improvement to Strengthen Your Ownership SESSION LEADER: Matt Hancock, <i>Praxis Consulting Group</i> Glenn Ripley, <i>Mission Bell</i> Continuous improvement plans are structured ways to get employee involvement on a day-to-day basis. This session shows how to integrate with an ownership culture.</p>
<p>9:00–10:15 Grand Ballroom 2 Tower, Second Level</p>	<p>LG / Leadership Development Programs: Many Pathways to Success SESSION LEADER: Virginia J. Vanderslice, <i>Praxis Consulting Group</i> Julie Bertani-Kiser, <i>Recology</i>; Dave Ferraro, <i>Carris Reels</i> Session participants will learn about two different approaches to leadership development programs as well as ideas from other employee owned companies. Speakers also will discuss specific program elements that make any leadership program successful.</p>
<p>9:00–10:15 Governor’s Square 16 Plaza</p>	<p>LG / Managing Corporate Risk on a Board Level SESSION LEADER: Stephen Ringlee, <i>Centesimus Capital</i> Jeffrey S. Gelburd, <i>Murray Securus</i>; Michael Powell, <i>Great American Insurance Company</i> In the management of an ESOP company, boards and trustees face risks from various sources including government agencies and third parties such as lenders, vendors, customers, and employees. This discussion will include the processes used to best handle these risks and how to protect a company with the purchase of effective insurance.</p>

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<p>9:00–10:15 Governor's Square 17 Plaza</p>	<p>CB / Equity Compensation Basics for ESOP Companies SESSION LEADER: Tom Roback, <i>Blue Ridge ESOP Associates</i> Alison Wright, <i>Hanson Bridgett LLP</i> Most ESOP companies have key employees who are critical to company performance. This interactive session will cover the basic issues in designing and implementing a successful equity compensation plan in an ESOP company.</p>
<p>10:30–11:45 CONCURRENT SESSIONS 2</p>	
<p>10:30–11:45 Governor's Square 10 Plaza</p>	<p>E1 / ESOP Plan Design SESSION LEADER: Andrew Daly, <i>Gray Plant Mooty</i> Peter J. Prodoehl, <i>Principal Financial Group</i> This session will cover plan design issues for both new and established ESOPs, including eligibility, participation, vesting, contribution allocations, distributions, and diversification. Learn how plan design can impact your company's objectives.</p>
<p>10:30–11:45 Windows Tower, Second Level</p>	<p>E1-EASY / Fundamentals of ESOP Repurchase Obligation (will repeat) SESSION LEADER: Nickolas N. Sypniewski, <i>ComStock Advisors</i> Clifford Canavera, <i>Canavera Financial Group, LLC</i>; Tina DiCroce, <i>ESOP Economics, Inc.</i> A non-technical overview of repurchase obligation—what it is, where it comes from, how to project and manage it, and funding options available to “keep the promise” to departing employee-owners.</p>
<p>10:30–11:45 Governor's Square 14 Plaza</p>	<p>E1 / S Corporation ESOPs SESSION LEADER: Daniel Janich, <i>Holifield Janich Rachal & Associates, PLLC</i> Wil Becker, <i>Chartwell</i> An S corporation ESOP provides unique benefits to plan sponsors and shareholders alike. It also holds significant liabilities for a plan that is improperly administered. This session will address the advantages and potential traps for the unwary when administering an S corporation ESOP.</p>
<p>10:30–11:45 Tower Court C Tower, Second Level</p>	<p>E2 / Private Equity, a Strategic Buyer, or an ESOP...How Should My Advisors Approach the Sale of My Company? SESSION LEADER: Rebecca Glasgow, <i>UBS Financial Services</i> Ted Margarit, <i>Chartwell</i>; Matthew Nels, <i>BMO Harris Bank</i> This session will provide a comparison of different ownership transition strategies by reviewing the economic, financing, and estate planning considerations for both ESOP and non-ESOP owned companies.</p>
<p>10:30–11:45 Majestic Tower, Majestic Lower Level</p>	<p>E2 / Should We Segregate the Accounts of Terminated Employees? SESSION LEADER: Mary Beth Gray, <i>Kleinbard</i> Ashleigh Newlin, <i>ESOP Economics</i>; Kevin Suto, <i>Zachary's Pizza</i> This session will cover the cash flow, cultural, employee benefits, and repurchase obligation consequences of replacing company stock with other investments (including cash) when an employee terminates employment, even when the distribution may not be paid for a couple of years.</p>
<p>10:30–11:45 Governor's Square 15 Plaza</p>	<p>E2 / Funding Everyone's Future: Addressing the Competing Costs of Repurchase Obligations and Running Your Company SESSION LEADER: Elizabeth A. Di Cola, <i>MB Financial Bank NA</i> Judith L. Kornfeld, <i>ESOP Economics, Inc.</i>; David Light, <i>AWC Advisors, LLC</i> Repurchase obligation is a significant cash obligation, so how do you balance the needs for that against the need to grow the business?</p>

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

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<p>10:30–11:45 Governor's Square 16 Plaza</p>	<p>E2-ADV / Negotiating Protections for the ESOP or Seller Related to Subsequent Events SESSION LEADER: Fred Kaseff, <i>GreatBanc Trust Company</i> Mark Fournier, <i>Stout Risius Ross, Inc.</i>; Robert Ruskowski, <i>Verit Advisors LLC</i> This session will address clawbacks, earn-outs, and other protections that parties to ESOP transactions may negotiate against the occurrence of certain post-transaction events.</p>
<p>10:30–11:45 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / Introduction to Business Literacy and Open-Book Management SESSION LEADER: Patrick Carpenter, <i>The Great Game of Business</i> If the strategy is to create a "Business of Business People" it follows that employees must learn the language of business—the financials. Nothing can duplicate the informal, practical learning that comes with keeping score and following the real numbers day in and day out, but there is definitely a place for formal financial training—if it is done right.</p>
<p>10:30–11:45 Governor's Square 17 Plaza</p>	<p>CC / What Motivates Employee-Owners? (will repeat) SESSION LEADER: Martin Staubus, <i>Beyster Institute</i> In today's companies, we need employees who bring a problem-solving attitude, creativity, proactivity, the ability to self-start and overall passion for what they do. How do you create an environment that brings those essential qualities out of your people?</p>
<p>10:30–11:45 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Leveraging Employee Ownership in Marketing and Recruitment SESSION LEADER: Thomas Dudley, <i>Certified EO</i> Chris McLeod, <i>King Arthur Flour</i>; Lindsay Isaac, <i>King Arthur Flour</i> Insights from opinion polling, surveys, and an employee-owned company that will offer its own insights into making the most of EO in your marketing and recruitment.</p>
<p>10:30–11:45 Governor's Square 12 Plaza</p>	<p>CC / Why Your Teams Are Not Working SESSION LEADER: Corey Rosen, <i>NCEO</i> Teams are a great way to generate employee involvement, but teams don't always work as well as we hope. This interactive session will help pinpoint potential problems and solutions.</p>
<p>10:30–11:45 Tower Court D Tower, Second Level</p>	<p>LG / You're Not Doing That Thing You Think You're Doing SESSION LEADER: Dallan Guzinski, <i>NCEO</i> Amanda DeVito, <i>Butler/Till Media & Communications + Brand Cool Marketing</i> You may think that you are working hard to create a company environment where everyone feels like owners, but what if employee-owners don't see it that way? Create a strong, purpose-driven culture by becoming more aware of employee perceptions and looking for authentic ways to shift attitudes and behaviors that align with business goals.</p>
<p>10:30–11:45 Vail Tower, Majestic Lower Level</p>	<p>LG / What to Do with Your Cash: Repurchase, Growth, Preservation SESSION LEADER: Tom Scalici, <i>Cornerstone Institutional Investors, LLC</i> Tabitha Croscut, <i>Devine-Millimet</i>; Mathew Drake, <i>Prairie Capital Advisors, Inc.</i> What should you do with your extra cash? This session looks at how to decide between growth, preservation of assets, and funding repurchase.</p>
<p>10:30–11:45 Governor's Square 11 Plaza</p>	<p>CB / Management Compensation Strategies for ESOP Companies SESSION LEADER: Mark Welker, <i>Husch Blackwell LLP</i> Keith Bennett, <i>Emery Sapp & Sons, Inc.</i>; Matthew Keene, <i>Chartwell</i> Because ESOP benefits are spread among all employees, most companies offer additional incentive compensation to management; this session will discuss alternatives and review a real ESOP company case study.</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY ONE: TUESDAY, APRIL 4

