Advancing Civic Leadership

leadership
an act or instance of leading;
guidance; direction

New locations in Chicago Heights, Hoffman Estates and Sycamore!

WORKSHOPS

leadership
management
strategic planning
economic development
budget & finance
communications & media
+CEU Credits
How do you define Civic Leadership?

Thriving communities don’t happen by accident. Successful communities need the commitment and cooperation of government, nonprofits, and businesses to work together to solve common problems and make the region a better place for all. Complex problems require multifaceted solutions.

Civic leadership in the 21st Century is complex and requires individuals to identify, analyze, collaborate, and solve pressing societal issues through the efforts of broadly engaged public organizations. It requires talent development, an understanding of organizational structures, and implementation of processes that develop and engage others for community problem solving. It can be exercised by an individual, or by a group or community, within a local, regional, statewide or global capacity. It crosses boundaries of private, public, and nonprofit sectors.

Civic leadership emerges in individuals willing to stretch. To risk. To learn. To challenge. To innovate. To engage. To address problems and issues that can impact multiple stakeholders in today’s communities.

We invite you to participate in the Civic Leadership Academy and develop your skills to practically employ innovative solutions in addressing problems throughout your community. Become a civic leader today!

Civic Leadership Academy

Course information
(815) 753-2090

Registration Information
(815) 753-0277

Rates
Discounted early bird rates are available until 14 days prior to the workshop. Following this, registration rates will be increased an additional 10%.

<table>
<thead>
<tr>
<th></th>
<th>First Time CLA Attendee *</th>
<th>Early Bird Rate</th>
<th>DCNP Rate**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Day Workshop</td>
<td>$150</td>
<td>$180</td>
<td>$50</td>
</tr>
<tr>
<td>Half Day/Evening Workshops</td>
<td>$75</td>
<td>$90</td>
<td>$30</td>
</tr>
</tbody>
</table>

* Discount is provided to individual participants who have never attended a Civic Leadership Academy workshop in the past 10 years. This status will be verified 7 days prior to the start of the workshop and if not a first time attendee during the 2014-2015 program year, an additional billing for the regular attendee rate will be applied retroactively.

** Discounts are provided to members of the DeKalb County Nonprofit Partnership (DCNP) for specific workshops within the Nonprofit Specialization Track. For other workshops not part of the specialization track, regular registration rates will apply. Rates are contingent upon organizational membership status with the DCNP. Membership will be verified 7 days prior to the start of the workshop and if not a member, an additional billing for the regular attendee rate will be applied retroactively.
What is the Civic Leadership Academy?

The Civic Leadership Academy (CLA) was created in 2004 by the Center for Governmental Studies (CGS) at Northern Illinois University as a leadership skills development program for elected and appointed leaders and managers in government and nonprofit agencies. With the marking of the 10th Anniversary, the CLA is rolling out new opportunities to obtain specialized certificates in “Community/Economic Development,” “Human Resources,” “Governmental,” and “Nonprofit” specialization tracks. Over 30 new workshops have been added to the program, taking place throughout the region in Chicago Heights, Hoffman Estates, Naperville, and Sycamore. The Academy has partnered with Northern Illinois University’s Office of Continuing Professional Education and the Center for Non-Governmental Organization Leadership and Development (NGOLD), the DeKalb County Nonprofit Partnership, and Prairie State College in responding to the demand for increased services and workshops throughout the region.

Special pricing is offered this year for new participants to the CLA program and for members of the DeKalb County Nonprofit Partnership.

The Academy’s seminars allow for in-person interactions with fellow participants and instructors using experiential learning techniques. The training program offers a series of workshops across an array of topics central to being an effective leader in the 21st Century. Each workshop is designed to give participants new skills for personal effectiveness and growth in their professional/organizational roles working within local governmental and nonprofit agencies. Each workshop stands on its own. However, taken together the entire series provides the tools necessary to be a leader preparing for the challenges of a changing region. Sessions are led by recognized experts from Northern Illinois University and the surrounding region.

Participants may take individual workshops or complete the requirements to earn a Certificate of Achievement or a Specialized Certificate of Achievement in Community/Economic Development, Human Resources, Government, or Nonprofits (see page 5).

The Center for Governmental Studies (CGS) is celebrating its 44th year of providing services to enhance the capacity and performance of civic institutions and governments in the throughout the region.
Leadership
Civic
Advancing Civic Leadership

Earn the CLA Certificate of Achievement
With the addition of 31 new workshop opportunities, and 4 new specialized tracks, earning your CLA Certificate of Achievement can be fulfilled within 1-3 years! Completion is dependent upon attendance at two required workshops:

» New Civics and the Impact of Globalization – Offered November 2014 at NIU Hoffman Estates and in May 2015 at NIU Naperville
» Leadership Lessons: Trying Times Demand Sound Leadership - Offered in the 2015-2016 season

Participants must complete these two required workshops, along with two or more full-day workshops, (or combination of half-day, evening, and full-day workshops) to be awarded the Certificate of Achievement. Individuals have up to three years to complete the series of workshops from when they begin the series.

Earn the NEW Specialized CLA Certificate in Community/Economic Development, Human Resources, Government, or Nonprofit
To be awarded a Certificate of Achievement in the “Community/Economic Development,” “Human Resources,” “Governmental,” or “Nonprofits” specialization tracks, participants must complete an additional two full-day courses, or combination thereof, within the specified track of workshops. This is in addition to the requirements for the general Certificate of Achievement as indicated above. In total, six full days of workshops are required for each specialized track. Workshops cannot be combined for completion of multiple specializations.

For Past Students Who Have Received their CLA Certificate
Add one or more specializations to your Certificate of Achievement by attending an equivalent of two full-day workshops in each of the following tracks: “Community/Economic Development,” “Human Resources,” “Governmental,” or “Nonprofits.” These workshops must be completed within three years of starting the specialized track. Workshops cannot be combined for completion of multiple specializations.

Professional Continuing Education
Continuing education credit available on request.

Earn Credit for ICMA’s Voluntary Credentialing Program by Workshop Participation
The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Managers are recognized by ICMA through a peer review credentialing process, and this self-directed program offers an opportunity for interested ICMA members to quantify the unique expertise they bring to their communities. Members who participate in the program may earn the designation of ICMA Credentialed Manager granted by the ICMA Executive Board. ICMA Credentialed Managers are viewed with growing distinction by local governing bodies and progressive, civically engaged communities.

ICMA’s Practice Areas are as follows:
1. Staff Effectiveness
2. Policy Facilitation
3. Functional and Operational Expertise and Planning
4. Citizen Service
5. Performance Measurement/Management and Quality Assurance
6. Initiative, Risk Taking, Vision, Creativity, and Innovation
7. Technological Literacy
8. Democratic Advocacy and Citizen Participation
9. Diversity
10. Budgeting
11. Financial Analysis
12. Human Resources Management
13. Strategic Planning
14. Advocacy and Interpersonal Communication
15. Presentation Skills
16. Media Relations
17. Integrity
18. Personal Development
## Specialization Certificate Tracks

### 2014-2015 CLA Workshops

<table>
<thead>
<tr>
<th>Topic</th>
<th>2014-2015 CLA Workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders as Change Agents</td>
<td></td>
</tr>
<tr>
<td>Leadership for Elected Officials</td>
<td></td>
</tr>
<tr>
<td>Strategic Planning—Issue Based and Directed</td>
<td></td>
</tr>
<tr>
<td>But I’m Already Ethical….Why Do I Need To Attend A Workshop On Ethical Leadership?</td>
<td></td>
</tr>
<tr>
<td>Identifying, Qualifying, and Cultivating Donors</td>
<td></td>
</tr>
<tr>
<td>Collective Bargaining—Labor and Management Relations</td>
<td></td>
</tr>
<tr>
<td>Competitive Bidding—From Proposal to Delivery of Services</td>
<td></td>
</tr>
<tr>
<td>Policing in a Democratic Society</td>
<td></td>
</tr>
<tr>
<td>Nurturing the Leader Within: Doing It!</td>
<td></td>
</tr>
<tr>
<td>Board Procedures and Governance: Conducting the Business of the Local Government Units</td>
<td></td>
</tr>
<tr>
<td>Career Transitions and Framing Your Resume for Government or Nonprofit Work</td>
<td></td>
</tr>
<tr>
<td>Customers Matter: Quality Customer Service is Essential for Your Bottom Line</td>
<td></td>
</tr>
<tr>
<td>Chasing the Dollars—Grant Writing Strategies</td>
<td></td>
</tr>
<tr>
<td>New Civics and the Impact of Globalization</td>
<td>R R R R</td>
</tr>
<tr>
<td>Understanding Your Government’s Finances and Financial Position</td>
<td></td>
</tr>
<tr>
<td>Fundraising and Financial Management for Nonprofits</td>
<td></td>
</tr>
<tr>
<td>Executive Director 101—Nuts &amp; Bolts</td>
<td></td>
</tr>
<tr>
<td>Home Rule and Non-Home Rule Municipalities: Authority and Power, Governance Roles and Responsibilities</td>
<td></td>
</tr>
<tr>
<td>Connecting Governance and Mission</td>
<td></td>
</tr>
<tr>
<td>Nonprofit Checkup #1—Know your Numbers: People</td>
<td></td>
</tr>
<tr>
<td>Preparing to Make an Ask: Documents and Strategy</td>
<td></td>
</tr>
<tr>
<td>Financing Options for Local Governments</td>
<td></td>
</tr>
<tr>
<td>Community Development: How GIS Can Facilitate Planning</td>
<td></td>
</tr>
<tr>
<td>How to Ask Anyone for Anything</td>
<td></td>
</tr>
<tr>
<td>“Obamacare”—Key Risk Issues and Strategy Imperatives for the Public Sector</td>
<td></td>
</tr>
<tr>
<td>Nonprofit Checkup #2—Know Your Numbers: Financial Efficiency</td>
<td></td>
</tr>
<tr>
<td>Advanced Grant Writing</td>
<td></td>
</tr>
<tr>
<td>Data for Decision Makers—Public Officials and NFP’s—Grab the Public Data that You Need</td>
<td></td>
</tr>
<tr>
<td>Performance Appraisals &amp; Hot Topics in Employment Law</td>
<td></td>
</tr>
<tr>
<td>Nonprofit Checkup #3—Know Your Numbers: Program Effectiveness</td>
<td></td>
</tr>
<tr>
<td>Board Recruitment—Board Impact by Design</td>
<td></td>
</tr>
<tr>
<td>Planning for Demographic Changes and the Impact on Retail Markets and Small Business Owners</td>
<td></td>
</tr>
<tr>
<td>Land Use, Economic Development, and Zoning</td>
<td></td>
</tr>
<tr>
<td>Social Media—Connecting Government and Constituents: Part I</td>
<td></td>
</tr>
<tr>
<td>Social Media—Connecting Government and Constituents: Part II</td>
<td></td>
</tr>
<tr>
<td>Nonprofit Checkup #4—Know Your Numbers: Communicate Your Numbers</td>
<td></td>
</tr>
<tr>
<td>Understanding Zoning and Code Enforcement: What You Need To Know</td>
<td></td>
</tr>
<tr>
<td>Nonprofit-Government Partnerships and Contracts: Challenges and Opportunities of Working Together</td>
<td></td>
</tr>
<tr>
<td>New Civics and the Impact of Globalization R R R R</td>
<td></td>
</tr>
<tr>
<td>Sex, Guns, Marijuana, and God—Issues that Local Government Tangle with Today</td>
<td></td>
</tr>
</tbody>
</table>
CLA Partners in Outreach and Engagement

**Center for Non-Governmental Organization Leadership and Development**

The Center for Non-governmental Organization Leadership and Development (NGOLD), was established in 2010 as an interdisciplinary resource that serves undergraduate students, faculty, researchers, and nonprofit leaders in the northern Illinois region and beyond. Our purpose is to provide high quality academic offerings, research, and programming related to non-governmental organizations, nonprofits, and other forms of public service. In partnership with the Civic Leadership Academy, NGOLD hopes to strengthen opportunities for continuing education among individuals working with the region’s nonprofit community.

NGOLD offers the Community Leadership and Civic Engagement major and minor for undergraduate students at Northern Illinois University as well as the Certificate of Undergraduate Study in Civic Engagement. Students of these programs regularly take part in service-learning, internship, and volunteer opportunities with nonprofit organizations throughout the region. NGOLD also provides a variety of workshops, trainings, and other programming for nonprofit employees, volunteers, and board members. For additional information please visit [www.niu.edu/ngold/welcome](http://www.niu.edu/ngold/welcome).

**Continuing Professional Education**

Continuing Professional Education, Northern Illinois University, is pleased to partner with the Civic Leadership Academy to offer courses provided by the Society for Human Resource Management (SHRM). NIU has partnered with SHRM for over 15 years and is recognized as one of the Top 20 University providers of SHRM training. Our programs have consistently exceeded national pass rates.

HR impacts every aspect of your organization! Government offices, nonprofits, public and professional associations, and private business entities are all impacted by the legalities governing the employment process. In today’s world it is imperative that HR professionals, business owners, volunteer leaders, managers and supervisors have an understanding of laws, and processes that impact employee rights and benefits. Recruitment, employee development, leadership training, performance management, benefits administration and risk management are critical HR functions that impact the success of your organization. Knowing the basics of HR can make you a better manager, improve workplace morale and employee performance, and protect your organization from needless litigation.

