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Upstream Academy's Premier Event  
for Leading Partners in Accounting Firms



July 16-17, 2009 • Park City, Utah

# HEADWATERS™ 2009

LEADING DURING  
TROUBLED TIMES



HeadWaters™ Leadership Conference  
P.O. Box 1147  
Discovery Block  
Great Northern Town Center  
828 Great Northern Blvd.  
Helena, MT 59624-1147

Only the first 140 registrants  
are guaranteed participation  
in this leading-edge event.

## WE SEE OPPORTUNITIES

Few would dispute that we live in challenging times.  
With rare exceptions, media reports show us only a gloomy present  
and a bleak future.  
We don't see things that way.

We see challenging times as a license to lead.  
We see opportunities.  
We see this as a season to be more proactive, more decisive.  
A chance to accomplish things seldom done in good times.

Come learn from nationally recognized leaders in our profession.  
Join us in Park City, Utah July 16-17, 2009.



### The Conference

Good times produce lots of wonderful things:

Steady – or even record-profits. Job stability. High morale. Satisfied clients. The financial resources to accept risk, to repair, to replace, to acquire, to innovate. A general sense of peace and well-being.

Wonderful things, all.

But good times seldom build stronger firms. It takes turbulent times, such as we're now experiencing, to do that. Tough times produce unparalleled opportunities.

Opportunities to identify and root out weaknesses. To strengthen soft spots. To stop doing some things and start doing others. To serve clients in new and more meaningful ways. To re-evaluate and make course corrections. To re-commit, pull together, and build firm culture. To make bold, often overdue decisions. To adjust the swing of the pendulum. To grow, and to help others grow. To prepare others to lead.

Troubled times require more and better leadership. Let us help you prepare for the challenge.

As always, this year's speakers are recognized experts in their fields, people with practical experience and proven abilities. Check them out, review the session descriptions, and make plans to join us at HeadWaters 2009.

### The Location

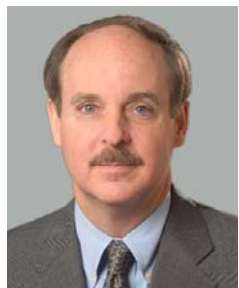
We return again this year to beautiful Park City, Utah and the elegant Chateaux at Silver Lake, located in the heart of Deer Valley Resort's mid-mountain Silver Lake Village. Minutes away from Park City's historic Main Street, the Chateaux is an easy 45-minute drive or shuttle trip from Salt Lake City International Airport. The Park City area offers outstanding dining, shopping, and recreational opportunities for conference participants and their families.



Comprised of some of the nation's top thinkers in the profession, our roster of conference presenters will confidently and knowledgeably address many of the most challenging issues facing firms today.



**Sam M. Allred**  
Founder and Director of Upstream Academy



**Steve Baldwin**  
CEO of Gifford, Hillegass & Ingwersen, LLP



**Timothy J. Bartz**  
CEO of Anderson ZurMuehlen & Co.



**Dan Brooks**  
Executive Vice President of Operations, RSM McGladrey



**Brooks Gallagher**  
Director of Organization Development, Dixon Hughes



**Bill Hermann**  
Managing Partner of Plante & Moran



**David Katri**  
CEO of Clark Nuber CPAs



**Bruce F. Malott**  
Managing Principal of Meyners + Company, LLC



**John D. Sensiba**  
Managing Partner of Ireland San Filippo, LLP



**Alan Smith**  
Senior Production Manager, Ernst & Morris



**Dean Zerbe**  
National Managing Director, alliant group, LP

## CONTINUING PROFESSIONAL EDUCATION



Upstream Academy will recommend 13 hours of CPE credit for participation in this course. Prerequisite: None Skill Level: Overview Learning Objectives: After attending the HeadWaters Conference you will be able to identify and implement improvements to your leadership skills, as well as your firm's leadership development processes.