12:00–1:30	WELCOME LUNCHEON, EXCELLENCE IN OWNERSHIP AWARDS, OPENING GENERAL SESSION
12:40–1:00 Plaza Ballroom	Announcement of the Excellence in Ownership Awards Dallan Guzinski, <i>NCEO</i> <i>Sponsored by TEOCO</i>
1:00–1:30 Plaza Ballroom	The State of Employee Ownership Loren Rodgers, <i>NCEO</i>
1:45–4:45 Plaza Exhibit Hall	Continuous Afternoon Coffee <i>Sponsored by ComStock Advisors LLC</i>
1:45–3:00	CONCURRENT SESSIONS 3
1:45–3:00 Governor's Square 11 Plaza	E1 / Is an ESOP Right for My Company? SESSION LEADER: Leslie Lauer, <i>UBS Financial Services, Inc.</i> Joseph Gilbert, <i>Stifel</i> ; Andy Smith, <i>The McLean Group</i> In our session we'll discuss general parameters for a successful ESOP, the benefits to all parties, cash flow planning and financing considerations, the roles of the execution team, valuation considerations, communications, and culture.
1:45–3:00 Governor's Square 10 Plaza	E1 / From Feasibility to Funding: The Who, Why, What, and How SESSION LEADER: Emily Hoyt, <i>Levenfeld Pearlstein, LLC</i> Michael Flesch, <i>Alerus</i> ; Tim Lang, <i>Chartwell</i> This session will provide an introductory lesson on ESOP transactions, and we will learn more about the process of how the ESOP acquires its stock and the different parties that can be involved.
1:45–3:00 Governor's Square 12 Plaza	E1 / The ESOP's Role in Business Succession and Estate Planning SESSION LEADER: Christopher L. McLean, <i>Kaufman & Canoles, P.C.</i> Bryan J. Golden, <i>Private Capital Corporation</i> ; Carla Neal Klingler, <i>Swerdlin & Company</i> The ESOP can be the keystone in the succession of a company. This session will cover the ESOP's role in estate planning, succession of the ownership and management of a company, and the succession of the business itself.
1:45–3:00 Governor's Square 16 Plaza	E2 / Red Flags—How Can You Tell If You Need to Reevaluate Your Service Providers? SESSION LEADER: Jay Friedman, <i>Wilkins Finston Friedman Law Group LLP</i> Erin Hollis, <i>Marshall & Stevens, Inc.</i> ; Stephen A. Martin, <i>Argent Trust Company</i> ESOPs considering significant structural changes such as sale to a third-party buyer or second tranche leveraging transactions need to consider potential conflicts of interest impacting their existing service providers. This session will focus on these events and best practices on being proactive in ensuring the arm's-length nature of such transactions.
1:45–3:00 Vail Tower, Majestic Lower Level	E2 / Case Study—The Sale of a Private Equity Portfolio Company to an ESOP SESSION LEADER: John Kempf, <i>EYP Architecture & Engineering</i> Mary Josephs, <i>Verit Advisors LLC</i> ; Ira Starr, <i>Long Point Capital</i> This session describes how a private equity fund case exits an investment by selling its portfolio company to an ESOP, instead of selling it to a strategic buyer or another private equity firm.
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

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<p>1:45–3:00 Governor's Square 15 Plaza</p>	<p>E2-ADV / Advanced Innovative Structural Issues in ESOP Leveraged Buyouts SESSION LEADER: Edwin G. Schuck Jr., <i>Schuck Law Group</i> Eric Zaleski, <i>PCE Investment Bankers</i> This session will present an investment banker's view of how to finance a 100% ESOP sale with balanced and fair mezzanine debt, 401(k) investment and seller debt, and a second-stage ESOP sale with private equity funds, as well as a lawyer's view of innovative tax solutions to interesting deal-structuring challenges.</p>
<p>1:45–3:00 Governor's Square 17 Plaza</p>	<p>E2 / Unique ESOP Issues for Professional Service Companies SESSION LEADER: Tim Cleary, <i>Chartwell</i> Ian Rusk, <i>Rusk O'Brien Gido + Partners</i>; Chris Staloch, <i>Chartwell</i> ESOPs are becoming an increasingly common part of the ownership structure for firms in the architectural and engineering ("A/E") industries. This panel of engineering executives and industry consultants will walk you through the compatibility of A/E firms and ESOPS and specific challenges A/E firms typically run into and how best to handle them.</p>
<p>1:45–3:00 Windows Tower, Second Level</p>	<p>E2 / Department of Labor Investigations: What to Expect and How to Prepare SESSION LEADER: Theodore M. Becker, <i>Drinker Biddle & Reath LLP</i> Charles Dyke, <i>Nixon Peabody</i> Two highly experienced ESOP attorneys explain the process of a DOL investigation from start to finish.</p>
<p>1:45–3:00 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Communicating the 'Now' of Employee Ownership SESSION LEADER: Corey Rosen, <i>NCEO</i> The retirement benefit of an ESOP is great, but to make employee ownership relevant to people today, you need to add what being employee owned means now, day-to-day. This interactive session will share ideas on what works.</p>
<p>1:45–3:00 Tower Court D Tower, Second Level</p>	<p>CC / Popcorn Session on Ownership Culture SESSION LEADER: Timothy Garbinsky, <i>NCEO</i> Instead of discussing theories, this session will dive right in to talk about dozens of specific ways companies have strengthened their ownership cultures, from innovative ways to teach business literacy, to celebrations, to innovation retreats, and to board-level engagement.</p>
<p>1:45–3:00 Majestic Tower, Majestic Lower Level</p>	<p>CC / Building an ESOP Committee that Will Last SESSION LEADER: Jack Veal, <i>ESOPMarketplace.com</i> While ESOP committees are not legally required by ERISA, most plan documents specify an ESOP committee be formed. This presentation will cover the duties and best practices for making your ESOP committee "thrive and survive!"</p>
<p>1:45–3:00 Tower Court C Tower, Second Level</p>	<p>LG / Is Benefit Corporation Adoption Right for My ESOP? SESSION LEADER: Ian MacFarlane, <i>EA Engineering, Science, and Technology</i> Frederick Alexander, <i>B Lab</i>; Laurence Goldberg, <i>ESOP Law Group, LLP</i>; Peter Ney, <i>EA Engineering, Science, and Technology</i> Benefit corporations and ESOPs are both forms of stakeholder capitalism. This session will explore the different types of benefit corporations, the legal and fiduciary implications of these structures, and the ways in which benefit corporation status can reinforce ownership culture.</p>
<p>1:45–3:00 Governor's Square 14 Plaza</p>	<p>LG / Strategic Planning in an Ownership Setting SESSION LEADER: Linshuang Lu, <i>Praxis Consulting Group</i> Julie Bertani-Kiser, <i>Recology</i>; Ken Davis, <i>Aqua Engineers</i> Developing a strategic plan can build shared commitment to your company, as employee-owners have the opportunity to influence and understand your company's future direction and goals. Come to this session to learn how to develop an effective strategic plan and planning process.</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY ONE: TUESDAY, APRIL 4

