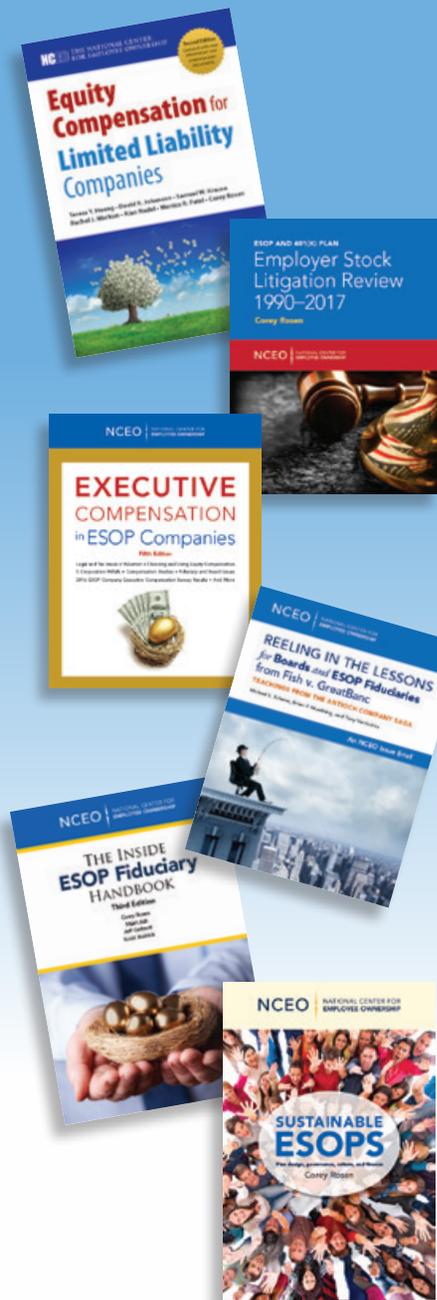




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Located on the Marquis Level Foyer near registration

- 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

**EMPLOYEE
OWNERSHIP
CONFERENCE**

2018

NCEO
NATIONAL CENTER FOR
EMPLOYEE OWNERSHIP

CONFERENCE CURRICULUM GUIDE

Recommended Conference Sessions
by Area of Interest or Job Title

**Need help in
choosing the most
relevant sessions
to attend?**



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

Begin your search on page 2.

ATLANTA, GA / APRIL 18-20 / www.nceo.org

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Search by Interest Area or Job Title

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- 14 Basics of Ownership Culture
- 15 Communications and Culture
- 16 New to Learning about Employee Ownership
- 17 Service Providers: Transaction Issues
- 18 Service Providers: Plan Management Issues

LEARNING TRACK KEY:

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

Management Best Practices and Strategy

These Sessions cover broad corporate issues, such as succession planning, strategy development, and leadership.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

- E2** / Don't Put Your ESOP on Autopilot
- CC** / Investing in Communication: Keeping Your ESOP Ever-Fresh
- CC** / Culture Jamming: Strategies For When Your Ownership Culture is Struggling

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

- E2** / ESOPs in Business Succession
- CC** / Winning at Team ESOP
- LG** / Struggles of Small Employer ESOPs
- LG** / Overcoming Limiting Leadership

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

- E2** / ESOPs and 401(k) Plans
- CC** / Communication Strategies for a New Employee Stock Ownership Plan
- CC** / Maintaining an Ownership Culture Through Mergers and Acquisitions
- CC** / Messaging Employee Ownership to Millennials
- CC** / Fearless: How to Open The Books, Get Buy-In, and Execution
- LG** / Recruiting and On-Boarding Executives in an Employee-Owned Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

- E2** / The MSA Professional Services Journey to 100% ESOP Ownership
- CC-Easy** / Communicating Why Employee Ownership Matters Now
- CC** / Employee-Owned Engagement: Creating Great Leaders and a Collaborative Ownership Culture
- CC** / How the Rules of Improv Can Improve Your Business and Culture
- LG** / Improving the Bottom Line: A Technical Look at Culture and Value
- LG** / Board of Directors – Inside vs. Outside

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

- CC** / Can Employees Become Intrapreneurs?
- CB** / Put the Human Back in Human Resources

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

- CC** / Teaching Financial Concepts for Different Learning Styles
- CC** / How to Build and Retain Engaged Teams

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

- E1** / The Well-Engineered ESOP: The 19-Year History of the Wiley Wilson Engineers Plan
- LG** / Engaging Employee-Owners to Understand and Support Your Strategic Plan
- LG** / Evergreen ESOPs – Building for the Next 100 Years
- CB** / Incentive Plans that Drive and Reward Performance

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E1 / ESOP Feasibility

CC / Retirement Insights & Answers

CC / High Involvement Strategic Planning – People Support What They Help Create

CC / What Motivates Employee Owners?

