



Chicago, IL
June 16 - 20 2008

SCHEDULE - Mon, June 16

7	BEGIN PART I Registration Continental Breakfast
8:30	Welcome & Instructions Leadership & Management
10	Coffee Break
10:15	Leadership Roles Styles Challenges
12	Roundtable Lunch Networking
1	Ethics in Leadership Management Skills and Techniques
3	Break Coffee/Soda
3:15	Management Skills and Techniques Review Wrap-Up
5 - 6	Networking Reception

www.urisa.org/ula

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SESSION I: Introduction to Leadership and Management

This session will establish a baseline of knowledge for the rest of the Academy. Discover what types of positions are in the work place for leaders in geospatial information management organizations. Recognize roles and responsibilities that come with leadership and management positions. Uncover your leadership tendencies and how they can be best utilized in management roles. Are you an Authoritarian Leader? Participative? Delegative? The session includes a discussion on ethics that provides a framework for ethical decision-making.

CORE COURSE CONCEPTS

- ◆ Leadership and Management
- ◆ Geospatial Leadership Roles
- ◆ Leadership Styles
- ◆ Challenges for Leaders
- ◆ Ethics in Leadership
- ◆ Management Skills and Techniques

INSTRUCTORS

-  David Lanter, PhD, GISP | Practice Leader | Camp Dresser & McKee, Inc.
-  Michael W. Lovett, GISP | Senior Project Manager, Lead Practitioner
Camp Dresser & McKee, Inc.
- ◆ Rebecca Somers | GIS Management Consultant | Somers-St. Claire

Welcome & Instructions | Leadership and Management: The URISA Leadership Academy will open up with introductions and an interactive discussion about the attendee's learning objectives. We then outline the differences between leaders and managers and how to bring these two important roles together. Discover the traits of good leadership.

Geospatial Leadership Roles | Leadership Styles | Challenges for Leaders: Learn the various leadership roles in the geospatial industry, along with the leadership requirements to fill these roles. Do you know your leadership style tendencies? Knowing how you approach leadership helps delineate roles and responsibilities. Effective leadership requires clear delineation of roles and responsibilities. In order to move forward, your current situation must be accurately and honestly assessed. Understand the challenges you face as a leader and learn success strategies to meet those challenges.

Ethics in Leadership: Having a solid foundation in ethics helps professionals make the appropriate and ethical decisions. Making proper ethical decisions is one key management skill behind properly initiating, executing, controlling and closing a project or endeavor.

Management Skills and Techniques: Discover key management tasks and concerns. Understand the manager's area of responsibility including an overview of GIS Strategic Planning - the cornerstone of all successful GIS implementations. Discover the importance of program/project control and tools that can make your work experiences even more successful.

Leaders Teaching Leadership



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SCHEDULE - Tues, June 17

7	Continental Breakfast
8	Communicate & Collaborate
10	Coffee Break
10:15	Conflict Resolution
12	Roundtable Lunch Networking
1	Build a Team
3	Break Coffee/Soda
3:15	Motivation & Retention

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SESSION 2: Building a Successful Team

Quality leadership involves excellent communication skills. To build a successful team, effective collaboration strategies must be in place. It is often difficult to know when or from where conflicts may arise. This session will teach how strong leaders can become equipped with the necessary skills to treat each and every one of those conflicts in an effective way. The session will also highlight how the success of a team depends on the competence of its members.

CORE COURSE CONCEPTS

- ◆ Steps of Successful Delegation
- ◆ Conflict Resolution in the Workplace
- ◆ Settling Disputes with other Decision Makers
- ◆ Assessing Resource Needs | Building a Team
- ◆ Developing a Recruitment and Hiring Strategy
- ◆ Interviewing Skills and Pitfalls
- ◆ Motivation and Retention

INSTRUCTORS

- ◆ Carl Anderson | IS Manager | GIS Department of Environment and Community Development | Fulton County, GA
-  Clare Brown, GISP | GIS Manager | Department of Watershed Management | City of Atlanta, GA
- ◆ Louise Fragala | President of Powell | Fragala & Associates, Inc.