<p>1:45–3:00 Grand Ballroom 2 Tower, Second Level</p>	<p>CB / Pay for Performance: Creating Effective Executive Incentives SESSION LEADER: Cara Benningfield, <i>BKD, LLP</i> Jim Martin, Jr., <i>Stoll Keenon Ogden PLLC</i>; Thomas H. Mug, <i>Greensfelder, Hemker & Gale, P.C.</i> In order to retain key individuals and drive shareholder value, it is important that executives receive proper incentives. This session will explore options for creating an effective pay-for-performance program.</p>
<p>3:00–3:30 Plaza Exhibit Hall</p>	<p>Afternoon Food and Beverage Break</p>
<p>3:30–4:45 CONCURRENT SESSIONS 4</p>	
<p>3:30–4:45 Governor's Square 12 Plaza</p>	<p>E1 / Understanding the Basics of ESOP Fiduciary Issues SESSION LEADER: Jeffrey McGuire, <i>Kutak Rock LLP</i> Lindy D. Ireland, <i>BCC Advisers</i> Are you an internal trustee? Do you know everything you're supposed to keep track of? This session will give you the tools you need to fulfill your role as an internal trustee or committee member.</p>
<p>3:30–4:45 Vail Tower, Majestic Lower Level</p>	<p>E1 / The Profit Sharing/EIAP Plan Alternative SESSION LEADER: Kevin G. Long, <i>Chang, Ruthenberg & Long, PC</i> Mark Clark, <i>Benefit Associates</i>; Julie Wubbena, <i>E.T. Horn Company</i> ESOPs are not the only retirement plan for growth, succession, and employee ownership. This panel will explore less familiar and often more flexible EIAP strategies from both a technical and case study perspective, comparing its advantages and trade-offs to ESOPs.</p>
<p>3:30–4:45 Governor's Square 15 Plaza</p>	<p>E1 / Following the Cash through the Life of an ESOP SESSION LEADER: Regina Carls, <i>JPMorgan</i> Richard Shuma, <i>Prairie Capital</i> Cash flow is the lifeblood of every successful company. This session will examine the significant cash flow events through the life of the ESOP-owned company, their timing, and characteristics to help attendees better plan for their company's near, intermediate, and long-term cash needs.</p>
<p>3:30–4:45 Majestic Tower, Majestic Lower Level</p>	<p>E1&E2 / Legal & Regulatory Update SESSION LEADER: Larry Gwaltney, <i>Moore & Van Allen PLLC</i> Lars Golumbic, <i>Groom Law Group, Chartered</i>; Brian Hector, <i>Morgan Lewis & Bockius</i> This session will provide attendees with an overview of notable court decisions and regulatory actions relating to ESOPs.</p>
<p>3:30–4:45 Governor's Square 11 Plaza</p>	<p>E2 / EBSA Investigations: Common Violations and Tips to Avoid Them SESSION LEADER: James Moser, <i>Seigfreid Bingham, PC</i> John S. Zollo, <i>Barclay Damon LLP</i> This session will provide a roadmap to navigate through the most common ESOP pitfalls cited by the DOL.</p>
<p>3:30–4:45 Windows Tower, Second Level</p>	<p>E2 / From Year-End to Valuation to Administration: Practical Guidance Co-Presenters: Craig Olinger, <i>ESI</i>; Thomas Potts, <i>Fiduciary Trust Services, Inc.</i>; Aaron Juckett, <i>ESOP Partners LLC</i> This session will provide a detailed review of all aspects of the ESOP administration process and provide best practices, considerations, and resources for ESOP companies and their professional advisors to streamline the annual process.</p>
<p>3:30–4:45 Governor's Square 17 Plaza</p>	<p>E2 / 409(p): What Companies Need to Know SESSION LEADER: Philip Carstens, <i>Foster Pepper PLLC</i> Barbara M. Clough, <i>Newport Group</i>; Lynn DuBois, <i>ESOP Law Group, LLP</i> This session will provide a brief overview of the S corporation anti-abuse rules, a summary of the testing rules, consequences of failure, and tips for keeping your ESOP in compliance.</p>

DAY ONE: TUESDAY, APRIL 4

<p>3:30–4:45 Governor's Square 10 Plaza</p>	<p>E2 / Advanced Section 1042 Issues and Solutions SESSION LEADER: Keith Mericka, <i>UBS Financial Services, Inc.</i> Matthew Goedert, <i>Nixon Peabody LLP</i> At this session you will hear from the country's leading 1042 experts on issues most often overlooked or ignored (pre sale and post sale) that, if not considered, would be detrimental to a successful 1042 deferral election.</p>
<p>3:30–4:45 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / How Tina Fey's Rules for Improv Can Improve Your Culture and Business (will repeat) SESSION LEADER: Dallan Guzinski, <i>NCEO</i> Fear is one of the biggest impediments to employee participation, innovation, and creating a highly involved culture of ownership. Learn about how the rules of improv, as taught to us by Tina Fey, can help you create more effective and innovative forms of communication and teamwork that will grow your business and improve your culture.</p>
<p>3:30–4:45 Tower Court D Tower, Second Level</p>	<p>CC / Fostering Authentic Employee Engagement with Deming Management SESSION LEADER: Peter Jones, <i>ESOP Plus: Schatz Brown Glassman LLP</i> Mark Miller, <i>Markey's Rental and Staging</i> Total Quality Management proliferated in the early '80s as Deming Management returned to the United States after unparalleled success in Japan. Learn how Deming's lesser-known principles can lead to a more engaged workforce.</p>
<p>3:30–4:45 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Hands-On Workshop on Communication SESSION LEADER: Ramona Rodriguez-Brooks, <i>NCEO</i> Bring your company's communication materials and experiences to this collaborative idea-sharing session about best practices and key innovations in ESOP communications.</p>
<p>3:30–4:45 Governor's Square 14 Plaza</p>	<p>LG / Update from Washington: Politics and Policies in the New Environment Co-presenters: Michael Keeling, <i>the ESOP Association</i> Noelle Lundberg, <i>Employee-Owned S Corporations of America (ESCA)</i> This session will examine the legislative and regulatory impact the new administration and new Congress could have on employee-owned companies and ESOPs, and the status of efforts to protect and promote ESOPs.</p>
<p>3:30–4:45 Tower Court C Tower, Second Level</p>	<p>LG / Best Practices When the Board is in Conflict or Crisis SESSION LEADER: Marshall Jespersen, <i>International Cars Ltd.</i> J Randall Bishop, <i>J Randall Bishop Consulting</i>; Dawn Goesten Kors, <i>First Bankers Trust</i> Actual examples of boards in turmoil and how the issues and causes were resolved; an interactive session. You are encouraged to bring your own board issues to discuss.</p>
<p>3:30–4:45 Governor's Square 16 Plaza</p>	<p>CB / Create the Perfect Fit—Incentive Plans for Your Company SESSION LEADER: Dan Walter, <i>Performensation</i> Katie Gottlieb, <i>Performensation</i>; Sam Reeve, <i>Performensation</i> This session looks at how to identify and reward the right mix of employee motivators to obtain shared success among owners, coworkers, and customers.</p>
<p>5:00–7:00 Plaza Exhibit Hall</p>	<p>OPENING Cocktail Reception <i>Sponsored by over 90 companies and firms</i> Special thanks to beverage sponsor <i>McDermott, Will & Emery LLP</i>; hors d'oeuvres sponsor, <i>Eide Bailly, LLP</i>; entertainment sponsor, <i>Leavers Supermarkets Inc.</i></p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY TWO: WEDNESDAY, APRIL 5