LG / Leadership Development Outside The Training Box

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E1 / Lessons Learned: The Vertex Companies ESOP Story

CC / Getting the Right Feedback Through Employee Surveys

CC / How to Build a Winning Employee Engagement Strategy

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

CC / ESOP Engagement, Driven by the Employees, for the Employees

CC / LG / A Practical Guide to Creating an Ownership Culture

LG / Ensuring Future Success: How Leadership Development Enables Effective Succession

Establishing an ESOP or Other Plan

Learn how to set up an employee ownership plan, including feasibility, requirements, benefits, and the impact of the new tax law.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E1 / Is My Company Too Small for an ESOP?

E1 / ESOP Plan Design

E1-Easy / ESOPs in Business Succession and Estate Planning

E2 / Anatomy of a LIVE ESOP Transaction

CC / Marketing your ESOP to Job Seekers, Employees and Key Stakeholders

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E2 / ESOPs in Business Succession

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

CB / Create the Perfect Fit: Incentive Plans for Your Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E1 / The Section 1042 Rollover: Basics, Updates, and Best Practices

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Accounting: for the ESOP

E2 / Warrant Structure and Financial Considerations

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E1-Easy / ESOP 101: Is an ESOP Right for you? Understanding the basics of an ESOP as a transition strategy.

E1 / Basic ESOP Distribution Rules

LG / Perpetual Trusts: A new Approach to Employee Ownership

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Employee Ownership Without ESOPs

Things We Should Not Have Done with our ESOP and How to Fix It

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E2 / Preparing for Audits and Investigations

E2 / Selling the Company

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E1 / ESOP Feasibility

E2 / Unique Issues involved in Professional and Personal Service Companies with ESOPs

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E2 / LLC Structures and ESOPs

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

E1 / Structuring Your New ESOP Transaction to Support Future Growth – Two Case Studies

E2 / Mergers & Acquisitions Involving ESOP-owned Companies

E2 / Unique ESOP Structure Considerations

ESOPs for the Long-Term

Plan design, finance, and operations can have a big impact on how well an ESOP succeeds over the long-term. These Sessions help you understand how and what you can do.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E2 / Don't Put Your ESOP on Autopilot

E2 / Insurance and Indemnification under ERISA: How to Manage Your Risk and Navigate ERISA's Pitfalls

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E1 / Fundamentals of ESOP Repurchase Obligation

E2 / Considerations Involving ESOP Acquisition Transactions Following an Initial Transaction

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E1 / Basics of Accounting: for ESOP Sponsors

E2 / Leveraging Your ESOP

E2 / ESOP Sustainability – A Unique Solution for Solving Your Repurchase Liability

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E2 / Acquisition Strategies for ESOP Companies

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Electronic ESOP Notification Rules

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Using Data Analytics to Improve Business Insight and Performance

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

LG / Evergreen ESOPs – Building for the Next 100 Years

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E1 / ESOP Committees: Evolution Stages and Best Practices

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

LG / ESOP Sustainability: Culture, Governance, Finance, and Plan Design

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

LG / ESOPs from the Point of View of Successor Management

Repurchase, Administration, and Distribution Issues

How to plan for and fund the ESOP repurchase obligation (including the effects of 2018's tax reform), administer the ESOP, and make distributions to employees after they leave or when they diversify.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E2 / Don't Put Your ESOP on Autopilot

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E1 / Fundamentals of ESOP Repurchase Obligation

E1 / Non-Leveraged ESOP Formation

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E1 / Basics of Accounting: for ESOP Sponsors

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E2 / The Changing ESOP Landscape: Collateral Effects of DOL ESOP Litigation

E2 / 409(p) – What Your Company Needs to Know

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Accounting: for the ESOP

E2 / ESOP Companies and Cyber Security

E2 / Single-Stock Concentration Risk Management

CB / Handling Missing and Nonresponsive Participants and Uncashed Checks in your ESOP and Retirement Plan

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E1 / Administrative, Reporting and Disclosure Responsibilities

E2 / Advanced Accounting Issues for ESOPs

E2 / IRS Compliance Procedures for ESOPs – From Audit through the Tax Court

LG / Best Practices To Help Trustees to Sleep at Night

CB / Employee Benefits in Mergers and Acquisitions. Should it stay or should it go?