Upstream Academy is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. Web site: [www.nasba.org](http://www.nasba.org)

## Thursday, July 16, 2009

- 7:00 – 8:00 am Continental Breakfast
- 8:00 – 9:15 am **Developing High Performance Partners and Future Partners**  
**Sam M. Allred, Founder and Director of Upstream Academy**  
Challenging economic circumstances force firms to put many important things on hold, but moving current and future partners to higher performance shouldn't be one of those things. What does it mean to be a high performance partner? How can firm leaders help partners identify and then remove obstacles to high performance? What can you as a leader do to move your own performance to a higher level? Join us for the answers to these and other vital questions.
- 9:15 – 9:30 am Break
- 9:30 – 10:45 am **True Leadership: Managing Your Firm in Tough Times**  
**Bill Hermann, Managing Partner of Plante & Moran**  
Few things test our leadership skills as thoroughly as a difficult economy. How do you lead during tough times? What are the key decisions that must be made and who should make them? How do you steer a steady course and avoid both over-reacting and under-reacting to frequently shifting conditions? Come learn from the leader of one of the most respected firms in our profession.
- 10:45 – 11:00 am Break
- 11:00 – 12:15 pm **Orchestrating Partner Group Talents to Serve the Firm's Best Interests**  
**Timothy J. Bartz, CEO of Anderson ZurMuehlen & Co., P.C.**  
The partner group is the single most important pool of talent and commitment in any firm. What are you doing to most effectively use the diverse skills, abilities, interests, and experience of this talented group to serve the firm's interests? What do you need to do differently to better orchestrate success, both for individuals and the firm?
- 12:15 – 1:15 pm Lunch
- 1:15 – 2:15 pm **Best Practices in Moving Away from the Book of Business Culture**  
**Panel-led discussion: Sam M. Allred, Bruce F. Malott and John D. Sensiba**  
Making the decision to base compensation on something besides book of business is one thing; successfully doing it is quite another. What are the "must do's," the challenges you'll inevitably face, and the pitfalls you need to avoid? Join us for this fast-paced panel discussion and hear how two great firms have successfully made the transition.
- 2:15 – 2:30 pm Break
- 2:30 – 5:00 pm **Brainstorming Creative New Solutions: Breakout Sessions**  
**Sam M. Allred, Timothy J. Bartz, Dan Brooks, Jack Hinsche and Tim Larsen**  
Always among the most highly rated features of Upstream Academy conferences, the afternoon breakout sessions present an unparalleled opportunity to tap into the wisdom and years of experience of other firm leaders attending the conference. Bring your most challenging questions and problems and learn how others have successfully dealt with the same difficult issues your firm is facing.
- 5:00 – 6:15 pm Reception