Whether you are new to HR Management or have a few years of experience, NIU has educational programs to help strengthen your capabilities, retain your competitive advantage and further your career by earning or renewing your professional certification. Learn the “whys” and “hows” of managing people, and gain practical skills to handle HR challenges that could in turn prevent costly lawsuits for your organization.

SHRM’s Essentials of HR Management course addresses the complex, real-world and legal issues you face and is a must for anyone in the business of managing people. This interactive 2 day course explore topics related to employment law, selecting qualified employees, compensation basics, orientation and training of employee and performance management. This course is ideal for: Directors, managers, supervisors with responsibilities for employee management, Business owners, Office managers, and early-mid career HR professionals.

Earning a professional HR certification is an investment in your career and demonstrates the value of professional development. It also says a lot about you to both employers and colleagues. NIU offers HR Certification prep courses in classroom, blended and online formats. Visit [www.hrcourses.niu.edu](http://www.hrcourses.niu.edu) for program details and registration information.

HR Business Strategies and Solutions one day workshops and seminars focus on topics related to leadership and HR’s role as a strategic business partner. Strengthen your leadership skills, stay up-to-date on best management practices, and acquire resources to help you be a better leader and manager. Visit [www.hrcourses.niu.edu](http://www.hrcourses.niu.edu) for a listing of current HR Business Strategies and Solutions programs.

NIU Outreach also partners with the International Facility Management Association to offer programs related to the management of facilities for all types of public and private sector organizations. The Facility Management Professional (FMP) series includes 4 core courses: Operations and Maintenance; Project Management; Leadership and Strategy; and Finance and Business. Details and registration information related to our Facility Management offerings are available at [www.fm.niu.edu](http://www.fm.niu.edu).
DeKalb County Nonprofit Partnership (DCNP) is excited to work and partner with the Civic Leadership Academy in providing quality training opportunities to nonprofit and social service agencies throughout the region. DCNP is a membership-based network of partners within the nonprofit sector serving DeKalb County. Our role is to increase the coordination, efficiency, and effectiveness of resource providers and nonprofit organizations serving DeKalb County. DCNP evolved from the rich history of engaged partners of the DeKalb County nonprofit community. These committed providers of services to DeKalb County realized that it would make sense to encourage and maximize sharing opportunities and resources to meet the growing training needs of the community. Out of this a loosely formed "Training Consortium" convened providers in the area who began to meet regularly to discuss joint training needs and cross-agency training events.

Nonprofit leadership training is vital to civic engagement and collaborative provision of services to stakeholders impacted by reduced localized budgets. Working with local entities, such as government service offices and municipal leaders is an integral part of nonprofit work. Understanding the role that they play in a community’s health, as well as the reciprocal role and limitations of governing entities is essential to developing creative solutions to universal problems. The Civic Leadership Academy provides training that is relevant to cross-sector partnerships and leadership development. For more information on the DCNP please visit http://dekalbcountypartners.org/index.html.

Prairie State College (PSC) is located in Chicago Heights, Ill, and serves the surrounding area. The college provides educational opportunities, both credit and non-credit, to more than 12,000 students annually. Through our non-credit division, we offer a wide array of training and educational opportunities. This new partnership with the Civic Engagement Center is another way we demonstrate willingness to provide access to new training opportunities for the area we serve. For more information on training offered by PSC please visit http://prairiestate.edu/personal-and-professional/index.

Springboard, part of Northern Illinois University’s Outreach, Engagement and Regional Development Division, is pleased to partner with the Civic Leadership Academy. Springboard is assisting communities by providing customized assessments and tackling projects to help CEO’s and organizational leaders answer key questions. Under the guidance of Springboard staff and NIU faculty, Springboard interns work on various projects requested by local organizations, businesses, and nonprofits. For more information please visit http://niu.edu/springboard/.

Recent Springboard assessments have explored the following topics in response to requests:

- Expansion opportunities in regional, national or international markets
- Analysis of social media marketing and identifying the appropriate platform(s) for the organization/company
- Identification of key competitors and unmet demands
- Enhancing a company’s website to attract international customers
Leaders as Change Agents

Presented by John Newton

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations

Addresses ICMA Practice Areas
1. Staff Effectiveness
3. Functional and Operational Expertise and Planning
6. Initiative, Risk Taking, Vision, Creativity, and Innovation
13. Strategic Planning
14. Advocacy and Interpersonal Communication
18. Personal Development

Objectives
» Understand how to work with Boards and Administrators to initiate and implement change
» Address Risk Management
» Pros and Cons
» Preparing for the consequences of change
» Gain communication strategies to facilitate dialogue around change events
» Understand the role of strategic planning within change initiatives
» Understand how to measure the success of change initiatives

Description
Change is an uncomfortable topic for many as it involves vulnerability and risk. For leaders, change and all that it encompasses in the workplace, can be one of the greatest challenges they can be involved in; however, it can also be the most exciting time within their career. Participants will gain understanding in knowing what the roles and responsibilities of leaders as change agents and the difference between a manager and a leader.

Recognizing leadership styles—your own and those of your team members—and how to effect change based on those styles is essential when working to implement change. This workshop will provide participants an opportunity to self-reflect upon their own leadership style and assess the level of comfort with change. Participants will walk away with the tools for putting change process theory to practice: The need, the plan, the implementation, the monitoring and measuring...while effectively communicating throughout.

Leadership for Elected Officials

Presented by Greg Smith & Thomas Melody, Klein, Thorpe, & Jenkins, Ltd.

Target Audience
» Elected and Appointed Officials
» Management, Key Positions of Government

Addresses ICMA Practice Areas
2. Policy Facilitation
4. Citizen Service

Objectives
» Learn which laws have a major impact on the administration of local government operations
» Discern the differing roles and responsibilities of elected officials and staff

Description
Public administration involves the application of many different legal principles. From the Freedom of Information Act, to the Open Meetings Act, to the roles and responsibilities of elected officials and staff, to mandates from the State and Federal governments, there are a multitude of considerations to be made when approaching your role in local government.
But I’m Already Ethical…Why Do I Need To Attend a Workshop on Ethical Leadership?

Presented by Dr. William McCoy, College of Business, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Elected and Appointed Officials
» Community Development Officials
» Management, Key Positions of Government and Nonprofit Organizations
» Frontline Personnel
» Human Resource Personnel

Addresses ICMA Practice Area
4. Citizen Service
17. Integrity

Objectives
» Learn the basic concepts of fraud
» Examine the definition of ethics
» Understand what constitutes an “ethical dilemma” in various professional settings
» Learn how to utilize the decision-making framework supported by NIU’s College of Business
» Understand how to integrate ethical decision-making with good leadership qualities

Description
Statistics show that 10% of the population will choose to do the right thing regardless of the temptation that is before them, while 5% of the population will make the wrong choice most if not all of the time. That leaves 85% of the population that can go either way depending on the circumstances. Join us as we examine the issues that formulate ethical dilemmas in various professional venues, and the decision-making framework that can keep you and your colleagues out of trouble. This interactive workshop encourages participants to learn how to be the best ethical leader possible.
Identifying, Qualifying, and Cultivating Donors

Presented by Nathan Ruby, Partner and Lisa Ruby, Partner Ruby & Associates

Target Audience
- Leaders of Nonprofit Organizations
- Foundational Giving Personnel
- Nonprofit Staff

Addresses ICMA Practice Areas
1. Democratic Advocacy and Citizen Participation
11. Financial Analysis
13. Strategic Planning

Objectives
- Gain understanding of the steps used in securing a gift/funding for their organization
- Understand how to qualify a donor
- Gain awareness of restricted and unrestricted funding

Description
Find the donors who are right under your nose and increase your donor base. This is a good “first step” session for those who want to establish or expand a fundraising program. The lifeblood of every fundraising program is systematically and continuously finding prospects and converting them to donors. In this session you will learn how to find prospects and determine if they are interested in funding your cause. You will then learn the process that prepares your prospect for a funding “ask”. The workshop allows participants to strategically consider how to target new donors or develop existing donors. This presentation provides the opportunity for nonprofit staff to outline strategic fundraising actions.

Collective—Bargaining: Labor and Management Relations

Presented by Thomas M. Melody, Esq., Partner; Jason Guisinger, and Erin K. Lavery, Klein, Thorpe & Jenkins, Ltd.

Target Audience
- Management, Key Positions of Government Organizations
- Human Resource Personnel

Addresses ICMA Practice Areas
2. Policy Facilitation
12. Human Resources Management

Objectives
- Understand the basics of negotiating public sector collective bargaining agreements
- Gain insights into union positions and perspectives
- Learn various collective bargaining strategies

Description
Fraught with legal and human resource conundrums, labor and management relations can be a difficult area to navigate. Learn negotiation fundamentals as workshop leaders describe and analyze the statutory framework for public sector collective bargaining, unfair labor practices and procedures, and grievance arbitration. Whether you are involved at the bargaining table with unions (police, fire, or outside contractors), or hiring a new city manager, changing laws and regulations complicate the already challenging environment of government relations. Discuss the issues frequently arising in public sector collective bargaining and review real-life examples of the difficult issues and decisions that require skillful negotiation by public officials to reach a win-win outcome.
Competitive Bidding: From Proposal to Delivery of Services

Presented by James V. Ferolo and Mallory A. Milluzzi, Klein, Thorpe & Jenkins, Ltd.

Target Audience
» Leaders of Government Organizations
» Management, Key Positions of Government Organizations
» Procurement Personnel
» Contracting Personnel

Objectives
» Gain an understanding of the requirements for awarding construction and professional services contracts for public improvement projects
» Understand the basic requirements of competitive bidding
» Understand the request for proposal process
» Learn the statutory requirements associated with public construction projects

Addresses ICMA Practice Areas
2. Policy Facilitation
3. Functional and Operational Expertise

Description
Municipal officials spend a significant amount of time planning and implementing various capital improvement projects ranging from the construction of new buildings to extending and/or maintaining sanitary or sewer lines. While capital improvement projects vary in scope and size, all require the municipality to retain an engineer or architect to design the project and a contractor to construct it. Public officials will learn how to navigate through the requirements for awarding professional service contracts and construction contracts, including an explanation of the differences between the competitive bidding process and the request for proposal process. The concepts of awarding the work to the “lowest responsible bidder” and what criteria a public body may utilize in making such determinations will be discussed. The workshop will also explain the various issues associated with public construction projects, including bidding disputes, prevailing wages, performance, and payment bonds, public liens and various other statutory requirements.
Leadership
Civic
Advancing Civic Leadership

Policing in a Democratic Society

Presented by Dr. Kirk Miller, Department Chair and Associate Professor, Department of Sociology, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Frontline Personnel
» Human Resource Personnel

Addresses ICMA Practice Areas
2. Policy Facilitation
4. Citizen Service
9. Diversity

Objectives
» Define the characteristics of police in a democratic society
» Identify the strengths and limitations of recent professional reform approaches in encouraging more effective and democratic policing
» Define ways that police can improve their effectiveness and quality of service by integrating aspects of police scientific knowledge and police craft
» Identify ways to measure democratic policing using agency and officer-level sources of information and data

Description
Local law enforcement agencies and their personnel operate at the intersection of social order and individual liberty. Policing gives life to democracy by putting the written law into action in terms of its substance, process and restorative functions. While the success of a democracy is partly a result of the effectiveness of its police force, which must be both accountable and responsive to the needs and wishes of the communities it serves, it also hinges upon the health of communities, institutions and civil society.

The modern history of police reforms reflects the core qualities of police in democratic societies: accountability, fairness and responsiveness. During the 1970s and 80s, police executives and policymakers employed organizational and bureaucratic resources to direct police decision making through policies and rules in efforts to increase police accountability and fairness (not to mention efficiency). Over the last two decades, community and problem-oriented approaches have focused reform efforts on becoming more responsive to community concerns in guiding police. It is not clear whether either approach has made local policing more democratic. Nevertheless, considering the increasing complexity of contemporary American society - diverse in racial, ethnic, religious, socio-economic and other ways - the challenges police face in achieving accountability, fairness and responsiveness are increasing.

This workshop will examine the value and pitfalls of both the management approach and the community/problem-oriented approach to enhancing democratic policing in local law enforcement agencies. The last half of the course will be dedicated to examining new approaches that police and community leaders may consider useful in increasing the democratic principles and actions of local police in contemporary society. In the realm of social order, this approach draws on recent changes in the police field that emphasize evidence-based decision-making and best practices while building on what’s been described as the craft of police-work. As it relates to individual liberty and human rights, this approach highlights the non-law enforcement aspects of what police do and their importance in promoting human rights and liberty in the communities served by police.
**Thursday**

**Nurturing the Leader Within: Doing It**

Presented by Eileen Ruby Setti, Partner Ruby & Associates

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>» Leaders of Government and Nonprofit Organizations&lt;br&gt;» Management, Key Positions of Government and Nonprofit Organizations</td>
<td>» Learn to better manage your schedule to leverage leadership over managing&lt;br&gt;» Gain practical leadership strategies to develop individual skillsets for leading and strategies for specific forms of leadership&lt;br&gt;» Discover tools to streamline work</td>
</tr>
</tbody>
</table>

**Description**

Every person in every organization should be a leader, but how? There are two aspects to this class. First, you will learn how to manage your existing schedule in order to find time to work on your “bigger” skills as a leader. These are the skills that you want to develop and know you need to develop, but never have the time to do it! NOW is the time to start. The second aspect is developing your leadership abilities. We will use “The Leadership Challenge” as our textbook to learn about leadership skills and how to develop them. You will create a personal action plan to set goals and objectives designed to enhance your leadership abilities. This session provides the tools needed in taking your very first step in your leadership journey.

