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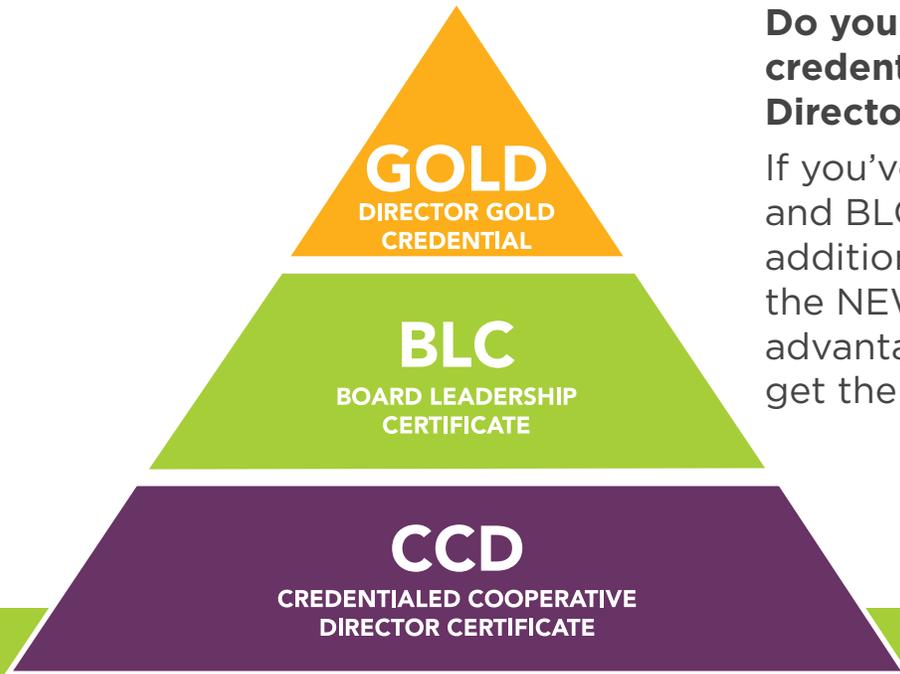
Summer School East

Charleston, SC
June 9-14, 2017

Summer School West

Colorado Springs, CO
July 14-19, 2017

**Classes are forming now.
Register today!**



Do you already have your CCD and BLC credentials? Cross the finish line to Director Gold!

If you've already earned your CCD and BLC credentials, but still need the additional 3 credits required to earn the NEW Director Gold status, take advantage of 2017 Summer School to get the credits you need!

**Go to cooperative.com and register now.
Space is going fast!**



Agenda At-a-Glance *(subject to change)*

Summer School East | Charleston, SC | June 9-14, 2017

Summer School West | Colorado Springs, CO | July 14-19, 2017

Registration: 7:00 a.m. – 8:00 a.m. | Class Hours: 8:00 a.m. – 4:00 p.m. (unless otherwise noted)

Course Categories:

Business Model Governance Communication Risk Management Financial Power Supply Technology

DAY 1 (FRI.) June 9 July 14	DAY 2 (SAT.) June 10 July 15	DAY 3 (SUN.) June 11 July 16	DAY 4 (MON.) June 12 July 17	DAY 5 (TUES.) June 13 July 18	DAY 6 (WED.) June 14 July 19
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Board Leadership Certificate Courses (BLC)

919.1 (NEW) Cooperative Structure: A Strategic Advantage	913.1 Cooperative Foundations: Co-op Legacy, Principles and Impact on Communities	924.1 Continuity Management and Emergency Response Planning	918.1 Maximizing Your Grass-roots Strategy	901.1 Rules and Procedures for Effective Board Meetings	903.1 The Role of the Board Chair in Conducting Effective Meetings
929.1 Current Governance Issues in Policy Development	921.1 Risk Oversight: The Board's Role in Risk Management	925.1 Co-op Bylaws: Guiding Principles & Current Issues	951.2 (1.5 day class) Developing Effective Boardroom Decision Making [Day 1] 8 a.m. – 4 p.m. [Day 2] 8 a.m.–11:30 a.m.		943.1 (NEW) Conversation Skills Outside the Boardroom
963.1 Strategic Technologies and their Impact on the Cooperative	974.1 Rate Strategies for 21st Century Challenges	935.1 Appraising and Compensating the CEO	958.1 Succession Planning: Developing the Purpose-Driven Organization	914.1 Cooperative Communications and Public Opinion: The Director's Perspective	955.1 Your Board's Culture: Its Impact on Effectiveness
		956.1 Crucial Conversations in the Boardroom	961.1 (NEW) The Evolution of Electric Cooperative Power Supply	957.1 How to Evaluate and Improve Board Performance	975.1 Capital Credits: Issues and Decisions
				964.1 Communicating the New Energy Landscape	