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E2 / Rx For Your RO: A Prescription for Healthy, Sustainable Growth

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E1 / ESOP Committees: Evolution Stages and Best Practices

E1 / Projecting the ESOP Repurchase Obligation

E2 / ESOP Administration Horror Stories

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E2 / Strategies to Sustain Your ESOP for the Long Term: The Remington Story

E2-Adv / Rules of the Road for Re-balancing and Reshuffling Terminated Participant Accounts

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

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

E2 / Operational Failures and Corrections in a Leveraged ESOP

ESOP Financing, Feasibility, and Valuation Issues

Seller and bank financing, feasibility issues for using an ESOP, and how ESOP companies are valued, including the impact of the new tax law.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E2 / ESOP Financing from the Lender's Perspective

CB / Oops, the Off Broadway Show

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E2 / ESOP Valuations and the Intersect with the M&A World

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E1 / What Makes a Good Forecast Good?

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E2 / Warrant Structure and Financial Considerations

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E2 / 1042 Qualified Replacement Property: An Overview of ESOP Rollover Strategies

E2 / ESOP Transaction Fairness Opinions

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E2 / Highly-Leveraged ESOP Transactions

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E1 / A Breakdown of the Valuation Report

E2 / ESOP Fiduciary Responsibility for Value Determination

Boards of Directors

ESOP companies are increasingly focusing on making their boards as effective as possible. Learn about adding outside board members and best practices for boards.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E2 / Legal and Regulatory Update

E2 / Insurance and Indemnification under ERISA: How to Manage Your Risk and Navigate ERISA's Pitfalls

LG / Hiring and Developing Leaders Who Support an Ownership Culture

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E1 / Non-Leveraged ESOP Formation

E2 / Considerations Involving ESOP Acquisition Transactions Following an Initial Transaction

LG / Overcoming Limiting Leadership

CB / Designing Executive Benefits in ESOP Companies

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

LG / Recruiting and On-Boarding Executives in an Employee-Owned Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E1 / Valuation After the Initial Transaction

E2 / The Changing ESOP Landscape: Collateral Effects of DOL ESOP Litigation

LG / Board of Directors – Inside vs Outside

CB / ESOP Companies: Non-qualified Deferred Compensation for Key Employees

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18**E2** / Grow or Sell: Key issues in Mergers and Acquisitions with existing ESOPs**E2** / Warrant Structure and Financial Considerations**LG** / ESOPs and Preferred-Status Certification**LG** / Performance Criteria Considerations on Equity Awards in Leveraged ESOPs**Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19****E2** / 1042 Qualified Replacement Property: An Overview of ESOP Rollover Strategies**E2** / IRS Compliance Procedures for ESOPs – From Audit Through the Tax Court**E2** / ESOP Transaction Fairness Opinions**LG** / Best Practices To Help Trustees to Sleep at Night**Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19**

Research on ESOP Acquisitions

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19**E2** / ERISA Litigation Primer: Key Lessons for ESOP Plan Sponsors**CC** / Resilience and Business Agility: Adapting to Our Biggest Mistakes and the Things We Can't Control**LG** / Evergreen ESOPs – Building for the Next 100 Years**Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19****E1** / ESOP Committees: Evolution Stages and Best Practices**LG** / Best Practices for Dealing with Ticklish Board Issues**CB** / Forms of Equity Compensation for ESOPs and Non-ESOP Companies**Concurrent Sessions 9 – 9:30-10:45 / Friday April 20****E2** / Strategies to Sustain Your ESOP for the Long Term: The Remington Story**E2** / Precision, Inc.'s Process for Analyzing and Making Strategic Acquisitions**LG** / ESOP Sustainability: Culture, Governance, Finance, and Plan Design**LG** / An ESOP Leadership Succession Story – The Excel Machinery Leadership Journey**Concurrent Sessions 10 – 11:00-12:15 / Friday April 20****E2** / Mergers & Acquisitions Involving ESOP-owned Companies**E2** / Unique ESOP Structure Considerations**LG** / ESOPs from the Point of View of Successor Management**LG** / Ensuring Future Success: How Leadership Development Enables Effective Succession