*It is recommended that participants bring a copy of “The Leadership Challenge” by Kouzes and Posner. Reading of this book would be useful in understanding and implementing the learning concepts from this workshop.*

**CIVIC LEADERSHIP SPECIALIZATION TRACKS**

| COMMUNITY/ECONOMIC DEVELOPMENT<br>GOVERNMENTAL<br>HUMAN RESOURCES<br>NONPROFIT |

---

**NOV 06, 2014**

**NIU Hoffman Estates**

Presented by Scott F. Uhler and Carmen P. Forte, Klein, Thorpe & Jenkins, Ltd.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>» Elected and Appointed Officials&lt;br&gt;» Management, Key Positions of Government</td>
<td>» Understand key board governance processes under the Municipal Code, the Open Meetings Act and the Freedom of Information Act</td>
</tr>
</tbody>
</table>

**Addresses ICMA Practice Areas**


**Description**

The workshop will address common board governance, voting and procedural issues, as well as an exploration of those issues generally encountered by boards in operating under the Open Meetings Act and the Freedom of Information Act, using practice examples and decisions issued by the Illinois Public Access Counselor in the Office of the Attorney General.
Career Transitions and Framing Your Resume for Government or Nonprofit Work

Presented by Teri A. Schmidgall, MA, NCC, Career Counselor, Northern Illinois University

Target Audience
- Leaders of Government and Nonprofit Organizations
- Elected and Appointed Officials
- Management, Key Positions of Government and Nonprofit Organizations
- Frontline Personnel
- Human Resource Personnel

Addresses ICMA Practice Areas
- 15. Presentation Skills
- 18. Personal Development

Objectives
- Assess your skills and evaluate your strengths to highlight on a resume
- Understand how to evaluate job descriptions and employer information
- Understand how to customize resume content to match job descriptions for government and/or nonprofit jobs

Description
Are you passionate about public service and looking to make a difference? Don’t know where to start? Transitioning from one industry to another or re-entering the job market can be an overwhelming prospect for job seekers changing industries. Tap into your interest in government and nonprofit careers by preparing to put your best foot forward through retooling your resume. In this workshop, we’ll work through evaluating your skills sets, understanding government and nonprofit job descriptions, and translating your previous experience to match employer needs. Tips and resources for resume writing for government and nonprofit jobs will add to your toolbox. Please bring a copy of your resume.
Customers Matter: Quality Customer Service is Essential for Your Bottom Line
Presented by John Newton

Target Audience
» Management, Key Positions of Government and Nonprofit Organizations
» Frontline Personnel

Addresses ICMA Practice Areas
1. Staff Effectiveness
2. Policy Facilitation
3. Functional and Operational Expertise and Planning
4. Citizen Service
5. Performance Measurement/Management and Quality Assurance
14. Advocacy and Interpersonal Communication
15. Presentation Skills
16. Media Relations
17. Integrity
18. Personal Development

Objectives
» Recognize who are your customers
» Gain skills for filling the needs of customers and solving the problems of those challenging customers/customer situations
» Create a culture of quality customer service

Description
Recognize the value of providing quality customer service to both internal and external stakeholders. Great customer service experiences from government agencies, public works, utilities, as well as nonprofits tend to be overlooked. Customer service is a core function of these entities; customers requesting and obtaining services from government or nonprofit agencies have a heightened expectation regarding the level of service that should be provided.

Improving customer service does not come without significant challenges. Government agencies and nonprofits serve citizens who fund their operations with tax dollars. Much is expected by these agencies. Unfortunately, many of us have come to expect the service to be poor due to personal customer experience. Online forms can be complicated and difficult to fill out. Wading through bureaucracy is time consuming and frustrating. So, when an agency takes steps to improve customer service, it makes a huge impact. Customer service extends far beyond the standard sales floor or fast food counter. It exists whenever an entity engages with the public, through service provision, information and educational calls, an even to events crafted by public entities to engage the public. Gain a better understanding of the value of customer service in their role as a public employee, and how they can, in simple ways, enhance the customer service experience by their stakeholders.
Leadership 
Civic 
Advancing Civic Leadership

NOV 18, 2014
Tuesday

Chasing the Dollars—Grant Writing Strategies
Presented by Gail Jacky, Director of University Writing Center; and Tracy Rogers-Tryba, Center for Governmental Studies, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Foundational Giving Personnel
» Nonprofit Staff

Addresses ICMA Practice Areas
10. Budgeting
11. Financial Analysis
15. Presentation Skills

Objectives
» Learn the value of a mission statement and goals
» Create an organizational chart and identify the contributions of each individual or group
» Identify a project, and a related list of potential stakeholders, for which they want to seek grant funding
» Develop an outline for a grant proposal
» Understand the benefits and challenges of external funding and the role that internal and external grants play in meeting fiscal needs
» Identify the range of grant opportunities for your organization

Description
Chase the Dollars is an interactive workshop that will examine strategies for creating effective grant applications. It will seek to dispel myths about the grant application process and to provide tips on how to find grant opportunities as well as how to streamline the writing process by assessing, acknowledging, and building on organizational strengths. Participants will be challenged to identify their organization’s goals, experiences/skills, limitations, resources, and commitments and to consider how to create the components generally required throughout the application process.

NOV 19, 2014
Wednesday

New Civics and the Impact of Globalization
Presented by Greg Kuhn, Sikich.

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Foundational Giving Personnel
» Nonprofit Staff

Addresses ICMA Practice Areas
6. Initiative, Risk Taking, Vision, Creativity, and Innovation
8. Democratic Advocacy and Citizen Participation
9. Diversity
13. Strategic Planning

Objectives
» Understand the reach and impact of globalization: what it is and how it affects local communities, policy choices, and dynamics
» Examine specific demographic, economic, and development trends in northern Illinois that are associated with globalization
» Learn strategies being used by civic leaders to position their communities for success in an increasingly competitive and connected world

Description
The purpose of the workshop is to explore the impact of globalization in our communities and region. Participants will be able to understand the demographic, development, and economic factors that will determine the competitive advantage of local places in an increasingly global world. Vertical and horizontal global networks and current trends affecting our region will be reviewed, including the region's role in the global economy. Discuss strategies in coping with the challenges and maximize the opportunities of increased competition and interconnectivity in the global economy that impact communities, local government, the region, and state.
Understanding your Government’s Finances and Financial Position

Presented by Brian Caputo, M.P.A., CPA, Chief Financial Officer/City Treasurer, City of Aurora

**Target Audience**
- Leaders of Government Organizations
- Management, Key Positions of Government Organizations
- Finance and Accounting Personnel

**Addresscs ICMA Practice Areas**
- Budgeting
- Financial Analysis

**Objectives**
- Become familiar with essential general concepts in local governmental budgeting with a particular emphasis on Illinois
- Understand the basic components of governmental fund accounting
- Learn the fundamentals of governmental procurement

**Description**
Debits, credits, revenues, and expenses -- it must be budget season again. This workshop is designed to provide participants with working knowledge of the processes, policies, and politics that surround governmental budgeting and finance. A public budget is about policy choices: how much money, how to raise it, how to spend it, and how to account for it. Because budgets are about choices, they reflect the priorities and values of those who shape them. Participants will gain an understanding of the concepts and techniques needed by civic leaders to understand budgets and financial management.

Fundraising and Financial Management for Nonprofits

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University

**Target Audience**
- Leaders of Nonprofit Organizations
- Frontline Foundational Giving Personnel
- Nonprofit Staff

**Addresses ICMA Practice Areas**
- Budgeting
- Financial Analysis

**Objectives**
- To determine your organization’s fiscal discipline
- To calculate financial ratios related to operational and capital needs
- To review your processes for potential financial efficiencies

**Description**
Nonprofit financial management is all about discipline to build a solid revenue base, a well-supported budget, clear financial objectives and policies and the discipline to keep to the plan. Evaluate where your organization is today. Please bring copies of your budget and most recent 990 to evaluate during the workshop. What are the financial signals you are sending to potential donors?
Leadership Civic Advancing Civic Leadership

**Executive Director 101—Nuts & Bolts**
Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University

**Target Audience**
- Leaders of Nonprofit Organizations
- Management, Key Positions of Nonprofit Organizations
- Nonprofit Staff
- Nonprofit Board Members

**Objectives**
- To understand the roles and responsibilities of the executive director in relation to the board of directors
- To assess risks for the organization and develop a plan to mitigate those risks
- To understand the necessity for long-term, strategic planning for the organization
- To understand the process and purpose of performance measurement
- To use paid and volunteer staff effectively
- To know how best to promote your organization, your events and programs through the latest technology tools

**Description**
This workshop will cover all the basics of running a nonprofit organization from planning, to human resources management, to budgeting and financial management, to performance measurement and communications. Whether you have just been promoted internally to the top staff position or you are switching sectors to manage your first nonprofit, this workshop is for you. For practiced professionals this workshop is a great way to refresh and update your skills in compliance with current best practices.

---

**Home Rule and Non-home Rule Municipalities: Authority and Power, Governance Roles and Responsibilities**
Presented by Lance C. Malina and J. Allen Wall, Klein, Thorpe & Jenkins, Ltd.

**Target Audience**
- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations
- Elected and Appointed Officials

**Objectives**
- Learn the various forms of municipal government
- Learn the roles and responsibilities of the elected and appointed officials

**Addresses ICMA Practice Areas**
- Policy Facilitation
- Functional and Operational Expertise and Planning
- Citizen Service
- Democratic Advocacy and Citizen Participation

**Description**
Participants will gain understanding of the critical distinction between home rule and non-home rule authority in the municipal context while reviewing these and other forms of municipal government (e.g., manager form of government, and commission form of government). Participants will gain an understanding of the different powers and responsibilities that correspond to the executive (Mayor or President) and the legislative (aldermen, commissioners, or trustees) officials. Explore the relationship of various officers and directors and staff with the elected body and the roles and responsibilities of each elected official in the typical matters of public business. The presentation will be practical in orientation but also provide the important theoretical foundations of municipal authority in Illinois and in a representative democracy.
Connecting Governance and Mission

Presented by Eileen Ruby Setti, Partner, Ruby & Associates

**Target Audience**
- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations
- Nonprofit Board Members

**Addresses ICMA Practice Areas**
1. Staff Effectiveness
2. Policy Facilitation
3. Functional and Operational Expertise and Planning
4. Citizen Service
8. Democratic Advocacy and Citizen Participation
9. Diversity

**Objectives**
- Gain an understanding of the corporate structure of a nonprofit and how that structure works in the “real world”
- Learn the strengths and weaknesses of different governance styles based on the characteristics of a specific organization
- Learn how the board and the chief executive interface
- Gain tools to establish best practices

**Description**
How does the chief executive and the board of director’s work together to maximize oversight of the organization? They need the right governance structure, division of labor and responsibilities, communication system, and system of accountably. Learn different styles of board governance and determine the best structure for your organization. Learn best practices in the industry to create a dynamic leadership team that fuels the mission of your organization.


Presented by Michael Jurusik and Mallory A. Milluzzi, Klein, Thorpe & Jenkins, Ltd.

**Target Audience**
- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations
- Elected and Appointed Officials

**Addresses ICMA Practice Areas**
1. Staff Effectiveness
2. Policy Facilitation
4. Citizen Service
8. Democratic Advocacy and Citizen Participation
17. Integrity

**Objectives**
- Gain a comprehensive understanding of the provisions and exceptions contained in the Illinois Freedom of Information Act and the Illinois Local Records Act
- Develop an understanding of the trends that are being established by court decisions and Illinois Attorney General Opinions
- Access tools to assist local government officials and staff to avoid the non-compliance penalties

**Description**
The presentation will provide a general overview of the Illinois Freedom of Information Act and the Illinois Local Records Act, including recent court decisions and Illinois Attorney General Opinions that interpret the Acts, and instruction on complying with the obligations that the Acts impose on local government officials and staff.
Nonprofit Checkup #1—Know your Numbers: People

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University and nonprofit community leader(s) as guest presenter(s)

Target Audience
» Leaders of Nonprofit Organizations
» Management, Key Positions of Nonprofit Organizations
» Human Resource Personnel

Addresses ICMA Practice Areas
1. Staff Effectiveness
12. Human Resources Management

Description
Staff, volunteers and Board members are all important human resources to nonprofit organizations. Determine if you are utilizing them effectively and planning for tomorrow. This workshop is for volunteers including Board members as well staff. Evaluate your organization in terms of its ability to get the right people to move your organization forward including recruitment, training, retention and evaluation of Board members, volunteers and staff. Is your organization reflective of the community you serve? Do you have a succession plan in place? How can technology solutions improve human resource management?

