

## INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** Institute Directors and State and Provincial  
Education Chairs

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** September 11, 2009

**Subject:** Program Review and Certification Committee Recommendations

---



Please take the time to review and provide your input on these recommendations. The Committee and IIMC need your feedback by Monday, September 28, 2009 so that your input can be summarized and forwarded to the IIMC Board of Directors for the mid-year meeting.

**Goal 1 – Address the remaining issues with program certification guidelines and submit recommendations to the Board by the mid-year meeting, including suggestions and methodologies for streamlining processes and procedures as much as possible.**

### **Background:**

Before the Program Review and Certification Committee (Committee) began its discussions, Committee members reviewed several documents including the IIMC Membership Survey, 2009 IIMC Education Colloquium notes, Vision and Philosophy notes compiled by Colleen Nicol, and the 2009 Institute Directors Survey to ensure that they were aware of the issues with the 2006 Education Guidelines. The recommendations of the Committee are a result of numerous hours spent discussing and debating education issues via teleconferences and exchanging countless emails to determine what changes to the 2006 Education Guidelines would be most beneficial to the majority of the IIMC membership.

The following recommendations are based on the need to eliminate frustration and confusion, and to simplify the Education Guidelines so that it is easy for clerks to know how many points they will receive for training and whether those points can be used for education, experience and/or professional and social contribution. The Committee's main focus in developing these recommendations was to meet the needs of all IIMC members and to ensure that any clerk, regardless of the size of their community, can obtain their CMC or MMC if so desired. The true objective is to find opportunities for providing education that is economically viable so that clerks can become certified. If that is not provided, then IIMC will continue to lose members. Part of the Committee's recommendation is that these changes be implemented January 1, 2010.

### **Recommendations:**

- **Remove the pre-approval process for the Institutes, Academies, and State Association training.** The approval process is very time-consuming for both the Institute Directors and State Education Committees. State and Provincial Associations have continually been frustrated with this process because the approval process is much too subjective. For example, two states could hold the same training; however, if State "A" didn't do as good of a job writing session descriptions and justifications as State "B" did, State "B" received more points for the training session.

Input was solicited from the Institute Directors at the time the Committee discussed this issue. The Institute Directors overwhelmingly approved eliminating the preapproval process for the Institute and Academy programs. Of those responding to the survey at that time a majority, although the margin was slim, were in favor of eliminating the preapproval process for state association training as well.

In addition, clerks must be trusted to know what training they need and what is important for them to do their jobs. With limited training funds, clerks want training that is meaningful and most pertinent to further their professionalism. With revenues continuing to dwindle, municipalities are holding clerks more accountable than ever for quality education so it is essential that education at both the State and IIMC level be quality, job-related training.

- **That points for State association training be equal to the points awarded for Institute and Academies, 1 point for every 2 hours.** Points for State-associated training would need to meet the same criteria and after-conference reporting requirements as the Institutes and Academies. Courses offered at State/Provincial Conferences or District/Regional meetings, that meet the same depth of content and learning, effort, and rigor of courses taught at the Institutes and Academies, should receive the same number of points as those awarded at the Institutes and Academies. It is not fair to say that just because the session being taught is not in a classroom on campus that a clerk should only get half the points. State associations are not trying to compete with the Institutes and Academies but are trying to complement what the Universities offer and many Universities are currently working with their State associations to create classes. Often, if a deputy goes to the Institute then there is not enough money for the clerk to go to the Academy or the deputies and clerks cannot be gone at the same time. It is important to remember that providing education within the Countries, Regions, States and Providences is not a one size fits all solution.

The Committee also recommends, if the Board approves this point structure, that a **mandatory** one-third or **20** points be obtained through an Academy for clerks working on their MMC and that a **mandatory** two-thirds or **40** points be obtained through the Institutes for clerks working on their CMC to protect and continue the partnership between IIMC and the Institutes/Academies/Universities. The Committee

also recognizes that classroom contact in both the Institute and Academy setting is invaluable. The current Education Guidelines for MMC allow a clerk to obtain two-thirds of their points through distance education and a clerk working towards their CMC to earn one-third of their education points through distance education which means this recommendation is consistent with the existing Guidelines.