Trustees / Fiduciaries*What are the requirements and best practices for inside fiduciaries, outside trustees, and boards or officers acting indirectly as fiduciaries?***Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18****E2** / Anatomy of a LIVE ESOP Transaction**E2** / Insurance and Indemnification under ERISA: How to Manage Your Risk and Navigate ERISA's Pitfalls**Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18****E2** / Workshop For Internal Trustees**E2** / Lessons for ESOP Fiduciaries from Recent Developments and Trends in ESOP Participant Lawsuits, DOL Investigations and IRS Audits**Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18****E2** / ESOP Valuations and the Intersect with the M&A World**E2** / Mitigating Cyber Security Risk from a Fiduciary Perspective**LG** / Recruiting and On-Boarding Executives in an Employee-Owned Company**Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18****E2** / The Changing ESOP Landscape: Collateral Effects of DOL ESOP Litigation**LG** / Board of Directors – Inside vs Outside**Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18****E2** / Grow or Sell: Key issues in Mergers and Acquisitions with existing ESOPs**E2** / Single-Stock Concentration Risk Management**E2** / Warrant Structure and Financial Considerations**LG** / ESOPs and Preferred-Status Certification**Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19****E1** / Administrative, Reporting and Disclosure Responsibilities**E2** / 1042 Qualified Replacement Property: An Overview of ESOP Rollover Strategies**E2** / IRS Compliance Procedures for ESOPs – From Audit Through the Tax Court**E2** / ESOP Transaction Fairness Opinions**LG** / Best Practices To Help Trustees to Sleep at Night**Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19****E1** / Shifting the Focus: Would the ESOP Really Want to Buy Your Company?**E2** / Preparing for Audits and Investigations**E2** / ERISA Litigation Primer: Key Lessons for ESOP Plan Sponsors**E2** / Selling the Company**Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19****E2** / Analyzing the Valuation Issues in Recent ESOP Lawsuits**E2** / Highly-Leveraged ESOP Transactions**CB** / Forms of Equity Compensation for ESOPs and Non-ESOP Companies**Concurrent Sessions 9 – 9:30-10:45 / Friday April 20****E1** / A Breakdown of the Valuation Report**E2** / ESOP Fiduciary Responsibility for Value Determination**E2-Adv** / Rules of the Road for Re-balancing and Reshuffling Terminated Participant Accounts**Concurrent Sessions 10 – 11:00-12:15 / Friday April 20****E1** / From Year-End to Valuation to Administration: Practical Guidance**E1** / Structuring Your New ESOP Transaction to Support Future Growth – Two Case Studies**E2** / Operational Failures and Corrections in a Leveraged ESOP**E2** / Mergers & Acquisitions Involving ESOP-owned Companies**LG** / ESOPs from the Point of View of Successor Management

Special Topics in Governance

Compensation, corporate governance, acquisitions, and fiduciary issues are among the issues covered in these Sessions.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

LG / Hiring and Developing Leaders Who Support an Ownership Culture

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E2 / Considerations Involving ESOP Acquisition Transactions Following an Initial Transaction

E2 / Lessons for ESOP Fiduciaries from Recent Developments and Trends in ESOP Participant Lawsuits, DOL Investigations and IRS Audits

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E2 / Releveraging Your ESOP

LG / Recruiting and On-Boarding Executives in an Employee-Owned Company

E2 / ESOP Sustainability – A Unique Solution for Solving Your Repurchase Liability

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E2 / Acquisition Strategies for ESOP Companies

LG / Leading During Times of Change and Transition

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E2 / Grow or Sell: Key issues in Mergers and Acquisitions with existing ESOPs

CC / Sharing Your ESOP Story With Congress – An ESOP Company Perspective

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E2 / IRS Compliance Procedures for ESOPs – From Audit Through the Tax Court Legislative and Regulatory Update

LG / Best Practices To Help Trustees to Sleep at Night

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Using Data Analytics to Improve Business Insight and Performance

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E1 / Shifting the Focus: Would the ESOP Really Want to Buy Your Company?

E2 / Selling the Company

CC / Hardwiring Innovation Into Your Business Plan

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

LG / Best Practices for Dealing with Ticklish Board Issues

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E2 / Precision, Inc.'s Process for Analyzing and Making Strategic Acquisitions

Job Title: CEO / Owner

Topics include selling to an ESOP, leadership, governance, and strategy.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E1 / Is My Company Too Small for an ESOP?