Preparing to Make an Ask: Documents and Strategy

Presented by Nathan Ruby, Partner, and Lisa Ruby, Partner Ruby & Associates

Target Audience
» Leaders of Nonprofit Organizations
» Management, Key Positions of Nonprofit Organizations
» Foundational Giving Personnel
» Nonprofit Staff

Addresses ICMA Practice Areas
11. Financial Analysis
14. Advocacy and Interpersonal Communication
15. Presentation Skills

Description
Find the donors who are right under your nose and increase your donor base. This is a good “first step” session for those who want to establish or expand a fundraising program. The lifeblood of every fundraising program is systematically and continuously finding prospects and persuading them to become donors. Learn how to find prospects and determine if they are interested in funding your cause. Learn the process that prepares your prospect for a funding “ask”.

DeKalb County Community Foundation
Continental breakfast opens at 8:30 am

NIU Naperville
Continental breakfast opens at 8:30 am
**Thursday**

**Half Day Workshop**

9:00 am – 12:00 pm

NIU Naperville
Continental breakfast
opens at 7:30 am

CIVIC LEADERSHIP SPECIALIZATION TRACKS
COMMUNITY/ECONOMIC DEVELOPMENT
GOVERNMENTAL

**Financing Options for Local Governments**

Presented by Thomas P. Bayer, Michael A. Marrs, and Jacob H. Karaca, Klein, Thorpe & Jenkins, Ltd.

**Target Audience**
- Leaders of Government Organizations
- Management, Key Positions of Government Organizations
- Finance and Accounting Personnel

**Objectives**
- Gain knowledge about what financing options are available
- Learn the requirements and limitations are relative to each financing option
- Gain insight into the implementation process for each financing option

**Addresses ICMA Practice Areas**

3. Functional and Operational Expertise and Planning
10. Budgeting
11. Financial Analysis

**Description**

There are many options for financing local government capital projects, improvements, and operations. The workshop will cover such matters as Special Service Areas, Special Assessments, Recapture Agreements, Annexation Agreements, and TIF Districts, and how such mechanisms can be successfully used in your community. The presenter will provide instruction on the various options available to municipalities, both home rule and non-home rule, for financing the construction of public improvements, the purchase of equipment, vehicles and supplies, and the provision of public services, as well as for providing economic assistance for private development/redevelopment.

**Tuesday**

**Half Day Workshop — Computer Lab**

9:00 am – 12:00 pm

NIU Hoffman Estates
Continental breakfast
opens at 7:30 am

CIVIC LEADERSHIP SPECIALIZATION TRACKS
COMMUNITY/ECONOMIC DEVELOPMENT
GOVERNMENTAL

**Community Development: How GIS Can Facilitate Planning**

Presented by Dr. Richard Greene, Associate Professor, Department of Geography and Pingping Ren, Research Associate in the Department of Institutional Research in Division of Finance, Northern Illinois University

**Target Audience**
- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations

**Objectives**
- Quickly create and share a GIS map using ArcGIS web-based tools and content
- Find and organize geographic data and other GIS resources for a mapping project
- Accurately display features on a GIS map and efficiently access information about them
- Analyze a GIS map to identify where features that meet specific criteria are located
- Utilize the core components and functionality of ArcGIS 10
- Create, manipulate and query geospatial data

**Description**

Geographic data has become indispensable for numerous aspects of urban and rural development, economic planning, and community development. Geospatial data has been adopted in many communities and used frequently as a governmental tool. However, there is a clear trend to involve diverse user communities that incorporate elements of the private sector and non-governmental organizations to ensure that investments in spatial data development yield information that can be utilized for community and economic development.

This workshop is intended for the novice and introduces you to what GIS is and what you can do with it. Working with various components of the ArcGIS system, you will create GIS maps, explore, and analyze the data behind the maps, and apply methods to easily share your maps. By the end of the workshop, you will have a solid understanding of how GIS maps and ArcGIS tools are used to visualize real-world features, discover patterns, obtain information, and communicate that information to others.
**How to Ask Anyone for Anything**

*Presented by Nathan Ruby, Partner, and Lisa Ruby, Partner Ruby & Associates*

**Target Audience**
- Leaders of Nonprofit Organizations
- Management, Key Positions of Nonprofit Organizations
- Foundational Giving Personnel
- Nonprofit Staff

**Objectives**
- Learn how to make an ask for a charitable contribution
- Gain tools to make the ask
- Formulate and implement a strategy to deal with the answer “no”
- Understand the roles of the players

**Addresses ICMA Practice Areas**
- 11. Financial Analysis
- 14. Advocacy and Interpersonal Communication
- 15. Presentation Skills

**Description**

Once you have identified, qualified, and cultivated your prospects, what’s next? Learn how to prepare a fundraising proposal for a donor prospect. What kind of information do donors want to know? How is the information packaged? Who should go on a donor visit? Many times securing a gift is “won or lost” in preparing for the “ask”. We will focus on the documents, content, and the strategy of preparation. You DO NOT need a big fundraising or marketing budget to assemble a quality proposal, but what you do need is the right material and strategy.

**FEB 18, 2015**

**Wednesday**

**Half Day Workshop**

9:00 am – 12:00 pm

**NIU Hoffman Estates**

Continental breakfast opens at 8:30 am

**“Obamacare”—Key Risk Issues and Strategy Imperatives for the Public Sector**

*Presented by Erin Duffy, John Edgerton, Keith E. Friede, and Joyce Janu, Arthur J. Gallagher & Co.*

**Target Audience**
- Leaders of Government Organizations
- Management, Key Positions of Government Organizations

**Objectives**
- Understand compliance issues related to healthcare reform
- Understand reporting requirements

**Addresses ICMA Practice Areas**
- 2. Policy Facilitation
- 10. Budgeting
- 11. Financial Analysis
- 12. Human Resources Management
- 13. Strategic Planning
- 15. Presentation Skills

**Description**

Ensuring that organizational strategy, not penalty avoidance, drives rewards strategy and the employer value proposition. Healthcare reform continues to present challenges for municipalities and their managers. While many of those challenges are compliance issues, the most impactful challenges have much more to do with plan design choices, resource allocations, workforce management, rewards sustainability, and strategy. We will begin this session with a discussion of the current Patient Protection and Affordable Care Act (PPACA) requirements like the Summary of Benefits and Coverage (SBC) issuance, large employer and Minimum Essential Coverage (MEC) reporting, and taxes and fees. We’ll then go well beyond compliance issues to take on key financial, operational and strategic risk concerns that municipalities must address, including forecasting the effects of multiple cost drivers, assessing “Cadillac” tax susceptibility, implementing strategies for tax mitigation/avoidance, and bargaining from a stronger position. We’ll also discuss how to make sound, strategically-oriented decisions regarding workforce strategy, asset/expenditure commitments, and rewards “mix” strategies given PPACA’s employer shared responsibility requirements. This session will help you to lead more strategically and ensure a sustainable employer value proposition that attracts, retains and engages the talent your organization needs to be successful.
Nonprofit Checkup #2—Know Your Numbers: Financial Efficiency

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University and nonprofit community leader(s) as guest presenter(s)

**Target Audience**
- Leaders of Nonprofit Organizations
- Management, Key Positions of Nonprofit Organizations
- Foundational Giving Personnel
- Nonprofit Staff

**Objectives**
- To determine your organization’s fiscal discipline
- To calculate financial ratios related to operational and capital needs
- To review your processes for potential financial efficiencies

**Addresses ICMA Practice Areas**
- 10. Budgeting
- 11. Financial Analysis

**Description**
All organizations are concerned with keeping expenses down while growing revenue. What are the tradeoffs? Is your organization disciplined when it comes to sticking to realistic budgets? Are you able to decrease costs by introducing more cost effective processes? What are your financial numbers (ratios) that indicate financial health to your external audiences?

Participants are encouraged to bring a copy of a proposal, letter of inquiry, and cover letter to the workshop for critique and improvement.

Advanced Grant Writing

Presented by Robert Marovich, Associate Ruby & Associates

**Target Audience**
- Leaders of Nonprofit Organizations
- Management, Key Positions of Nonprofit Organizations
- Foundational Giving Personnel
- Nonprofit Staff

**Objectives**
- Craft a proposal
- Construct a winning request
- Identify new funding sources

**Addresses ICMA Practice Areas**
- 10. Budgeting
- 11. Financial Analysis
- 14. Advocacy and Interpersonal Communication
- 15. Presentation Skills

**Description**
The Advanced Grant Writing Workshop is for development professionals who are currently responsible for preparing grant proposals for their organizations or have done so in the past and are looking to refresh their skills. In this interactive session, Robert Marovich, author and veteran grant writer with nearly 30 years’ experience in nonprofit development, will discuss the art and science behind creating competitive grant requests and how to ensure they get the attention of the staff and boards of private and corporate foundations.

*Participants are encouraged to bring a copy of a proposal, letter of inquiry, and cover letter to the workshop for critique and improvement.*
Data for Decision Makers—Public Officials and NFP’s—Grab the Public Data that You Need

Presented by Sherrie Taylor, MPA, Center for Governmental Studies, NIU, Research Associate/Demographer

**Target Audience**
- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations

**Objectives**
- Learn new skills using various online tools to assist in decision-making processes
- Gain an understanding of the limitations of public data sources

**Address ICMA Practice Area**
7. Technological Literacy

**Description**
The era of being overwhelmed with data is upon us. Justification for grants, targeting areas with the greatest need or just taking a look at demographic trends in your region are important considerations to understand in nonprofits, but where do you start? With seemingly endless sources of data available how do we know which data sources to trust, access, and interpret the information? The workshop focuses on a few essential online resources that provide reliable data for important issues affecting your communities, such as the US Census Bureau, the Illinois Department of Employment Security, and the Illinois School Board of Education. Participants will receive hands-on guidance in accessing useful websites and applying simple tools to retrieve and display data. Additional materials will be made available for reference online along with contacts for questions.

Performance Appraisals & Hot Topics in Employment Law

Presented by Thomas M. Melody and Erin K. Lavery, Klein, Thorpe and Jenkins, Ltd.

**Target Audience**
- Human Resource Personnel

**Objectives**
- Gain understanding of pertinent legal issues surrounding employment law
- Understand documentation procedures

**Addresses ICMA Practice Areas**
12. Human Resources Management
17. Integrity

**Description**
This presentation will provide instruction on how to conduct performance appraisals for all types of employees, and also cover important employment law issues including the Family Medical Leave Act (FMLA), American Disability Act (ADA), employment discrimination, and Fair Labor Standards Act (FLSA). Attendees will gain important knowledge about performance appraisals and correct documentation of employee performance issues, as well as new developments and frequently overlooked issues relating to other employment laws.
Nonprofit Checkup #3—Know Your Numbers: Program Effectiveness

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University and nonprofit community leaders as guest presenter(s)

Target Audience
» Leaders of Nonprofit Organizations
» Management, Key Positions of Nonprofit Organizations
» Frontline Personnel

Addresses ICMA Practice Areas
4. Citizen Service
5. Performance Measurement/Management and Quality Assurance

Description
The need in the community is great and nonprofit organizations help to solve some of the greatest social problems. How do you know you are meeting those challenges? Can you show the impact your organization is having? It’s not measuring for measuring sake, but measuring what matters. Learn where to start with implementing a performance measurement system. Evaluate your organization’s culture and capacity to make evidence-based decisions.

Board Recruitment—Board Impact by Design

Presented by Stacy French Reynolds, Anchor Advisors, Ltd. and Tracy Rogers-Tryba, Center for Governmental Studies, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Frontline Personnel

Addresses ICMA Practice Areas
9. Diversity
12. Human Resources Management
14. Advocacy and Interpersonal Communication

Description
Are the right people driving your bus?

Board development is an ongoing process that ensures the Board has the knowledge, skills, and experience necessary to effectively meet the governance, functional, and expert needs of the organization. Board development is an investment in money, time, and talent. The right mix of people with a passion for the purpose can move the organization to greater success. Don’t have the Board members you need to serve the organization and can’t keep the great ones you have recruited? Building a strong and reliable nonprofit Board of directors is no easy task, but leveraging simple best practices and innovative strategies can mean the difference between an engaged, effective Board of directors and a social club with minimal leadership. There are new strategies and vehicles for recruiting Board members and concrete steps your organization can take to set the Board, and your nonprofit, up for success. This workshop is designed for both nonprofits recruiting Board members and individuals looking to join Boards.
**Planning for Demographic Changes and the Impact on Retail Markets and Small Business Owners**

Presented by Norman Walzer, PhD and Mim Evans, MS, Center for Governmental Studies, Northern Illinois University

**Target Audience**
- Leaders of Government Organizations
- Management, Key Positions of Government Organizations
- Community Development Officials
- Planning Officers

**Addresses ICMA Practice Areas**
- 6. Initiative, Risk Taking, Vision, Creativity, and Innovation
- 9. Diversity
- 13. Strategic Planning

**Objectives**
- Understand projected demographic changes and how they may impact communities differently depending on population, urban/rural location and community assets
- Learn about resources available for data and information on local demographics and market demand
- Learn characteristics of new small business owners and how they may differ from current or past owners
- Plan for ways to attract and meet the needs of the growing demographic groups
- Identify strategies for your organization to help businesses succeed in the new market place

**Description**

It is important that civic organizations understand the changing demographics of their areas if they are to help their communities prosper in the future. The next 5-10 years will see growth in older people and young adults while the middle age group will decline. Immigrants will be a larger presence in communities. These changes and how communities adapt to them will impact whether they grow or decline.