If no Institute or Academy program is available in a Member's State, Province or Country, the one-third or 20-point requirement through an Institute or Academy is waived. This affords a member the opportunity to obtain their education points through on-line learning, distance education, Institute or Academy programs in nearby States, Regional Meetings, attendance at an IIMC Conference, or any other IIMC-approved educational offerings that meet the criteria and cover the core subject material required for their certification. However, if no other option is viable, the Committee recommends that IIMC send a trainer to the State, Province or Country that has no institute.

It is not the intent or desire of the Committee to diminish the importance of the Institute and Academy Programs or the relationship IIMC has with the Universities or the Institute Directors and recognizes that the partnership between the Universities and IIMC is an important one which must continue. However, it is extremely important that clerks perceive the education points received are fair and equitable when they sign up for a class whether or not it is held at an Academy or a conference. This is especially important when the class has the same professor/instructor and the title of the session is the same. The needs of clerks must be balanced with the needs of Institute Directors.

- **Remove caps on education points.** Because responsibilities of clerks vary based on the size of the community, requirements of the State or the specific municipality, the Committee recommends removing all caps on education points. For example, if someone is a Records Manager and needs more courses than the caps allow, those caps should be removed so clerks can get the training needed to do their jobs. Clerks should not be penalized for needing additional education in specific areas where the number of points a clerk can receive are capped.
- **That 1 point for 6 hours of training be awarded for training in a related field for CMC.** This would include classes such as notary public, passport, and other training that clerks need in order to perform unique or state-required components of their jobs that is not offered as part of State-associated training. Clerks need to be trusted to know what training they need and what is important for them to do their jobs.
- **That the number of education hours required through Institutes remain at 120 hours instead of returning to the previous requirement of 100 hours.** The Committee recommends that the number of education hours required through the Institutes remain at the existing requirement in the Education Guidelines of 120 hours.

- **That the current cap of 20 points obtained for attending IIMC conferences be removed.** Removing the caps would allow clerks more flexibility in obtaining points towards certification. Again, it is important to remember that providing education within the Countries, Regions, States, and Providences is not a one size fits all solution and that not all States and Provinces have Institutes to attend. IIMC conference brings in major keynote speakers and offers 40 concurrent sessions which gives clerks a wide variety of education topics to choose from. Removing the current caps would provide clerks with the ability to obtain education when and where they can and recognizing that often times a deputy and city clerk cannot be out of the office at the same time. Removing these caps provides another option for obtaining certification points.
- **Remove the current cap of 10 points for attending related conferences for the experience component of CMC.** This would allow flexibility in obtaining points that would go towards the experience component of their CMC certification. The current Education Guidelines specify “Attendance at municipal clerk related conferences. Example: IIMC regional, municipal associations, state associations and municipal league conference.” Clerks must be allowed this flexibility so that they can attend state-mandated training and unique requirements that can only be met through attending these conferences.
- **Eliminate the Recertification Program.** This suggestion came from IIMC staff as they are concerned with their ability to monitor the program and to “take away” a clerk’s CMC designation if they failed to recertify. Coursework currently required for Recertification is already required to be at the MMC level; therefore, courses completed for the Recertification program could easily be converted to points towards the MMC designation.

If the Recertification Program is eliminated, staff will need a policy that addresses issues such as:

- A Clerk must be an active member for IIMC to recognize the CMC or MMC designation;
- That IIMC will not recognize a clerk’s CMC or MMC if the clerk does not maintain their yearly membership dues;
- If a CMC was dropped due to a lapse or break in membership, the inactive member can renew and maintain their membership with IIMC to reinstate the CMC designation;
- If the CMC was rescinded (due to not recertifying on time, or not submitting materials towards the MMC while enrolled) the member could be active and need only to request a new certificate.
- Once membership as well as CMC has been reinstated, the applicant may enter into the MMC program;
- Clerks will be notified of this change if they have already recertified;
- The \$50 entry fee can be transferred towards the MMC program if someone has already submitted an Application for Admission into the Recertification program;

- Since the criteria for Recertification requires an “Advanced” level of coursework, all Recertification points earned can and should be placed towards MMC certification; and
- If the applicant does not wish to enter into the MMC program, the applicant will need to request a new CMC certificate and maintain IIMC membership.

The Policy will be developed by the Program Review and Certification Committee in conjunction with IIMC staff to address such issues and will be forwarded to the Board for consideration at the mid-year meeting.