E1-Easy / ESOPs in Business Succession and Estate Planning

E2 / Anatomy of a LIVE ESOP Transaction

LG / Hiring and Developing Leaders Who Support an Ownership Culture

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E2 / ESOPs in Business Succession

E2 / Considerations Involving ESOP Acquisition Transactions Following an Initial Transaction

LG / Overcoming Limiting Leadership

CB / Designing Executive Benefits in ESOP Companies

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

LG / State Centers and Employee Ownership Outreach

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E1 / The Section 1042 Rollover: Basics, Updates, and Best Practices

E2 / Acquisition Strategies for ESOP Companies

LG / Leading During Times of Change and Transition

CB / ESOP Companies: Non-qualified Deferred Compensation for Key Employees

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

CC / Engaging People Who Work Remotely

LG / ESOPs and Preferred-Status Certification

LG / Performance Criteria Considerations on Equity Awards in Leveraged ESOPs

LG / The John Lewis Partnership Model

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E1-Easy / ESOP 101: Is an ESOP Right for you? Understanding the basics of an ESOP as a transition strategy

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Expand Your Outreach: Employee-Owned Companies Active in Their Communities
NCEO Tools You Could Be Using

Using Data Analytics to Improve Business Insight and Performance

Things We Should Not Have Done with our ESOP and How to Fix It

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

CC / Resilience and Business Agility: Adapting to Our Biggest Mistakes and the Things We Can't Control

CC / Hardwiring Innovation Into Your Business Plan

LG / Engaging Employee-Owners to Understand and Support Your Strategic Plan

LG / Evergreen ESOPs – Building for the Next 100 Years

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

E2 / Unique Issues involved in Professional and Personal Service Companies with ESOPs

CC / High Involvement Strategic Planning – People Support What They Help Create

LG / Best Practices for Dealing with Ticklish Board Issues

LG / Leadership Development Outside The Training Box

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E1 / Lessons Learned: The Vertex Companies ESOP Story

E2 / Strategies to Sustain Your ESOP for the Long Term: The Remington Story

LG / ESOP Sustainability: Culture, Governance, Finance, and Plan Design

LG / An ESOP Leadership Succession Story – The Excel Machinery Leadership Journey

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

- E2** / Rethinking your ESOP: How to Change Your Plan to Keep it Sustainable
- CC** / Making the Case: Talking About Employee-Ownership in Front of a Crowd
- LG** / Ensuring Future Success: How Leadership Development Enables Effective Succession

Job Title: HR / Benefits

Topics include training, development, compensation, plan administration, and various human resource practices.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

- CC** / Investing in Communication: Keeping Your ESOP Ever-Fresh
- CC** / Making Financial Statements Fun
- CB** / Oops, the Off Broadway Show
- CC** / Culture Jamming: Strategies For When Your Ownership Culture is Struggling

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

- CC-Easy** / Now I Get it! Explaining ESOPs to Frontline Employees
- CC** / Culture or Performance, What Comes First?
- LG** / Struggles of Small Employer ESOPs
- LG** / The Morning After – We've just completed our ESOP transaction . . . now what?

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

- E1** / ESOP Administration Glossary
- E2** / ESOPs and 401(k) Plans
- CC** / Maintaining an Ownership Culture Through Mergers and Acquisitions
- CC** / Messaging Employee Ownership to Millennials
- CB** / Create the Perfect Fit: Incentive Plans for Your Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

- E2** / 409(p) -- What Your Company Needs to Know
- CC-Easy** / Communicating Why Employee Ownership Matters Now
- LG** / Improving the Bottom Line: A Technical Look at Culture & Value
- CC** / Employee-Owned Engagement: Creating Great Leaders and a Collaborative Ownership Culture

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

- E1** / Basics of Electronic ESOP Notification Rules
- E2** / Grow or Sell: Key issues in Mergers and Acquisitions with existing ESOPs
- E2** / ESOP Companies and Cyber Security
- CB** / Put the Human Back in Human Resources
- CB** / Handling Missing and Nonresponsive Participants and Uncashed Checks in your ESOP and Retirement Plan

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

- E1** / Basic ESOP Distribution Rules
- CC** / Teaching Financial Concepts for Different Learning Styles
- CC** / How to Build and Retain Engaged Teams

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

- Sharing Ideas for Having Fun at Work
- NCEO Tools You Could Be Using
- Things We Should Not Have Done with our ESOP and How to Fix It
- What Can We Learn From Employee Ownership in Other Countries?

