Register at masb.org/alc2022.

Oct. 20 – 23, 2022
Grand Traverse Resort and Spa, Acme
2022 ALC SPONSORS

MASB would like to thank the following companies for helping to make the 2022 Annual Leadership Conference possible:

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- Huntington Capital Markets
- Michigan Virtual

**BRONZE**

- STIFEL
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MASB Education Credits

Note: Education credits are earned by registering and attending.

Thursday – Delegate Assembly – 10 credits
Friday – Full-day Conference – 20 credits
Saturday – Full-day Conference – 20 credits
Virtual – General Sessions Only – 20 credits

State Continuing Education Clock Hours

Administrators and educators receive SCECH certification credits for attendance upon approval. Required forms to receive credits will be available at the MASB registration desk or electronically.
Dear Board Colleagues and Education Leaders,

I am looking forward to seeing you and your board this October at MASB’s Annual Leadership Conference in the Traverse City area! Whether you are a new board member, or you’ve been around for a while, this conference will give you the tools to sharpen your skills and be better at the board table.

What I am most looking forward to is the ability to gather, talk and network. What I’ve learned in conversations with my colleagues over the years has been invaluable in making me a better board member. The ideas shared at lunches, in the hallways and during classes help us deal with current issues while preparing us for others that we may need to deal with down the road.

In my experience as a long-time school board member, I have found that these learning opportunities are most effective when you can attend as a board/superintendent team. When even a portion of the team can attend and discuss the ideas and concepts from the General Session speakers and Clinic Sessions, the local innovations begin to take shape. The down-time and informal conversations at meal times also help to build relationships among your leadership team and that subsequently builds trust, which makes governance simpler. In an environment of trust, it is much easier to focus on student growth and achievement, which should be our primary foci as school board members.

As I was preparing to write this message to all of you, even after attending 21 Annual Leadership Conferences, it occurred to me that I don’t recall having personally read many of these messages. If you’ve read this far, I want to let you know I have embedded a secret code word in this invitation. If you figure it out or want a hint, find me at the conference and I will have a small prize available if you are successful.

We have a great conference cued up from our Thursday Preconference Sessions on legal issues and increasing student achievement to some awesome General Session speakers on Friday and Saturday along with some very relevant Clinic Sessions. This conference gives you the chance to choose the sessions and activities that are the best fit for you and your district. In addition, there are plenty of opportunities for interaction and networking among everyone attending during the Exhibit Show, Welcome Reception, Fun Run and other activities.

I hope you and your leadership team can attend some or all of this year’s conference! Thank you for your perseverance in focusing on student growth and achievement and thank you for your service to students!

Stephen J. Hyer, President

JOIN THE CONVERSATION
Share with others that you are attending on social media using #MASBALT, be sure to tag us on Facebook, Twitter and LinkedIn so we can share on our channels.
### SCHEDULE AT-A-GLANCE
Subject to change; all functions for registered attendees only.

#### Wednesday, Oct. 19

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 – 8 p.m.</td>
<td>Early Registration Open</td>
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#### Thursday, Oct. 20

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>7 a.m. – 7 p.m.</td>
<td>Registration Open</td>
</tr>
<tr>
<td>7:30 – 8:30 a.m.</td>
<td>Breakfast</td>
</tr>
<tr>
<td>8:30 – 11:30 a.m.</td>
<td>Board Member Certification (CBA) Classes*</td>
</tr>
<tr>
<td>8:30 a.m. – 3:30 p.m.</td>
<td>Preconference Workshops and CBA 101: Fundamentals of School Board Service*</td>
</tr>
<tr>
<td>11:30 a.m. – 12:30 p.m.</td>
<td>Lunch for All-Day Participants (participants registered to attend both 8:30 a.m. and 12:30 p.m. classes only)</td>
</tr>
<tr>
<td>12:30 – 3:30 p.m.</td>
<td>Board Member Certification (CBA) Classes*</td>
</tr>
<tr>
<td>3:30 – 6 p.m.</td>
<td>Dinner on Your Own</td>
</tr>
<tr>
<td>6 – 7 p.m.</td>
<td>Delegate Assembly Registration*</td>
</tr>
<tr>
<td>7 – 8:30 p.m.</td>
<td>Delegate Assembly* (will be livestreamed for those who wish to watch; delegates must be present in person)</td>
</tr>
<tr>
<td>8:30 – 10 p.m.</td>
<td>Exhibit Show and Welcome Reception</td>
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#### Friday, Oct. 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7 a.m. – 7 p.m.</td>
<td>Registration Open</td>
</tr>
<tr>
<td>7:30 – 8:30 a.m.</td>
<td>Breakfast</td>
</tr>
<tr>
<td>8:30 – 10 a.m.</td>
<td>General Session With Linda Fisher Thornton on “7 Lenses of Ethical Leadership”**</td>
</tr>
<tr>
<td>10 – 10:15 a.m.</td>
<td>Travel Time/Break</td>
</tr>
<tr>
<td>10:15 – 11:15 a.m.</td>
<td>Clinic Sessions A</td>
</tr>
<tr>
<td>11:15 – 11:30 a.m.</td>
<td>Travel Time/Break</td>
</tr>
<tr>
<td>11:30 a.m. – 12:30 p.m.</td>
<td>Networking Lunch With Exhibitors and Sponsors</td>
</tr>
<tr>
<td>12:30 – 12:45 p.m.</td>
<td>Travel Time/Break</td>
</tr>
<tr>
<td>12:45 – 2:15 p.m.</td>
<td>Exhibit Show</td>
</tr>
<tr>
<td>2:15 – 2:30 p.m.</td>
<td>Travel Time/Break</td>
</tr>
<tr>
<td>2:30 – 3:30 p.m.</td>
<td>Clinic Sessions B</td>
</tr>
<tr>
<td>3:30 – 6 p.m.</td>
<td>Dinner on Your Own</td>
</tr>
<tr>
<td>6 – 9 p.m.</td>
<td>Board Member Certification (CBA) Classes*</td>
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</tbody>
</table>

* Separate registration required, in person only.
** Livestreamed for virtual and in-person attendees.
Saturday, Oct. 22

6:30 – 7:30 a.m. SET SEG and MASB Fun Run* (preregistration required; see page 24 for more information)

7 a.m. – 7 p.m. Registration Open

7:30 – 8:30 a.m. Breakfast

8:30 – 10 a.m. General Session With Alex Sheen on “because I said I would: The Importance of a Promise”**