Credentialed Cooperative Director Courses (CCD)

2600 Director Duties and Liabilities	2620 Board Operations and Process	2640 (1.5 day class) Financial Decision Making [Day 1] 8 a.m. - 4 p.m. [Day 2] 8 a.m.-11:30 a.m.		2610 Understanding the Electric Business	2630 Strategic Planning
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Visit COOPERATIVE.COM for more information

3 Easy Ways to Register:

ONLINE: www.cooperative.com **FAX:** 703.907.5951 **MAIL:** NRECA, PO Box 758777, Baltimore, MD 21275-8777

Check the appropriate box below: *(If you are attending more than one school, please submit a registration form for each location.)*

Summer School East | Charleston, SC | June 9-14 **Summer School West | Colorado Springs, CO | July 14-19**

1. Tell us who you are. Please print.

Name: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Ext: _____

E-Mail: _____

Contact Name & E-Mail: _____
(if different from registrant)

2. Select the courses you plan to attend. *(please select only one session per day)*

All session fees are \$609 unless otherwise noted. Sessions run from 8 a.m. – 4 p.m. unless otherwise noted.

Day One:

- 919.1 Cooperative Structure: A Strategic Advantage **(NEW)**
- 929.1 Current Governance Issues in Policy Development
- 963.1 Strategic Technologies and their Impact on the Cooperative
- 2600 Director Duties and Liabilities

Day Two:

- 913.1 Cooperative Foundations: Co-op Legacy, Principles and Impact on Communities
- 921.1 Risk Oversight: The Board's Role in Risk Management
- 974.1 Rate Strategies for 21st Century Challenges
- 2620 Board Operations and Process

Day Three:

- 924.1 When Disaster Strikes: Continuity Management and Emergency Response Planning
- 925.1 Co-op Bylaws: Guiding Principles & Current Issues
- 935.1 Appraising and Compensating the CEO
- 956.1 Crucial Conversations in the Boardroom
(this course is \$916)
- 2640 Financial Decision Making
(this course is 1.5 days; \$850)

Day Four:

- 918.1 Maximizing Your Grassroots Strategy
- 951.2 Developing Effective Boardroom Decision Making
(this course is 1.5 days; \$850)
- 958.1 Succession Planning: Developing the Purpose-Driven Organization
- 961.1 The Evolution of Electric Cooperative Power Supply **(NEW)**

Day Five:

- 901.1 Rules and Procedures for Effective Board Meetings
- 914.1 Cooperative Communications and Public Opinion: The Director's Perspective
- 957.1 How to Evaluate and Improve Board Performance
- 964.1 Communicating the New Energy Landscape
- 2610 Understanding the Electric Business

Day Six:

- 903.1 The Role of the Board Chair in Conducting Effective Meetings
- 943.1 Conversation Skills Outside the Boardroom **(NEW)**
- 955.1 Your Board's Culture: Its Impact on Effectiveness
- 975.1 Capital Credits: Issues and Decisions
- 2630 Strategic Planning

3. Total registration fees: \$ _____

Charge My: AMEX Discover

4. Payment Method: Check Payable to "NRECA"
**Payment must be included with form in order to process*
 Mastercard Visa

Name on Card: _____

Card Number: _____ Exp. Date: _____

Signature: _____

Cancellation, Substitution and Refund Policy: Members can cancel online via Cooperative.com > Member Center > My Registrations. Alternatively, cancellations can be submitted in writing. Cancellations received by May 24, 2017 (SS East), June 28, 2017 (SS West), are fully refundable. Registrants who cancel after this date will be issued a refund minus \$175 cancellation fee. Substitutions are allowed. Registrants failing to cancel prior to the start of the event and no-shows are responsible for paying the full registrations fees. For more information regarding cancellations or refunds, please contact Accounts Receivable at 703-907-6875, accountsreceivable@nreca.coop or fax to 703-907-5951.

Photography/Image Agreement: By executing and submitting the Registration form, you acknowledge that you are authorized to agree to its terms on behalf of (1) yourself, (2) your employer or the entity on whose behalf you are registering, and (3) each of the individuals you are registering listed on the Registration form who are not minors (collectively "Registrants"). Registrants agree to allow NRECA to take and publish Registrants' likeness using still photograph or motion video ("Images") for use in the promotion of electric cooperatives, NRECA, and/or its affiliates in NRECA's sole discretion. Registrants grant NRECA a non-exclusive, worldwide, royalty-free, and perpetual (for the duration of the applicable copyright) license to copy, crop, alter, touch up, edit, publish, display and distribute Images in whole or in part on basis, to use the Images without limitation in displays, print or electronic publications, advertisements, and web sites, and without prior notification or any compensation.