Communicate & Collaborate: Quality leadership involves excellent communication skills and to build a successful team, effective collaboration strategies must be in place. Specific topics include: Ten Steps to Developing your Leadership Skills, Steps of Successful Delegation, Dealing with Difficult People, and Levels of Delegation.

Conflict Resolution: Conflicts may originate from various sources. Strong leaders are equipped with necessary skills to treat each and every one of those conflicts in an effective way. Specific topics include: Confronting Problem Employees, Handling Complaints from Customers, and How to Settle Disputes with other Decision-makers.

Build a Team: Success of a team depends on the competence of its members. A leader must possess the skills to build and retain a competent team. Specific topics include: Developing a Recruitment/Hiring Strategy, Interviewing Skills and Pitfalls, Identifying Good Candidates, Requesting Recommendations and Checking References.

Motivation and Retention: Keeping the team on task and engaged is a necessary leadership skill. Being able to assess and adapt to different individual's needs is necessary to keeping a cohesive team and an essential quality of a good leader. Topics include: Team Buy-in, Evaluation Techniques, Working Environment and Legal issues.



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SCHEDULE - Wed, June 18

- 7 Part II Registration
Continental Breakfast
SESSION 3A
- 8 Capacity Building
Concepts
- 10 Coffee Break
- 10:15 Outreach
- 12 Roundtable Lunch
Networking
- 1:30 **BEGIN PART II**
SESSION 3B
Cost-Benefit/ROI
- 3 Break | Coffee/Soda
- 3:15 Budgeting | Funding
Strategies
- 5:30 - 6:30 Networking Reception

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SESSION 3A: GIS and Organizational Capacity: How May I Help You?

Building and enhancing the GIS capacity of an organization requires leaders to effectively promote the potential of spatial technologies to the decision-makers. Learn how to encourage the increased use of GIS technology in your organization and how to educate decision-makers on the contributions GIS can make to improve processes and decisions within an organization.

CORE COURSE CONCEPTS

- ◆ Capacity Building
- ◆ Considerations Before Outreach
Self Assessment
Organizational Assessment
- ◆ The Outreach Process

INSTRUCTORS

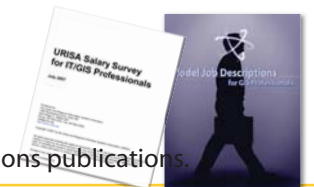
-  Clare Brown, GISP | GIS Manager | Department of Watershed Management | City of Atlanta, GA
- ◆ Claudia Paskauskas, MCSD | GIS Manager | East Central Florida Regional Planning Council | Maitland, FL

Capacity Building Concepts: Re-think capacity building concepts and how to identify organizational capacity agents. Gain an understanding of how GIS assists in building organizational capacity.

Self and Organizational Assessment: Discover the different GIS models and which might be best for your organization. Learn how to assess the different components of your organization's GIS implementation that will enable you to determine the best approaches to enable the growth of GIS within your organization.

The Outreach Process: Oversee a variety of techniques, tips and tools to reach out, educate and encourage GIS growth in your environment.

Participants will take home the 2007 URISA International Salary Survey and URISA Model Job Descriptions publications.



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10	Coffee Break
10:15	Outreach
12	Roundtable Lunch Networking BEGIN PART II SESSION 3B
1:30	Cost-Benefit/ROI
3	Break Coffee/Soda
3:15	Budgeting Funding Strategies
5:30 - 6:30	Networking Reception

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SESSION 3B: Show Me the Money: An Introduction to Budgeting & Finance for GIS

Growing and maintaining a viable GIS program over time is a challenge within any agency with budget constraints. GIS Managers must be able to identify and promote the benefits of the technology and predict the financial impact. They must manage for achievement of demonstrable benefits while meeting budgetary and timeframe expectations. Successful programs depend on adequate financial and staff resources - for both current operations and emerging needs.