10 – 10:15 a.m. Travel Time/Break

10:15 – 11:15 a.m. Clinic Sessions C

11:15 – 11:30 a.m. Travel Time/Break

11:30 a.m. – 12:15 p.m. Lunch

12:15 – 1 p.m. Legislative Update**

1 – 1:15 p.m. Travel Time/Break

1:15 – 2:15 p.m. Clinic Sessions D

2:15 – 2:30 p.m. Travel Time/Break

2:30 – 3:45 p.m. General Session With Rosalind Wiseman on “Creating a Culture of Dignity”**

3:45 – 6 p.m. Dinner on Your Own

6 – 9 p.m. Board Member Certification (CBA) Classes*

Sunday, Oct. 23

7 a.m. – 2 p.m. Registration Open

7:30 – 8:30 a.m. Breakfast

8:30 – 11:30 a.m. Board Member Certification (CBA) Classes*

11:30 a.m. – 12:15 p.m. Lunch for All-Day Participants (participants registered to attend both 8:30 a.m. and 12:15 p.m. classes only)

12:15 – 3:15 p.m. Board Member Certification (CBA) Classes*

*Separate registration required, in person only.

**Livestreamed for virtual and in-person attendees.
EXHIBIT SHOW

Join us at the Annual MASB Exhibit Show—the ultimate trade show for school board members and superintendents! Exclusive hours on Thursday and Friday offer you a unique opportunity to network with businesses from across the state that assist schools in all areas from accounting and architectural firms to technology and building services. You won’t want to miss new exhibitors and your returning favorites . . . join us as we all learn about the latest and greatest in school products and services. Take back the information you gather for your district’s next project!

Access to exhibiting companies will be available before, during and after (for 90 days) the conference through the MASB ALC app and online platform, including product/service information and the ability to chat with a representative.

PRIZES AND ACTIVITIES
Exhibitors will be hosting fun activities and drawings in their booths. MASB will again be hosting a grand prize drawing at the end of each day. You must be present to win!

NETWORKING LUNCH WITH EXHIBITORS AND SPONSORS
Join us on Friday for a dedicated lunch opportunity to catch up with vendors from across the state and to learn about their products and services.

To view a current list of exhibitors, check out masb.org/2022exhibitors.

EXCLUSIVE SHOW HOURS

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<th>Friday, Oct. 21</th>
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<tbody>
<tr>
<td>8:30 – 10 p.m.</td>
<td>12:45 – 2:15 p.m.</td>
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<tr>
<td><strong>(during Welcome Reception)</strong></td>
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</table>
THURSDAY EDUCATION OPPORTUNITIES

Preconference Workshops*

**8:30 A.M. – 3:30 P.M.**

**Guiding Public Schools for Increasing Academic Achievement***
How do some school boards create higher student achievement than others? Evidence shows that high- and low-achieving districts have distinct differences in both their knowledge and beliefs. Join the MASB team for a deep dive into those differences and an exploration of just how the governance team can build their capacity with a focus on student outcomes.

**Michigan Council of School Attorneys Fall Conference***
The 2022 edition of the Michigan Council of School Attorneys Fall Conference includes sessions for school board members and other school officials that focus on trending legal issues impacting school districts. The MCSA Board of Directors invites you to attend this unique conference to learn about the latest updates and details on complying with school-related laws and court decisions from school law attorneys who work directly with boards of education and their superintendents.

**Board Member Certification Classes (CBAs)**
*Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.*

**8:30 – 11:30 A.M.**

**CBA 108: Navigating the Legislative Process***
Participants will get a detailed account of the legislative process, learn lobbying techniques and get an overview of current legislative issues.

**CBA 215: Advanced School Finance***
Find out about the standards and benchmarks used in both the private and public sectors for fiscal soundness.

**CBA 264: Shaping Public Opinion***
This “advocacy skills” course gives you tools to build community involvement and lasting support for your school programs and reforms.

**8:30 A.M. – 3:30 P.M.**

**CBA 101: Fundamentals of School Board Service***
Whether you’re recently elected or a board veteran, this course provides both a broad overview of a school board member’s role in school district governance and explores key aspects of school board work.

**CBA 298: Creating High-Performing Schools***
This course will show how boards can be catalysts for increased student achievement when they develop the capacity of educators to create professional learning communities.

*Separate registration required, in person only.*
THURSDAY EDUCATION OPPORTUNITIES, CONT.

Board Member Certification Classes (CBAs),* cont.
Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.

12:30 – 3:30 P.M.

**CBA 107: Labor Relations***
Board members will become acquainted with the nature and language of labor relations and public schools.

**CBA 226: Exercising Political Judgment***
What options exist for making difficult decisions when there is no easy answer? What strategies are effective for navigating today’s political environment? Explore these questions in an interactive session.

**CBA 276: Board/Superintendent Relations***
Learn practical strategies on how to develop or improve board/superintendent relations, including tips for communication, how to “agree to disagree” appropriately and to operate together in an effective manner.

**CBA 310: Budget Anatomy and Shortfalls***
This course will help board members better understand the budget development process and budgeting during tough economic times. Please Note: It is strongly recommended that attendees have already completed CBA 103 before signing up for this course in order to have an understanding of school finance fundamentals and to maximize your learning experience.

*Separate registration required, in person only.
FRIDAY EDUCATION OPPORTUNITIES

General Session

8:30 – 10 A.M.

7 Lenses of Ethical Leadership**

Linda Fisher Thornton, CEO of Leading in Context, Author of “7 Lenses: Learning the Principles and Practices of Ethical Leadership” and Adjunct Associate Professor, University of Richmond School of Professional and Continuing Studies

The challenges school leaders face are increasing in complexity. With these challenges, there is a critical need for a broader, higher-level process for ethical thinking, decisionmaking and leadership. In this session, Linda Fisher Thornton shares seven perspectives for seeing ethical choices that provide a multidimensional view and guide our thinking as we work together to build positive schools and communities.

Clinic Sessions A

In-person participation only.

10:15 – 11:15 A.M.

A01: Red Flags for School District Fraud: Prevention, Detection and Recovery

Fraud exists in many forms and can remain undetected. Unique fiduciary responsibilities placed on school districts and board members exist, and monitoring activities surrounding these areas is paramount to ensuring the integrity of managing district funds. You work hard for children and learning about fraud prevention action items, fraud detection processes and fraud recovery planning can help uphold efforts for the future of your students.

