



2009 Great Lakes Union Leadership Institute

A PROGRAM IN LEADERSHIP TRAINING

LAKE LAWN RESORT
DELAVAN, WISCONSIN
AUGUST 2-6, 2009



A Union of Professionals

SPONSORED BY THE
AMERICAN FEDERATION OF TEACHERS, AFL-CIO
AND THE ILLINOIS FEDERATION OF TEACHERS





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A PROGRAM IN LEADERSHIP TRAINING

GREAT LAKES ULI is a four-day training and leadership development program, August 2-6, 2009, at Lake Lawn Resort, Delavan, Wisconsin. It is co-sponsored by the Illinois Federation of Teachers and the American Federation of Teachers. The courses are designed to enhance local capacity for all AFT constituency groups (AFT Healthcare, AFT Public Employees, AFT Higher Education, AFT Teachers and AFT PSRP). The purpose of Great Lakes ULI is to provide hands-on learning of union skills, to further acquaint you with the AFT and its issues, and to give you a chance to exchange information with your union brothers and sisters in a relaxed, casual setting with wonderful resort amenities. The program is open to any AFT member but is designed with the needs of the Great Lakes region in mind.

General Information

LOCATION

Lake Lawn Resort
2400 E. Geneva St.
Delavan, WI 53115
800/338-5253

Lake Lawn Resort is 75 miles from downtown Chicago and 45 miles from Milwaukee, on the shores of Delavan Lake. Lake Lawn Resort is 1 mile east of the Delavan exit off Interstate 43 on Highway 50, and 10 miles west of Lake Geneva, Wisconsin.

DIRECTIONS

From Chicago and O'Hare International Airport:

Take I-294 onto I-94 North (toward Milwaukee). Exit Highway 50 West (Kenosha, Wisc.). Continue on Highway 50 West through Lake Geneva. Lake Lawn Resort is about 10 miles west of Lake Geneva, on Highway 50 (Geneva Street). Lake Lawn will be on your left.

From Midway Airport:

Take Cicero Avenue North to I-290 West (Eisenhower Expressway) to I-294 North, toward Wisconsin. Continue on I-294 North to I-94 North into Wisconsin. Exit Highway 50 West (Kenosha) and continue west through Lake Geneva. Lake Lawn Resort is 10 miles west of Lake Geneva on Highway 50 (Geneva Street). Lake Lawn will be on your left.

From Milwaukee and Mitchell International Airport:

Take I-94 North (toward Milwaukee) from Mitchell Airport to I-894 West to I-43 South (toward Beloit). Continue on I-43 South to Exit 21 (Highway 50 East-Delavan). Exit, turn left onto Highway 50. Lake Lawn will be about 1/2 mile on the right.

TRANSPORTATION

(Reservations are required.)

Go Airport Connection:

A prompt door-to-door transportation service, linking Milwaukee's General Mitchell Airport (MKE), Chicago's O'Hare (ORD) and Midway (MDW) with all of southeastern Wisconsin. Service area includes homes, hotels and businesses. Call 800/236-5450, 414/769-2444 or **goairportconnection.com** for reservations and additional information.

Cardinal Transport Service:

Limited to five people per trip. For a one-trip from O'Hare airport to Lake Lawn Resort, the cost is \$125 for the first passenger; \$10 for each additional passenger. From Mitchell airport the cost is \$75 for the first passenger; \$20 for each additional passenger. Call 888/245-0675, 262/903-0093 for reservations and information.

Jadex:

A one-way trip to Lake Lawn from O'Hare airport is \$175 for 1-2 passengers in a town car and \$125 from Mitchell airport for 1-2 passengers. A one-way trip to Lake Lawn in a passenger van is \$175 from O'Hare and Mitchell airports. Each passenger van seats up to six passengers. Call 262/723-8456 or contact **www.littleredbus.com** for reservations and information.