7:45–5:00 NCEO Registration Office Plaza Concourse Level	Registration and Exhibits Open
7:45–9:00 Plaza Exhibit Hall	Buffet Continental Breakfast
7:45–8:45 South Convention Lobby Tower, Second Level	Expert One-on-One Appointments Group 1 Sign up in advance near registration desk. See list of available experts and topics on page 10. Appointment binders include the experts' bios and photos.
8:00–8:50 Plaza Ballroom	Informal Breakfast Discussion Roundtables No registration required for these informal morning table talks. See the list of table topics on page 7
8:50–10:00	GENERAL SESSION: ANNOUNCEMENTS & KEYNOTE PANEL
8:50 Plaza Ballroom	General Announcements
8:55-9:05 Plaza Ballroom	Year One Accomplishments: The Pennsylvania Center for Employee Ownership Ken Baker, <i>New Age Industries</i> ; Kevin McPhillips, <i>Pennsylvania Employee Ownership Center</i>
9:05–10:00 Plaza Ballroom	KEYNOTE ADDRESS: David vs. Goliath: Employee Ownership as a Competitive Advantage When Your Company is Not a Corporate Giant Suzanne McDowell, <i>King Arthur Flour</i> ; Lars Wulff, <i>Mud Bay</i> ; Moderator: Halisi Vinson, <i>Rocky Mountain Employee Ownership Center</i>
10:15–11:00	CONCURRENT SESSIONS 5: COMPACT SESSIONS
10:15–11:00 Tower Court C Tower, Second Level	E1 / Employee Ownership Trusts SESSION LEADER: Christopher Michael, <i>The ICA Group</i> Brad Hippert, <i>Equity Atlas</i> ; Matthias Scheiblehner, <i>Metis Construction</i> Are you concerned about the sale of your employee-owned business? This session covers the use of perpetual trusts in the United States to make sure your business stays employee-owned for the long haul.
10:15–11:00 Governor's Square 10 Plaza	E1 / Diversification: A Case Study SESSION LEADER: Lisa Otis, <i>American Systems Corporation</i> Karen Ng, <i>Nixon Peabody LLP</i> Diversification is a difficult concept for participants to understand. This session will describe statutory diversification and how targeted communications about diversification have been implemented successfully by a large ESOP company.
10:15–11:00 Governor's Square 16 Plaza	E1 / Issues for ESOPs at Small Companies SESSION LEADER: John Burgess, <i>Seyfarth Shaw LLP</i> Adrian Loud, <i>Censeo Advisors LLC</i> This session will focus on unique considerations facing small companies that have (or want to start) an ESOP, including communication, committee, fiduciary, and control issues.
10:15–11:00 Governor's Square 15 Plaza	E2 / ESOP Trends in the Marketplace SESSION LEADER: Keith Apton, <i>UBS</i> Allison Wilkerson, <i>McDermott Will & Emery LLP</i> This presentation will review the continued evolution of ESOP transactions, taking into consideration financing requirements, tax planning options, and post-transaction structure.
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPs: Beyond the Basics E2-ADV / ESOPs: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY TWO: WEDNESDAY, APRIL 5

<p>10:15–11:00 Governor's Square 14 Plaza</p>	<p>E2 / What to Do When You Find Mistakes With Your ESOP—and How to Avoid Them SESSION LEADER: Jamie Kwiatek, <i>Polsinelli PC</i> Anthony Brunsvold, <i>Blue Ridge ESOP Associates</i> Compliance mistakes are common: this session will discuss steps that can be taken to avoid errors, how employers can self-audit plans, and what to do when an error is discovered with plan administration, plan documents, or fiduciary actions.</p>
<p>10:15–11:00 Governor's Square 12 Plaza</p>	<p>E2 / The Impact of Plan Design on Allocations in an ESOP SESSION LEADER: Kevin Rusch, <i>Blue Ridge ESOP Associates</i> Lori Stuart, <i>Crowe Horwath LLC</i> This session will cover the mechanics of allocating contributions and expenses to participant accounts with a focus on how plan design decisions affect these allocations.</p>
<p>10:15–11:00 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Short-Term Incentives to Support Your Ownership Culture: Engaging Employees with The Great Game of Business & Mini-Games (Part 1) SESSION LEADER: Steve Baker, <i>The Great Game of Business</i> This highly interactive session will give participants the skill set and confidence they need to design and apply effective mini-games for immediate use in their own organizations, a direct take-home that will drive business results.</p>
<p>10:15–11:00 Windows Tower, Second Level</p>	<p>CC / Follow Us: Social Media 101 for ESOPs SESSION LEADER: Maureen Clayton, <i>Nest Egg Communications</i> Participants will learn social media strategies and basics for business, tips and traps to avoid, examples of ESOPs that do social media well, and how to build an effective social media plan.</p>
<p>10:15–11:00 Vail Tower, Majestic Lower Level</p>	<p>CC / Employee Engagement: The Secret to Our Success SESSION LEADER: Shawn Eastham, <i>Polyguard Products</i> At Polyguard, we strive to keep our employee-owners involved and engaged. This session will share the secret to our success: how we have achieved 24 consecutive years of sales growth.</p>
<p>10:15–11:00 Governor's Square 17 Plaza</p>	<p>CC / Employee Ownership Case Studies SESSION LEADER: Kerry Siggins, <i>StoneAge, Inc.</i> Glenn Ripley, <i>Mission Bell</i> Successful ESOP companies know that success is dependent on how deeply the ownership mindset is woven into the fabric of the company. In this session, two ESOP company leaders will share their ideas on building that mindset within the company and then how to take it outside to your greater community through civic engagement and volunteering.</p>
<p>10:15–11:00 Majestic Tower, Majestic Lower Level</p>	<p>LG / Eyes Wide Open: How to Make Smart Leadership Succession Decisions in an Ownership Setting SESSION LEADER: Kathleen McInerney Kane, <i>Praxis Consulting Group</i> Ben Sanders, <i>Stites and Harbinson, PLLC</i> This interactive session will disclose important considerations and a transparent, comprehensive process for successful leadership transition in an ESOP setting.</p>
<p>10:15–11:00 Grand Ballroom 2 Tower, Second Level</p>	<p>CB / HR Practices that Support Employee Ownership SESSION LEADER: Jennifer Briggs, Gena Cooper, <i>Alpine Bank</i>; Ashley Price, <i>KH&S West</i> Learn how running a human resources team and department in an employee-owned company is different from HR in other organizations. Learn best practices and how to incorporate them into your HR operation.</p>

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

DAY TWO: WEDNESDAY, APRIL 5

11:15–12:00		CONCURRENT SESSIONS 6: COMPACT SESSIONS
11:15–12:00 Governor's Square 17 Plaza	E1 EASY / ESOP Rules for Non-Managers SESSION LEADER: Sheryl Alzona, <i>Chang, Ruthenberg & Long, PC</i> Laurie Salter, <i>Building Material Distributors, Inc.</i> Hear our panelists discuss ESOP basics, from transaction to distribution and everything in between. Learn from our panel of experts on how to communicate your ESOP to your employees through examples and personal experience.	
11:15–12:00 Vail Tower, Majestic Lower Level	E1 / International ESOPs SESSION LEADER: Ronald Gilbert, <i>ESOP Services, Inc.</i> Michael Quarrey, <i>Web Industries</i> Learn how one U.S. company includes international staff from multiple countries while another U.S. company uses a "mirror" ESOP to provide equity incentive and spread ownership culture.	
11:15–12:00 Windows Tower, Second Level	E2 / Accounting for ESOPs SESSION LEADER: Dan Markowitz, <i>Boulay</i> Mary Stenvig, <i>Realityworks</i> This session on ESOP accounting from a CFO's perspective will cover how to record and interpret ESOP transactions in a company's financial statement.	
11:15–12:00 Governor's Square 14 Plaza	E2 / The Internal Trustee's Review of the Annual Valuation Report SESSION LEADER: Richard Joseph, <i>Chartwell</i> Robert Sanchez, <i>National Wire & Cable Corporation</i> Currently, IRS and DOL examiners are focusing their attention on ESOP valuations and reporting. Given the heightened level of scrutiny, this session will provide a practical framework meant to support the trustee's responsibility of reviewing, and ultimately approving, the annual ESOP appraisal.	
11:15–12:00 Governor's Square 10 Plaza	E2 / Managing an ESOP Termination SESSION LEADER: Bill Gust, <i>Gentry Locke Rakes & Moore</i> Richard C. Mapp III, <i>Kaufman & Canoles, P.C.</i> ESOPs may terminate for many reasons. Adopting an appropriate termination "process" will avoid potential problems with the DOL and IRS. This session will discuss in detail how the termination process should work by examining several case studies.	
11:15–12:00 Grand Ballroom 1 Tower, Second Level	CC / Short-Term Incentives to Support Your Ownership Culture: Engaging Employees with The Great Game of Business & Mini-Games (Part 2) Steve Baker, <i>The Great Game of Business</i> This highly interactive session will give participants the skill set and confidence they need to design and apply effective mini-games for immediate use in their own organizations, a direct take-home that will drive business results.	
11:15–12:00 Majestic Tower, Majestic Lower Level	CC / Leadership's Greatest Challenge SESSION LEADER: Rich Chapman, <i>Chartwell</i> Based on interviews with successful CEOs of ESOP companies, learn why and how the greatest companies move beyond day-to-day achievement and rise toward purpose and mission to drive high performance. Mature ESOP organizations, in particular, will benefit from these insights into creating and sustaining a thriving enterprise.	
11:15–12:00 Tower Court C Tower, Second Level	CC / The Cyber Landscape and Your Culture of Security SESSION LEADER: Eric Pulse, <i>Eide Bailly LLP</i> The depth and breadth of cyber threats and challenges faced by organizations today has never been greater. Cyber security involves more than policies, procedures, and technologies. Find out how to establish a culture of security at your organization for a comprehensive and resilient solution to the cyber threat landscape.	