Kristen Spence, Fraud & Litigation Team Manager, Hungerford Nichols

A02: School Boards’ Power to Impact Mental Health Challenges in Districts

Are your students asking for help? In what ways has your school board supported your students and families? Mental health is a challenge that many schools face every day, and social and emotional learning support is available for your district. Join this engaging and practical session for resources on life skills and staff professional development created in partnership with statewide leaders. You will also access expert-curated online lessons for students and families through a freely available and customizable solution to address these issues.

Angela D. Shields, M.B.A., Michigan Cares Program Manager, Michigan Virtual

A03: Dude, Where’s My Staff?

Last year was one of the toughest years on record for anyone trying to hire and retain staff. 2022 isn’t any different. Meanwhile, the workplace has been actively engaged in innovations and strategies to counter all of these challenges. In this session, we will look at updated market trends and how turnover and “The Great Resignation” impact operations overall. Learn what has worked, what has not and where we see this all headed (robots taking over? Actually... maybe).

Jason Doncis, President, GRBS, Inc.

A04: The Board Member and School Leader’s Guide to MI School Data

Come for a guided tour of the NEW Parent Dashboard for School Transparency. Explore the vast resources freely available within MI School Data that support school leaders and local boards of education in decisionmaking. See how easy it is to locate data about your district—from enrollment to graduation and student assessment to school accountability. Once you see the possibilities, you will add this to your “favorites,” tapping the graphs, tables and power of comparisons for improvement and planning at the local level. Bring your device and navigate with us for a hands-on tour!

Kristi Martin, Director of Management Technology, Jennifer Parker, Ed.D., MI School Data State Coordinator of Professional Development and Rhonda Provoast, Ph.D., Educational Consultant, MI School Data Professional Development Network, Macomb ISD

**Livestreamed for virtual and in-person attendees.
FRIDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions A, cont.
In-person participation only.

10:15 – 11:15 A.M., CONT.

A05: Mobilize the Future of School: How Pioneers Inform Education Systems Amidst Disruption

Schools play a critical role in preparing students to be productive global citizens and capable members of the modern workforce for the Fourth Industrial Revolution. The World Economic Forum characterizes high-quality learning models for the Fourth Industrial Revolution as “Education 4.0.” This framework, established before the pandemic, must now exist in a disruptive world of social, economic and political instability where 19th- and 20th-century ideologies are crumbling. In this conversation, we will examine pioneering schools that embrace the critical characteristics of Education 4.0 and are mobilizing the masses to shift education.

Gail Allevato, President/Chief Marketing Officer, Laura Casai, IIDA, LEED AP, Educational Market Strategist and Nandita Mishra, Intl. Assoc. AIA, ALEP, LEED AP, Educational Market Strategist, TMP Architecture, Inc.

A06: Mental Health Through the Lens of Diversity, Equity, Inclusion and Social-Emotional Learning

Diversity, equity and inclusion cannot be separated from mental health. As we begin to build sustainable programs, we must foster all of these ideas for our students, staff and community to be prosperous and healthy. Exploring all topics, the relational capacity starts to become very clear. Mental health is about feeling connected; it includes our social, emotional and psychological well-being. Having an environment where you can thrive by being your true self is the foundation for DEI.

Brooke Davis, LMSW, Director of Diversity, Equity and Mental Health Services, Kenowa Hills Public Schools

A07: So, You Have a New Superintendent. Now What?

The work of searching for your district’s next superintendent is intense. Once it’s over, it can be tempting to bask in the glow of a job well done, but another crucial phase is just beginning. Join us for a look into how our school board, central office and incoming superintendent worked together to create a smooth onboarding process and leadership transition.

Cindy Green, Former Interim Superintendent, Eric Green, Board President, Kathleen Moore, Board Vice President and MASB President-Elect, and William Patterson, Ph.D., Superintendent, Lakeview School District

A08: The Ride That Never Stops: Tracking the Latest Legal Developments on Issues Impacting Schools

Title IX. Student Discipline. Free Speech Rights. Online Conduct. LGBTQ Students. Every time you turn around, there seems to be a new legal standard to learn and comply with. During this session, attorney Kevin Sutton of Miller Johnson will break it all down in a practical, easy-to-digest way to ensure that you are avoiding the legal landmines that might confront your district.

Kevin Sutton, Attorney, Miller Johnson

A09: Moving From Self-Care to We-Care: Planning for Staff Wellness in the Right Way

Educators need help managing their stress and regaining their passion for education. How do we do that, though, when people are tired of the word “self-care?” This session will help participants imagine what it might look like to build cultures of we-care. Participants will leave with tools and a plan for what it might look like to transform our staff wellness by focusing on the right stuff in the right way.

Rebekah Schipper, M.Ed., Executive Director, Opportunity Thrive
FRIDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions B
In-person participation only.

2:30 – 3:30 P.M.

B01: Creating a Team of Eight: Helpful Strategies to Form a Cohesive Superintendent/Board Relationship
As we continue to navigate turbulent times, how do we strengthen and maintain the bond within the Team of Eight? Districts across the state have faced the most challenging times we have ever encountered. Looking ahead, we have to lead our districts through educator, administrative and superintendent shortages; a looming recession; and polarization around our most crucial work of supporting social-emotional learning. This session will focus on sharing one district’s systems and strategies for developing and maintaining a crucial important Team of Eight.
Heidi Kattula, Ed.D., Superintendent and Michael Reid, Board President, East Grand Rapids Public Schools

B02: What Would Systemic School Reform in Michigan Mean?
This session will provide an overview of the economic and educational issues our state faces as our economy continues to shift to a knowledge-based one. Time will also be spent on various reform efforts of our educational system to better align with the needs of our students and the economy they are facing, as well as what top-performing states and nations have done to better prepare higher percentages of students. An update on the work of Launch Michigan will also be provided.
Dave Campbell, Retired Superintendent, Kalamazoo RESA

B03: Communicating Through Conflict
It is especially important in today’s polarized society and stressful workplaces to develop and maintain positive relationships by gaining skills to handle conflict competently. This session will provide participants with tools and techniques to handle heated situations and interpersonal conflict more effectively.
Tyler Augst, Extension Educator and Bethany Prykucki, Extension Educator, Michigan State University Extension