SCHEDULE

The program will begin with registration on Sunday, August 2, from 3 p.m. - 5:30 p.m. Work sessions will begin on Sunday evening and conclude on Thursday, August 6 at noon. Monday through Wednesday sessions will begin at 8:30 a.m. and conclude at 4:30 p.m. **Some classes may require additional preparation time on site.**

WEATHER AND DRESS

Outside temperatures may range from 60 to 85 degrees (the average temperature in August is 80 degrees). Dress is casual. Fluctuating air-conditioning temperatures in conference rooms may require additional or warmer clothing.

Registration

REGISTRATION RATES

Registration rates cover lodging, a reception on Sunday, two dinners, four breakfasts, four lunches and coffee breaks throughout the week.

Commuter rate:	\$225 per person
Single Occupancy:	\$765 per person
Double Occupancy:	\$480 per person
Triple (Loft)	\$465 per person

MEALS

Meals are for participants only. Guests may attend the Sunday night dinner and Wednesday barbecue with notification and payment on Aug. 2 during onsite registration.

COURSE MATERIALS

Some courses may require you to bring your local's constitution and contract to class. You will receive notification prior to the conference in the registration confirmation letter.

REGISTRATION, DEADLINES AND COURSE CANCELLATION POLICIES

- Only one person per registration form, please. To register additional people, copy the form or request additional brochures by calling Sue Walter, Illinois Federation of Teachers, at 630/468-4080, ext. 4055.
- Enrollment is limited and varies within courses.
- The earlier you submit the completed conference registration form and payment, the more likely you are to receive your first-choice course.
- We strive to place you in your first-choice course. Course availability is not guaranteed. When completing your registration form, please indicate a second and third choice for your course of study in the event that your first choice is canceled. If your first-choice course is not available or is filled, and you have not indicated a second or third choice, your registration will be fully refunded.
- You will receive a confirmation notice and other information at least one week prior to the program.

PLEASE NOTE!

FINAL REGISTRATION DEADLINE is June 19. No refunds for cancellations received after July 24.

Choosing the Right Course for You!

YOUR TIME IS PRECIOUS, so picking the right course is essential. To assist you in our selection, we have clustered the courses by subject. In addition, we have indicated a target audience for each course, based on participants' union role and level of union experience in the subject. The experience levels are basic, intermediate and advanced. We encourage you to contact your state leadership or AFT/ULI (800/238-1133, ext. 6348) to discuss your particular needs and placement.

- Union Leadership Skills
- Introduction to Negotiations
- Effective Grievance Administration I
- Effective Grievance Administration II
- Effective Union Communication
- Building a Political and Legislative Powerhouse

COLLEGE CREDIT

For an additional fee, the National Labor College (NLC) will grant two undergraduate college credits for the Leadership Skills course. The NLC is accredited by the Middle States Commission on Higher Education, 3624 Market St., Philadelphia, PA 19104.

The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. Please contact ULI for further information at 800/238-1133, ext. 4497.

Course Descriptions

UNION LEADERSHIP SKILLS

Target Audience

This course is intended for newly elected or appointed leaders, stewards, prospective leaders and newer staff from all AFT constituency groups.

Why Take It?

Leadership in today's difficult economic and political environment is especially challenging. This program enables you to develop the skills and knowledge to make your role more manageable and rewarding.

Key Objectives

- Identify your own leadership style;
- Understand specific constructive and destructive leadership behaviors;
- Improve your effectiveness in empowering and inspiring others; and
- Have fun in the leadership role.

Approach

This course involves highly interactive discussion using small-group and individual exercises, and minimal direct presentation.

INTRODUCTION TO NEGOTIATIONS

Target Audience

This course is open only to those with no experience or who are involved in their first bargaining situation.

Why Take It?

If you want to understand why and how bargaining works from start to finish, this program is for you. Learning by doing is this course's key feature, an approach that prepares you to be a full player in the bargaining process, from developing initial proposals and selecting the team to reaching a settlement.