DAY TWO: WEDNESDAY, APRIL 5

11:15–12:00 Governor's Square 15 Plaza	CC / Communications in a Distributed Workforce SESSION LEADER: Carrie Green, <i>Geographic Information Services, Inc.</i> As the trend to move away from traditional brick and mortar offices grows, there becomes a bigger challenge to build and foster a desired culture. This session will explore ways to build culture regardless of the location.
11:15–12:00 Governor's Square 16 Plaza	LG / The "ESOPerative": How Cooperative Governance Can Make Your ESOP Stronger SESSION LEADER: Camille Kerr, <i>ICA Group</i> Gary Gerber, <i>Sun Light and Power</i> ; Peter Bromelkamp, <i>TPI Hospitality</i> Many ESOP companies embrace employee involvement as a better way to do business, but few involve rank-and-file employees in governance. Come learn how building a board that is accountable to your employee-owners can make your company stronger.
11:15–12:00 Governor's Square 12 Plaza	LG/ Changes in Business Conditions: An ESOP Perspective SESSION LEADER: Ed Wilusz, <i>Value Management Inc.</i> Michael Gore, <i>Penn United Technologies</i> All businesses are impacted by changes in internal and external factors. This session will explore how best to deal with changing business conditions and their impact on the ESOP.
11:15–12:00 Grand Ballroom 2 Tower, Second Level	CB / A Stake in the Outcome: Designing a Great Bonus Program SESSION LEADER: Rich Armstrong, <i>The Great Game of Business</i> No matter how brilliant your bonus structure is, no matter how well you have selected your goals, no matter how carefully you have structured the payout, your plan simply won't motivate and engage people if they simply don't get it. In this session, we will share a time-tested process for designing effective bonus plans.
12:15–1:15	LUNCHEONS
12:15–1:15 Plaza Ballroom	Lunch with Optional Expert Roundtable Discussions Over 60 tables will feature discussion topics led by experts. An additional 80 tables are reserved for your own discussions or casual conversations. See diagram on page 8 and listing of available table discussions on pages 8-9 including topics and table numbers. No advanced registration required, simply walk into the ballroom and find a table of interest to you. <i>Sponsored by Emplify</i>
12:15–1:15 Tower Court D Tower, Second Level	ESOP Emerging Leaders Luncheon Open to attendees 39 years of age and younger, or those with 5 years or less of experience in this field. Seating is limited; advance registration required. Check at registration desk for possible remaining availability. <i>Sponsored by Options4Growth</i>
1:30–4:45 Plaza Exhibit Hall	Continuous Afternoon Coffee <i>Sponsored by Crowe Horwath</i>
1:30–2:45	CONCURRENT SESSIONS 7
1:30–2:45 Governor's Square 10 Plaza	E1 / How a 78-Year-Old Family Business Became 100% Employee-Owned SESSION LEADER: Merri Ash, <i>First Bankers Trust Service</i> John Leevers, <i>Leevers Supermarkets Inc.</i> ; Steve Greenapple, <i>Steiker Greenapple & Fusco, P.C.</i> This session will examine why and how a 78-year-old family business became a 100% ESOP company. We will also review how the transaction was structured and how successful the ESOP has become.
E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture	

DAY TWO: WEDNESDAY, APRIL 5

<p>1:30–2:45 Tower Court C Tower, Second Level</p>	<p>E1 / Employee Ownership and the Changing Rules of International Business SESSION LEADER: Graeme Nuttall, <i>Fieldfisher</i> This is a session on extending employee ownership internationally. What principles can and should apply? And what impact have recent political changes had on spreading EO across territories?</p>
<p>1:30–2:45 Majestic Tower, Majestic Lower Level</p>	<p>E2-ADV / ESOP Transaction Professionals Forum SESSION LEADER: Mary Josephs, <i>Verit Advisors LLC</i> Aziz El-Tahch, <i>Stout Risius Ross, Inc.</i>; Laurence Goldberg, <i>ESOP Law Group, LLP</i> Join nationally recognized industry leaders for a facilitated, collaborative discussion on key issues involved in transaction design, including, but not limited to, valuation, financing, warrants, executive compensation, internal loan restructurings, seller consideration (form and structure), other deal terms and conditions, etc.</p>
<p>1:30–2:45 Windows Tower, Second Level</p>	<p>E2 / Repurchase Obligations: Valuation and Financing Issues SESSION LEADER: Mike Borinski, <i>Bradford White Company</i> Isaiah Aguilar, <i>Stout Risius Ross, Inc.</i>; Joseph Marx, <i>The Principal Financial Group</i>; Eric Zaiman, <i>JP Morgan</i> Repurchase obligation needs to be considered in ongoing valuations. This session looks at that process and how to finance the resulting costs.</p>
<p>1:30–2:45 Governor's Square 15 Plaza</p>	<p>E2 / The Journey From Internal Trustee to Institutional Trustee SESSION LEADER: Lisa Durham, <i>Krieg DeVault, LLP</i> Eloise Kisgen, <i>tvdesign</i>; Roger Neuenschwander, <i>tvdesign</i> Is your ESOP company looking to change from a trustee who is an employee to an independent institutional trustee? TVS Companies will take you through their process for making this change, their concerns, and their end result.</p>
<p>1:30–2:45 Governor's Square 14 Plaza</p>	<p>E2 / Using ESOPs to Structure Acquisitions and Divestitures in an Uncertain Economy SESSION LEADER: William Merten, <i>McDermott Will & Emery LLP</i> Anne Bushman, <i>RSM US LLP</i>; William Stewart, <i>PCE Investment Bankers, Inc.</i> This session will compare the use of an ESOP as an acquisition/divestiture tool against more traditional M&A structures (such as asset sales, stock sales, recapitalizations, and mergers), and it will highlight the reasons that ESOPs are especially relevant in 2017's still-uncertain economic environment.</p>
<p>1:30–2:45 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / Meetings Matter: How to Lead Effective Meetings SESSION LEADER: Linshuang Lu, <i>Praxis Consulting Group</i> Come to this session to learn strategies and tips for leading effective meetings.</p>
<p>1:30–2:45 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Using Employee Surveys to Improve Your Ownership Culture SESSION LEADER: Dallan Guzinski, <i>NCEO</i> Peter Bromelkamp, <i>TPI Hospitality</i> This session will feature best practices in employee surveying, tips on how to use results and employee feedback to transform your culture, and a case study from one of the largest employee-owned companies in the country.</p>
<p>1:30–2:45 Governor's Square 11 Plaza</p>	<p>CC / Making Your ESOP Great—The Rollout for New and Existing ESOPs SESSION LEADER: Debra L. Williams, <i>GreatBanc Trust</i> Denise Sturm, <i>Telligen</i>; Cathy Terukina, <i>Folience</i> Sharing the news: let's show the participants what this ESOP is all about!</p>
<p>1:30–2:45 Governor's Square 16 Plaza</p>	<p>LG / Growing the Community: State Centers, Volunteering, and How You Can Get Involved SESSION LEADER: Timothy Garbinsky, <i>NCEO</i> Kevin McPhillips, <i>Pennsylvania Center for Employee Ownership</i> Come learn about best practices in spreading employee ownership: the ways in which YOU can make a difference!</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPs: Beyond the Basics E2-ADV / ESOPs: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY TWO: WEDNESDAY, APRIL 5