B04: 7 Lenses: Applying Ethical Thinking in School Leadership
Having a robust ethical decisionmaking model is not enough; it is using it in real-time that makes the difference. In this session, we will briefly review the 7 Lenses model from the General Session that includes a continuum of seven perspectives for recognizing and thinking through complex ethical issues. We will explore a situation that requires ethical thinking and discuss the ethical nuances revealed by looking at it through all 7 Lenses. There will be time to discuss applications of this model, including areas where 7 Lenses thinking may improve outcomes.
Linda Fisher Thornton, CEO of Leading in Context, Author of “7 Lenses: Learning the Principles and Practices of Ethical Leadership” and Adjunct Associate Professor, University of Richmond School of Professional and Continuing Studies

B05: Maintaining Control and Civility During Chaotic Times
Although school boards are operating under an unprecedented umbrella of chaos and intense public scrutiny, a shared commitment to professionalism and civility can help keep our stakeholders calm, cool and collected. During this session, Clarkston’s recently updated board operating procedures and other tools that have helped maintain control will be reviewed along with how to keep the focus on the big picture: student success. After all, excitement belongs in our classrooms, not the boardroom.
Stefanie Crane, Board Treasurer, Kelli Horst, Board President and Shawn Ryan, Ed.D., Superintendent, Clarkston Community Schools

B06: School Board Policy Forum: Trending Issues
Attorneys and policy specialists from Neola and MASB will provide guidance and answer questions on issues that school boards have addressed or will be considering in their policy updates.
Brad Banasik, J.D., Legal Counsel/Director of Labor Relations and Policy, MASB; Amanda Clapp, Esq. President and Board Chair, Neola; and Charyn Hain, Partner, Varnum LLP
FRIDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions B, cont.

In-person participation only.

2:30 – 3:30 P.M., CONT.

B07: The ABCs of a School Bond Issue

The bond issuance process (starting with the project planning, a ballot proposal, an election and finally the issuance of a bond) is a complex process that can be easily glossed over. This presentation will help explain the choices and considerations that board members are a part of as the school bond process moves from start to finish. The presentation will focus on decisions and actions that a school board must take to issue voted and nonvoted bonds.


B08: Addressing Mental Health Concerns in Schools

Districts and schools are seeing rising mental health concerns and many are struggling to integrate those supports in an effective and efficient manner. This session will offer practical solutions and ways boards of education can support policies and procedures to make this important work doable and sustainable.

Angela Dershem, M.A., Director, Ottawa Community Schools Network and Amy Henry, Ed.D., MTSS Coordinator, Ottawa Area ISD

B09: After It’s Official: Onboarding Your New Board Members

A well-thoughtout onboarding process for newly elected/appointed trustees helps to prepare new members for success and enables the board to focus on forward progress for your students. Join your colleagues in this session for lively sharing of best practices as well as pointers from a few of MASB’s veteran governance consultants.

Debbie Stair, M.N.M.L., Assistant Director of Leadership Development, MASB
FRIDAY EDUCATION OPPORTUNITIES, CONT.

Board Member Certification Classes (CBAs)*
Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.

6 – 9 P.M.

CBA 105: Curriculum and Instruction*
This introductory course provides board members with an understanding of the changing world, components of an effective curriculum delivery system and the board’s role in curriculum and instruction to enable student achievement.

CBA 251: District Strategic Planning and Goal Setting*
Learn the board’s role in goal setting, the best approach for planning, how to identify key issues, trends and forces impacting school districts, how to develop goals and key indicators to assess progress, and why they are essential for accountability.

CBA 253: Board Operating Procedures*
Learn the steps to develop procedures, the difference between procedures and policies, and the benefits of having written procedures for board operations.

CBA 259: Creating Trust: Key Ingredient in School Improvement*
Building trusting ties among school boards, parents, administrators, teachers and students will be the focus of this session. Roadblocks to building and maintaining trust in schools will be addressed as well as specific strategies to develop trust between and among groups.

CBA 262: Spokesperson Training*
Preparing for successful media interviews and learning how to state your message effectively will be covered.

CBA 297: Effective Board Meetings*
This course introduces attendees to practical strategies and techniques that will lead to effective and productive meetings.

CBA 303: Overseeing the Superintendency*
How exactly does a board go about overseeing the superintendent and how is this responsibility reflected in the regular work of the board? This course will provide participants with a clear understanding of their responsibilities related to oversight and management of the superintendent, as well as best practices and trends that impact school district governance.

CBA 375: Board Leadership: A Case Study Approach*
This case study experience serves as not only an effective strategy to sharpen your problem solving skills and enhance your judgment, but it will also provide school leaders with skillsets on how to anticipate problems before they arise and work through them as a team.

*Separate registration required, in person only.
SATURDAY EDUCATION OPPORTUNITIES

General Sessions

8:30 – 10 A.M.
because I said I would: The Importance of a Promise**
Alex Sheen, Founder, because I said I would

We live in a society that often does not respect the importance of a promise. It is too easy to say, “I’ll get to it” or “tomorrow.” In many ways, we have become numb to disappointment and broken commitments. This expectation starts to fade into our character as individuals. Alex Sheen believes that every individual has the strength to become a person of their word. As the Founder of an international social movement, Alex shares his insights and actionable ways to become better at fulfilling commitments. He inspires others to become more accountable to their promises through compelling and real-life examples from the because I said I would movement. Alex convincingly illustrates how integrity and keeping your promises are forever interwoven. He discusses how holding ourselves and each other accountable truly changes humanity for the better.

12:15 – 1 P.M.
Legislative Update**
Jennifer Smith, Director of Government Relations and De’Shondria Bedenfield, Assistant Director of Government Relations, MASB

Get the most up-to-date information about the upcoming elections, what to expect on your ballot and all the legislative happenings in Lansing and Washington, D.C.

2:30 – 3:45 P.M.
Creating a Culture of Dignity**
Rosalind Wiseman, Cofounder, Cultures of Dignity

Treating people with dignity matters. But creating a culture of dignity must go beyond slogans, posters and programs that don’t have real-life applications or only exist briefly and then disappear. What is needed is a principle-based approach that gives people structure and flexibility to turn common social challenges that often exacerbate tensions between us into teachable moments where everyone’s dignity is affirmed. Moments that create a sense of belonging for everyone. With this as a foundation, adults and young people can learn skills to understand emotions, manage conflicts, create appropriate boundaries and effectively advocate for themselves. This environment creates strong, supportive relationships where adults, children and communities thrive.