2017 Summer School Courses

Credentialed Cooperative Director (CCD) and Board Leadership Certificate (BLC) — **What's the Difference?**

The Credentialed Cooperative Director (CCD) certificate gives you the knowledge and skills you need to meet the typical challenges you'll face on today's board.

The Board Leadership Certificate (BLC) takes your knowledge and skills to an even higher level. NRECA recommends that you earn the CCD certificate before you start taking courses toward the BLC.

CCD Look for the **CCD** symbol that indicates which courses count toward this certificate. **BLC** Look for the **BLC** symbol that indicates which courses count toward this more advanced certificate.

CCD 2600 DIRECTOR DUTIES & LIABILITIES

This course, the first of the required CCD courses, explains the board's duties of loyalty, obedience and due care, and the need for directors to acquire the knowledge and skills necessary to fulfill their responsibilities. We'll review the co-op business model, today's electric utility business, legal and regulatory concepts, and the importance of maintaining an effective CEO-board relationship.

CCD 2610 UNDERSTANDING THE ELECTRIC BUSINESS

The electric utility industry is an evolving high-tech system. Such a system must be designed and engineered to meet regulatory and consumer standards for reliability, quality and safety. This requires appropriate investments on a planned and ongoing basis. Participants will learn about the key components of the electric utility industry.

CCD 2620 BOARD OPERATIONS & PROCESS

The board of directors is responsible for managing the affairs of the corporation. In fulfilling its duties, the board typically can only take official action via majority vote in a duly convened meeting. This course focuses on the legal requirements for holding board meetings and also on the human factors and group processes that make such meetings productive and effective. There are no prerequisites for this course.

CCD 2630 STRATEGIC PLANNING

Boards have ultimate responsibility for ensuring and evaluating the long-term health of the organization. To achieve this goal, directors use strategic planning. They also authorize the appropriate allocation of resources through the adoption of financial policies and by budget review and approval. This course teaches directors how to conduct an effective strategic planning process.

CCD 2640 FINANCIAL DECISION MAKING (1.5 DAY COURSE)

This course helps directors understand the role of the board in financial planning, including identifying the basic documents used in financial planning and reporting, assessing the issues that drive financial decisions, balancing competing goals, and taking responsibility to monitor and evaluate results.

BLC 901.1 RULES & PROCEDURES FOR EFFECTIVE BOARD MEETINGS

To equip directors to participate more effectively in board meetings, this course introduces them to the rules of parliamentary procedure as contained in Robert's Rules of Order. Topics covered include the essential rules of debate, the key elements of agendas and minutes, and procedures for voting, elections, and secret ballots.

BLC 903.1 THE ROLE OF THE BOARD CHAIR IN CONDUCTING EFFECTIVE MEETINGS

Course participants will learn how board chairs run successful meetings, including how to organize the meeting, present the issues, encourage the free exchange of opinion among board members and lead the decision-making process to a successful resolution. The material presented complies with Robert's Rules of Order Newly Revised, the parliamentary authority used by more than 95 percent of the groups in the United States.

BLC 913.1 COOPERATIVE FOUNDATION: CO-OP LEGACY, PRINCIPLES & IMPACT ON COMMUNITIES

Understanding the unique aspects of the cooperative business model better prepares directors to lead organizations with purpose not profit at their core. Course participants will do a deep dive into the cooperative principles and define how they provide a competitive advantage for today's co-op organizations.

BLC 914.1 COOPERATIVE COMMUNICATIONS & PUBLIC OPINION: THE DIRECTOR'S PERSPECTIVE

Electric co-ops need to communicate effectively to maintain member loyalty. Whether it's communicating future rate increases or advertising your co-op's participation in renewables, strong communication programs strengthen your identity with your consumers and build customer loyalty. This course explains the roles and responsibilities of directors for communications during a crisis or controversy. It also covers how to manage public opinion.

BLC 918.1 MAXIMIZING YOUR GRASSROOTS STRATEGY

The power of distribution cooperatives to influence policymakers is vital to their continued success. This course helps directors connect the dots between what they as individual directors can do on behalf of their cooperative while maximizing relationships with their statewide and with NRECA to make sure the co-op voice is heard on Capitol Hill and in the regulatory agencies.