- **Remove the requirement to earn a minimum number of points each year to remain in the Masters Academy.** The recommendation is, in part, because of the economy; however, the Committee believes it shouldn't matter how long it takes a clerk to obtain his/her MMC. In smaller municipalities, it may take a number of years for the clerk to have enough training dollars to obtain enough points for certification. In addition, the current minimum point per year requirement prevents some clerks from even pursuing MMC certification, knowing that they do not have sufficient funding to ever obtain those points each year. A Clerk and a Deputy in a small municipality may have to share meager training dollars and alternate attendance between Academy programs.
- **That the number of points for an MMC be set at 100.** Of the 100 points, 60 points will be required for education, 20 required for professional and social, and 20 flexible points that could be counted as either education or professional and social depending on where the points are needed. This would give clerks flexibility and would address the MMC candidate who has to take required training every year per State law but is not receiving any points for it. Changing the number of points for MMC to 100 would also take the number of points back to the previous Education Guideline requirement. IIMC staff also recommends that the MMC points revert back to 100 points as contained in the previous Education Guidelines. This change alone could solve a great deal of the frustration and allow clerks to take much-needed training specific to their needs.
- **Develop “approved” list of appropriate education subjects that should be counted as MMC points for both education and professional/social.** Because the determination of which courses, classes, or training can be used for MMC points is subjective, the Committee recommends that a list be developed (Attachment A) as part of the Education Guidelines for staff to use when reviewing MMC applications. It assists both IIMC staff and clerks in knowing what will be accepted for MMC points. If a dispute occurs, the Committee suggests that it be reviewed by either the Program Review and Certification Committee or the Education Committee for resolution.
- **Remove caps on Distance Education.** This recommendation is to address the different learning styles of new clerks coming into the profession as well as

recognizing and addressing the needs of clerks from small communities or one-clerk offices who are not or may not be able to leave their offices to attend training.

***Goal 9 – Review concept of awarding points for teaching at clerk institutes and conferences.***

The Program Review and Certification Committee recommends that a new category for Advanced Education points be created. Training at clerk institutes and State association conferences will earn the trainer (clerk) double the points awarded to the participant for the session. All other clerk training will fall under the Professional and Social Contribution section of the MMC application, earning the trainer (clerk) one point per six hours of preparation and training time.

**Goal 2 - Develop a written policy regarding the conduct of the Athenian Leadership Dialogue Series and Goal 4 - Review point structure (type and amount) for participation in Athenian Leadership Dialogues.**

The Program Review and Certification Committee's recommendations concerning goals 2 and 4 are attached as a separate recommendation. The proposed Athenian Leadership Society Dialogue Policy and the list of books previously used and approved for use at future Dialogues have also been included for your review and comment. This list of books is not intended to be all inclusive.

**Summary:**

The Committee has not yet begun to rewrite the Education Guidelines because we would be anticipating what recommendations the Board wishes to change and implement. It makes more sense to rewrite the Guidelines following the Board's actions to determine what changes need to be made to the Education Guidelines in order to accommodate the numerous requests, concerns and issues expressed by IIMC members over the last 3-4 years.

The Committee believes that once these changes are adopted and implemented most of the frustrating issues surrounding the Guidelines will no longer exist. The changes are based on the Committee's directive to address the members' concerns and problems, to eliminate frustration and confusion, and to simplify the Education Guidelines so that members can determine what training is appropriate and required; how many points will be awarded; and where and what the points may be used for. The recommendations of the Committee better assist in meeting the needs of all IIMC members.

I would like to thank the Committee members who have spent countless hours discussing and developing the recommendations they believe are best for IIMC, its members and the Institute and Academies.

Respectfully submitted,

Nancy A. Vincent, MMC  
Research Committee Chair

Encl: List of approved subjects for MMC points  
Athenian Leadership Society Policy recommendations  
Athenian Leadership Policy  
List of used and approved books for ALS

## **Attachment A**

### **WHAT IS EDUCATION – DRAFT 090409**

#### **SUMMARY LIST OF SUBJECT CATEGORIES**

**All courses should be at the “Advanced” Level to be accepted for the MMC designation.**

#### **Subjects to be Considered for Advanced Education:**

Note from Staff: Some of these are already accepted.

