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



July 14-15, 2011 • Denver, Colorado

HEADWATERS™ 2011

POSITIONING YOUR FIRM
FOR GROWTH



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.

IS YOUR FIRM READY?

Although the road to economic recovery
undoubtedly has a few bumps left in it,
the news we're hearing is increasingly positive.

It's time to move forward.

For most firms, that means embracing a new reality.
We spell new reality "o-p-p-o-r-t-u-n-i-t-y."



The Conference

The worst recession since the Great Depression of the 1930s has left an indelible mark on nearly every public accounting firm in North America, creating new challenges, new opportunities, and a new reality for firm leaders. Few experts believe that we will return to pre-2007 economic conditions anytime soon – if ever.

For firm growth, the implications of the new reality are huge. Growing our firms now will be different than before. Growth will need to be more purposeful. It will need to be better planned. Aggressively waiting for waves of opportunity to wash over us will no longer work if we're truly serious about growth.

So how can this conference help? How will HeadWaters 2011 help you position your firm for growth? Here's a brief summary of session topics:

- What will it take to stay independent in today's world of mergers and acquisitions?
- What can you do to enhance partner performance and accountability?
- How can you most effectively use mergers and acquisitions as tools for growth?
- What role does technology play in helping – or hindering – firm growth?
- How do you get partners excited about growing the firm?
- It's a new economy; what does that mean for business development as a growth strategy?
- How do you organize your people for growth and accountability?
- Is your infrastructure ready for firm growth?
- What do you need to do to land the "big fish" in business development?
- How do you use niches to fuel firm growth?

The Location

The conference moves to Denver, the Mile High City, this year. With the beautiful Rocky Mountains as backdrop, Denver offers stunning architecture, award-winning dining opportunities, and an exciting array of pre- or post-conference recreation opportunities, including the 16th Street Pedestrian Mall, Larimer Square, the Denver Art Museum, Confluence Park, the Denver Zoo, Red Rocks Amphitheatre, and the Denver Museum of Nature & Science.



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



Tracy Crevar Warren
Owner of
The Crevar Group



Jennifer Wilson
Partner and Co-founder of
ConvergenceCoaching, LLC



Timothy J. Bartz
Chairman of
Anderson ZurMuehlen & Co.



Jack Hinsche
Managing Partner Emeritus
of Windes & McClaughy



K. Tim Larsen
Managing Partner of
Squire & Company, PC

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

Thursday, July 14, 2011

7:00 – 8:00 am Continental Breakfast

8:00 – 8:15 am **Welcome**
Sam M. Allred, Founder and Director of Upstream Academy

8:15 – 9:30 am **Choosing to Remain Independent: What Will It Take to Stay the Course?**
Sam M. Allred, Founder and Director of Upstream Academy

Mergers and acquisitions have become routine occurrences in our profession in recent years. But what if you want to buck the trend? What does being a legacy firm mean in such critical areas as succession planning, bench strength, business development, and technology? As a leader, what do you need to do now to help ensure the future independence of your firm? Don't miss this session!

9:30 – 9:45 am Break

9:45 – 11:00 am **Enhancing Partner Performance and Accountability**
Jennifer Wilson, Partner and Co-founder of ConvergenceCoaching, LLC

Today's firm leaders are challenged more than ever before to ensure that partner performance and accountability are in harmony with the firm's vision and agreed-upon strategies. But how do you do that? What are the key partner performance cornerstones? Which mechanisms and strategies are most effective in measuring performance and ensuring accountability? Find answers during this thought-provoking session.

11:00 – 11:15 am Break

11:15 – 12:30 pm **Mergers and Acquisitions as Part of Your Growth Strategy**
Timothy J. Bartz, Chairman of Anderson ZurMuehlen & Co., P.C.

Potentially one of the best ways to grow your firm, mergers and acquisitions are also minefields for the poorly prepared. How can you most effectively use these tools to add needed talent, expand your geographical reach, develop new services, or increase horsepower in existing niches? How do mergers and acquisitions fit into your long term plans for growth? Be sure to bring your questions to this session.

12:30 – 1:30 pm Lunch

1:30 – 2:45 pm **Concurrent Sessions – Select One of Four Sessions**

Growing the Firm: Is Your Infrastructure Ready?
Timothy J. Bartz, Chairman of Anderson ZurMuehlen & Co., P.C.