<p>1:30–2:45 Governor's Square 12 Plaza</p>	<p>LG / Strategic Planning for Mature ESOP Companies SESSION LEADER: Erin Turley, <i>McDermott Will & Emery LLP</i> David Whaley, <i>Thompson Hine</i>; Kevin Hazelwood, <i>Cactus Feeders, Inc.</i> A "mature" ESOP generally refers to a leveraged ESOP whose debt has been repaid in full and all shares are allocated. This session will address the issues unique to mature ESOP-owned companies and alternatives for managing.</p>
<p>1:30–2:45 Vail Tower, Majestic Lower Level</p>	<p>CB / How ESOP Companies Use Their Equity Value to Sustain Long-Term Employee Ownership SESSION LEADER: Kim Blaugher, <i>Principal Financial Group</i> Marc S. Schechter, <i>Butterfield Schechter LLP</i> The equity value of your company can be shared with your associates through the ESOP, equity compensation plans, and direct ownership. Within each of these methods, there are multiple ways to allocate the equity value to your associates. Each of these allocation methods results in winners and losers. We will discuss the alternatives to help you understand how you can develop a strategic vision to optimize the use of your equity value.</p>
<p>2:45–3:15 Plaza Exhibit Hall</p>	<p>Afternoon Food and Beverage Break</p>
<p>3:15–4:30 CONCURRENT SESSIONS 8</p>	
<p>3:15–4:30 Tower Court C Tower, Second Level</p>	<p>E1 / Debt Markets for ESOPs SESSION LEADER: Matthew Dalany, <i>Verit Advisors</i> Kurt Mair, <i>Wells Fargo Bank</i>; Ginny Saloom, <i>PNC Financial Services Company</i>; Kevin Trieber, <i>Bank of America's Global Commercial Bank</i> Learn about the current lending environment and financing alternatives for ESOPs.</p>
<p>3:15–4:30 Majestic Tower, Majestic Lower Level</p>	<p>E1 / C Corporation vs. S Corporation ESOPs: How, When, and for Whom Do They Work Best? SESSION LEADER: Paige Ryan, <i>ESOP Services, Inc.</i> Robert F. Schatz, <i>ESOP Plus: Schatz Brown Glassman LLP</i> What are the benefits of operating as a C corporation vs. an S corporation? What about converting from C to S? This session will cover the fundamentals of ESOPs in the context of comparing the advantages and challenges under the different corporate structures. The perfect scenario will be outlined.</p>
<p>3:15–4:30 Governor's Square 15 Plaza</p>	<p>E1 / Protecting Yourself from Legal Problems: Audits, Lawsuits, & Insurance Issues SESSION LEADER: David Whaley, <i>Thompson Hine</i> Emily Rickard, <i>McDermott Will & Emery LLP</i> In the event the ESOP faces a plan audit or investigations by a government regulator (such as the DOL or IRS), or litigation by a participant, what steps do you take to preemptively protect the company and the plan? We will also review the steps that should be taken once an audit or litigation is instituted.</p>
<p>3:15–4:30 Tower Court D Tower, Second Level</p>	<p>E1 / ESOPs and 401(k) Plans SESSION LEADER: Barbara M. Clough, <i>Newport Group</i> Lisa Durham, <i>Krieg DeVault</i> ESOPs and 401(k) plans have a number of potential synergies, including safe harbor matches, using deferrals to buy stock, and providing diversification options. This session looks at administrative and design issues for these plans.</p>
<p>3:15–4:30 Governor's Square 17 Plaza</p>	<p>E2 / Workshop for Internal Trustees SESSION LEADER: Anthony Mathews, <i>Beyster Institute at the Rady School of Business, University of California, San Diego</i> This is an interactive, issue-oriented workshop for those brave (some would say foolhardy) employees of ESOP companies who agree to serve as ESOP fiduciaries as part of their job. If you are a non-professional ESOP fiduciary, this workshop is designed to help you develop the knowledge and confidence to do so more effectively and more safely.</p>

DAY TWO: WEDNESDAY, APRIL 5

<p>3:15–4:30 Governor's Square 11 Plaza</p>	<p>E2 / Second Stage ESOP Transactions SESSION LEADER: Andrew O'Neill, <i>Prairie Capital Advisors, Inc.</i> Brian P. Goldstein, <i>Jackson Lewis P.C.</i>; Rob Hilton, <i>Katz Sapper & Miller</i> Minority ESOP companies at some point will consider the major step of transitioning to majority ESOP ownership. This session addresses the governance, financing, valuation, ERISA compliance, and cultural issues this major transition entails.</p>
<p>3:15–4:30 Governor's Square 10 Plaza</p>	<p>E2 / When Should You Think About Selling Your ESOP Company? SESSION LEADER: Peter Abrahamson, <i>ESOP Structuring Specialists, Inc.</i> Anthony Dolan, <i>Prairie Capital Advisors, Inc.</i>; Grant McCorkhill, <i>Holland & Knight</i> This session will focus on the circumstances, process, and complexities associated with selling an ESOP company, what constitutes an offer, parties involved in the transaction, and ESOP-specific deal issues.</p>
<p>3:15–4:30 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / Tips for Communicating Share Value and Helping Prepare Employees for Retirement SESSION LEADER: Donny Springer, <i>Columbia Financial Advisors, Inc.</i> Quinn McElwee, <i>United Capital</i>; Jamie Waldren, <i>Wells Fargo Advisors</i> We will discuss ways to cut the jargon and communicate factors that drive ESOP share value in terms people get, as well as the role of ESOP stock in retirement planning.</p>
<p>3:15–4:30 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / ESOP Engagement–Driven by the Employees for the Employees SESSION LEADER: Ashley Richardson, <i>Braun Intertec</i> Jimmy Bennett, <i>Braun Intertec</i>; Mark Keefer, <i>Braun Intertec</i> Being an ESOP is great, but having engaged employees passionate about your ESOP is really great. This session will highlight some of the ways that Braun Intertec has educated and celebrated our ESOP program to increase employee engagement and knowledge in ways that fit into our culture.</p>
<p>3:15–4:30 Governor's Square 12 Plaza</p>	<p>CC / Basics of ESOP Communication (repeat session) SESSION LEADER: Kevin McPhillips, <i>Pennsylvania Center for Employee Ownership</i> Sandra Reid, <i>The Davey Tree Expert Company</i> Most people know generally what the term "company benefits" means, or even the basics of a "401(k)." But how many can explain what an ESOP is? In this session we'll share effective ways to discuss the concept (and the misconceptions) with employees, co-workers, prospects, vendors, customers, and even your family and friends!</p>
<p>3:15–4:30 Windows Tower, Second Level</p>	<p>CC / How to Quickly Measure Your Employees' Satisfaction SESSION LEADER: Shawn Burcham, <i>PFSbrands</i> John McElroy, <i>PFSbrands</i>; Trevor Monnig, <i>PFSbrands</i> How do you measure employee satisfaction? What is your score? This session will share a quick way to score employee satisfaction and gather information that will help you improve your score.</p>
<p>3:15–4:30 Governor's Square 16 Plaza</p>	<p>LG / Best Practices for Board Recruitment and Composition SESSION LEADER: Steven Fischer, <i>Steiker, Fischer, Edwards & Greenapple (Retired)</i> Mark Smith, <i>Summit Business Advisors</i>; Karl Stockbridge, <i>NewBasis/BMD</i> What factors should employee-owned companies consider in selecting both inside and outside board members, and what are the best approaches to use in recruiting and developing a well-rounded board?</p>
<p>3:15–4:30 Governor's Square 14 Plaza</p>	<p>LG / How to Use Portfolio Risk Management Techniques to Help Protect the ESOP Retirement Savings of Your Employees SESSION LEADER: Brian Yolles, <i>StockShield, LLC</i> Brian Bornino, <i>GBQ</i>; Jerry Kaplan, <i>McDermott Will & Emery LLP</i> Stock losses can trigger lawsuits and liability. This session explores techniques that fiduciaries and participants can use to help protect their account balances without selling the stock.</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY TWO: WEDNESDAY, APRIL 5