Key Objectives

- Use surveys and past grievances to generate bargaining proposals;
- Cost out proposals;
- Identify and act appropriately during the different stages of bargaining;
- Write bargaining proposals;
- Put together a team and work like one; and
- Develop a strategy to get a deal.

Approach

This course uses discussions, small-group exercises and direct presentation.

Note: Requires additional work outside of class. You will need a copy of your local's constitution and your contract for this course.

A calculator and laptop computer for classwork are recommended.

Course Descriptions (cont.)

EFFECTIVE GRIEVANCE ADMINISTRATION PART I

Target Audience

This course is intended for stewards, local grievance committee chairs, and local or state staff with responsibility for contract enforcement. This is the first of two courses to be presented at the AFT Great Lakes ULI. Participation in both courses is recommended.

Why Take It?

You do not need to be an attorney to enforce your local contract and protect your members' rights. This course will help you master grievance procedures and become confident in your ability to represent your members, from investigation through preparation for arbitration.

Key Objectives

- Identify criteria for separating gripes from grievances;
- Practice grievance investigation skills;
- Identify what should be written on the grievance form;
- Determine "just cause" in discipline-related grievances;
- Identify and address past practice grievances;
- Develop grievance arbitration investigation and witness preparation skills; and
- Prepare elements of an arbitration case.

Approach

This course is highly interactive, using case studies, extensive discussion, individual practice and full simulation of arbitration by all participants.

Note: You will need a copy of your local's constitution and your contract for this course.

A laptop computer for classwork is recommended.

EFFECTIVE GRIEVANCE ADMINISTRATION PART II

Prerequisite: Completion of Effective Grievance Administration I is required.

Target Audience

This course is intended for those who have completed the initial Effective Grievance Administration Part I course or have had substantial responsibility in the investigation, preparation, and presentation of a real case.

Why Take It?

A complete picture of grievance administration – from the first hint of a problem through arbitration – is the best preparation for success. This course examines analysis and preparation for the parts between the last step of a grievance procedure and an actual arbitration presentation. Grasping this course's objectives will increase skills in use of the underlying grievance procedure itself. If "fire, aim, ready" describes your grievance administration process, this course reorganizes that thinking.

Key Objectives

- Convert analysis into understandable grievance and remedy statements;
- Understand the role of arbitration and its relationship to grievances and contract enforcement;
- Improve understanding of bargaining as it relates to exploring and settling grievances;
- Present and argue a grievance before management and educate and represent grievant; and
- Prepare and present an arbitration case.

Approach

This course is highly interactive, using case studies, extensive discussion, individual practice and full simulation of arbitration by all participants.

Note: You will need a copy of your local's constitution and your contract for this course.

A laptop computer for classwork is recommended.

Course Descriptions (cont.)

EFFECTIVE UNION COMMUNICATION

Target Audience

This course is intended for union leaders, local officers, staff, or volunteer activists interested in learning how to more effectively craft and deliver union messages to their members and to the public using a variety of methods.

Why Take It?

Effective communication starts with a goal, a strategy and a message. But it doesn't stop there. Effective union communication also involves determining how you are going to reach out to your members and potential members, how you are going to get them involved in your campaigns and how you are going to win over the public to your side of the fight. Done right, your union's communication program can increase membership, turn out volunteers, win support for negotiations or generate political action. This class will help you develop or polish your skills.

Key Objectives

- Develop your communication goals;
- Create effective messages;
- Reach your members and potential members;
- Use communications to engage members and potential members;
- Write newsletter articles, press releases and op-ed pieces;
- Identify opportunities to make news; and
- Improve your ability to speak in public.

Approach

Instructors will combine presentations, group discussion, role playing and individual practice. Be ready to participate actively in re-creating exciting day-to-day situations we all face. Class assignments will require teamwork and problem solving. In addition, close coaching and a supportive environment will be provided to help you improve your writing and speaking.

BUILDING A POLITICAL AND LEGISLATIVE POWERHOUSE

Target Audience

Union leaders, local officers, staff or COPE activists interested in building and strengthening their political program.

Why Take It?

