



2016

Water & Wastewater Leadership Center

March 13 - 24, 2016

Executive Education Designed for Utility Leaders at the
University of North Carolina at Chapel Hill



UNC
KENAN-FLAGLER
BUSINESS SCHOOL

NACWA



ASSOCIATION OF
METROPOLITAN
WATER AGENCIES



American Water Works
Association



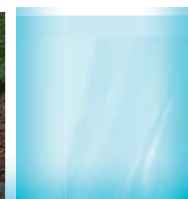
Water Environment
Federation®
Preserving & Enhancing
the Global Water Environment



AMERICAN PUBLIC WORKS ASSOCIATION



NAWC
National Association
of Water Companies



2016 Water & Wastewater Leadership Center

Exceptional leadership is essential for today's water and wastewater utilities to thrive. In support of water and wastewater utilities nationwide — both public and private — the National Association of Clean Water Agencies (NACWA), the Association of Metropolitan Water Agencies (AMWA), the American Water Works Association (AWWA), the Water Environment Federation (WEF), the National Association of Water Companies (NAWC) and the American Public Works Association (APWA) have joined together to advance the Water & Wastewater Leadership Center.

Celebrating more than a decade of executive leadership training, the goal of the Leadership Center is to prepare and develop leaders and management executives at water and wastewater utilities throughout the United States, so these organizations can meet customers' current and future demands with the highest level of service, quality and efficiency.

The Leadership Center consists of an extensive 11-day residential leadership development program, unlimited peer networking, an online resource center, and optional faculty mentoring.

The Water & Wastewater Leadership Center curriculum will equip students with enhanced leadership and management skills and the knowledge to develop strategic goals that deliver measurable results.

"The Leadership Program is structured to allow attendees to focus on how much the human element influences our operations not only internally but externally as well. Engagement, empowerment and communication with staff is critical and the course is designed to enhance skills in these areas. The unique aspect of the conference is meeting your industry peers throughout the country, all sharing similar issues but varying in degrees of magnitude. The information and the professional friendships are assets that will be used for life."

► **Joseph C. Pantalone**

2014 Alumnus
Vice President, Wastewater
Atlantic County Utilities Authority, NJ



TRAINING THAT BENEFITS YOU AND YOUR UTILITY

Participants will enhance their management skills and further develop their leadership style. Students will:

- Learn how to think and act like a leader
- Enhance their ability to make decisions and lead confidently
- Develop strategic thinking skills
- Learn to provide leadership in challenging situations
- Understand the changing global economic environment
- Enlarge their perspective on what is possible for their utility
- Increase the focus on results, productivity, and higher levels of achievement
- Broaden their understanding of the evolving utility and its changing business environment

WHO SHOULD ATTEND?

The Leadership Center's curriculum is designed for current and up-and-coming water and wastewater utility leaders including CEOs, General Managers, Senior Managers and upper-level management.

KEY COURSE ELEMENTS DEMONSTRATE LEADERSHIP STRATEGIES THROUGH:

- Utility business assessment, personal performance evaluation and improvement planning
- Self-awareness and assessment
- Preparation of individual action plans
- Examination of challenges facing public utilities in the future
- Discussions on water and wastewater industry topics

ONLINE INFORMATION RESOURCE

Participants have access to the Leadership Center website, which serves as an information network for alumni. The site provides contact information for Center professors and handy program information.

CURRICULUM FOCUSES ON IMPORTANT LEADERSHIP ISSUES SUCH AS:

- Business Culture and Industry Analysis
 - Megatrends, business environment and leadership challenges
 - Potential futures for the water and wastewater industry
 - External challenges to public utilities and the industry
- Leadership and Personal Assessments
- Speaking the Language of Leadership - Effective Communications
- Service Quality
- Crisis Management
- Leveraging Technology
- Leading Change
- Developing Negotiation Skills
- Finance Fundamentals and Innovative Investment Strategies
- The Human Side of Human Resources – Organizational Issues
- Empowerment and Strategic Leadership
- Power and Influence

“The Water and Wastewater Leadership Center sessions clarified the significant differences between management and leadership and provided me with many tools and a different perspective to make the most of the second half of my career.”