<p>3:15–4:30 Vail Tower, Majestic Lower Level</p>	<p>CB / A Trustee's Perspective on Executive Compensation SESSION LEADER: Jeffrey Buettner, <i>Butcher Joseph & Co.</i> Sharon Hearn, <i>Krieg DeVault LLP</i>; Tracy Woolsey, <i>Horizon Trust & Investment Management</i> Incentives can effectuate an environment that supports business strategies and shareholder value. This session will discuss corporate governance and regulatory and valuation matters pertaining to corporate strategies on executive compensation.</p>
<p>4:45–5:45 South Convention Lobby Tower, Second Level</p>	<p>Expert One-on-One Appointments Group 2 Sign up in advance near the registration desk. See list of available experts and topics on page 10. Appointment binders include the experts' bios and photos.</p>
<p>6:00</p>	<p>Evening Events Evening on your own, or attend NCEO's Lucky Strike Night and bowl, relax, play games, and socialize. Find out at the Registration Desk if space is still available to attend.</p>

DAY THREE: THURSDAY, APRIL 6

<p>7:30–10:30 NCEO Registration Office Plaza Concourse Level</p>	<p>Registration and Exhibits Open</p>
<p>7:30–9:00 Plaza Exhibit Hall</p>	<p>Buffet Continental Breakfast</p>
<p>7:30–8:30 South Convention Lobby Tower, Second Level</p>	<p>Expert One-on-One Appointments Group 3 Sign up in advance near the registration desk. See list of available experts and topics on page 10. Appointment binders include the experts' bios and photos.</p>
<p>7:30–8:30 Plaza Ballroom</p>	<p>Informal Breakfast Discussion Roundtables No registration required for these informal morning table talks. See the list of table topics on page 7.</p>
<p>8:30–9:00 CLOSING GENERAL SESSION, ANNOUNCEMENTS</p>	
<p>8:30–8:40 Plaza Ballroom</p>	<p>Announcements and Introductions</p>
<p>8:40–8:45 Plaza Ballroom</p>	<p>Screening: Power of Employee Ownership Video Contest Winner</p>
<p>8:45–9:00 Plaza Ballroom</p>	<p>Closing Remarks Corey Rosen, <i>NCEO founder</i></p>
<p>9:15–10:30 CONCURRENT SESSIONS 9</p>	
<p>9:15–10:30 Governor's Square 10 Plaza</p>	<p>E1 / The Due Diligence Process in ESOP Transactions SESSION LEADER: Wendy Gilligan, <i>Chang Ruthenberg & Long</i> Josh Edwards, <i>Eureka Valuation Advisors, LLC</i>; Daniel Reser, <i>Fiduciary Services, Inc.</i> This session gives owners and management a preview of what to expect from the fiduciary, financial, and legal diligence process by walking you through a sample transaction timeline. You'll learn what questions to expect and why you're being asked to provide so much information.</p>

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

DAY THREE: THURSDAY, APRIL 6

<p>9:15–10:30 Governor's Square 11 Plaza</p>	<p>E1 / ESOP Diversification Requirements SESSION LEADER: Daniel Stolz, <i>Principal Financial Group</i> Dolores Lawrence, <i>Blue Ridge ESOP Associates</i> Plan sponsors of ESOPs face many challenges in complying with diversification requirements. This session will cover diversification requirements and address the associated challenges.</p>
<p>9:15–10:30 Windows Tower, Second Level</p>	<p>E1-EASY / Fundamentals of ESOP Repurchase Obligation (repeat session) Co-speakers: David Ko, <i>Keller Rohrback L.L.P.</i>; Don M. Drysdale, CPA/ABV, ASA, <i>Gibraltar Business Valuations</i> A non-technical overview of repurchase obligation—what it is, where it comes from, how to project and manage it, and funding options available to “keep the promise” to departing employee-owners.</p>
<p>9:15–10:30 Governor's Square 15 Plaza</p>	<p>E2 / Telling the Story: A New Approach to Introducing ESOPs to Business Owners SESSION LEADER: Ken Baker, <i>NewAge Industries</i> James Steiker, <i>SES Advisors, Inc.</i>; Cecil Ursprung, <i>Reflexite (Retired)</i> By emphasizing the technical over the big-picture benefits of ESOPs, advisors risk turning off many business owners. Our panel will discuss the benefits of storytelling as an alternative approach to communicating. Observe the panel presenting a few mock meetings. Which stories resonate best?</p>
<p>9:15–10:30 Vail Tower, Majestic Lower Level</p>	<p>E2-ADV / The Antioch Company ESOP: Teachings From a Complex ESOP Litigation Case SESSION LEADER: Mike Scheier, <i>Keating Muething & Klekamp PLL</i> Brian P. Muething, <i>Keating Muething & Klekamp PLL</i>; Anthony Vertucchio, <i>Keating Muething & Klekamp PLL</i>; Lisa Wintersheimer Michel, <i>Keating Muething & Klekamp PLL</i> This case study will cover how one employee-owned company protected its fiduciaries from an unexpected business downturn through a prudent transaction structure, fiduciary insurance coverage, and a well-planned court strategy.</p>
<p>9:15–10:30 Tower Court D Tower, Second Level</p>	<p>E2 / What's the Difference? How Internal and External Trustees Do Their Jobs SESSION LEADER: Bret Keisling, <i>Capital Trustees, LLC</i> Patrice Radogna, <i>Valuation Research Corporation</i> An external trustee and valuator will present a variety of case studies to foster discussion with attendees about the steps an internal trustee must take to fulfill his/her fiduciary duty and to avoid potential DOL and other problems.</p>
<p>9:15–10:30 Governor's Square 17 Plaza</p>	<p>E2 / What Changes With Your Benefit Plan When You Have an ESOP? SESSION LEADER: David Solomon, <i>Levenfeld Pearlstein, LLC</i> Andrew Holmes, <i>Executive Financial Services, Inc.</i>; Anna Catherine Osteen, <i>PeopleTec</i> This session will explore how to integrate your ESOP plan design and align the goals of a new transaction involving an ESOP with the terms and provisions of your other qualified and non-qualified retirement plans and arrangements.</p>
<p>9:15–10:30 Governor's Square 16 Plaza</p>	<p>E2 / ESOPs as a Preferred Buyer: Differentiating Your ESOP Company from Other Potential Buyers SESSION LEADER: Timothy Stewart, <i>DeWitt Ross & Stevens S.C.</i> Lisa Reardon, <i>OwnersEdge Inc.</i>; Kyle Spader, <i>Acumen Advisory Services, LLC</i> This is an interactive session with volunteers from the audience to role-play (with costumes) in a skit about a company choosing whether to sell to an ESOP company or to a private equity firm.</p>
<p>9:15–10:30 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / ESOP Communications Committees SESSION LEADER: K.C. Hill, <i>Morrison-Maierle, Inc.</i> Ron Cogan, <i>Entertainment Partners</i> Two representatives from real live communications committees will discuss what ideas have worked for them (and maybe a few that haven't).</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPs: Beyond the Basics E2-ADV / ESOPs: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY THREE: THURSDAY, APRIL 6