This workshop will present relevant demographic data and explain changes underway. How these changes can affect the customer base and characteristics of business owners will be examined. Innovative ways that communities are addressing these changes will be also discussed.

Participants will return to their communities better able to assist in finding new strategies to strengthen the local economy.

---

**Land Use, Economic Development, and Zoning**

Presented by Michael T. Jurusik, James V. Ferolo, and Gregory T. Smith, Klein, Thorpe and Jenkins, Ltd

**Target Audience**
- Leaders of Government Organizations
- Management, Key Positions of Government Organizations
- Community Development Officials

**Addresses ICMA Practice Areas**
- 2. Policy Facilitation
- 3. Functional and Operational Expertise and Planning

**Objectives**
- Understand Illinois land use law as it pertains to comprehensive land planning, zoning procedures, and economic development
- Learn how comprehensive planning serves as the foundation for zoning, and the statutory basis for comprehensive land use planning
- Gain awareness of the basic elements of zoning and statutory and constitutional requirements of proper zoning procedures and regulations
- Become familiar with the basic statutory tools of economic development, including tax increment finance, special service areas, business development districts and tax rebates.

**Description**

Regulation of land use is a basic and essential function of local government. Because land use law is drawn from constitutional principles of due process and statutory limitations of local government authority, it is critical that local officials have an understanding of their power and responsibilities. In addition, local officials want to see their communities thrive and grow. Understanding the statutory tools available for economic development will help leaders facilitate the growth and development of their communities.
Social Media—Connecting Government and Constituents: Part I

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Communication Personnel

Addresses ICMA Practice Areas
2. Citizen Service
7. Technological Literacy
8. Democratic Advocacy and Citizen Participation

Objectives
» To identify the demographics of social media users
» To leverage the benefits of social media to reach and service citizens
» To use social media to engage with citizens through active listening
» To measure and analyze the outcomes of social media efforts

Description
Technology is constantly changing, and with it, new opportunities for government to connect with constituents. We have more choices than ever including limitless possibilities of social networking. Find out more about who is online, how they are connecting, and why. We will discuss the costs and benefits of crowdsourcing, how to build a networked culture, and the tensions between efficiency and privacy. Learn how mobile technology is revolutionizing access to information and tools that governments can consider in building connections with citizens. Finally, we will discuss the importance of measuring and analyzing your social media efforts.

Social Media—Connecting Government and Constituents: Part II

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University

Address ICMA Practice Areas
2. Citizen Service
7. Technological Literacy
8. Democratic Advocacy and Citizen Participation

Objectives
» To focus your social media efforts in those areas most used by your residents
» To create and promote an event or campaign using social media platforms
» To measure the results of that social media event or campaign

Description
This workshop is for those individuals who have taken Part I or who already have some experience in social media and want to get a hands-on experience in the computer lab trying some new ideas. Learn more in-depth about the various social media platforms.
Nonprofit Checkup #4—Know Your Numbers: Communicate Your Numbers

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University and nonprofit community leader(s) as guest presenter(s)

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations
» Communication Personnel

Addresses ICMA Practice Areas
7. Technological Literacy
16. Media Relations

Objectives
» Become familiar with essential general concepts in local governmental budgeting with a particular emphasis on Illinois
» Understand the basic components of governmental fund accounting
» Learn the fundamentals of governmental procurement

Description
If you are managing your human resources, your financial efficiency and showing significant impact, how do you communicate those messages? Are you utilizing print and digital forms of communications effectively? Are you reaching your target audiences? Do you have a communications plan to deliver those messages? Are you improving transparency and accountability through publicly available documents, the media and online?

Understanding Zoning and Code Enforcement: What You Need to Know

Presented by Lance C. Malina, Kathie T. Henn, and Michael A. Marrs, Klein, Thorpe and Jenkins, Ltd.

Target Audience
» Leaders of Government Organizations
» Management, Key Positions of Government Organizations
» Community Development Officials
» Planning Officials

Addresses ICMA Practice Areas
2. Policy Facilitation
3. Functional and Operational Expertise and Planning

Objectives
» Learn basic provisions of Illinois Land Use law as it pertains to variations, special use, planned developments, and other zoning change requests to municipalities
» Learn the importance of due process and creating a record in these zoning proceedings
» Gain familiarity with circuit court review of municipal zoning decisions
» Learn the statutory requirements associated with code enforcement
» Acquire practical advice on code enforcement issues from experienced prosecutors
» Gain an understanding of the requirements for administrative adjudication programs

Description
Land use law in Illinois can be a byzantine experience, both for the municipality and the property owner or developer. This workshop will review common scenarios and the basic frameworks for creating workable municipal land use ordinances, holding hearings at the municipal level, and creating findings and a record for potential future legal challenges to municipal findings. Participants will learn best practices for addressing code enforcement issues and the role of municipal inspectors, police, and prosecutors. Topics include: how to handle a building code or property maintenance code violation; use of an administrative adjudication program; and specific code violations such as underage drinking, animal control issues and red light camera violations. We will also discuss the difficulties in remedying code violations that exist on properties that have pending foreclosure actions filed as well as some suggested courses of action for such properties.
Nonprofit-Government Partnerships and Contracts: Challenges and Opportunities of Working Together

Presented by Alicia Schatteman, PhD, Department of Public Administration, Northern Illinois University

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations

Objectives
» Learn the difference between leadership and management

Addresses ICMA Practice Area
1. Staff Effectiveness

Description
Nonprofits provide goods and services only previously delivered by the public sector. In fact, nonprofit organizations provide over half of all government-funded social services. This relationship is not without its challenges. Learn how nonprofits and government agencies can make these partnerships mutually beneficial.

New Civics and the Impact of Globalization

Presented by Greg Kuhn, Sikich

Target Audience
» Leaders of Government and Nonprofit Organizations
» Management, Key Positions of Government and Nonprofit Organizations

Objectives
» Understand the reach and impact of globalization: what it is and how it affects local communities, policy choices, and dynamics
» Examine specific demographic, economic, and development trends in northern Illinois that are associated with globalization
» Learn strategies being used by civic leaders to position their communities for success in an increasingly competitive and connected world

Address ICMA Practice Areas
9. Diversity
13. Strategic Planning

Description
The purpose of the workshop is to explore the impact of globalization in our communities and region. Participants will be able to understand the demographic, development, and economic factors that will determine the competitive advantage of local places in an increasingly global world. Vertical and horizontal global networks and current trends affecting our region will be reviewed, including the region’s role in the global economy. Discuss strategies in coping with the challenges and maximize the opportunities of increased competition and interconnectedness in the global economy that impact communities, local government, region, and state.
Sex, Guns, Marijuana & God—Issues that Local Government Tangle with Today

Presented by Adam Simon and Daniel Bolin, Ancel, Glink, Diamond, Bush, DiCianni & Kraftshefer, P.C.

**Target Audience**

- Leaders of Government and Nonprofit Organizations
- Management, Key Positions of Government and Nonprofit Organizations
- Frontline Personnel
- Human Resource Personnel

**Addresses ICMA Practice Areas**

2. Policy Facilitation  
4. Citizen Service  
8. Democratic Advocacy and Citizen Participation  
9. Diversity  
10. Budgeting  
11. Financial Analysis  
12. Human Resources Management  
17. Integrity

**Objectives**

- Learn red flags to be aware of and how to effectively limit and regulate land uses related to religion, gun ownership and adult uses.
- Learn the rules regarding the use and administration of concealed carry permits and marijuana cultivation and distribution centers.
- Learn how to amend personnel policies and procedures to respond to changes in the laws (and State rules) regarding concealed weapons and use of medical marijuana.
- Learn whether e-cigarettes are covered by the Smoke-Free Illinois Act and how their use can be addressed.

**Description**

In 2013, concealed carry became law in Illinois, and just a short while later, so did medical marijuana. The U.S. Constitution guarantees freedom of expression, freedom of religion, and the right to bear arms. These rights extend to land uses ranging from adult uses to gun ranges to churches and everything in between. Not only are these laws the reality for the people of Illinois, so are their effects upon our State, including employers, employees, land planners, and entrepreneurs. How do these laws impact local governments? Unfortunately, ignoring these issues is not an option. This seminar will examine how these controversial topics must be addressed by municipalities from the dual perspective of employee management and land use regulation.
Schedule

All workshops (full-day and half-day) will begin at 9:00 am and end at 12:00 pm or 3:30 pm respectively. Exceptions to this are the following:

» The workshop entitled Social Media—Connecting Government and Constituents: Part II will begin at 1:00 pm and end at 4:30 pm

» The workshop entitled Sex, Guns, Marijuana, and God - Issues that Local Government Tangle with Today will begin at 6:00 pm on May 21, 2015 in Hoffman Estates and end at 9:00 pm

Participants may register any time during the program year. Continental breakfast is provided for full-day workshops and on morning half-day workshops. Participants will be given an hour break for lunch when attending full-day workshops. Numerous dining establishments are within close proximity of each workshop location. Dining is at the participants own expense or choice to brown bag a lunch for the day.

Locations

Workshops will be held at one of four locations as indicated in their descriptions:

» NIU Naperville, 1120 East Diehl Road, Naperville
» NIU Hoffman Estates 5555 Trillium Boulevard, Hoffman Estates
» DeKalb County Community Foundation 475 DeKalb Avenue, Sycamore
» Prairie State College, Conference Center 202 S. Halsted Street, Chicago Heights

Registration

Participants may register for one workshop at a time or for multiple workshops. It is highly recommended that regular participants take advantage of the early bird discounted rates offered up to 14 days prior to each workshop. After that an additional charge will apply for late registration.

Registration:
(815) 753-0277
Fax:
(815) 753-6900

Rates

Discounted early bird rates are available until 14 days prior to the workshop. Following this, registration rates will be increased an additional 10%.

<table>
<thead>
<tr>
<th></th>
<th>First Time CLA Attendee *</th>
<th>Early Bird Rate</th>
<th>DCNP Rate**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Day Workshop</td>
<td>$150</td>
<td>$180</td>
<td>$50</td>
</tr>
<tr>
<td>Half Day/Evening Workshops</td>
<td>$75</td>
<td>$90</td>
<td>$30</td>
</tr>
</tbody>
</table>

* Discount is provided to individual participants who have never attended a Civic Leadership Academy workshop in the past 10 years. This status will be verified 7 days prior to the start of the workshop and if not a first time attendee during the 2014-2015 program year, an additional billing for the regular attendee rate will be applied retroactively.

** Discounts are provided to members of the DeKalb County Nonprofit Partnership (DCNP) for specific workshops within the Nonprofit Specialization Track. For other workshops not part of the specialization track, regular registration rates will apply. Rates are contingent upon organizational membership status with the DCNP. Membership will be verified 7 days prior to the start of the workshop and if not a member, an additional billing for the regular attendee rate will be applied retroactively.

Questions?

Course Information
Tracy Rogers-Tryba
tlrogers@niu.edu
(815) 753-2090

Register Online
www.cgs.niu.edu
2014-15 Civic Leadership Presenters

Thomas P. Bayer, J.D., graduated from DePaul University in 1980 with highest honors and received a B.A. degree. He received his J.D. degree with honors from DePaul University College of Law in June of 1983 where he graduated number one in his class. He has been admitted to the bar of the State of Illinois and the U.S. District Court, Northern District of Illinois and is a member of the American, Illinois, DuPage County and Chicago Bar Associations. He is co-author of the following publications: Zoning Controls - Regulating Land Use, and Governmental Financing of Development, Illinois Land Use Law, published by the Illinois Institute for Continuing Legal Education; Special Assessments, Special Service Areas and Business Districts, and Finance and Taxation, Illinois Municipal Law, published by the Illinois Institute for Continuing Legal Education; Financing Municipal Improvements, a handbook published by the Illinois Municipal League; Manual on Conflict of Interests and Liability of Illinois Elected Municipal Officials, a handbook published by the Illinois Municipal League; Municipal Forms of Government, a handbook published by the Illinois Municipal League; and The Sunshine Laws – Open Meetings and Freedom of Information Acts, a handbook published by the Illinois Municipal League. Mr. Bayer currently serves as the Village Attorney, Assistant Village Attorney or Village Prosecutor for several suburbs in the Chicago area. In addition, Mr. Bayer serves as Special Counsel for several municipalities in Northern Illinois relative to special assessment, special service area, tax increment financing, and economic development projects.

Dan Bolin, J.D., is an attorney with Ancel, Glink, representing public entities and property owners in land use, zoning litigation, real estate, property maintenance, and many other local government matters. Mr. Bolin earned his B.A. from the University of Illinois at Urbana-Champaign, and graduated magna cum laude from the University Of Illinois College Of Law, where he served as an associate editor on the University of Illinois Law Review and earned a CALI Award in Real Estate Development. Mr. Bolin co-authored a chapter on “Subdivisions” for the Municipal Law series published by the Illinois Institute for Continuing Legal Education, and “When All Heller Breaks Loose: Gun Regulation Considerations for Zoning and Planning Officials under the New Second Amendment,” a recent law review article appearing in the Urban Lawyer. He regularly speaks on emerging land use topics, and shares land use news on Twitter @AncelGlinkLand.