► **James Wallace**
2013 Alumnus
Director of Water Services
Portland Water District, ME

“The Leadership Center provided a forum to raise awareness of the issues facing investor owned utilities and the opportunity to network and interact with leaders from some of the largest water and wastewater utilities in the country was invaluable. I know that I am a more effective leader because of my experience at the Water and Wastewater Leadership Center.”

► **Craig Blanchette**

2012 Alumnus, Vice President/Operations Manager, Aqua Illinois, Inc., IL

TUITION

Tuition for the Water & Wastewater Leadership Center is \$12,750. Included with tuition are 11 full days of instruction, curriculum materials, residential accommodations and most meals.

Tuition must be paid in full no later than January 15, 2016.

APPLICATION PROCESS

Applicants should complete and submit the program application and application fee by November 13, 2015. Complete applications include the following:

1. Application form
2. Current resume
3. Letter of Intent
4. \$1,000 application fee

The Letter of Intent should outline the student's reasons for applying to and attending the Leadership Center, describe the applicant's current leadership role within his/her agency and outline his/her goals for the future. Completed applications and fees should be sent to **Kelly A. Brocato, Water & Wastewater Leadership Center, 1816 Jefferson Place, NW, Washington, DC 20036-2505** or e-mailed to kbrocato@nacwa.org.

EARLY APPLICATION IS ENCOURAGED

Students are strongly encouraged to apply early due to the high level of interest in the Leadership Center. Applications are considered in the order in which they are received; however, please note that preference is given to applicants from municipalities based in the United States.

CANCELLATIONS & SUBSTITUTIONS

If a candidate is accepted to the Leadership Center and is unable to attend, an alternate candidate may be nominated before January 15, 2016. Please notify Kelly A. Brocato, Water & Wastewater Leadership Center Program Manager, at 202-833-1449 immediately if a candidate change is necessary. Cancellations received after November 13, 2015, but before January 15, 2016, will incur 50% of the total tuition fees. Substitutions will not be allowed after January 15, 2016. Cancellations after January 15, 2016 will be charged full tuition.

TOP-NOTCH FACILITIES

All classes are held in state-of-the-art facilities at the Paul J. Rizzo Conference Center's Executive Education program at the Kenan-Flagler Business School, University of North Carolina at Chapel Hill.

COMFORTABLE ACCOMMODATIONS

Hotel accommodations will be reserved for all participants at the Paul J. Rizzo Conference Center in Chapel Hill, NC. Participants will have access to laundry facilities, a fully equipped health club, as well as other recreational activities.

TRAVEL PLANNING

Leadership Center participants are responsible for their own transportation costs. The Paul J. Rizzo Conference Center is approximately 30 minutes from the Raleigh-Durham International Airport and two miles from the main campus of the University of North Carolina. Participants should plan to arrive in Chapel Hill the afternoon of Sunday, March 13, 2016. Departure should be scheduled after 7:00 pm on Thursday, March 24, 2016 or in the morning of Friday, March 25, 2016.

MORE INFORMATION

Kelly A. Brocato
Leadership Center Program Manager
Phone: 202-833-1449
E-Mail: kbrocato@nacwa.org

The Leadership Center is a cooperative venture of the following associations; for additional information please visit:

NACWA

National Association
of Clean Water Agencies
www.nacwa.org

AMWA

Association of Metropolitan
Water Agencies
www.amwa.net

AWWA

American Water
Works Association
www.awwa.org

WEF

Water Environment
Federation
www.wef.org

APWA

American Public
Works Association
www.apwa.net

NAWC

National Association
of Water Companies
www.nawc.org

Water & Wastewater Leadership Center

2016 SESSION APPLICATION

Executive Education at the Kenan-Flagler Business School
University of North Carolina at Chapel Hill
March 13 - 24, 2016

ELEMENTS OF THE LEADERSHIP CENTER

The Leadership Center's curriculum is designed for current and up-and-coming water and wastewater utility CEOs, General Managers, Senior Managers, and Upper-Level Management – both public and private. The Center is comprised of an intensive 11-day residential training program including a 360 degree assessment of your leadership style, unlimited peer networking and enhanced leadership curriculum tailored specifically to the water and wastewater industry.

TUITION

\$12,750	11-Day Residential Program
\$1,500	Optional Faculty Mentor

Tuition includes 11 full days of instruction, all curriculum materials, residential accommodations (12 nights), most meals (11 buffet breakfasts, 11 lunches, 7 dinners and morning and afternoon break service).