From the list of subject matter compiled by the committee, staff saw a lot of specific courses, which they believe fall into the following categories:

#### **MEDIA RELATIONS**

Media in Government

Fielding Media Questions

#### **STATE MANDATED EDUCATION**

Public Information Act

Freedom of Information Act

Open Meetings Act

ARRA training -- American Recovery and Reinvestment Act training

#### **RECORDS MANAGEMENT**

Records Training HB9; Public Information Act

#### **BUILDING OFFICIAL/ CODE ENFORCEMENT TRAINING**

#### **ETHICS**

**LEADERSHIP** -- Leadership training through Chambers (depends on rigor of training)

**ELECTION** law and procedures taught at local-area training, institute training, and state attorneys general and/or secretary of state official training. Election Law updates; seminar on step by step conduct of an election; Election Administration (as of 7-15-09)

#### **NOTARY TRAINING**

**PASSPORT TRAINING** -- Passport acceptance training

#### **EMPLOYMENT LAW/ HR MANAGEMENT**



## **EMERGENCY MANAGEMENT NIMS/FEMA training**

**Since these courses are all set by state and federal government, they typically have Course numbers. All courses are accepted. None of the NIMS/FEMA courses are less than advanced. The federal guidelines handed down by the Dept. of Homeland Security and FEMA are all required and advanced learning. Employees must be trained and have certified taking of the courses to be involved in the running of the Emergency Operations Center.**

Personal and Group Behavior

Government

Leadership, Organization and Management

Public Organizations

Meeting Administration

The Municipal Clerk's Profession

Revenue and Fiscal Management

Budgeting and Accounting /Accounting for Municipalities

Administrative Law

Communication

Technology in the Clerk's Office/ Information Technology Management

Advanced Records Management

Advanced Agendas and Minutes

Research Skills

Public Administration and Society

Environmental Policy and Management

Local Government Administration

Comparative Administrative Systems

Administrative Law

Public Sector Economics

Public Financial Management

Sustainable Economic and Community Development

The American Municipality

Project Management

Project Risk Management

Knowledge Management

Strategic Planning for Not-for-profit and Governmental entities

Public Personnel Management

Community Power, Leadership and Administration

Organizational Change in Public Service

Technical Writing and Communication in Public Service

Technical Writing and Communication in Public Service II

Advanced Ethics as Core Strategy for Social Responsibility/ Values

## Attachment B

### INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

**To:** IIMC Board of Directors

**From:** Nancy Vincent, MMC  
Chair, Program Review and Certification Committee

**Date:** October 1, 2009

**Subject:** Athenian Leadership Society Dialogue Policy Recommendation

---



#### **Background:**

Two goals given to the Program Review and Certification Committee this year were:

**Goal #2, Develop a written policy regarding the conduct of the Athenian Leadership Dialogue Series; and**

**Goal #4, Review point structure (type and amount) for participation in Athenian Leadership Dialogues.**

The Program Review and Certification Committee met during the Annual Conference in Chicago, Illinois. The Committee reviewed these two goals, among others, established by the IIMC Executive Committee and discussed the best method to achieve them. A subcommittee was formed to address and work on these two goals simultaneously as the Committee felt they were too closely tied not to be worked on by the same subcommittee members.

The first Athenian Leadership Society Dialogue was held in 2005; however, no policy has ever been developed to formalize how the Dialogues should be conducted or how many points should be awarded for participating in them. Participation has continued to increase. Since 2005, approximately 30 have been held which demonstrates a strong desire that IIMC members want to expand their learning experiences through the Dialogues.

Leadership Dialogues are very unique learning experiences. They are conversations that exceed the usual knowledge recall and application process. They explore leadership principles and practices, drawing on the insights contained in a book that all participants have read. Dialogues are conversations in which Municipal Clerks share their experience and understanding as they relate to the author's ideas and the relevance of those ideas to their public leadership role. Each Leadership Dialogue is led by a scholar intuitively familiar with the book's subject and purpose. The interest and involvement of the participants, and the author's specific focus and emphasis require that the facilitator move purposefully using the language of feeling, meaning and power. Participants devote a full day to a Dialogue and come away intellectually enriched by this communication experience.

## **Discussion:**

The Committee felt it was important that Subcommittee members be individuals who have participated in Dialogues as they would have the experience necessary to develop a policy and to articulate what is involved in preparing for them and how to convey the educational value of the Dialogue experience.