## Friday, July 17, 2009

- 7:00 – 8:00 am Continental Breakfast
- 8:00 – 9:00 am Concurrent Sessions – Select One of Four Sessions
- 8:00 – 9:00 am **Preparing Partners for Key Leadership Positions**  
**Brooks Gallagher, Director of Organization Development, Dixon Hughes**  
It's no secret that the next decade will see unprecedented changes in firm leadership as senior partners move into retirement. What are you doing right now to prepare younger partners and future partners for the key leadership roles they will soon assume? Do you have a clear strategy and plan or are you relying on the strategy of hope to get you and your firm through the transition?
- 8:00 – 9:00 am **Building Firm Culture in Good Times and Bad**  
**Bill Hermann, Managing Partner of Plante & Moran**  
Turbulent economic times provide plenty of excuses for neglecting firm culture; they also offer unique opportunities to build it and strengthen it. What are you doing to identify and take full advantage of those opportunities? What kills culture, and how can you turn the negatives of a recessionary economy into positives for firm culture?
- 8:00 – 9:00 am **Saving Your Clients Money in Difficult Economic Times**  
**Alan Smith, Senior Production Manager, Ernst & Morris**  
In a tight economy, many clients turn to their trusted advisors for guidance. Did you know that under the 2005 Energy Policy Act, some of your business clients may be eligible for an energy tax deduction? Do you know who these clients are, what they need to do to qualify, and what they can potentially save by taking advantage of this law? Join us for this session and learn what you can do to help your clients qualify for significant tax savings.
- 8:00 – 9:00 am **Washington and Taxes: What's Down the Road**  
**Dean Zerbe, National Managing Director, alliant group, LP**  
With the recent election, things have certainly changed in Washington, D.C. .... or have they? Knowing the new administration's thoughts and plans for tax policy is critical to your firm's ability to serve its clients. Join us for this session and get the inside track on coming tax policy changes from Forbes columnist Dean Zerbe, former Senior Counsel to Senator Charles Grassley, Ranking Member of the Senate Finance Committee.
- 9:00 – 9:15 am Break
- 9:15 – 10:30 am **Thriving as a Trusted Advisor in a Challenging Economy**  
**Dan Brooks, Executive Vice President of Operations, RSM McGladrey**  
For most of our clients, difficult economic times only underscore the need for a trusted advisor. What are your firm members proactively doing right now to earn and retain that coveted role in their clients' lives? As a firm leader, how can you ensure that this role doesn't become another casualty of a tight economy? Join us for this important session!
- 10:30 – 10:45 am Break
- 10:45 – 12:00 pm **Can an Outside CEO Really Be the Answer?**  
**Panel-led discussion: Sam M. Allred, David Katri and Steve Baldwin**  
With the coming surge of changes in firm leadership, many partner groups will be asking themselves this important question. What does it take for this type of leadership change to be successful? What must be in place and what are the minefields you need to avoid? Join us for this panel discussion and hear how two well-respected firms achieved success with their decision to reach to the outside.
- 12:00 – 12:30 pm **Closing Remarks**  
**Sam M. Allred, Founder and Director of Upstream Academy**  
Come to this final session, where we'll recap the conference highlights and offer some tips on how to implement the great ideas you've heard at HeadWaters 2009.
- 12:30 – 1:30 pm Lunch



## Hotel Reservations

Call the Chateaux at Silver Lake at 888-976-2732. You will need to specify the HeadWaters™ Leadership Conference to receive the special conference rate of \$149 per night. We recommend making your reservations by June 6, 2009.

## Travel

The resort is approximately 45 minutes from the Salt Lake City Airport. Park City Transportation offers shuttles from the airport to the resort every 15-20 minutes. Round trip cost is \$58. Call 800-637-3803 for reservations and ask for the Upstream rate.

## To Register

Mail or fax the registration form to: Upstream Academy – HeadWaters™ 2009 • P.O. Box 1147, Helena, MT 59624-1147 • Phone 406-495-1850 • Fax 406-442-1100

## Cancellation Policy

Registrants will be refunded their registration less a \$100 cancellation charge if they notify Upstream after June 15, 2009.

## Registration (please use a separate form for each attendee)

Attendee \_\_\_\_\_  
E-mail \_\_\_\_\_  
Firm \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Total Firm Gross Revenue (for breakout session assignment) \_\_\_\_\_

## Preference for concurrent sessions Friday morning:

- Preparing Partners for Key Leadership Positions  
 Building Firm Culture in Good Times and Bad  
 Saving Your Clients Money in Difficult Economic Times  
 Washington and Taxes: What's Down the Road

## Conference Payment

- 1st Participant from Upstream Academy Network (UAN) Member Firm \$ 895  
 Additional Participant from Upstream Academy Network (UAN) Member Firm \$ 795  
 1st Participant from Non-UAN Member Firm \$1195  
 Additional Participant from Non-UAN Member Firm \$ 995  
 Emerging Leaders Academy Participant free

- Check Enclosed\*  Visa  Mastercard  American Express

Card No. \_\_\_\_\_ Exp. Date \_\_\_\_\_

Name of Cardholder \_\_\_\_\_

Signature \_\_\_\_\_

\*Please make checks payable to Upstream Academy. Canadian and overseas: use checks payable through a U.S. bank, or international money order.