A \$1,000 application fee is required upon applying to the Leadership Center. This application fee will be applied to the cost of tuition upon acceptance to the program. If a student is not accepted, the fee will be refunded. Tuition must be paid in full no later than January 15, 2016.

The faculty mentor option provides for one-on-one coaching following the 11-day residential program. Mentors typically provide an additional three hours of coaching via telephone or e-mail.

ACCOMMODATIONS

Hotel accommodations will be reserved for all participants from March 13 - 24, 2016 at the Paul J. Rizzo Conference Center in Chapel Hill, N.C. Participants should plan to arrive in Chapel Hill the afternoon of Sunday, March 13, 2016. Departure should be scheduled after 7:00 pm on Thursday, March 24, 2016 or in the morning of Friday, March 25, 2016.

APPLICATION

Application packages must include a completed application form, which is to be accompanied by a current resume and a letter of intent from the applicant. The Letter of Intent should detail the reasons for applying and attending the Leadership Center, describe the applicant's current leadership role within the agency and outline his/her goals for the future. Completed application packages along with the \$1,000 application fee (made payable to the Water and Wastewater Leadership Center) should be sent to:

Water & Wastewater Leadership Center

Attn: Kelly A. Brocato
1816 Jefferson Place, N.W.
Washington, D.C. 20036

Early application submission is encouraged. Application packages and deposits must be received by **Friday, November 13, 2015**. Full payment must be received no later than Friday, January 15, 2016.

Cancellation and Substitution Policy

If a candidate is accepted to the Leadership Center and is unable to attend, an alternate candidate may be nominated before January 15, 2016. Enrollment is limited and participants will be required to do a self-assessment survey in advance; therefore, it is important that any cancellations and candidate changes be made no later than January 15, 2016. Please notify Kelly Brocato at 202/833-1449 immediately if a candidate change is necessary.

Cancellations and Substitutions are subject to the following:

- Substitutions of enrollment will be accepted on or before January 15, 2016.
- Cancellations before November 13, 2015 will receive a full refund, with the exception of the \$1,000 deposit.
- Cancellation after November 13, 2015 will be charged 50% of the tuition fee.
- Cancellation after January 15, 2016 will be charged full tuition.
- Substitutions of enrollment will not be allowed after January 15, 2016.

If you receive a duplicate mailing of Leadership Center materials, please pass it along to a colleague.

Water & Wastewater Leadership Center Application (continued)

REGISTRANT INFORMATION

NAME (MR./MS.)	FIRST NAME/NICKNAME	MIDDLE	LAST
AGENCY		TITLE	
BUSINESS ADDRESS (PLEASE, NO P.O. BOXES)		CITY/STATE/ZIP	
CITY	STATE	ZIP	
PHONE	FAX	E-MAIL ADDRESS	

EDUCATION

COLLEGE OR UNIVERSITY	HIGHEST DEGREE OBTAINED
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PRIMARY RESPONSIBILITIES

Please provide a brief description of primary responsibilities at the utility.

EMPLOYMENT INFORMATION

Length of time in current position _____

Length of time with current utility _____

Number of personnel in utility _____

Number of your direct reports _____

Utility's service area population _____

MEMBERSHIP (check all that apply)

I or my utility am/are a member of the following:

- American Public Works Association
- American Water Works Association
- Association of Metropolitan Water Agencies
- National Association of Clean Water Agencies
- National Association of Water Companies
- Water Environment Federation
- None of the Above

APPLICATION MATERIALS

Enclosed with this completed application form are the following:

- Letter of Intent from the applicant
- Current Resume
- \$1,000 Application Deposit (unless otherwise indicated)

PAYMENT INFORMATION

Please note: credit cards are not accepted.

- Check Enclosed
- Check Request Submitted
- Please Send an Invoice to:

NAME (MR./MS.)	FIRST/MIDDLE/LAST
AGENCY	TITLE
ADDRESS	
CITY/STATE/ZIP	

SIGNATURE

By signing this application, I agree to the policies of this program and the validity of the information contained in this application.

SIGNATURE OF APPLICANT	DATE
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FOR OFFICE USE ONLY

APPLICATION & DEPOSIT RECEIVED	CHECK NUMBER	
INVOICE SENT	FULL TUITION PAID	CHECK NUMBER