The Athenian Leadership Society Policy ("Policy") submitted for Board review and approval will be easy for the membership to read and understand what is required to become a Fellow in the Athenian Leadership Society ("ALS"). Chuck Tokar prepared a draft working in conjunction with Paul Craig, the current Director of the ALS and retired Senior Fellow at the University of Illinois, on how the Policy should be structured. With input from IIMC Executive Director Shalby, subcommittee members and the Education Staff, the policy has been refined into the document you are presented with for your consideration.

A summary of the Policy components are:

- **PREFACE** which explains that the Athenian Leadership Society is a unique educational opportunity operated under the auspices of the International Institute for Municipal Clerks. The intent of the program is to broaden the knowledge of the leadership skills and principles of Municipal Clerks. The learning experience allows for an in-depth examination and discussion of themes, issues and dimensions of leadership exhibited in stories of individuals and or groups. The Preface addresses how a Dialogue is initiated, how a Facilitator and book are chosen and explains that participants must come to the Dialogue prepared to share their thoughts and ideas and fully engage in the discussion. It also outlines how a Clerk becomes a Fellow in the Society by completion of ten Dialogues and is recognized and inducted into the Society at the next IIMC Conference. There is a one-time \$15 membership fee which covers the cost of a Society Fellow lapel pin and certificate of induction.

Recognizing the restricted ability and other considerations no specific time limit is imposed on a clerk pursuing Fellow status in the Society and notes that non-IIMC members will be permitted to attend two dialogues but must become a member if they wish to attend more. IIMC will not track non-member attendance.

- **EDUCATIONAL VALUE** explains that participants will be expected to spend a minimum of 15 hours to read the book prior to the Dialogue and that many of the books selected average 300 to 400 pages with some exceeding 600 pages in length. The participants are expected to prepare their thoughts for the Dialogue in advance of the six-hour session.

Participation at the Dialogue will earn a member four (4) points towards Certified Municipal Clerk, Recertification, or Master Municipal Clerk status. Only Dialogues scheduled through IIMC will earn credit for a member working to become a Fellow in the Society. The four (4) points may be used for either educational, experience or professional and social contribution points

***Committee recommendation:*** Dialogues are unique in that they are the only learning experience through IIMC that require a minimum of 15 hours out-of-class reading and preparation time. The 4-point recommendation is consistent with the 1 per 2 hours of in class learning with an additional 1 point for the out-of-class preparation time. Dialogues must last six hours to allow sufficient time for participation and discussion by everyone in attendance. The Committee believes very strongly that the unique nature of preparing for and participating in Dialogues justifies clerks receiving 4 points for participating.

Further the Committee believes there is and should be a difference between Academies and Dialogues since no preparation time is needed for Academy attendance.

- **ATTENDANCE** reiterates that attendance and participation is required to earn IIMC credit and in the event of sudden illness during the Dialogue, a clerk attending a minimum of three (3) hours will earn two (2) points toward certification.

***Committee Recommendation:*** The Committee recognizes that this approach is different than that used for Academy Sessions but believes it is warranted for 3 hours because of preparation and participation time.

- **LEARNING ASSESSMENT** requires the completion of a written assessment at the conclusion of the Dialogue. The Learning Assessment method requires that participants assess what has been learned that is meaningful, relevant and applicable to their life and/or profession.

***Committee Recommendation:*** That the learning assessment be completed at the end of the Dialogue while the discussions are still fresh in the participants minds. It is important that once the participants leave, there is no more additional homework because of the amount of time already devoted to preparing for Dialogue participation. The learning assessment will be a short essay where participants respond to a few questions in terms of how the book, the Dialogue and what they have learned will assist them in performing their job. If the learning assessment is not completed then no points will be awarded for the Dialogue.

- **CHOOSING A BOOK** is to be a collaborative effort and discussed between the Facilitator and the Sponsor (state, regional or local association). The book selected will then be approved by the IIMC Director of Education and the Director of the Athenian Leadership Society. A list of previously approved books and books approved for future Dialogues is available on the IIMC website.

**Committee Recommendation:** To continue the process currently used for selecting a book.

- **COST** is established at \$100 for IIMC members and \$150 for non-members. Requests for cancellation must be received at least ten (10) days prior to the date of the Dialogue and must be received in writing. A complete refund minus a \$20 processing fee will be issued. If a sudden illness occurs during a Dialogue, IIMC will credit participants toward registration in another Dialogue.