CORE COURSE CONCEPTS

- ◆ Project Estimating & Budgeting
- ◆ Cost/Benefit and Calculating ROI
- ◆ Developing a Credible Operational Budget
- ◆ Managing Your Budget
- ◆ Funding Strategies
- ◆ Crafting and Presenting an Effective Budget Proposal

INSTRUCTORS

-  Greg Babinski, GISP | Finance & Marketing Manager | King County GIS Center | Seattle, WA
-  Bruce Joffe, GISP | Principal | GIS Consultants

Cost-Benefit/ROI: Learn strategies to develop a project estimate and budget. The session provides useful techniques that include prioritizing the application/operation process and the application/operation costs. Discover how to determine application benefits and the projection of benefits and costs over time. Explore detailed cost/benefit analysis and successfully calculate your return on investment (ROI):

Budgeting/Funding Strategies: All successful projects start with credible operational budgets. Discover the budget drivers and their association with the agency vision, mission and department business plans. Learn how to develop a credible operational budget (including activity based costing concepts) from your operational plan. Learn how to creatively and effectively ask for the funding and resources required. Find out about accounting and financial reporting. Learn how to solidify your management credibility. Examine various funding strategies to determine where the money is and where it may be in the future.



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SCHEDULE - Thurs, June 19

7	Continental Breakfast SESSION 4
8	7 Dynamics of Change The Effects of Change on the Manager
10	Coffee Break
10:15	Understanding the Cycle of Change
12	Roundtable Luncheon Networking SESSION 5
1	Geospatial Strategic Planning in Context
3	Break Coffee/Soda
3:15	Situation Assessment

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SESSION 4: GIS Politics and Change Management

Enhance your leadership skills by learning strategies for managing change. This session will examine internal and external forces of change (political, technological, financial) and how change impacts GIS operations, resources, and organizational support. You will leave this session with a better appreciation for the sources and effects of change and how best to respond. A discussion of risk management concepts will explain approaches for anticipating change and putting in place approaches for mitigating adverse impacts and taking positive advantage of change scenarios.

CORE COURSE CONCEPTS

- ◆ Understanding Different Types of Public and Private Organizations
- ◆ Working in a Political Environment
- ◆ Adapting to Different Sources of Change
- ◆ Managing and Evaluating Change in an Organization
- ◆ Risk Management

INSTRUCTORS

 Louise Fragala | President | Powell, Fragala & Associates, Inc, FL

Seven Dynamics of Change: Whatever the kinds of change that people encounter, there are certain patterns of response that occur and reoccur. It is important that change leaders understand some of these patterns, since they are normal outcomes of the change process. Understanding them allows leaders to avoid over-reacting to the behaviors of people who, at times, seem to be reacting in mysterious, non-adaptive ways.

The Effects of Change On The Manager: One of the least mentioned effects of change relates to how it affects the manager leading that change, and his or her ability to undertake the leadership role. We have already talked about the effects of change on the individual employee, and of course managers are subject to the same reactions, resistances and strains. Some restructuring, or downsizing can put considerable strain on the leaders of an organization.

Understanding the Cycle of Change, And How People React To It: Managers often make the mistake of assuming that once a change is started, that employees will see that it is going to take place, and get on side. This is rarely the case. Because change causes fear, a sense of loss of the familiar, etc., it takes some time for employees to a) understand the meaning of the change and b) commit to the change in a meaningful way. It is important to understand that people tend to go through stages in their attempts to cope with change. Understanding that there are normal progressions helps change leaders avoid under-managing change or overreacting to resistance.