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

- E2** / ERISA Litigation Primer: Key Lessons for ESOP Plan Sponsors
- CC** / Bridging the Rights and Responsibilities: From Employee Ownership to Your Personal Financial Well Being
- LG** / Engaging Employee-Owners to Understand and Support Your Strategic Plan
- CB** / Incentive Plans that Drive and Reward Performance

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

- E2** / ESOP Administration Horror Stories
- CC** / Retirement Insights & Answers
- LG** / Preparing to Sell an ESOP: Material Handling Systems' Success Story
- LG** / Leadership Development Outside The Training Box
- CB** / Forms of Equity Compensation for ESOPs and Non-ESOP Companies

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

- E2** / LLC Structures and ESOPs
- CC** / Getting the Right Feedback Through Employee Surveys
- CC** / How to Build a Winning Employee Engagement Strategy
- LG** / ESOP Sustainability: Culture, Governance, Finance, and Plan Design

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

- CC** / ESOP Engagement, Driven by the Employees, for the Employees
- CC** / Making the Case: Talking About Employee-Ownership in Front of a Crowd
- LG** / ESOPs from the Point of View of Successor Management
- CC / LG** / A Practical Guide to Creating an Ownership Culture

New Ideas, Special Topics, and Current Events

These Sessions look at a variety of issues, such as ownership models in the UK, state employee ownership programs, promoting employee ownership in the community, and more.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

- CC** / Marketing your ESOP to Job Seekers, Employees and Key Stakeholders

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

- LG** / Overcoming Limiting Leadership

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

- E2** / Mitigating Cyber Security Risk from a Fiduciary Perspective
- LG** / State Centers and Employee Ownership Outreach

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

- CC** / How the Rules of Improv Can Improve Your Business and Culture

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Electronic ESOP Notification Rules

CC / Can Employees Become Intrapreneurs?

CC / Sharing Your ESOP Story With Congress – An ESOP Company Perspective ESOPs and Preferred-Status Certification

LG / The John Lewis Partnership Model

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E2 / Legislative & Regulatory Update

CC / Teaching Financial Concepts for Different Learning Styles

CC / Sharing Employee Ownership Research with Employees

CC / How to Build and Retain Engaged Teams

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Why aren't there more ESOPs?

Employee Ownership Without ESOPs

Expand Your Outreach: Employee-Owned Companies Active in Their Communities

NCEO Tools You Could Be Using

Research on ESOP Acquisitions

Using Data Analytics to Improve Business Insight and Performance

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E2-Adv / ESOP Professional Seminar on Key Current Legal, Fiduciary, and Structuring Dynamics

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E2 / LLC Structures and ESOPs

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

CC / Making the Case: Talking About Employee-Ownership in Front of a Crowd

Basics of Ownership Culture

How to create high involvement cultures, including work teams, open-book management, and feedback systems.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E1 / ESOP Plan Design

CC / Investing in Communication: Keeping Your ESOP Ever-Fresh

CC / Marketing your ESOP to Job Seekers, Employees and Key Stakeholders

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

CC / Winning at Team ESOP

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

CC / Communication Strategies for a New Employee Stock Ownership Plan

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

CC / Employee-Owned Engagement: Creating Great Leaders and a Collaborative Ownership Culture

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E2 / Single-Stock Concentration Risk Management

CC / Can Employees Become Intrapreneurs?

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

CC / Sharing Employee Ownership Research with Employees

LG / Perpetual Trusts: A New Approach to Employee Ownership

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Sharing Ideas for Having Fun at Work

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E1 / The Well-Engineered ESOP: The 19-Year History of the Wiley Wilson Engineers Plan

CC / Bridging the Rights and Responsibilities: From Employee Ownership to Your Personal Financial Well Being

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

CC / Retirement Insights & Answers

LG / Leadership Development Outside The Training Box

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

CC / Building an Ownership Culture Through Servant Leadership

CC / Getting the Right Feedback Through Employee Surveys

CC / How to Build a Winning Employee Engagement Strategy

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

CC / ESOP Engagement, Driven by the Employees, for the Employees

CC / **LG** / A Practical Guide to Creating an Ownership Culture

Communication and Culture

How to make employee ownership easy to understand and relevant for employees.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

CC / Investing in Communication: Keeping Your ESOP Ever-Fresh

CC / Marketing your ESOP to Job Seekers, Employees and Key Stakeholders

CC / Making Financial Statements Fun

CC / Culture Jamming: Strategies For When Your Ownership Culture is Struggling

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

CC / Winning at Team ESOP

CC-Easy / Now I Get it! Explaining ESOPs to Frontline Employees

CC / Culture or Performance, What Comes First?