**Livestreamed for virtual and in-person attendees.
C01: Crisis Communications 101

In this session, participants will be provided with practical direction for school districts on how to establish a crisis communications plan with approachable how-to steps on what to do and what not to do. Attendees will walk away with an assortment of best-practice examples of communication with parents, staff, students and the communities we serve. Importantly, you’ll also gain experienced advice on engaging with national and local media—to own your story and provide leadership during challenging times.

Kelley Freridge, Board Trustee, Rockford Public Schools and Chief Marketing Officer, American Camp Association

C02: Succession Planning Using the Horizon Leadership Academy

Have you identified an aspiring leader within your district who does not yet possess their administrative certificate or central office endorsement? Come to this session to learn how you can “grow your own” administrators and future superintendents by having them enroll in the MASA Horizon Leadership Academy, one of our state’s alternate pathways to certification programs. Learn how this program is structured and how it is designed for immediate applications of skills throughout each course, as well as through job-embedded projects bringing value and support to your district.

Brian Davis, Ph.D., Associate Executive Director for Professional Learning and Michele Lemire, Horizon Leadership Coordinator, Michigan Association of Superintendents and Administrators

C03: Put on Your Own Oxygen Mask First

Where is self-care on your to-do list? If it’s anywhere except the top spot, this highly interactive and fun session is for you. Engage with colleagues to learn why and how self-care and self-compassion are critical competencies for today’s school board leaders. Would you like to expand your resiliency toolkit to reduce stress, mitigate burnout and combat decision fatigue? Join us to experience “use-them-now” evidence-based strategies.

Deb Macon, Consultant and Michael Rochholz, Consultant, MASB

C04: The Implementation of a Transparent Budgetary Process With the Board of Education, Superintendent/ Administration and the School Community

Learn how Dearborn Public Schools uses a transparent budget process to explain complex accounting information to the public. The board of education and administration collaborate to approve a budget that is aligned with the District Strategic Plan. Learn from professionals who will share how they communicate their budget and handle multi-year forecasting discussions with nonaccountants, including tips for success. Dearborn Public Schools is the third largest district in the state of Michigan with 20,600 students.

Glenn Maleyko, Ph.D., Superintendent, Jim Thorpe, Board Trustee and Past Board President, and Tom Wall, Executive Director of Business Services and Operations, Dearborn Public Schools

C05: LGBTQ+ School Board Members Talk Sex and Gender

Join three of Michigan’s LGBTQ+ school board members as they delve into policies and practices that boards of education can take to continually support their LGBTQ+ students. This session will overview the required Michigan sexual education curriculum basics and provide supplemental tools that empower students with meaningful and appropriate sexual education. We will discuss model board policies and budgetary considerations. Come with your questions and your heart!

Susan Estep, Board Trustee, Saline Area Schools; Austin Marsman, Board Trustee, Martin Public Schools; and Eric-John Szczepaniak, Board Secretary, Kenowa Hills Public Schools

C06: Getting Better Growth: Using Nudge Theory to Personalize Education and Improve Student and District Performance

Districts have faced tremendous challenges during COVID, including loss of learning. However, some districts saw students thrive during the pandemic by using some low- and no-cost strategies that can personalize education for every student. Districts can achieve much more if they move beyond a system built on a passive curriculum and policies and nudge students and staff toward a proactive, personalized approach.

Phil Jankowski, Superintendent and Joe McDonald, Director of Education, Anchor Bay Schools
SATURDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions C, cont.

In-person participation only.

10:15 – 11:15 A.M., CONT.

C07: A How-To Guide on Being a Strategic Gladiator

Your mom would tell you to attend this laughter-filled session that will provide you with actionable items that will allow you to help move your district forward, whether as a board member or school administrator. Attendees will leave with a template in hand for successful strategic planning and know-how to gauge post-planning success.

Don Killingbeck, Superintendent and Matt Wesener, Board President, Hemlock Public School District

C08: A Collaborative Approach to Student Mental Health

Did you know that the American Academy of Pediatrics declared child and adolescent mental health a national emergency last year? Meeting the mental health needs of our students is a big job and the impact of the pandemic has only amplified those needs. Join us for an exploration of how school-based mental health professionals are working together to support students and families in this new landscape.

Lauren Mangus, Ph.D., LP, NCSP, President, Michigan Association of School Psychologists; Pat Sager, LMSW, Clinical and Macro, Executive Board, Michigan Association of School Social Workers; Sandy Bennett, LMSW, Clinical and Macro, Midwest Council, Michigan Association of School Social Workers; Samantha Zill, Legislative Communication Co-Chair, Michigan School Counselor Association

C09: Amp Up Student Opportunities

Have you noticed many of the same students are involved in your school activities? Do you see the same students on the athletic field, in student council and on the stage for academic awards? Has there been a decline in participation in student activities? This session will focus on the importance of improving climate, culture and student engagement by diversifying opportunities for students through adding esports and leveraging all students in leadership opportunities.

SISTAR SATURDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions D

In-person participation only.

1:15 – 2:15 P.M.

D01: Michigan’s Office of School Safety—Your “Go To” Resource for Improving Safety in Your District

Safety is top of mind for school leaders. Established in 2018, the Office of School Safety collaborates with key stakeholders to develop accessible resources for schools in the areas of threat assessment, training for School Resource Officers, administration of Competitive School Safety Grants and promotion of the OK2SAY confidential tipline program. Join us to learn more about how we can support your district.

Kim Root, Section Manager, Office of School Safety

D02: Academic Success From Equitable Policy

Equity-centered development and building of instructional skills is a complex process integrally related to structural and technical processes grounded in social, cultural and political contexts (Petty, 2015). School boards must be aware of and attentive to issues of race, privilege and power when considering policy and practice. If school boards do not understand how policy affects student opportunities, the likelihood of improving student achievement and closing opportunity gaps is limited. Through equitable policy as a foundational tenant of board leadership, outcomes for equitable student achievement improve.

Sandra Dukhie, Board President and Jackie Hart, Board Trustee, Ferndale Public Schools

D03: Leading With Relationships—A Model for How the Board President and Superintendent Can Work Together to Lead Your District

A high-performing district requires a functional and effective governance board that understands their role and purpose. To be the most impactful, a school board must operate as a team through strong relationships, respect and the ability to disagree in a civilized manner. It is essential that the board president and superintendent have a strong relationship and leverage that relationship using effective communication and management methods to prevent small issues from becoming BIG problems.