<p>9:15–10:30 Majestic Tower, Majestic Lower Level</p>	<p>CC / A Practical Approach to Building an Ownership Culture SESSION LEADER: Anthony Mathews, <i>Beyster Institute at the Rady School of Management, University of California at San Diego</i> A culture of ownership does not come about merely because employees have ownership in the company, and it certainly doesn't happen merely because you want it to. It's the product of conscious and dedicated choices a company makes in order to create an environment in which ownership culture can develop. This session will focus on the characteristics of a culture of ownership and how any company can develop one with the right choices.</p>
<p>9:15–10:30 Governor's Square 14 Plaza</p>	<p>CC / Engaging the Hard to Engage SESSION LEADER: Bill Fotsch, <i>Open-Book Coaching</i> Engaging employees is the key to success, but it can be particularly difficult with some employees. This session will provide useful tips that have worked for other companies.</p>
<p>9:15–10:30 Tower Court C Tower, Second Level</p>	<p>LG / Strengthening Your Company Through Diversity SESSION LEADER: Lian Gravelle, <i>ESOP Plus: Schatz Brown Glassman LLP</i> Shevanthi Daniel-Rabkin, <i>Democracy at Work Institute</i>; Nikki McCord, <i>McCord Consulting Group</i> This session will highlight the opportunities for minority-owned or women-owned business succession in particular, as well as offer practical solutions for all business owners and their employees to influence economic development as they retire or otherwise transition ownership. What are practical ways companies can be strengthened right now? What are some ideas that can help all professionals and employee-owners decrease economic inequality?</p>
<p>9:15–10:30 Governor's Square 12 Plaza</p>	<p>LG / Interviewing and Evaluating ESOP Leadership Candidates SESSION LEADER: Michael Frommelt, <i>KeyStone Search</i> Terry Leahy, <i>Oconomowoc Residential Programs</i>; Scott Miller, <i>ESI</i> Interviewing leaders from outside the company is difficult for all companies, but with ESOPs there is even more to consider. This session will focus on how to build an appropriate interviewing process to deeply evaluate candidates and lay out a process for appropriately involving employee-owners at various levels, building critical support and momentum for the new leader.</p>
<p>9:15–10:30 Grand Ballroom 1 Tower, Second Level</p>	<p>CB / Providing Employee Benefits in an ESOP: Can Your Benefits Be Too High? SESSION LEADER: Lisa Tilley, <i>Corporate Capital Resources</i> Nels Carlson, <i>Alerus Financial, N.A.</i>; Heidi P. Walker, <i>Meyers, Harrison & Pia, LLC</i> All companies face challenges related to increasing employee engagement and performance. A proven approach is the implementation of an ESOP with a significant potential benefit to the employee-participants. This session will cover definition and measurement of the benefit level and help guide attendees to determine if the level is sustainable and how it can have a positive impact on employer share value with proper management and employee communication.</p>
<p>10:45–12:00 CONCURRENT SESSIONS 10</p>	
<p>10:45–12:00 Governor's Square 10 Plaza</p>	<p>E1 / The Annual Update Process SESSION LEADER: Richard Heeter, <i>Capital Trustees, LLC</i> Barbara M. Clough, <i>Newport Group</i>; Rob Hilton, <i>Katz, Sapper & Miller</i> This session will describe the annual update process in detail, outlining the roles of management, the trustee, the valuation advisor, and the TPA as they work together to complete the valuation, the participant statements, Form 5500, and other necessary compliance tests.</p>
<p>10:45–12:00 Windows Tower, Second Level</p>	<p>E1 / ESOP Valuation Co-Presenters: Patrick Schmidt, <i>Value Consulting Group</i>; Greg Kniesel, <i>Value Management Inc.</i> This session will address the basics of the ESOP valuation process and suggest important things to consider when choosing an ESOP valuation advisor. Valuation approaches and procedures will be discussed, and special ESOP-related valuation issues will be noted. The objective of this session is to help you better understand an ESOP valuation report.</p>
<p>E1 / ESOP Basics E1-EASY / ESOP Basics Beginner E2 / ESOPS: Beyond the Basics E2-ADV / ESOPS: Advanced CB / Compensation and Benefits LG / Leadership and Governance CC / Communication and Culture</p>	

DAY THREE: THURSDAY, APRIL 6

<p>10:45–12:00 Governor's Square 15 Plaza</p>	<p>E2 / Insurance and Indemnification Programs for ESOPs: Managing Your Risk SESSION LEADER: Richard Pearl, <i>Drinker Biddle & Reath LLP</i> Patrick DeCraene, <i>GreatBanc Trust Company</i> Do you know which provisions in your fiduciary liability or E&O policies might create gaps in coverage? Are your indemnification agreements enforceable under ERISA? This session helps answer these questions.</p>
<p>10:45–12:00 Governor's Square 12 Plaza</p>	<p>E2 / We're 'Mile High' on Acquisitions—Precision, Inc.'s Process for Analyzing and Making Strategic Acquisitions SESSION LEADER: Scot Storjohann, <i>GreatBanc Trust Company</i> Sam Iogha, <i>PPI</i>; Matt Schubring, <i>Chartwell</i> Precision, Inc. is a successful ESOP company that has embarked on an acquisition strategy; join us as we share Precision's story, look at how they analyze potential deals, and consider the impact on the ESOP valuation and the participants.</p>
<p>10:45–12:00 Governor's Square 11 Plaza</p>	<p>E2 / Holistic Planning: Integrating Repurchase Obligation into Ongoing Financial Forecasting SESSION LEADER: Stephen Ringlee, <i>Centesimus Capital</i> Judith L. Kornfeld, <i>ESOP Economics, Inc.</i>; Jon Nuñez, <i>Web Industries</i>; Leah Turnbull, <i>JP Morgan</i> This session is designed to learn the importance of an integrated approach to capital and balance sheet planning that explicitly includes capital expenditures, working capital, acquisitions, and repurchase liabilities.</p>
<p>10:45–12:00 Governor's Square 14 Plaza</p>	<p>E2 / Using Third-Party Capital in Existing ESOPs SESSION LEADER: Steve Buchanan, <i>Mosaic Capital Partners</i> Neil Brozen, <i>Ventura ESOP Fiduciary Services</i>; Peter Krauss, <i>PLI Cards</i>; Eric Zaiman, <i>JP Morgan</i> A case study on PLI Cards, presented by CEO Peter Krauss, his lenders, and his partners, discussing how the company completed two acquisitions with third-party capital.</p>
<p>10:45–12:00 Grand Ballroom 2 Tower, Second Level</p>	<p>CC / Bringing Employee Ownership to Life through Employee Recognition Programs SESSION LEADER: Maureen Clayton, <i>Nest Egg Communications</i> Amanda DeVito, <i>Butler/Till Media & Communications + Brand Cool Marketing</i> A best practices session where you'll learn how to add relevant, ongoing recognition to your business, creating increased pride and performance (without busting budgets).</p>
<p>10:45–12:00 Grand Ballroom 1 Tower, Second Level</p>	<p>CC / How Tina Fey's Rules for Improv Can Improve Your Culture and Business (repeat session) SESSION LEADER: Dallan Guzinski, <i>NCEO</i> Fear is one of the biggest impediments to employee participation, innovation, and creating a highly involved culture of ownership. Learn about how the rules of improv, as taught to us by Tina Fey, can help you create more effective and innovative forms of communication and teamwork that will grow your business and improve your culture.</p>
<p>10:45–12:00 Governor's Square 16 Plaza</p>	<p>CC / What Motivates Employee-Owners? (repeat session) SESSION LEADER: Martin Staubus, <i>Beyster Institute at the Rady School of Business, University of California, San Diego</i> In today's companies, we need employees who bring a problem-solving attitude, creativity, proactivity, the ability to self-start, and overall passion for what they do. How do you create an environment that brings those essential qualities out of your people?</p>
<p>10:45–12:00 Majestic Tower, Majestic Lower Level</p>	<p>CC / Humanizing Employee Ownership: Make Your ESOP Feel Real SESSION LEADER: Loren Rodgers, <i>NCEO</i> You need several advanced degrees to know everything there is to know about ESOPs, but a few simple steps can make sure everyone knows all they need to know. This session shares time-tested tools to improve employees' understanding of your ESOP... and their appreciation for it.</p>
<p>10:45–12:00 Vail Tower, Majestic Lower Level</p>	<p>LG / Redefining Business Success: The Evergreen Movement SESSION LEADER: Dave Whorton, <i>The Tugboat Group</i>; Krisi Schell, <i>SRC Holdings</i>; Charles Storey, <i>Harpoon Brewery</i>; Lars Wulff, <i>Mud Bay</i>; Marisa Wulff, <i>Mud Bay</i> A discussion about how Evergreens are purpose-driven, private growth companies built to last 100 years or more.</p>
<p>12:00</p>	<p>Conference Adjourns</p>