Brian W. Caputo became the Chief Financial Officer/ City Treasurer for the City of Aurora in 1998. Previously, he held the positions of Director of Finance/ Treasurer for the Village of Mount Prospect and Assistant Finance Director for the Villages of LaGrange and Hoffman Estates. Brian also worked as an auditor with Price Waterhouse in Chicago. He is a Certified Public Accountant and a Certified Public Finance Officer. In 2004, Brian retired from the United States Army Reserve as a Lieutenant Colonel. During his more than 22 years of active and reserve military service, Brian specialized in financial and human resources management. Mr. Caputo earned a B.S. from the United States Military Academy, an M.S. in Accountancy from DePaul University, and an MPA from Northern Illinois University. He is a PhD candidate in Political Science at NIU. His fields of study are Public Administration, Public Policy, and Government Finance.

Erin Duffy joined Arthur J. Gallagher & Co. (GBS) in July 2008. She has focused her outreach in the Public Sector Unit specifically and is an Area Vice President, Client Development at Arthur J. Gallagher & Co. Her role is to develop new relationships in the Public Sector Unit. She works to uncover clients’ needs and identify opportunities for improvement in cost savings and efficiencies through Health and Welfare Benefits Compliance, Retiree Solutions, Health Risk Management, HR Consulting, and Communication Strategies. Prior to joining the GBS team full-time, she was an intern at Arthur J. Gallagher & Co. for two summers of her college career. She is now responsible for much of the coordination of the GBS Itasca internship program. Ms. Duffy attends regional and national conferences to better her understanding of the municipal world as she continues to expand her knowledge of municipalities. These conferences include, but are not limited to: GFOA, IGFOA, ICMA, ILCMA, NPELRA and IPBELRA. Ms. Duffy holds a bachelor’s degree in entrepreneurship from Bradley University.

Mim Evans is a Research Associate at the Center for Governmental Studies at Northern Illinois University. Her work includes projects in downtown revitalization, community development, and economic development. She has developed a database for Illinois Main Street communities, created an online toolbox of local economic development tools, and analyzed demographic trends at the state and national level to evaluate the impact on local economic development efforts. Additional recent work has been in the areas of the arts as it relates to economic development; housing; and enterprise zones. Prior to joining
CGS in 2013, Ms. Evans was executive director of a non-profit downtown revitalization organization and a manager with an international consulting firm. She is a regular speaker at national and state conferences on topics related to downtown revitalization and economic development. She holds a Master's Degree in Urban and Regional Planning from the University of Wisconsin-Madison and a Bachelor's Degree in Urban Planning from Michigan State University.

John Edgerton, MBA, is an Area Vice President in the Lead Underwriting and Financial Reporting Unit of Arthur J. Gallagher & Co. (GBS) where he provides underwriting/financial analysis and technical support for a diverse group of clients, including municipalities, school districts, colleges and private sector companies. Develop funding rates and options, benefit pricing scenarios, and lag studies. Prior to joining Arthur J. Gallagher & Co. Mr. Edgerton was an Advanced Underwriter for Blue Cross and Blue Shield of Illinois. During his time at Blue Cross and Blue Shield, he underwrote many of their largest and most sensitive accounts. As of March 2010, he has 13 years in the benefits business. Mr. Edgerton earned his MBA in Accounting, Finance, and Strategy from the Kellogg School of Management, Northwestern University and had previously graduated from the University of Illinois at Champaign/Urbana with a Bachelor's degree in Mathematics.

James V. Ferolo, J.D., graduated from Northwestern University in 1989 with a Bachelor of Arts Degree double majoring in Economics and Political Science. He received his J.D. degree from Loyola University School of Law in 1992. Mr. Ferolo was admitted to the bar of the State of Illinois in 1992. He is a member of the Illinois State Bar Association and the Chicago Bar Association. He has been admitted to the bars of the State of Illinois, the United States District Court for the Northern District and the Seventh Circuit Court of Appeals. Mr. Ferolo currently serves as the principal attorney for the Village of Wheeling, Village of Mettawa, City of Highwood, Libertyville Township and the Cook Memorial Library District. Mr. Ferolo is a co-author of the chapter on “Municipal Finance and Taxation” published by the Illinois Institute of Continuing Legal Education. He is also a contributing author to the firm’s manuals entitled “The Sunshine Laws: Open Meetings and Freedom of Information Acts” (2010); “Manual on Police and Fire Disciplinary Matters” (2010); “Manual on Conflict of Interests and Liability of Illinois Elected Officials,” (2010); and “Home Rule versus Non-Home Rule” (2014) all published by the Illinois Municipal League. He has recently co-authored a chapter on Open Meetings published in the updated Township Clerk’s Handbook (2014).

Mr. Ferolo’s practice is concentrated on counseling local governmental entities in all areas of need and also in representing such entities in both State and Federal Courts through trial.

Carmen P. Forte Jr. is an associate at Klein, Thorpe and Jenkins, Ltd., where he counsels Illinois municipalities, school districts, special districts and corporate clients. He also serves as local prosecutor for various municipalities. Mr. Forte attended The University of Notre Dame and The John Marshall Law School. Prior to joining Klein, Thorpe and Jenkins, Ltd., Mr. Forte served as an Assistant State’s Attorney in the Cook County State’s Attorney’s Office, where he handled felony and misdemeanor matters. Mr. Forte previously served as President of the Village of Elmwood Park Library Board and is currently Secretary to the Plan and Zoning Commission of the Village of Elmwood Park.

Keith Friede leads the talent & organization development practice for Gallagher Benefit Services’ North Central Region. His primary mission is to deliver strategic consulting expertise, talent development programs and organization development interventions to client organizations. He is a frequent presenter at national and regional professional conferences. Mr. Friede also provides talent and organization development opportunities to GBS’s employees. With over 25 years of experience in organizational leadership, human resource development, and benefits & human resource compliance, his breadth of expertise and capabilities results in his work delivering significant behavioral, strategic and bottom-line impact to client organizations. His approach is application-oriented, with a strong bias for action learning, experiential learning, and real-time practical application of skills. He is also a leading authority on the practical application and strategic implications of employee benefits and human resources regulatory requirements. Prior to joining GBS in 2003, Mr. Friede was president of A.E. Roberts Company, then one of the nation’s premier training and consulting organizations specializing in employee benefits and human resources compliance education. Mr. Friede holds an M.A. in human resource development from the University of St. Thomas. His ground-breaking post-graduate research on leadership in virtual organizations led to his ongoing association with the Centre for Applied Leadership where he serves as an advisor and contributor.
Richard Greene, PhD is an Associate Professor in the Department of Geography at Northern Illinois University. He received his PhD in 1989 from the University of Minnesota and writes on urban studies topics with an emphasis on urban regeneration, edge cities, and land conversion processes on the urban-rural fringe with principal comparisons drawn from Chicago, Los Angeles, and China’s urban system. Utilizing geographic information systems (GIS), global positioning systems (GPS), and remote sensing technologies he is actively engaged in researching demographic and land-use change as a result of urban expansion. He has a long-term relationship with the American Farmland Trust (AFT) and he helped them develop a GIS system for evaluating the loss of prime farmland to urbanization. He also collaborates on other applied GIS research with regional and local governments in the Chicago metropolitan area and has secured over 1 million dollars in project funding since the early 1990s. He has published in a variety of journals including Landscape and Urban Planning, Forum of the Association of Arid Lands Studies, The Social Science Journal, the Annals of the American Academy of Political and Social Science, Urban Geography, and Economic Geography. He recently published two books, one titled Exploring the Urban Community: a GIS Approach (1st and 2nd Editions) and an edited book titled Chicago’s Geographies: Metropolis for the 21st Century.

Jason A. Guisinger, J.D., graduated from the University of Illinois, Champaign-Urbana, with a Bachelor of Arts Degree in Political Science, with honors. He then graduated from Michigan State University College of Law, with honors. Following law school, Mr. Guisinger practiced with a municipal law firm in South Holland, Illinois, where he concentrated in litigation, municipal law, and zoning. He has co-authored the chapters entitled “Zoning Controls - Regulating Land Use,” and “Contracts and Intergovernmental Cooperation” both of which are published by the Illinois Institute for Continuing Legal Education. Mr. Guisinger is a frequent speaker to various groups, including the Illinois Municipal League’s Annual Conference and Newly Elected Officials Conference, and has given presentations on various topics including the Open Meetings Act, Freedom of Information Act, and use of email by public bodies and public officials. He co-authored the chapters entitled “The No Child Left Behind Act” and “Zoning Controls - Regulating Land Use,” both of which are published by the Illinois Institute for Continuing Legal Education. Prior to joining Klein, Thorpe & Jenkins, Ltd., Ms. Henn worked as a staff attorney for the Illinois Department of Human Rights. She is licensed to practice in the State of Illinois and the United States District Court for the Northern District of Illinois. Ms. Henn is a member of the Chicago Bar Association and the Illinois State Bar Association.
Gail Jacky is the Director of the University Writing Center (UWC) at Northern Illinois University, a position she has held since 2004. In that capacity she serves not only as the senior administrator, but she also actively coaches clients in their writing projects, trains, and mentors the UWC’s graduate and undergraduate writing coaches, mentors faculty in their writing projects and course development, and performs outreach in the form of 40+ in-class presentations on writing and its related strategies per semester. She also teaches first-year composition and business communication courses, as needed, and has collaborated with the College of Law in one of its summer programs and with the College of Engineering and Engineering Technology in off-campus writing workshops. Ms. Jacky has served on multiple University-related committees, including the First Year Composition Committee and textbook selection subcommittees, the Foundations of Excellence Committee, the SPS Council and related subcommittees and grievance boards, the Basic Skills Test Task Force, and the Writing Across the Curriculum Advisory Committee. Ms. Jacky earned a B.A. in Elementary Education from Purdue University – Calumet and an M.A. in English from Northern Illinois University. She has a background that combines education, having taught at the junior high and/or college levels for over 30 years, with approximately 20 years in various aspects of construction management (both onsite and administrative). Her blended background has provided multiple opportunities to blend academic and business perspectives in working with writers and their writing.

Joyce Janu is a Senior Benefit Consultant at Gallagher Benefit Services who is responsible for providing services to the Intergovernmental Personnel Benefit Cooperative (IPBC), and the Illinois Fire District Benefit Cooperative assisting members with a range of complex issues and needs. She serves as a service team leader in supervising the service for half of the IPBC members. She also acts as a technical resource to identify clients’ needs and issues, making recommendations for product and service solutions. She assists the members in communicating the various legislative changes as they occur. In her 28+ years in the insurance industry, Ms. Janu has acquired expertise in all areas of employee benefit programs. Ms. Janu joined Gallagher Benefit Services in September, 2010. Prior to coming to GBS, she worked for Hub International and Assurance Agency Limited, both insurance brokerage firms. Her experience in those companies focused on public and private sector business, self-funded and fully insured. She began her group insurance career with Prudential in 1983 as a Group Sales Representative, and became a broker in 1988 to better match client’s needs to the appropriate products. Ms. Janu earned a B.S. Degree from Northern Illinois University and is an Illinois Licensed insurance professional.

Michael T. Jurusik, J.D., graduated from Hamilton College with a Bachelor of Arts degree in Political Science, and received his J.D. from Loyola University Chicago School of Law. He has been admitted to the bars of the State of Illinois and the United States District Court for the Northern District of Illinois. He is a member of the American Bar Association, Illinois State Bar Association and the Chicago Bar Association. Mr. Jurusik serves as Village Attorney for the Villages of Maywood and Western Springs, as Corporation Counsel for the Northeastern Illinois Public Safety Training Academy and the Broadview-Westchester Joint Water Agency, as counsel to pension boards and boards of fire and police commissioners, and as special counsel to several other municipalities and park districts throughout Illinois.

Jacob Karaca, JD, is a Partner in the Chicago-based firm of Klein, Thorpe & Jenkins, Ltd., where he specializes in litigation for municipalities, school districts, family law clients, and other private entities. He also advises clients regarding a wide range of municipal issues, including zoning, land use, planned unit developments, annexation, municipal financing and taxing, and tax increment financing. He earned a BA from the University of Chicago with honors in Romance Languages and Literature. He then graduated with honors from Chicago-Kent College of Law where he received a certificate in Litigation and Alternate Dispute Resolution. While at Chicago-Kent, he served as a board member for the Moot Court Honor Society and received an award for the highest grades in Trial Advocacy and Antitrust.

Gregory T. Kuhn, PhD, is Director of Local Government Management Services at Sikich, LLP. Prior to that, he was an Assistant Director with the Center for Governmental Studies at NIU. He has over 28 years of combined experience in government administration, consulting, and academia. Greg specializes in organizational studies, strategic planning, leadership, budgeting, and public policy formulation. He serves as a lecturer/adjunct faculty member in NIU’s Division of Public Administration and Northwestern University’s Graduate Program in Public Policy and Public Administration. He earned a Bachelor’s degree from Marquette University and a Master’s in Public Administration and PhD in Public Administration and Political Science from NIU.