Amy Blades, Board President and Matthew Montange, Superintendent, Plainwell Community Schools

D04: A Multi-Institutional Collaboration for Public School Educational Transformation

This presentation describes the development and implementation of a five-year, large-scale, urban school district, university and community partnership to implement a major educational transformation project. The collaborative partnership strengthens Battle Creek Public Schools by enhancing teacher support and resources, implementing a career academy framework, infusing educational innovation processes and initiatives into classroom instruction and engaging community partners in educational projects. Major outcomes of the educational transformation journey will be presented.

Kimberly Carter, Ed.S., Superintendent, Battle Creek Public Schools and Jean Nagelkerk, Special Assistant to the Provost, Grand Valley State University

D05: Governance Behaviors That Impact Student Achievement

We all work to help students in our districts succeed, but have you ever wondered what real difference a board can make in academic growth? This session will explore the impact that individual board members and whole school boards can have on student achievement in your district.

Amy Kruppe, Ed.D., Superintendent, Hazel Park Schools and Scott Morrell, Consultant, MASB

D06: Designing a World-Class System of Career and Technical Education in the Kalamazoo Area

The competition for talent in Michigan is fierce. You hear about it in the media and see it in “Help Wanted” signs on storefronts. We listen as employers express concern over a drought of skilled labor for jobs—many of them high-paying—and advertise out-of-state for workers, poach from each other or give up altogether in the search for young, skilled talent. Too many young people leave school without the skills employers desire, without a plan or hope for the future. This session will outline the process to develop and design a world-class CTE program and a facility that serves the needs of both students and the community in which it resides.

Eric Stewart, Assistant Superintendent of Career and Talent Development, Kalamazoo RESA; George Kacan, AIA, Education Market Sector Leader, Wightman; Sarah Mansberger, Executive Director, Workforce and Community Initiatives, Kalamazoo RESA; and Greg Monberg, ALEP, Director of Architecture, Wightman
SATURDAY EDUCATION OPPORTUNITIES, CONT.

Clinic Sessions D, Cont.
In-person participation only.

1:15 – 2:15 P.M., CONT.

D07: It Takes a Village: Understanding the Needs of Today’s Novice Teacher

It is no secret that today’s teachers are leaving the profession in record numbers. This presentation is designed for participants to gain both general and specific knowledge in regard to assisting the novice teacher. A comprehensive look at current research and best practices will be presented. In addition, the participants will learn how one public school district works to mentor and retain their novice teachers and newly hired staff.

Eric Allshouse, Director of Technology and Salle O’Neill, Board Trustee, Bay-Arenac ISD and Emmalee Amthor, Director of Human Resources and Communications, Essexville-Hampton Public Schools

D09: STEM—Stuff That Excites Me: Creating a Spark in K-12 Career Readiness

The STEMi Mobile Innovation Station, an initiative within Oakland Schools’ K-12 Career Readiness System, is designed to provide schools access to industry 4.0 experiences (autonomous vehicles, collaborative robots, extended reality, smart manufacturing), staff with subject matter expertise and students an engaging experience that will spark interest in STEM careers. In this session, participants will directly engage in the STEMi experience, explore pre/post-connection opportunities, and discuss the process and implications of the STEMi initiative.

Tammy Brown-Williams, K12 Career Readiness Supervisor, Wanda Cook-Robinson, Ph.D., Superintendent, George Ehler, Board President, Jarrad Grandy, Student Services Executive Director, Phillip Kimmel, STEM Consultant and Lauren Marchelletta, STEM Consultant, Oakland Schools

D08: When School Board Meetings are a Battlefield: Staying Student-Focused in the Midst of Chaos

Heightened interest in school board activity at both national and local levels has transformed what it means to conduct school business while also meeting the expectations of community members. How can school boards respond to diverse, often conflicting, viewpoints and demands while remaining reflective rather than reactive and while maintaining a commitment to the district’s vision? In this session, we will share how Mt. Pleasant Public Schools is adapting to this polarized climate.

Jessica Jernigan, Board Trustee and Wiline Pangle, Board Trustee, Mt. Pleasant Public Schools
SATURDAY EDUCATION OPPORTUNITIES, CONT.

**Board Member Certification Classes (CBAs)**
Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.

6 – 9 P.M.

**CBA 104: Basic School Law***
Provides board members an overview of the school code governing Michigan school districts.

**CBA 109: Data-Informed Decisionmaking***
This introductory course provides board members with clarification about the different types of data for the strategic, tactical, administrative and operational roles of boards and districts.

**CBA 213: Capital Planning for Your District***
School board members will acquire an understanding of their role in the various phases of building and renovating school facilities. You will gain a greater understanding of the election process including conducting community surveys and encouraging community engagement and learning more about facility review, the election cycle, investment needs and the construction phase.

**CBA 261: Advocacy for Public Education***
Learn to speak with confidence and to use persuasive communication techniques to express leadership.

**CBA 274: Board Self-Evaluation for Continuous Improvement***
Learn about various assessment tools, the benefits of board self-assessment, when to conduct a board self-assessment and the mistakes to avoid when doing self-assessments.

**CBA 276: Board/Superintendent Relations***
Learn practical strategies on how to develop or improve board/superintendent relations, including tips for communication, how to “agree to disagree” appropriately and to operate together in an effective manner.

**CBA 343: Teacher Effectiveness and Student Achievement***
Participants will learn the difference between teacher qualifications and teacher effectiveness, what growth data says about teacher effectiveness, how boards can use data to determine equitable access to effective teachers, how boards can align their decisions to improve teacher quality/access and more.

**CBA 350: Generational Diversity for School Board Members***
This course will help attendees understand generational differences and how they impact the board team relationship. Attendees will leave with specific strategies for interacting with four different generations.

*Separate registration required, in person only.*
SUNDAY EDUCATION OPPORTUNITIES

Board Member Certification Classes (CBAs)*
Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.

8:30 – 11:30 A.M.

CBA 103: Basic School Finance*
The first portion of this course deals with the current State School Aid Act and its importance to local boards of education. The second portion explores development and monitoring phases of a local district’s budget.