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SCHEDULE - Fri, June 20

- 7 Continental Breakfast
- 8 Solving Problems and Taking Corrective Action
- 10 Coffee Break
- 10:15 Trend Spotting
- 12 Roundtable Luncheon Networking
- 1 Being Effective
- 3 Break | Coffee/Soda
- 3:30 - 5 Graduation*

*** GRADUATION**

Attendees who have completed Parts I and II, whether in Chicago or New Orleans, are invited to participate in the graduation ceremony. Receive your Academy diploma and be congratulated for completing the only professional leadership academy designed exclusively for GIS practitioners.

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SESSION 5: Evaluating Where You Are and Planning Where You're Going

GIS leaders often find themselves in the middle of GIS management situations where they must determine how to move forward effectively. You may have been brought in specifically to solve a problem or fix a situation, or you may just be in the midst of the normal GIS life cycle. Crisis or not, knowing how to evaluate a situation, solve problems, plan effective action, and make and communicate progress are vital skills. The session will detail typical situations, explore common challenges and review available leadership tools.

CORE COURSE CONCEPTS

- ◆ Mid-Program Strategic Planning
- ◆ Program Review and Problem Solving
- ◆ Corrective Action Planning
- ◆ Regaining Control
- ◆ Charting Future Directions

INSTRUCTORS

- ◆ Rebecca Somers | GIS Management Consultant | Somers-St. Claire
-  Martha McCart Wells, GISP | Director of Consulting Services | Spatial Focus, Inc.
- ◆ Sara Yurman | Director of Information Services | Spatial Focus, Inc.

Geospatial Strategic Planning in Context: Strategic planning is a key tool not only for starting a GIS program, but also for later program evaluation and problem solving. Topics include: Overview of GIS strategic planning methods and tools, keeping a plan relevant, using strategic planning tools in situation assessment and problem solving.

Situation Assessment: GIS leaders need to be able to effectively assess situations, particularly when operations are off-track, problems are occurring, or significant changes are taking place. Topics include: recognizing typical situations, identifying symptoms and sources and not confusing the two, and conducting a program review.

Solving Problems and Taking Corrective Action: Once the situation has been reviewed, the next step is solving the specific problems effectively and efficiently. Topics include: developing an approach, identifying relationships, determining resources, developing and implementing a corrective action plan, and knowing when to abandon a project.

Trend Spotting, GIS as an Integrative Tool: Determining where to go next is an important GIS leadership skill, whether you are recovering from a problem situation or just guiding the program through its life cycle. Topics include: the changing GIS environment, GIS integration and adoption, GIS implications, and capitalizing on opportunities.

Being Effective: Getting the Job Done and Communicating Success – This is the bottom line for success. Topics include: review of leadership skills and their relationship to effectiveness, measuring success, communicating success.

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URISA Leadership Academy INSTRUCTORS

Carl Anderson | IS Manager | GIS Department of Environment and Community Development | Fulton County, GA

Carl has been working on GIS projects since 1980. He started out on the database centric side with the precursor to modern SQL databases, and later progressed to the fully geospatial analytical side. Carl develops and directs the implementation of enterprise-centric GIS applications for decision support of all County departments. He has initiated web based and desktop GIS applications using both Open Source and proprietary software. Carl has to contribute to and utilized Open Source projects over the past 17 years, his contributions cover GIS/remote sensing, database, web scripting, web hosting projects.

Carl has worked for Fulton County for the past 20 years, serves on the Georgia URISA chapter's board, is a fellow of the National Speleological Society, serves on the Georgia Speleological Survey's executive committee, has been involved with Southeastern Cave Surveys in both cartographic and archival roles for the past 23 years and has been the primary cartographer for several speleological projects.

Greg Babinski, GISP | Finance & Marketing Manager | King County GIS Center | Seattle, WA

Greg is the Finance and Marketing Manager for the King County GIS Center in Seattle, Washington. In addition to work in the natural gas, oil, and chemical engineering industries, he has 19 years of GIS management experience, including project management, utility related GIS development, enterprise GIS operations management, and GIS consulting work. He is the founder and Chief Editor of The Summit, the quarterly newsletter of the Washington State GIS community. Currently he serves as the Secretary of URISA, as the Secretary of the Washington Chapter of URISA, and as a member of the Mercer Island, Washington Utility Board. He is a member of the American Marketing Association and the Government Finance Officers Association.