Erin K. Lavery, J.D., graduated magna cum laude from Bucknell University with a Bachelor of Arts Degree in English. She subsequently received her J.D. from DePaul College of Law and has been admitted to the Bars of the State of Illinois and the United States District Court for the Northern District of Illinois and is a member of the Illinois State Bar Association in the Chicago Bar Association, the NSAB Council of School Attorneys and the Illinois Council of School Attorneys. Ms. Lavery authored the article “Something to Think About: How Much is Too Much to Disclose on a Parking Ticket,” which is published in the Journal of Illinois Institute for Local Government Law, Vol. 10, No.10 (December 2012). Ms. Lavery is an associate whose practice focuses on labor and employment law, school law, and municipal law.

Lance C. Malina, J.D., graduated from the Chicago Musical College of Roosevelt University in 1984 with a Bachelor of Arts degree with honors in Music Performance, and received his J.D. Degree from DePaul University with honors in 1989, where he graduated number one in his class. After law school, Mr. Malina served for one year as law clerk to Judge Charles P. Kocoras of the U.S. District Court for the Northern District of Illinois. He was then appointed an Assistant United States Attorney for the Northern District of Illinois by Attorney General Dick Thornburgh, where he served as a criminal prosecutor from 1990-95. He is a member of the Illinois State Bar, the U.S. District Court for Northern District of Illinois, the U.S. Court of Appeals for the Seventh Circuit, and the United States Supreme Court. At Klein, Thorpe and Jenkins, Mr. Malina heads the firm’s litigation department and currently serves as the Village Attorney for the Villages of Hinsdale, Riverside, and River Forest.

Robert Marovich an associate with Ruby & Associates, has nearly 30 years of nonprofit development experience. He has worked with and for organizations representing education, healthcare, animal welfare, youth programs, museums, and public television, and radio. His expertise spans the gamut of giving, from annual and major giving to planned gifts and foundation/corporation relations. During his tenure as vice president with the firm of Ter Molen Watkins & Brandt, Bob helped complete the proposal that secured the largest challenge grant ever made by the Kresge Foundation to an Indiana nonprofit. Since 2009, Mr. Marovich has focused his nonprofit efforts almost exclusively on grant writing. His current clients represent charter and private schools, early childhood education, an after-school program, supportive housing, animal welfare, autism services, a museum, and a workers’ rights advocacy group. He holds a bachelor’s degree in American Studies from the University of Notre Dame and an MBA from the Lake Forest Graduate of Management.
Michael A. Marrs, J.D., is a Partner with the law firm of Klein, Thorpe and Jenkins, Ltd. Mr. Marrs graduated from Indiana University, Bloomington with a B.S. in Business. He is a 1994 graduate of the DePaul College of Law, where he was an editor of the DePaul University Law Review. Upon graduating law school, Mr. Marrs worked as an attorney on the staff of then-Illinois Senate Minority Leader Emil Jones, Jr., and later served for several years as a judicial law clerk for the Honorable Margaret Stanton McBride of the Illinois Appellate Court, First District. At Klein, Thorpe and Jenkins, Ltd. Mr. Marrs concentrates his legal practice in the general counseling of local government entities, including acting as Village Attorney, as counsel for Plan Commissions and Zoning Boards of Appeal, and as a Village prosecutor for various municipalities in Cook and the surrounding counties. In those capacities, Mr. Marrs advises clients on, among other things, redevelopment matters, planning and zoning matters, acquisition and sale of property, code enforcement and dealing with problem properties, prosecution, contractual issues, and provides general counseling on day-to-day operational and municipal matters.

Mr. Marrs is a former chair of the Municipal Prosecutors Group of the Illinois Local Government Lawyers Association (ILGL) and of the ILGL's Board of Directors. He has also co-authored the chapter on municipal “Finance and Tax” for the practice handbook on Illinois Municipal Law published by the Illinois Institute for Continuing Legal Education, is a co-author of the “Manual on Liquor Licensing and Regulation” and “Manual on Home Rule Versus Non-Home Rule Status,” both published by the Illinois Municipal League, and is active in writing for various municipal law publications and in speaking on various municipal law topics at seminars and conferences. Mr. Marrs is a member of the Illinois State Bar Association and Chicago Bar Association.

William McCoy, PhD, is an alumnus of Northern Illinois University and is the resident ethicist for NIU’s College of Business. He is responsible for coordinating and directing the BELIEF Program and chairs the BELIEF Corporate Advisory Board and the Faculty for Ethics group, while advising BELIEF’s student group - LEAD. Mr. McCoy serves on various committees inside the College of Business, including the College Communications Council and the Strategic Planning Council. Outside of the college, Mr. McCoy serves as a member of the Presidential Commission for the Status of Minorities and as secretary for the Black Faculty Association. He has been tapped several times to serve on important campus-wide search committees, including the Presidential Search Committee, the Chief of Police Search Committee, and the search committee for the Director of the Passport Program.

Mr. McCoy has experience in both the non-profit and corporate sectors. He brings a wealth of managerial, leadership and coaching experiences with accomplishments in a variety of management roles including Manager of Management Development & Corporate Quality for Wisconsin Physicians Service; Managing Director of both INROADS/Wisconsin and INROADS/Oklahoma; and Vice-President of the Center for Sight & Hearing.

Thomas M. Melody, J.D., is a Partner with the law firm of Klein, Thorpe & Jenkins, Ltd. His legal experience includes the general practice of municipal and school law, with a focus on labor and employment law. Mr. Melody has negotiated many collective bargaining agreements, and represents employers in all facets of labor and employment law, including contract administration and grievance arbitration, compliance with State and Federal labor law, and employment litigation in both State and Federal courts and administrative agencies. He is the Village Attorney for Tinley Park, Illinois and is one of the authors of the Handbook on Practice and Procedure in Police and Fire Disciplinary Matters, published by the Illinois Municipal League, and has written numerous articles on labor law issues.

Kirk Miller, PhD, is the current chair of the Department of Sociology at Northern Illinois University, which has a long tradition as a regional and national leader in the field of criminology. He has published studies focused on a variety of police topics, including racial profiling, the organizational influences underlying policy adoption within the contemporary law enforcement industry, police legitimacy, and private policing among others. He teaches courses on the sociology of policing; deviance; inequality, crime and criminal justice as well as research methodology.
Mallory A. Milluzzi, J.D., is an associate with Klein, Thorpe, and Jenkins, Ltd. She graduated from Ohio University, with honors, with a Bachelor of Arts in English in 2008. She then attended Chicago-Kent College of Law and graduated in May, 2011, with honors. Ms. Milluzzi also received a Litigation and Alternative Dispute Resolution certification from Kent. Ms. Milluzzi began working at Klein, Thorpe and Jenkins as a law clerk in 2009 and has concentrated in municipal law. Ms. Milluzzi counsels municipalities and school districts and represents them on a wide range of claims including the Freedom of Information Act, Section 1983 claims, land use, PTAB appeals, tax rate objections and other issues.

John Newton, SPHR, has worked within Human Resources (HR) and Training and Development for over 20 years. John has moved back and forth between the Practitioner and Consultant world, keeping him current in the world of Human Resources and the understanding of what businesses need. He is certified as a Senior Professional in Human Resources (SPHR) by the Human Resources Certification Institution. Mr. Newton’s career has touched diverse industries including Entertainment Media, Healthcare, Software, Criminal Justice, Government and Higher Education. John currently provides Human Resources consulting services and people-development speeches through John Newton and Associates; is the Chief Human Resources and Learning Office for Centrad Healthcare Inc. and customizes and delivers Human Resources and Management courses as Adjunct Faculty for Northern Illinois University Outreach and DePaul University.

Derke Price, J.D., is an equity partner with Ancel, Glink, Diamond, Bush, DiCiann & Kraftshefer, P.C., Illinois’ oldest municipal law firm. Mr. Price is a 1988 graduate of Harvard Law School and actively represents units of local government, developers, and businesses as both corporate counsel and special counsel. He is or has served as corporate or special counsel for the Village of South Elgin, the Village of Bellwood, the Village of Beach Park, the City of Geneseeo, the City Monticello, the City of Charleston, and the City of Batavia, as well Winnebago and Grundy Counties. He concentrates his practice on matters of construction, land use, and zoning, and the siting of pollution control facilities (working exclusively for units of local government). He is a past Chairman of the Planning Commission for the City of Naperville and he has served as an Administrative Hearing Officer in numerous matters including most recently the landfill expansion proceedings in Winnebago County. His practice also includes business and regulatory matters; purchases and bidding; construction administration and finance; insurance; and grant funding issues.

Pingping Ren is a Research Associate in Department of Institutional Research in Division of Finance at Northern Illinois University (NIU). She received her M.A. in Economics in 2011 from Indiana University and started working in NIU in December, 2011. She efficiently provides analytical contributions and collaboratively works with colleagues to solve requests from federal and state, university offices and departments, and education agencies. She has also accumulated experience in spatial data analysis using ArcGIS and GeoMedia systems. She has accumulated geoprocessing and geo-coding experience in her own geospatial analysis project: Best house site selection for Asian families in Naperville School District 203 and Indiana Prairie School District 204 in Illinois. Her geography studies and research focus on GIS, Urban Geography, and Health Geography.

Stacy French Reynolds has more than 20 years of experience in the nonprofit field, including the social service, association, and university arenas. Her experience encompasses strategic planning, organizational and board development, fundraising, and communications and marketing. As an advisor to nonprofit organizations and small businesses, she has a particular focus on organizations with 10-200 employees. Ms. Reynolds earned a Master of Science in Communication from Northwestern University, Evanston, Illinois, and a B.A. from Calvin College, Grand Rapids, Michigan. She lives in Chicago with her husband, an eccentric retired racing greyhound, and an assortment of motorcycles. More information about Stacy and Anchor Advisors can be found at www.anchoradvisors.com
Tracy Rogers-Tryba, MsEd, joined the Center for Governmental Studies (CGS) at Northern Illinois University in April 2007 as a Research Associate in the areas of economic and community development and association management. Her work focuses on program development, applied research and policy studies in international adult education, early entrepreneurial education, strategic planning, work-based learning, and P-20 initiatives focused on leadership and community action. Her most recent projects include her role as a Co-Investigator on the development of an international model for creating an entrepreneurial mind-set in unemployed youth to support economic and community development—currently piloted in South Africa and in development for Kenya; a participatory model for identifying community issues via the use of photography and community discourse; engagement in the university’s broadband initiatives; and facilitating strategic planning for local city governments and nonprofits. Ms. Rogers-Tryba has spent over 25 years working with government and private entities in research and contract negotiations. Her government service includes over ten year’s working with the National Security Agency, and U.S. State Department as an intelligence analyst and linguist while stationed in Malawi and Brazil. She is currently pursuing her doctorate in adult education and community development.

Teri A. Schmidgall, MA, NCC, is a career counselor with NIU Career Services. She has worked at NIU for over 7 years helping students with career decision making, career exploration, career assessment, internship and job search, and the graduate school planning and admissions process. She primarily serves students in liberal arts and social science majors interested in careers in social services, healthcare, non-profits, and government. Prior to joining NIU, she served as an Student Development Specialist at Harper College Career Center, Palatine, and worked several years in Adult Education for School District U-46, Elgin, as an Employment Specialist and Instructor. She has a Bachelor’s degree from Marquette University in History and Secondary Education and a Master’s from Roosevelt University in Community Counseling. She is a National Certified Counselor.

Eileen Ruby Setti began her career fifteen years ago as a fundraiser. Since then, she has led communities in organizing new nonprofit agencies, directed program and agency mergers and expansions, and has been instrumental in rebuilding agencies on the verge of closing their doors. Eileen’s expertise is in planning, board development and training. She is currently pursuing her PhD from Northern Illinois University in Political Science with an emphasis in public administration and nonprofit management. Her dissertation focuses on strategic management and organization change in the nonprofit setting. When she’s not working with nonprofit boards, she is studying them and writing about them.

Lisa Ruby transferred twenty plus years of corporate sales, training, marketing, and management experience to serving our nonprofit clients. In her former career, she was repeatedly in the top 1% of national sales for a Fortune 500 company. Her areas of expertise include executive coaching, training, administration, leadership development, and fundraising. Ms. Ruby’s most interesting consulting experience to date was flying in a bush plane into a remote area of Northern Canada in January and sleeping on an army cot for the week to train staff and volunteers.

Nathan Ruby has twenty years of fundraising and management experience, including the executive director of an international charity. His early careers in sales and financial planning made him a uniquely qualified fundraiser. He specializes in securing major gifts, annual funds, planned giving, government relations, and direct mail. It is not uncommon for Nathan to travel to the far corners of the globe to work with clients and donors. Mr. Ruby has found himself in the middle of some scary situations, including a violent political disputes in Africa.