CBA 106: Community Relations*
Learn the basics of building strong community support for schools and education.

CBA 214: Open Meetings Act*
Explore aspects of the Michigan Open Meetings Act, whether your board is in full compliance and how the latest Attorney General opinions affect your governance roles and more.

CBA 223: Parliamentary Procedure*
If your board says it uses Robert’s Rules of Order as its parliamentary procedure, this is the course to actually learn how and get all of your questions answered by an experienced board member and parliamentarian.

CBA 232: Communicating Effectively in Difficult Times*
This course will help you address the real questions, often unspoken, on the minds of people in your school community so that the message received by the listener was the one you intended to send.

12:15 – 3:15 P.M.

CBA 102: Governing Through Policy*
Explore the necessary skills and knowledge for establishing policy.

CBA 229: Reporting and Monitoring Organizational Performance*
Learn how to evaluate the quality of staff reports, how to use them to measure and evaluate organizational performance, and how to improve and increase accountability and communication with staff.

CBA 248: Teambuilding*
Topics covered include characteristics of effective board teams, group dynamics, identifying individual board behavior styles of each member, learning how to use this awareness to build teamwork and more.

CBA 237: Ethics in Action*
Provides an analysis of real-life ethics scenarios and a deeper understanding of ethical board conduct.

CBA 341: Data Foundations*
Teaches how data can be organized and presented in a clear format that the public and other stakeholders can understand.

CBA 370: Managing a Construction Project*
Learn practical tips on how to interact with administrators and staff, architect, general contractor or construction manager, and citizen stakeholders. There will be a specific focus on project scope, project oversight, financial accountability and common mistakes.

CBA 309: Current Trends in K-12 Technology*
Technology has had a profound impact on Michigan schools in the past 20 years. While these new frontiers are exciting, they also place new demands on school boards in the areas of funding, policy and the way we communicate with stakeholders.

CBA 344: High School and Beyond*
This course takes board members on a data journey to help achieve their goals of preparing all students for the real world. There’s vast data to navigate through, and this course highlights what data is needed to serve as early indicators that students are on track for graduation or in danger of dropping out, and more.

*Separate registration required, in person only.
SUNDAY EDUCATION OPPORTUNITIES, CONT.

Board Member Certification Classes (CBAs), *cont.*
Descriptions abbreviated. For full CBA descriptions, visit masb.org/cbas.

12:15 – 3:15 P.M., CONT.

**CBA 351: Social Media**
This course explores the multiple issues involved when considering the use of social media by a board of education in its work with the overall governance of a school district.

**CBA 360: ISDs/RESAs/RESDs/ESAs: What Can They Do for My District?**
This course will provide information about the role of the ISD, funding sources and services provided. Learn how your ISD supports the work of your local school district and how to take advantage of the valuable time and money saving programs they offer.

**CBA 361: Grassroots Advocacy** *NEW*
This course will equip participants to become strong public education advocates by collaborating with their communities. Participants will not only learn the tools to engage in the legislative process, but how to develop their grassroots advocacy skills.

*Separate registration required, in person only.*
HOTEL ACCOMMODATIONS

Grand Traverse Resort and Spa
100 Grand Traverse Village Blvd
Acme, MI 49610

Make reservations online, by scanning the QR code or call 800.236.1577 and mention “Michigan Association of School Boards” or group code MASB22.

ROOM RATES:
$159* Hotel Guestroom
$189* Tower Guestroom

*Before applicable taxes/fees and $16.95 daily resort fee. Proof of sales tax exemption must be received by the hotel.

Reservation Deadline: Sept. 19, 2022

Sleep Inn & Suites (Overflow)
5520 US 31 North, Building A
Acme, MI 49610

Make reservations online or call 231.938.7000 and mention “Michigan Association of School Boards” or group number JB41X0.

ROOM RATE: $179*

*Before applicable taxes/fees. Proof of sales tax exemption must be received by the hotel.

Reservation Deadline: Sept. 19, 2022

ARRIVING WEDNESDAY?
Conference registration will be open for early arrivals on Wednesday from 6 – 8 p.m. The MASB Registration Desk will be located at the Tower Registration Desk on the lower level of the Grand Traverse Resort.

Please check our website at masb.org/alc2022 for more information.

GENERAL INFORMATION

Evaluation
Please remember you will be given the opportunity to evaluate the General and Clinic Sessions via an electronic survey after the conference. Each attendee will receive the survey, so be sure to make notes during your sessions and share them with us through this evaluation. We value your constructive comments that will assist us in planning your 2023 conference. Thank you in advance for helping us make each conference a success.

Complete the conference evaluation before Nov. 11, 2022, and you’ll be entered into a drawing to win a prize!

Cancellations
No refunds are given for cancellations within seven days of the event; walk-ins are accepted per-space availability; substitutions may be made in lieu of cancellations. All cancellations must be submitted in writing and will be charged a $25 cancellation fee.
Health and Safety
The Michigan Association of School Boards is committed to providing a healthy, safe, productive and welcoming environment for all. No mandates or restrictions are currently in place in Grand Traverse County. Wearing a mask is a personal choice and we ask that everyone makes their choice responsibly. All attendees should be mindful and respectful of other attendees’ health choices.

MASB will continue to monitor and update health and safety precautions for the event regularly and coordinate with trusted national resources, state and local public health agencies, and the hotels/venues hosting our events.

Please monitor your health prior to arriving at the event and do not attend in person if you are experiencing symptoms of any illness.

MASB Bookstore
Peruse MASB books and other resources at the Bookstore table in the Tower Prefunction Area near the MASB Registration Desk.

THURSDAY: 7:30 a.m. – 4 p.m.  FRIDAY: 7:30 a.m. – 5 p.m.  SATURDAY: 7:30 a.m. – 4 p.m.

CBA President’s Award of Recognition
SATURDAY, OCT. 22
The following individuals will be recognized during the morning General Session for achieving the highest level of certification in MASB’s Certified Board Member Awards Program.

Howard Baron Jr., Bloomfield Hills Schools
Cheryl McGinnis, Clarkston Community Schools
Debi Pyles, Romulus Community Schools
Matthew Showalter, Gratiot-Isabella RESD and Shepherd Public Schools
Eric-John Szczepaniak, Kenowa Hills Public Schools

SET SEG and MASB 5K Fun Run
Join SET SEG and MASB for a 5K Fun Run experience around the grounds of the beautiful Grand Traverse Resort. Get up and get going during the conference for your chance to win with SET SEG.