Clare Brown, GISP | GIS Manager | Department of Watershed Management | City of Atlanta, GA

Clare is the GIS Manager for the City of Atlanta, Department of Watershed Management. She has over 27 years of professional experience in the application of GIS and mapping to a wide range of disciplines. Seventeen of these years have been in some form of project and program management. Ms. Brown is responsible for developing, building and directing a comprehensive GIS Department for the City of Atlanta, Department of Watershed Management to encompass all utilities (sewer, water and storm water).

Currently she serves as the President for Georgia URISA. She has also served as the GISCorps Team Leader for the Medical Mission Exchange project. Additionally, Ms. Brown's career has spanned diverse experiences in academia, private industry and public service.

URISA Leadership Academy INSTRUCTORS

Louise Fragala | President | Powell, Fragala & Associates, Inc., FL

Louise has more than 18 years of professional experience in designing and developing strategies for community-wide consensus building, growth management and public involvement, and acts as a change agent for integrating GIS practices in governmental agencies, particularly the Florida Department of Transportation. She has developed and presented leadership training for many municipalities and governmental agencies including the Federal Highway Administrations well as Florida, Pennsylvania and North Carolina Departments of Transportation. Her expertise focuses on communication, collaboration and conflict resolution.

Louise has extensive experience in public consensus building for controversial transportation public infrastructure projects and has worked with a broad range of government agencies, community leaders, interest groups and neighborhood groups to identify and resolve community issues. Ms. Fragala is a professionally recognized facilitator and certified conflict resolution mediator.

Louise has a Bachelor's degree in English/Communication from Clemson University and a Master's Degree in Systems Management from Nova University.

Bruce Joffe, GISP | Principal | GIS Consultants

Bruce is the founder of GIS Consultants, providing GIS implementation planning and organizational management services to local and state governments, utilities, and private companies for 30 years. He contributes to the resolution of geospatial public policy issues which include defining professional responsibilities, building the NSDI, preparing for effective response to emergency disasters, and securing access to public agency geodata.

Bruce has served on the URISA Board of Directors. He currently serves on the GIS Certification Institute (GISCI) Board of Directors.

David Lanter, PhD, GISP | Practice Leader | Camp Dresser & McKee, Inc.

Dave is the author of many technical articles, research publications, and book chapters on geospatial quality assurance and decision support. He authored the URISA certified workshop "Quality management – Introduction to Issue Tracking".

Dave is CDM's Practice Leader for Application Development. Dave previously worked for Rand McNally Corp. where he served as Research Director and Director of GeoModeling. He has led Microsoft's geographic product quality assurance department, and was the founding president of Geographic Design Inc.

Dave is an Adjunct Professor at Drexel University. He has served on the faculty of the University of California, Santa Barbara where he was a research fellow of the National Science Foundations National Center for Geographic Information and Analysis. Dave has lectured at the Universities of Washington, North Carolina, and Minnesota, as well as the New Lisbon University, and the University of Utrecht. He is a Fulbright Scholar.

Dave earned his Ph.D. in Geographic Information Processing from the University of South Carolina, his Master's degree in Geographic Information Systems from the State University of New York at Buffalo, and his Bachelor's degree from Clark University.

URISA Leadership Academy INSTRUCTORS

Michael W. Lovett, GISP | Senior Project Manager, Lead Practitioner | Camp Dresser & McKee, Inc.

Mike is a senior project manager with CDM. He has over 39 years of public and private sector experience in information management systems for GIS, land surveying, aerial photography, photogrammetry, and engineering. He was a team member on the first AM/FM project conducted within the United States.