Alicia Schatteman, PhD, is an Assistant Professor at NIU in the Division of Public Administration. She worked in the government and nonprofit sectors for 12 years, including four years as Executive Director of a community nonprofit. Before coming to NIU, she was Assistant Professor at John Jay College in New York and an instructor at Rutgers University and Kean University, both in New Jersey. Her research and teaching interests include nonprofit resource management, civic engagement, performance reporting, and information and communication technology. She earned a BSc from the University of Ottawa, an M.A. from Trent University, an M.S. from Syracuse University, and her PhD from Rutgers University.
Gregory Smith, J.D., is an Associate in the firm of Klein, Thorpe & Jenkins, Ltd., in Chicago and counsels Illinois municipalities, school districts, special districts, and corporate clients. He represents government and private clients in a wide range of claims including First Amendment, defamation, property damage and injury, and breach of contract. He earned a J.D. degree from Chicago-Kent College of Law. While at Chicago-Kent, he was on the Dean’s List and an associate editor of the Chicago-Kent Journal of Intellectual Property. Prior to law school, he earned a B.S. from DePaul University with honors.

Sherrie Taylor, MPA, is a Research Associate for CGS with primary responsibility for conducting demographic and analyses for a range of public and non-profit organizations. She is currently working on a statewide web portal that will enable users to easily access Illinois governmental data sets from several agencies. She has a wide range of experience creating geographic information systems (GIS) applications to turn static tables into visual displays and to translate statistical analysis into spatial relationships. Sherrie has a Bachelor’s Degree in Political Science, a Master’s Degree in Public Administration and is currently pursuing her doctorate in Geography, all from NIU. She has also received a Graduate Study in Geographic Systems Analysis Certification from NIU.

Scott F. Uhler received his J.D. degree from DePaul College of Law and attended the University of Notre Dame and University of Illinois as an undergraduate. He earned his Master’s Degree in Social Work at the University of Illinois in Chicago. Mr. Uhler has been recognized by the Leading Lawyers Network in Illinois as a leading lawyer. Mr. Uhler is one of the contributing authors to the "Handbook on Practice and Procedure in Police and Fire Disciplinary Matters", the "Manual on The Sunshine Laws: Open Meetings and Freedom of Information Act", the "Manual on Conflict of Interests and Liability of Illinois Elected Officials", the "Manual on Liquor Licensing and Regulation" and the "Manual of Home Rule Versus Non-Home Rule Status", all published by the Illinois Municipal League. Mr. Uhler has co-authored the chapter entitled “Zoning Controls: Regulation of Land Use” for the practice handbook of Illinois Land Use Law and previously co-authored the chapter entitled “Local Elections: Municipalities, Political Subdivisions and Special Districts” for the practice handbook on Election Law and the chapters "Contracts and Intergovernmental Affairs” and the “No Child Left Behind Act” for the practice handbook on Illinois School Law, all published by the Illinois Institute for Continuing Legal Education. Mr. Uhler has lectured extensively to various groups on local government issues in the areas of municipal, school and library law and has been an adjunct professor in the Master’s and Doctoral Programs for future administrators at Argosy University and has served as a guest lecturer at Lewis, Concordia, and Aurora Universities, and at Moraine Valley Community College, on local government law and related governmental administration topics.

John Allen Wall, PhD, J.D., graduated from Williams College in Williamstown, Massachusetts in 1978 with a Bachelor of Arts degree, magna cum laude, in Philosophy. He later received a Master’s degree in English and Education from Duke University, and a Master’s degree and PhD in Philosophy from Northwestern University. From 1985 through 1995, Mr. Wall worked for the Great Books Foundation, a non-profit education corporation in Chicago. In 1998, he received his J.D. from the University of North Carolina - Chapel Hill School of Law. Mr. Wall worked as an assistant general counsel and, later, senior assistant general counsel for the Chicago Board of Education’s Law Department from September 1998 until May 2004 when he joined Klein, Thorpe and Jenkins. While at the Chicago Board of Education, he was in charge of the development of policies and Board Rules. Mr. Wall’s practice at Klein, Thorpe and Jenkins, Ltd. is in school, municipal, library and general litigation law.

Mr. Wall is the author of numerous book reviews and articles in the areas of philosophy and education. Mr. Wall also published “Towards the Fundamental Right and Education Quality Strategy in Illinois School Finance Litigation” that appeared in West’s Education Law Reporter in 1992.
Norman Walzer, PhD, in Economics, is Senior Research Scholar in the Center for Governmental Studies at Northern Illinois University where he researches local economic development practices, entrepreneurship, and governmental finance. He is past dean of the College of Business and Technology at Western Illinois University and started the Illinois Institute for Rural Affairs in 1989 which he directed until 2006. Mr. Walzer is widely-published on regional economic development and related topics in non-metro areas including recently edited books on Entrepreneurship and Local Development (Lexington Books, 2007) and Community Visioning Practices (Routledge Press, 2012). For the past two years, he has worked with the Community Change Network to study effective practices used in bringing about change mainly in non-metro cities. He is currently studying innovative ways to revitalize downtowns and has received numerous professional awards and recognitions for past activities.
Select Workshops

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 28, 2014</td>
<td>Thursday</td>
<td>Leaders as Change Agents</td>
</tr>
<tr>
<td>September 11, 2014</td>
<td>Thursday</td>
<td>Leadership for Elected Officials</td>
</tr>
<tr>
<td>September 23, 2014</td>
<td>Tuesday</td>
<td>Strategic Planning—Issue Based and Directed</td>
</tr>
<tr>
<td>September 30, 2014</td>
<td>Tuesday</td>
<td>But I’m Already Ethical…Why Do I Need To Attend a Workshop on Ethical Leadership?</td>
</tr>
<tr>
<td>October 2, 2014</td>
<td>Thursday</td>
<td>Identifying, Qualifying, and Cultivating Donors</td>
</tr>
<tr>
<td>October 16, 2014</td>
<td>Thursday</td>
<td>Competitive—Bargaining: Labor and Management Relations</td>
</tr>
<tr>
<td>October 21, 2014</td>
<td>Tuesday</td>
<td>Policing in a Democratic Society</td>
</tr>
<tr>
<td>October 30, 2014</td>
<td>Thursday</td>
<td>Nurturing the Leader Within: Doing It</td>
</tr>
<tr>
<td>November 6, 2014</td>
<td>Thursday</td>
<td>Board Procedures and Governance:</td>
</tr>
<tr>
<td>November 11, 2014</td>
<td>Tuesday</td>
<td>Career Transitions and Framing Your Resume for Government or Nonprofit Work</td>
</tr>
<tr>
<td>November 13, 2014</td>
<td>Thursday</td>
<td>Customers Matter: Quality Customer Service is Essential for Your Bottom Line</td>
</tr>
<tr>
<td>November 18, 2014</td>
<td>Tuesday</td>
<td>Chasing the Dollars—Grant Writing Strategies</td>
</tr>
<tr>
<td>November 19, 2014</td>
<td>Wednesday</td>
<td>New Civics and the Impact of Globalization</td>
</tr>
<tr>
<td>November 20, 2014</td>
<td>Thursday</td>
<td>Understanding your Government’s Finances and Financial Position</td>
</tr>
<tr>
<td>December 3, 2014</td>
<td>Wednesday</td>
<td>Fundraising and Financial Management for Nonprofits</td>
</tr>
<tr>
<td>December 10, 2014</td>
<td>Wednesday</td>
<td>Executive Director 101—Nuts &amp; Bolts</td>
</tr>
<tr>
<td>December 11, 2014</td>
<td>Thursday</td>
<td>Home Rule and Non-home Rule Municipalities</td>
</tr>
<tr>
<td>January 6, 2015</td>
<td>Tuesday</td>
<td>Connecting Governance and Mission</td>
</tr>
<tr>
<td>January 22, 2015</td>
<td>Thursday</td>
<td>Tools for Effective Compliance</td>
</tr>
<tr>
<td>January 23, 2015</td>
<td>Friday</td>
<td>Nonprofit Checkup #1—Know your Numbers: People</td>
</tr>
<tr>
<td>January 27, 2015</td>
<td>Tuesday</td>
<td>Preparing to Make an Ask: Documents and Strategy</td>
</tr>
<tr>
<td>February 5, 2015</td>
<td>Thursday</td>
<td>Financing Options for Local Governments</td>
</tr>
<tr>
<td>February 10, 2015</td>
<td>Tuesday</td>
<td>Community Development: How GIS Can Facilitate Planning</td>
</tr>
<tr>
<td>February 17, 2015</td>
<td>Tuesday</td>
<td>How to Ask Anyone for Anything</td>
</tr>
<tr>
<td>February 18, 2015</td>
<td>Wednesday</td>
<td>“Obamacare”—Key Risk Issues and Strategy Imperatives for the Public Sector</td>
</tr>
<tr>
<td>February 20, 2015</td>
<td>Friday</td>
<td>Nonprofit Checkup #2—Know Your Numbers: Financial Efficiency</td>
</tr>
<tr>
<td>March 3, 2015</td>
<td>Tuesday</td>
<td>Advanced Grant Writing</td>
</tr>
<tr>
<td>March 10, 2015</td>
<td>Tuesday</td>
<td>Data for Decision Makers—Public Officials and NFP’s—Grab the Public Data that You Need</td>
</tr>
<tr>
<td>March 12, 2015</td>
<td>Thursday</td>
<td>Performance Appraisals &amp; Hot Topics in Employment Law</td>
</tr>
<tr>
<td>March 13, 2015</td>
<td>Friday</td>
<td>Nonprofit Checkup #3—Know Your Numbers: Program Effectiveness</td>
</tr>
<tr>
<td>March 24, 2015</td>
<td>Tuesday</td>
<td>Board Recruitment—Board Impact by Design</td>
</tr>
<tr>
<td>April 7, 2015</td>
<td>Tuesday</td>
<td>Planning for Demographic Changes and the Impact on Retail Markets and Small Business Owners</td>
</tr>
<tr>
<td>April 9, 2015</td>
<td>Thursday</td>
<td>Land Use, Economic Development, and Zoning</td>
</tr>
<tr>
<td>April 15, 2015</td>
<td>Wednesday</td>
<td>Social Media—Connecting Government and Constituents: Part I</td>
</tr>
<tr>
<td>April 15, 2015</td>
<td>Wednesday</td>
<td>Social Media—Connecting Government and Constituents: Part II</td>
</tr>
<tr>
<td>April 24, 2015</td>
<td>Friday</td>
<td>Nonprofit Checkup #4—Know Your Numbers: Communicate Your Numbers</td>
</tr>
<tr>
<td>May 7, 2015</td>
<td>Thursday</td>
<td>Understanding Zoning and Code Enforcement: What You Need To Know</td>
</tr>
<tr>
<td>May 14, 2015</td>
<td>Thursday</td>
<td>Nonprofit-Government Partnerships and Contracts</td>
</tr>
<tr>
<td>May 21, 2015</td>
<td>Thursday</td>
<td>New Civics and the Impact of Globalization</td>
</tr>
<tr>
<td>May 26, 2015</td>
<td>Tuesday</td>
<td>Sex, Guns, Marijuana &amp; God—Issues that Local Government Tangle with Today</td>
</tr>
</tbody>
</table>
2014-15 Registration Form

Attendee Information

Name

Title

Email

Fax

Work Phone

Primary Phone

Company/Organization

Address

Address is a ☐ Business ☐ Home

Suite, Apt, etc.

City

State

ZIP

Calculate Total Cost by number of each workshop:

Registrations (postmarked/faxed/phone) received within 14 days of the scheduled workshop will be assessed an additional 10% handling/processing fee in accordance with our late registration policy. Outreach has the right to assess this fee upon the account if received late.

First Time CLA Attendee*

Early Bird Rate

DCNP Rate**

# Workshops

Total for this row

Full-day

$150.00

$180.00

$50.00

x ______ = $ ______

Half-day/ Evening

$75.00

$90.00

$30.00

x ______ = + $ ______

Attendee Grand Total: $ ______

Payment Information

Payment Method (check one)

☐ Check ☐ MasterCard ☐ Visa ☐ Discover ☐ American Express

Card Number Exp. date

Name

Address

Suite, Apt, etc.

City

State

ZIP

Cardholder’s Signature

Due to new PCI (payment card industry) compliance requirements, for credit card transactions, the cardholder’s name and billing address must appear exactly the way it is listed on their credit card statement.

Charge will appear as “NIU Outreach, DeKalb, IL”
Fax Your Registration (credit cards only) to: 815-753-6900

Make check payable to NIU and mail along with this registration form to:

Outreach Services, Registration Office
Northern Illinois University, DeKalb, IL 60115

Cancellation and Refund Policy

Cancellation requests received at least seven days prior to the workshop start date will be entitled to a 50% refund. No refunds will be issued for cancellations within seven days of the workshop start date. Substitutions are allowed with advance notice to NIU. All cancellation and substitution requests should be submitted in writing to Outreachregistration@niu.edu or fax (815) 753-6900. NIU reserves the right to cancel programs within six days of class if enrollments are insufficient to cover cost.
Past CLA participants have found value and relevance in both the subject matter and content of case stories.

“High praise for the professionalism of the presenters and timeliness of topics.”

“It provided me with a frame of reference to determine the impact of globalization on my community.”

“The knowledge and presentation of the instructors has been very good. Have picked up some very useful and practical methods of approaching various issues.”

“The opportunity to share stories and experiences with other elected and appointed officials was invaluable.”