You can't construct a great building without a sure foundation. When planning their growth strategy, too many firms focus on the marketing and revenue pieces without taking time to ensure the necessary supports are in place to build a vibrant, healthy organization. Come to this session to see if you have all the cornerstones correctly set in your firm.

Organizing Your People for Growth and Accountability
K. Tim Larsen, Managing Partner of Squire & Company, PC

The partner group is committed to growth; now what? How do you help everyone else understand how important growth is to the firm's future, as well as their individual futures? How do you prepare people for the changes that will inevitably occur and hold them accountable for their individual responsibilities in growing the firm? Don't miss this session.



Rethinking Business Development as a Growth Strategy in the New Economy

Tracy Crevar Warren, Owner of the The Crevar Group

Few would dispute the importance of marketing and business development in growing the firm, but what changes are essential to achieve success in the new economy? How does business development fit into your overall growth picture today, and how can you prevent the hidden costs of busyness from jeopardizing your initiatives? You won't want to miss this eye-opening session!

(First Day Only) Effectively Using Technology to Help the Firm Grow
Jennifer Wilson, Partner and Co-founder of ConvergenceCoaching, LLC

As a firm grows, technology can either be one of its greatest allies or most formidable foes. Which will it be for your firm? What do you need to do right now to position your firm to stay in touch with the ever-changing landscape of systems and social media? Where does technology fit in your firm's strategic plan? Join us for this important session!

(Second Day Only) Firm Growth: Getting Your Partners Committed (and Excited!)

Sam M. Allred, Founder and Director of Upstream Academy

Most would agree that it's hard to accomplish anything of significance in the firm without the commitment of the partner group. Why is this particularly true when it comes to growing the firm? What commitments – time, money, effort, etc. – do partners need to be willing to make to effectively position the firm for growth? Join us for this important session.

2:45 – 5:15 pm **Discussion Forums: Shared Challenges, Shared Solutions**

Sam M. Allred, Timothy J. Bartz, Jack Hinsche, K. Tim Larsen and Jennifer Wilson

Always one of the most popular features of Upstream conferences, our afternoon discussion forums provide an unmatched opportunity to share your firm's greatest challenges and learn how other firm leaders have successfully dealt with the same difficulties. Bring your most vexing issues and a notepad, and be ready to return to the office with great new ideas for solving your firm's challenges!

5:15 – 6:15 pm Reception

Friday, July 15, 2011

7:00 – 8:00 am Continental Breakfast

8:00 – 9:15 am **Concurrent Sessions – Select One of Four Sessions from the Previous Day**

9:15 – 9:30 am Break

9:30 – 10:45 am **Winning New Business: Landing the Big Fish**
Tracy Crevar Warren, Owner of the The Crevar Group

Few things will do more to jumpstart your firm's growth than landing some "big ones." But how do you do it? How do you ensure your firm is ready when the major opportunities present themselves? What are the time-tested processes for landing the big fish, as well as the cautions you need to be aware of? Don't miss this informative session!

10:45 – 11:00 am Break

11:00 – 12:15 pm **Establishing Niches that Can Help Fuel Firm Growth**
Sam M. Allred, Founder and Director of Upstream Academy

Thriving niches can do a lot to accelerate firm growth. But do you have true niches or just major concentrations of clients – and what's the difference? What do you need to do to develop, establish and nurture true niches in your firm? What part should niches play in your firm's growth plans? Come to this session for answers to these and other vital questions.

12:15 – 12:30 pm **Closing Remarks**
Timothy J. Bartz, Chairman of Anderson ZurMuehlen & Co., P.C.

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 2011.



Hotel Reservations

Call the Sheraton Denver Downtown Hotel at 888-627-8405. Specify the HeadWaters™ Leadership Conference to receive the special conference rate of \$159 per night. We recommend making your reservations by June 6, 2011.

Travel

The hotel is approximately 25 miles from the Denver International Airport. Call SuperShuttle at 800-286-3826 and reference group discount code 5BSWZ to receive the rate of \$32 roundtrip.

To Register

Mail or fax the registration form to: Upstream Academy – HeadWaters™ 2011 • 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, 2011.

Registration (please use a separate form for each attendee)

You can also register online at www.upstreamacademy/headwaters.asp.

Attendee _____

Preferred Name _____

Firm _____

Title/Position _____

Email _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

Total Firm Gross Revenue (for breakout session assignment) _____

Spouse's Name (if spouse will accompany you) _____

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

Check Enclosed* Visa Mastercard

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.