Mr. Lovett has provided advice and leadership to over 40 major data conversion projects. His leadership and management skills have brought many new digital data capture techniques into the forefront of the data conversion process. As lead practitioner, Mr. Lovett provides management and technical leadership in information management services for consulting and GIS activities throughout the southern United States.

Mike is one of the authors/instructors of the URISA certified "GIS Program Management" workshop. He has served the Florida Chapter of URISA as a Regional Director, Secretary, Vice President, President and is currently the serving Past-President. Mr. Lovett has been an active URISA Workshop Development Committee (WDC) member since 2004. Mike is currently the 2008 URISA Annual Conference Program Chair.

Claudia Paskauskas, MCSD | GIS Manager | East Central Florida Regional Planning Council | Maitland, FL

Claudia has over 15 years of professional experience working for private and government sectors including GIS, systems design and analysis, systems development and database administration.

She is the Central Florida GIS Program Manager at the Regional Planning Council. Her main functions are related to GIS integration for a 10 county area, data development, application requirements, definition and design as well as project development, production and management.

Claudia serves as the Executive Director for the Central Section of Florida URISA. She was responsible for managing the technical aspects of the Central Florida Regional Visioning project "How Shall We Grow?" The HSWG project was awarded nationally for the Best Use of Technology for Planning Analysis by the American Planning Association and locally for the Best Practices Award and Sustainable Partnership Award by the Council for Sustainable Florida.

Claudia has a Bachelor's degree in Computer Science and a Master's degree in Human Resources with emphasis in Quality Control Procedures. She is a Microsoft Certified Professional (MCP) and a Microsoft Certified Solution Developer (MCSD).

Rebecca Somers | GIS Management Consultant | Somers-St. Clair

Rebecca is an executive consultant specializing in GIS management and organization, program review, and strategy development. A GIS leader for more than 20 years, she has helped dozens of organizations successfully develop their GIS programs—both as an in-house GIS manager and as a consultant. Rebecca is a prominent GIS management instructor, writer, and speaker in national and international forums. She wrote the GIS Management Strategies column for Geospatial Solutions for 10 years and is finishing a book on GIS Management and Implementation for John Wiley & Sons. She has also served on many industry boards and committees including URISA, ACSM, GISP program development, FGDC, and the Penn State Masters in GIS program. Rebecca holds a Master's degree in GIS.

URISA Leadership Academy INSTRUCTORS

Martha McCart Wells, GISP | Director of Consulting Services | Spatial Focus, Inc.

Martha is an experienced GIS Manager and a founder of Spatial Focus, Inc. She has over 35 years of experience in local government planning and zoning, organizational issues, budgeting, project management, real estate development, transportation planning, and coastal zone management. Prior to founding Spatial Focus, Ms. McCart Wells served as Director of International Projects for American Cadastre, Inc. and GIS Manager for Gwinnett County, GA. Other professional positions have included local government zoning and land use planning, private real estate development, management of development projects, architectural review, zoning compliance, development of comprehensive coastal zone land use management plan, land use, zoning and building permitting functions.

She is a past president of URISA, and a GISCorps volunteer. She received her Bachelor's degree in Geography from San Francisco State University, and a Master's degree in Resource and Regional Planning from the University of Massachusetts.

Sara Yurman | Director of Information Services | Spatial Focus, Inc.

Sara is an experienced GIS Manager and a founder of Spatial Focus, Inc. She has over 20 years of experience in both organizational and technical aspects of geographic information, encompassing government at the local, regional, and state levels. Her activities have included team-building and change management as well as implementations of raster and vector GIS, GPS data integration, system development, and database design.

Before the founding of Spatial Focus, Inc. Ms. Yurman was a consultant for American Cadastre, Inc. Prior to that, she worked with a variety of clients on strategic and technical issues, advising clients on profit potential of existing geographic data within their organization.

Sara received a Bachelor's degree from the California Institute of the Arts and a Master's degree in geography from Georgia State University.