It’s easy to participate!

- Access registration at masb.org/funrun.
- Meet at the Health Club inside the Grand Traverse Resort by 6:20 a.m. on Saturday, Oct. 22.
- At 6:30 a.m. sharp, we’ll head outside to run/walk a 5K course around the area.
- Participants who register early will get a commemorative t-shirt at the start of the run/walk. Prizes will be given for fastest times and participation.*

*Must register by Sept. 30 to be guaranteed a t-shirt. Only registered conference attendees are eligible for prizes.
CONFERENCE REGISTRATION OPTIONS

Full Conference Registration Rate: $369
(breakfast and lunch included for all-day participants)
$399 for registrations submitted after Sept. 2, 2022

Virtual Registration Rate (General Sessions ONLY): $198
$216 for registrations submitted after Sept. 2, 2022

Friday ONLY Registration Rate: $198
(breakfast and lunch included for all-day participants)
$216 for registrations submitted after Sept. 2, 2022

Saturday ONLY Registration Rate: $198
(breakfast and lunch included for all-day participants)
$216 for registrations submitted after Sept. 2, 2022

Whole Board Registration Rebate
Register your entire board and attend ALC in person to receive a rebate following the event. MASB will offer a rebate equal to one active board member full conference registration fee. Applies only to board members who register and attend the full conference. Rebate will be approved and reimbursed following the event.

In-Person Conference Add-ons
Separate registration required, in person only.

GUEST MEAL TICKETS: $72 PER DAY
All guests must be preregistered to attend event meal functions.

THURSDAY, OCT. 20
PRECONFERENCE FULL-DAY WORKSHOPS
(breakfast and lunch included for all-day participants)
8:30 a.m. – 3:30 p.m.
• Guiding Public Schools for Increasing Academic Achievement: $198
• Michigan Council of School Attorneys Fall Conference: $198

BOARD MEMBER CERTIFICATION (CBA) CLASSES
(breakfast and lunch included for all-day participants, registered to attend both 8:30 a.m. and 12:30 p.m. classes)
• 8:30 – 11:30 a.m.: $99
• 8:30 a.m. – 3:30 p.m. CBA 101 only: $198
• 12:30 – 3:30 p.m.: $99

DELEGATE ASSEMBLY
• 7 – 8:30 p.m.: No cost

FRIDAY, OCT. 21
BOARD MEMBER CERTIFICATION (CBA) CLASSES
• 6 – 9 p.m.: $99

SATURDAY, OCT. 22
SET SEG AND MASB FUN RUN
• 6:30 – 7:30 a.m.: No cost, preregistration required at masb.org/funrun

BOARD MEMBER CERTIFICATION (CBA) CLASSES
• 6 – 9 p.m.: $99

SUNDAY, OCT. 23
BOARD MEMBER CERTIFICATION (CBA) CLASSES
(breakfast and lunch included for all-day participants, registered to attend both 8:30 a.m. and 12:15 p.m. classes)
• 8:30 – 11:30 a.m.: $99
• 12:15 – 3:15 p.m.: $99

Questions regarding registration? Contact Cindy Holmes, Membership Coordinator and Registrar, at registrar@masb.org or 517.327.5918.
**Contact Us**

**Registration and general questions:**
Cindy Holmes, Membership Coordinator and Registrar  
📞 517.327.5918  
✉️ registrar@masb.org

**Lodging and special accommodations/accessibility questions:**
Whitney Haughey, CMP, Conference and Events Planner  
📞 517.327.5926  
✉️ events@masb.org

**Exhibitor and sponsor information:**
Shelley Davis Boyd, M.B.A., CAE, Director of Communications, PR and Marketing  
📞 517.327.5908  
✉️ exhibits@masb.org

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**MASB Annual Leadership Conference Meal Policy**

MASB makes every effort to keep costs for programs and services as reasonable as possible for members.

To help with that effort, and out of respect for all of our registered attendees, we ask that you please understand the following:

- All meal functions are for registered attendees only.
- All registered in-person attendees should have their conference name badge on during all scheduled functions (Board Member Certification Classes, General Sessions, Clinic Sessions, Delegate Assembly, Meals, Receptions, etc.).
- Meals provided by MASB are to be consumed in the designated meeting space identified for that portion of the programming.
- Food and beverage items are not permitted to leave the meal function room unless already agreed upon by MASB staff.
- Guests are required to be preregistered by a conference registrant in order to participate in conference programming and meal events.
- A guest is defined as a spouse, significant other, family member or friend of a conference registrant.
- School board members and school district staff are not eligible to register as “guests.”
- Guests are not eligible for education credits or SCECHs.
- Guests will receive and **MUST** wear their conference badge at all times while attending conference events.

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**Accessibility**

MASB strives to hold meetings, conferences and other professional events with no barriers of any type that would exclude people from attending or participating. If you require additional accommodations, special dietary meals or have questions regarding accessibility, please contact Whitney Haughey, CMP, Conference and Events Planner, at events@masb.org or 517.327.5926.

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**Disclaimer**

MASB reserves the right at any time and in its sole discretion to cancel this event or limit capacity due to actual or threatened acts of god, fires, floods, epidemics, quarantine restrictions, government regulation, strikes, failure of public utilities, unusually severe weather, or other similar cause beyond the control of MASB making it illegal, impossible or inadvisable to hold the event as advertised and presented. If capacity is limited, MASB will process in-person registrations in the order they are received until reaching the capacity limit and then all other registrations shall be processed to allow for virtual attendance.

Registration and attendance at, or participation in MASB’s conferences, CBAs and other activities constitutes an agreement by the registrant to MASB’s use and distribution of the attendee’s image or voice in photographs, videos, electronic reproductions and audio recordings of such events.

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**Out of respect to our speakers and facilitators as well as to protect your investment, please do not record any MASB CBA, Preconference, General or Clinic Session, event or workshop. We encourage you to take photos and share them on social media with the hashtag #ALC2022.**

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**Grand Traverse Resort and Spa, Acme**

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In the heart of the Great Lakes lies Traverse City— the cultural and social center of a four-season recreational paradise. For over a century, visitors have come here to enjoy its unique mixture of relaxation, adventure and unrivaled natural splendor. With the perfect mix of charm and sophistication, Traverse City has something for everyone.

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