More than ever, politics affects our lives and our job environments. An effective political action program can make the difference in enacting desirable legislation and in electing public officials who support our members and our issues. This course will cover elements that go into building an effective political program, such as communicating with members about politics, engaging them in your political program, mobilizing members around elections and legislative issues, and raising funds for COPE.

Key Objectives

- Discover the basics of what makes an effective political program;
- Communicate with members about politics;
- Utilize the Activists for Congressional Education (ACE) program to strengthen relationships with members of Congress;
- Learn the dos and don'ts of COPE fundraising;
- Use political issues to engage potential members and build your union;
- Identify opportunities to build coalitions around political issues;
- Hold elected leaders accountable; and
- Plan and run a member mobilization program.

Approach

Instructors will combine presentations, group discussion, role-playing, and real and hypothetical situations. Participants will engage in hands-on practices that will develop their skills and introduce them to techniques used to build a strong political program. Class assignments will require teamwork and problem solving.

Tentative Agenda

Sunday, Aug. 2

3 p.m.- 5:30 p.m.	Program registration
4 p.m.	Hotel check-in
5:30 p.m.-7 p.m.	Dinner & program orientation *
7 p.m.- 8:30 p.m.	Classes
8:30 p.m.-10 p.m.	Reception

Monday, Aug. 3 – Wednesday, Aug. 5

7 a.m. - 8:30 a.m.	Breakfast
8:30 a.m. - 10:30 a.m.	Classes
10:30 a.m. - 10:45 a.m.	Break
10:45 a.m. - 12:30 p.m.	Classes
12:30 p.m. - 1:30 p.m.	Lunch
1:30 p.m. - 3:00 p.m.	Classes
3:00 p.m. - 3:15 p.m.	Break
3:15 p.m. - 4:30 p.m.	Classes
6 p.m. - 8 p.m.	Dinner & reception* (Wednesday only)

Thursday, Aug. 6

7 a.m. - 9 a.m.	Breakfast
9 a.m. - 10:30 a.m.	Classes
10:30 a.m. - 10:45 a.m.	Break
10:45 a.m. - noon	Classes

* Guest meal tickets for these events are available for sale at the registration desk

Don't forget the
ever popular, often imitated
but never duplicated, ...

ANNUAL ULI BARBECUE AND RECEPTION

6 – 8 p.m.

KARAOKE & DANCE PARTY 8 p.m. – midnight

WEDNESDAY, AUG. 5

Come and sing for your supper!



Alternative Training Option

ULI is conducting another multiday training program this summer. All program offerings are designed by regional planning teams. All programs are open to AFT activists from anywhere in the country. The program location, date and course offerings are listed below. If you need further information, contact ULI at 202/879-4497 or 800/238-1133, ext. 4497.

ULI WEST

JULY 26 – 31, 2009

UNIVERSITY OF CALIFORNIA (UCLA), LOS ANGELES, CALIFORNIA

- Union 101
- Leadership Skills
- Managing the Union
- Introduction to Negotiations
- Building Local Power
- Introduction to Grievances
- Costing Out Contracts / Budget Analysis
- Strategic Communication: Engaging Members



Contacts

Great Lakes Regional State Federation Presidents and Leadership Education Affiliate Directors (LEADs)