BLC 919.1 COOPERATIVE STRUCTURE: A STRATEGIC ADVANTAGE (NEW COURSE)

Prerequisites: It is suggested but not required that participants first take Cooperative Foundations: Co-op Legacy, Principles and Impact on Communities (BLC 913.1)

The cooperative business model provides unique advantages to electric co-ops in today's challenging and shifting energy environment. This course is designed to help directors tap into the strategic advantage of the cooperative structure through greater understanding and use of the cooperative principles and values.

BLC **921.1 RISK OVERSIGHT: THE BOARD'S ROLE IN RISK MANAGEMENT**

Electric co-op boards are operating in what may be one of the most challenging business environments any generation of directors has ever known. The array of risks ranges from financial, regulatory, cyber and economic, to technology and changing member demographics. This course is designed to provide directors with the principles and tools to improve their processes for overseeing the cooperative's risk management activities. Using co-op examples and real world case studies, this interactive course discusses the unique role of board and management to identify, manage, and mitigate risk with processes that are appropriate to the characteristics of individual cooperatives.

BLC **924.1 CONTINUITY MANAGEMENT AND EMERGENCY RESPONSE PLANNING FOR DIRECTORS**

Cooperatives are subject to the ongoing challenges of providing continuous service to their membership in the face of natural and man-made disasters. Whether it's a hurricane, tornado, or employee sabotage, directors play an increasingly important role in monitoring the activities of management to ensure that physical and IT assets are secure and safe. This course focuses on the directors' role in disaster planning and recovery, showing how they can fulfill the responsibility they have to their members by ensuring the continuity of electrical and business operations.

BLC **925.1 CO-OP BYLAWS: GUIDING PRINCIPLES & CURRENT ISSUES**

The continuing evolution of the electric industry in the U.S. has brought about increased scrutiny by consumers and regulators. As a result, many electric cooperatives are being challenged to make sure their bylaws adequately address new situations including changing membership, "large load" exceptions to some state territorial laws, diversified services, distributed generation, and changes in some state or federal laws and regulations. This course will assist directors, CEOs, and agents of electric cooperatives in undertaking a comprehensive review of the co-op's bylaws and highlight the implications that these changes, issues, and challenges bring to bear in future bylaw revisions.

BLC **929.1 CURRENT GOVERNANCE ISSUES IN POLICY DEVELOPMENT**

Policies set the standard for board behavior. Attendees learn to view policies as proactive tools to establish a standard of board behavior required for governance in today's electric cooperative boardroom. This course revisits the fundamentals of governance and the roles policies play in contributing to effective governance. Participants take part in discussions about current issues facing rural electric cooperatives and how the governance function contributes to the cooperative and adds value. As these issues are discussed and debated, a sample set of policies are used to show examples of policies relevant to addressing today's governance issues.

BLC **935.1 APPRAISING & COMPENSATING THE CEO**

The board is responsible for appraising and compensating the chief executive officer (CEO). Appraisal is the process of using agreed-upon measures to evaluate the CEO's performance. Compensation is the process of developing a salary range and approving a salary based on the appraisal. This course focuses on helping directors to fulfill these responsibilities to ensure a sound board-CEO relationship.

BLC **943.1 CONVERSATION SKILLS OUTSIDE THE BOARDROOM**
****NEW COURSE****

Many co-ops are facing increasing member requests for information about rates, solar, energy efficiency and more. Directors are called upon to answer questions, explain policies and even defend their co-ops in a host of venues including director-to-member, speaking in public, a media interview, or in the digital space.

This course will provide directors with guidance on how to handle such situations - emphasizing the importance of establishing and following co-op policies. Participants will learn how to communicate their co-op's policies, plans and positions on matters like rates, distributed energy resources, or the benefits of belonging to a consumer-centric cooperative utility.

BLC **951.2 DEVELOPING EFFECTIVE BOARDROOM DECISION MAKING (1.5 DAY COURSE)**

Effective decision making is a must for today's co-op boards. Directors need the tools to assess today's challenges, identify options, and determine the best choice for all involved. This course shows directors the techniques and skills needed to identify issues, hold constructive discussions, and resolve conflict effectively.

BLC **955.1 YOUR BOARDS CULTURE: ITS IMPACT ON EFFECTIVENESS**

Directors have official responsibilities but they also tend to conform to the unofficial norms and ways of behaving that evolve uniquely in each boardroom. Such local norms, approved behaviors and ways of thinking that come to be adopted by a group constitute a culture. Some cultures can promote board effectiveness, but others lead to conflict, complacency or similar counter-productive behaviors. This course explains the concept of boardroom culture through an examination of real board case studies, and it discusses why directors should understand and monitor their own boardroom cultures.