LG / The Morning After – We've just completed our ESOP transaction . . . now what?

LG / Struggles of Small Employer ESOPs

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

CC / Communication Strategies for a New Employee Stock Ownership Plan

CC / Maintaining an Ownership Culture Through Mergers and Acquisitions

CC / Messaging Employee Ownership to Millennials

CC / Fearless: How to Open The Books, Get Buy-In, and Execution

CB / Create the Perfect Fit: Incentive Plans for Your Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E2 / The MSA Professional Services Journey to 100% ESOP Ownership

CC-Easy / Communicating Why Employee Ownership Matters Now

CC / Employee-Owned Engagement: Creating Great Leaders and a Collaborative Ownership Culture

CC / How the Rules of Improv Can Improve Your Business and Culture

LG / Leading During Times of Change and Transition

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Accounting: for the ESOP

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

CC / Sharing Employee Ownership Research with Employees

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

Sharing Ideas for Having Fun at Work

What Can We Learn From Employee Ownership in Other Countries?

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E1 / The Well-Engineered ESOP: The 19-Year History of the Wiley Wilson Engineers Plan

CC / Bridging the Rights and Responsibilities: From Employee Ownership to Your Personal Financial Well Being

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

CC / High Involvement Strategic Planning – People Support What They Help Create

CC / What Motivates Employee Owners?

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

CC / Building an Ownership Culture Through Servant Leadership

CC / Getting the Right Feedback Through Employee Surveys

CC / How to Build a Winning Employee Engagement Strategy

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

CC / ESOP Engagement, Driven by the Employees, for the Employees

CC / Making the Case: Talking About Employee-Ownership in Front of a Crowd

CC / LG / A Practical Guide to Creating an Ownership Culture

New to Learning about Employee Ownership

Basic Sessions on how employee ownership works.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E1 / Is My Company Too Small for an ESOP?

E1 / ESOP Plan Design

E2 / Legal and Regulatory Update

CC / Making Financial Statements Fun

CC / Culture Jamming: Strategies For When Your Ownership Culture is Struggling

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

CC-Easy / Now I Get it! Explaining ESOPs to Frontline Employees

LG / The Morning After – We've just completed our ESOP transaction . . . now what?

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E2 / ESOPs and 401(k) Plans

CB / Create the Perfect Fit: Incentive Plans for Your Company

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E2 / The MSA Professional Services Journey to 100% ESOP Ownership

CC-Easy / Communicating Why Employee Ownership Matters Now

CC / How the Rules of Improv Can Improve Your Business and Culture

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

E1 / Basics of Accounting: for the ESOP

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

E1 / Basic ESOP Distribution Rules

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

What Can We Learn From Employee Ownership in Other Countries?

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

E1 / Overview of an ESOP Transaction

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

CC / What Motivates Employee Owners?

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

E1 / A Breakdown of the Valuation Report

E1 / Lessons Learned: The Vertex Companies ESOP Story

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

CC / LG / A Practical Guide to Creating an Ownership Culture

Service Providers: Transaction Issues

Advanced topics in plan structure, finance, and design when using an ESOP to buy stock.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

E2 / ESOP Financing from the Lender's Perspective

E1-Easy / ESOPs in Business Succession and Estate Planning

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

E1 / Valuation of Stock for Initial ESOP Transactions

E2 / Considerations Involving ESOP Acquisition Transactions Following an Initial Transaction

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

E1 / Basics of Accounting: for ESOP Sponsors

E2 / Releveraging Your ESOP

E2 / ESOP Valuations and the Intersect with the M&A World

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

E1 / The Section 1042 Rollover: Basics, Updates, and Best Practices

E1 / Valuation After the Initial Transaction

E2 / Acquisition Strategies for ESOP Companies

E2 / The Changing ESOP Landscape: Collateral Effects of DOL ESOP Litigation

CC-Easy / Communicating Why Employee Ownership Matters Now

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

- E2** / Grow or Sell: Key issues in Mergers and Acquisitions with existing ESOPs
- E2** / ESOP Companies and Cyber Security
- E2** / Warrant Structure and Financial Considerations
- CB** / Handling Missing and Nonresponsive Participants and Uncashed Checks in your ESOP and Retirement Plan

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

- E2** / ESOP Transaction Fairness Opinions
- CB** / Employee Benefits in Mergers and Acquisitions. Should it stay or should it go?