Program

Carol Kurtz, AFT 800/238-1133, ext. 6348
Sue Walter, IFT 630/468-4080, ext. 4055

Illinois

Ed Geppert, president 630/468-4080
Sue Walter, LEAD 630/468-4080, ext. 4055

Indiana

Rick Muir, president 317/299-5395
John Webb, coordinator 317/299-5395

Kentucky

Lee Jackson, president 502/875-2273

Michigan

David Hecker, president 313/393-2200
Lois Lofton-Doniver, LEAD 313/393-2200

Minnesota

Thomas Dooher, president 800/652-9073

Ohio

Sue Taylor, president 614/258-3240
Deborah Tully, LEAD 614/257-4192

West Virginia

Judy Hale, president 304/344-2679

Wisconsin

Bryan Kennedy, president 608/662-1444
Tom Ellett, LEAD 608/662-1444

Wisconsin FNHP

Candice Owley, president 414/475-6065
Barbara Kelsey, LEAD 414/475-6065

2009 Great Lakes Union Leadership Institute REGISTRATION FORM

**AUGUST 2 - 6, 2009
LAKE LAWN RESORT
DELAVAN, WISCONSIN**

ONLY ONE REGISTRANT PER FORM, PLEASE. To register, complete and fax this form to Benita Twillie at 630/468-4089, then mail this form along with the appropriate registration fee to the address on page 12.

Name: _____ Male Female

Position in Local: _____

Local Name & Number: _____
SPELL OUT FULL NAME OF LOCAL. NO ACRONYMS, PLEASE!

Home Address: _____

City: _____ State: _____ Zip: _____

Daytime phone: (_____) _____ Other phone : (_____) _____

Fax: (_____) _____ E-mail address: _____

FIRST TIME ATTENDEE: YES NO

CONSTITUENCY: Check one.

AFT PSRP AFT Teachers AFT Higher Ed AFT Public Employees AFT Healthcare State/Local Staff

PAYMENT: Make check payable to Illinois Federation of Teachers.

- Commuter Rate (\$225 per person)
 Single Occupancy (\$765 per person)
 Double Occupancy (\$480 per person)
 Triple Occupancy (Loft) (\$465 per person)

If you have selected double or triple occupancies, then select one below:*

Assign roommate(s) to me. Sharing room with the following registrant(s):

**no selection will result in a single room rate charge*

CREDIT CARD PURCHASE (You may charge your registration fee on VISA or MASTERCARD).

\$ _____ Card Number: _____

Cardholder's Name (please print): _____ Exp. _____/____

Cardholder's Signature: _____

Cardholder's Address (as it appears on credit card statement): _____

City: _____ State: _____ Zip: _____

SPECIAL REQUIREMENTS

Do you require any special rooming accommodations?

YES NO

If YES, please indicate: _____

Do you have any dietary restrictions or other needs of which we should be aware?

YES NO

If YES, please indicate: _____

Americans with Disabilities Act

The American Federation of Teachers will confirm that accommodations at Lake Lawn Resort are in compliance with the Americans with Disabilities Act. If a conference participant anticipates a special need arising from a disability, the participant should contact Benita Twillie (630/468-4080 ext. 4066) by June 19, 2009. The AFT will make reasonable accommodations for any special needs to ensure that attendees may fully participate in the Union Leadership Institute activities. Early notice is necessary since some accommodations may require significant advance notice.



PLEASE INDICATE T-SHIRT SIZE:

Small Medium Large

WOMEN's MEN's

XLarge XXLLarge XXXLarge

COURSE SELECTION

Indicate your first-choice course selection for the full four days by placing a "1" on the line to the left of that course. If you would like to indicate a second or third choice in case your first choice is canceled or filled, then place a "2" and "3" on the line to the left of those courses. Course descriptions are also listed at www.ift-aft.org.

PLEASE NOTE: No changes in course selection will be honored after July 24.

- _____ Union Leadership Skills
- _____ Introduction to Negotiations
- _____ Effective Grievance Administration I
- _____ Effective Grievance Administration II
- _____ Effective Union Communication
- _____ Building a Political and Legislative Powerhouse

Local President Approval (signature). Desired, not required.

Please fax your completed form to Benita Twillie; then mail the form along with appropriate registration fee to:

Benita Twillie
c/o Illinois Federation of Teachers
P.O. Box 390
500 Oakmont Lane
Westmont, IL 60559
Phone: 630/468-4080; Fax: 630/468-4089

FOR IFT/AFT OFFICE USE. DATE RECEIVED:





A Union of Professionals

American Federation of Teachers, AFL-CIO
555 New Jersey Ave. N.W.
Washington, DC 20001
202/879-4400
www.aft.org