BLC **956.1 CRUCIAL CONVERSATIONS IN THE BOARDROOM**

This highly interactive one-day course teaches directors skills for creating alignment and agreement in the boardroom by fostering open dialogue around high-stakes, emotional, or risky topics. Using real world co-op examples, directors will practice speaking for clarity and purpose; encourage others to do the same; analyze the best ideas to make the highest-quality decisions with the goal of acting on issues with unity and commitment.

BLC **957.1 HOW TO EVALUATE AND IMPROVE BOARD PERFORMANCE**

This course is designed for cooperatives and public power district boards to enable them to follow a proven process to evaluate their own processes, including how they communicate with and appraise the chief executive, how they educate new directors, how they conduct strategic planning, how they govern themselves through the policy-making process, and how they ensure that they meet the long term needs of the membership.

BLC **958.1 SUCCESSION PLANNING: DEVELOPING THE PURPOSE-DRIVEN ORGANIZATION**

Board, CEO and staff succession planning are essential to ensuring tomorrow's purpose-driven organization. Change in personnel is inevitable for all organizations. Such change can often be a challenging time, especially when vacancies occur in leadership positions. This course focuses on the board's responsibility and role in assuring that the cooperative has a succession plan in place for the CEO and itself. Also discussed is the board's role in ensuring that the CEO has a process in place to ensure ongoing development of the organization's workforce potential and a plan to assure continuity and quality in leadership.

BLC **961.1 THE EVOLUTION OF ELECTRIC COOPERATIVE POWER SUPPLY**
****NEW COURSE****

Electric co-op boards face a rapidly evolving energy landscape where power supply decisions are more complex, involve greater risks and have greater cost consequences for members than ever before. This is a dramatic shift and has significant implications for the diversity of the U.S. electricity generation portfolio, for electricity suppliers and for their customers. This course will focus on strategies boards can pursue in the face of this uncertainty, including understanding what your members want, working closely with your power supplier, communicating with members and being a trusted partner.

BLC **963.1 STRATEGIC TECHNOLOGIES AND THEIR IMPACT ON THE COOPERATIVE**

This course focuses on the importance of technology planning by examining today's emerging technologies using four questions: What will the technology do for the membership? What will it do for the business of the cooperative? Is it cost effective? How well will it integrate with existing systems? This course explores a wide variety of technologies; the role of management versus the board in

technology planning and strategies to get the most out of technology investments.

BLC **964.1 COMMUNICATING THE NEW ENERGY LANDSCAPE**

The emergence of distributed energy resources (DER) technologies is giving consumers more choices than ever before. Electric cooperatives are well positioned as consumer-owned organizations to be their member's "trusted partner" in navigating the opportunities, risks and benefits of solar and other emerging technologies. This course discusses the top DER technologies, policy issues and questions that co-ops must be prepared to discuss with their members.

BLC **974.1 RATE STRATEGIES FOR 21ST CENTURY CHALLENGES**

The jointly developed (NRECA and CFC) publication titled Rate Strategies for 21st Century Challenges; A Guide to Rate Innovation for Cooperatives is featured in this course. Directors will discuss the complex issues that they must balance when considering business plans, financial policies, and alternative rate philosophies and strategies.

BLC **975.1 CAPITAL CREDITS: ISSUES & DECISIONS**

(Directors are encouraged to complete Course 2640 before taking this course)

Adopting and implementing a capital credits policy are key responsibilities of a co-op's board of directors and management. As the elected representatives of the members, directors must understand the co-op's capital credits policy and be able to explain why it was adopted and how it works.

Travel & Accommodations

Summer School East • Charleston, SC • June 9 – June 14, 2017



Marriott Charleston

170 Lockwood Blvd.
Charleston, SC 29403

- Room rate: \$189 plus applicable taxes
- Rate cut-off date: May 18, 2017
- Reservations: call 843-723-3000 and reference NRECA 2017 Summer School
- Check-in: 4:00 p.m.
- Check-out: 11:00 a.m.
- 12 miles from Charleston International Airport

Summer School West • Colorado Springs, CO • July 14 – July 19, 2017



Antlers Hotel Colorado Springs

4 South Cascade Ave.
Colorado Springs, CO 80903

- Room rate: \$159 plus applicable taxes
- Rate cut-off date: June 15, 2017
- Reservations: call 719-955-5600 and reference NRECA 2017 Summer School
- Check-in: 4:00 p.m.
- Check-out: 12:00 p.m.
- 11 miles from Colorado Springs Municipal Airport
- 85 miles from Denver International Airport