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

- Why aren't there more ESOPs?
- Employee Ownership Without ESOPs

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

- E2** / Selling the Company

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

- E1** / Projecting the ESOP Repurchase Obligation
- E2** / Analyzing the Valuation Issues in Recent ESOP Lawsuits
- E2** / Highly-Leveraged ESOP Transactions
- LG** / Preparing to Sell an ESOP: Material Handling Systems' Success Story

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

- E1** / Structuring Your New ESOP Transaction to Support Future Growth – Two Case Studies
- E2** / Operational Failures and Corrections in a Leveraged ESOP
- E2** / Mergers & Acquisitions Involving ESOP-owned Companies
- E2** / Unique ESOP Structure Considerations

Service Providers: Plan Management Issues

Advanced topics in repurchase, plan administration, governance, and fiduciary duties.

Concurrent Sessions 1 – 9:00-10:15 / Wednesday April 18

- E2** / ESOP Financing from the Lender's Perspective
- E2** / Legal and Regulatory Update
- E2** / Don't Put Your ESOP on Autopilot
- E2** / Insurance and Indemnification under ERISA: How to Manage Your Risk and Navigate ERISA's Pitfalls

Concurrent Sessions 2 – 10:30-11:45 / Wednesday April 18

- E1** / Fundamentals of ESOP Repurchase Obligation
- E1** / Non-Leveraged ESOP Formation
- E1** / Valuation of Stock for Initial ESOP Transactions
- E2** / Lessons for ESOP Fiduciaries from Recent Developments and Trends in ESOP Participant Lawsuits, DOL Investigations and IRS Audits
- CB** / Designing Executive Benefits in ESOP Companies

Concurrent Sessions 3 – 1:45-2:30 / Wednesday April 18

- E1** / ESOP Administration Glossary
- E2** / ESOP Sustainability – A Unique Solution for Solving Your Repurchase Liability

Concurrent Sessions 4 – 3:00-4:15 / Wednesday April 18

- E2** / 409(p) -- What Your Company Needs to Know
- CB** / ESOP Companies: Non-qualified Deferred Compensation for Key Employees

Concurrent Sessions 5 – 4:30-5:15 / Wednesday April 18

- LG** / Performance Criteria Considerations on Equity Awards in Leveraged ESOPs

Concurrent Sessions 6 – 10:20-11:40 / Thursday April 19

- E1** / Administrative, Reporting and Disclosure Responsibilities
- E2** / Legislative & Regulatory Update
- E2** / Advanced Accounting Issues for ESOPs
- E2** / 1042 Qualified Replacement Property: An Overview of ESOP Rollover Strategies
- E2** / IRS Compliance Procedures for ESOPs – From Audit Through the Tax Court

Short Takes and Campfire Sessions – 1:15-1:45 / Thursday April 19

- Research on ESOP Acquisitions

Concurrent Sessions 7 – 2:00-3:15 / Thursday April 19

- E1** / Shifting the Focus: Would the ESOP Really Want to Buy Your Company?
- E2** / ERISA Litigation Primer: Key Lessons for ESOP Plan Sponsors
- E2** / Rx For Your RO: A Prescription for Healthy, Sustainable Growth
- E2-Adv** / ESOP Professional Seminar on Key Current Legal, Fiduciary and Structuring Dynamics

Concurrent Sessions 8 – 3:45-5:00 / Thursday April 19

- E2** / Unique Issues involved in Professional and Personal Service Companies with ESOPs
- E2** / ESOP Administration Horror Stories

Concurrent Sessions 9 – 9:30-10:45 / Friday April 20

- E1** / Lessons Learned: The Vertex Companies ESOP Story
- E2** / ESOP Fiduciary Responsibility for Value Determination
- E2-Adv** / Rules of the Road for Re-balancing and Reshuffling Terminated Participant Accounts
- E2** / Precision, Inc.'s Process for Analyzing and Making Strategic Acquisitions

Concurrent Sessions 10 – 11:00-12:15 / Friday April 20

- E1** / From Year-End to Valuation to Administration: Practical Guidance
- E2** / Rethinking your ESOP: How to Change Your Plan to Keep it Sustainable