**Committee Recommendation:** The Committee believes the cost to attend should remain at \$100 because clerks are required to buy the book as well. IIMC has had difficulty getting clerks to attend when the cost has been more than \$100.

The Committee also agreed that non-IIMC members should be permitted to participate in up to two Dialogues, except at a higher fee, as the Dialogue experience could interest them in becoming an IIMC member. Once a non-member joins IIMC, that individual will be required to provide proof of registration and attendance so that credit can be received towards becoming a Fellow in the Society.

- **FACILITATORS** should be individuals capable of grasping and dissecting the essential leadership knowledge contained in and dispersed throughout the contents of the book. That knowledge must then be conveyed primarily through discussion as opposed to lecture alone, and elicit input from each individual participant on the relevance and applicability of the principles and skills gleaned.

Facilitators must also be excellent communicators, listeners and questioners to keep the conversation going, able to summarize participants' unique contributions and able to go beyond the pages of a book in shedding new light on the insights of the book which may require additional research for some Dialogues.

**Committee Recommendation:** The Committee recognizes that not all clerks are suited to be Facilitators and this component of the Policy sets forth the traits and skills needed to be effective an Facilitator.

- **CERTIFICATION AS A FACILITATOR**

Clerks: Only clerks having obtained their MMC may become a Certified Facilitator. In addition, they must have completed 10 Dialogues and have become an ALS Fellow and meet other components such as a letter asking to be a Facilitator and a letter of recommendation as described in the Policy. The ALS Director will work with the Clerk in a mentoring capacity to set up their first Dialogue facilitation and will sit in as a Co-Facilitator and evaluator of the prospective new Facilitator. Following the Dialogue the ALS Director will make a written recommendation to the IIMC Director of Education regarding the prospective Facilitator's ability.

***Committee Recommendation:*** That only MMCs who have attended 10 Dialogues and have become a member of ALS are allowed to become Certified Facilitators and that it supports the process outlined in the Policy.

Institute Directors: Institute Directors wishing to become a Facilitator must attend one Dialogue. The fee will be waived for that Dialogue. Institute Directors must also submit a letter expressing their desire to be a Facilitator along with a letter of recommendation from the Institute Director's State Association President or Education Chair or IIMC Regional Director. In addition the Institute Director must submit a resume or curriculum vitae. It also specifies that the ALS Director will be available to work with the Institute Director in setting up their first Dialogue if requested.

***Committee Recommendation:*** As described above and as contained in the Policy.

- **ACADEMICS** describes the circumstances under which IIMC will grant Facilitator certification to either a practicing or retired Academic. It also specifies that the ALS Director will be available to work with the Academic in setting up their first Dialogue if requested.

- **FACILITATOR COMPENSATION** specifies that only IIMC Certified Facilitators will be compensated for Dialogue facilitation and assessment review and evaluation.

***Committee recommendation:*** That clerks who become Certified Facilitators be compensated as other Facilitators are paid. The Committee recognizes that clerks are not currently compensated for teaching at IIMC conferences or Academy sessions. What distinguishes facilitating at an Athenian Dialogue from teaching a class is that a facilitator has attended 10 dialogues; is reading, evaluating and doing an in-depth review of a book, leading a discussion, has

extra homework to prepare for the Dialogue as well as reviewing the assessments. This policy relates strictly to the ALS and not those who are teaching other classes at an annual conference or other educational sessions. Individuals teaching classes don't have to be a MMC or have their CMC and may be using the teaching experience to earn points towards their certification. To be a Society Fellow and facilitator means that the clerk is a part of a very small group who will be compensated after becoming an IIMC Certified Facilitator. This is different as Clerks teach at state conferences and IIMC conferences and don't expect to be paid.

In addition, when an ALS Director acts as a Co-Facilitator/Evaluator at a Dialogue that he receives half the fee paid to a Facilitator. When the ALS Director acts in this capacity, it is prior to a clerk or institute director becoming a facilitator so no fee is being paid to that individual leading the Dialogue.

Compensation will be paid as follows:

Within or outside the Facilitator's State/ Province - \$600 plus travel costs (hotel, meals and airfare or mileage)

Outside the Facilitator's country \$1,000 plus travel costs

### **Summary:**

The Dialogues are a new and unique way for Clerks to further embrace and increase their leadership skills. Since the creation of the Athenian Leadership Society Dialogues, membership participation in the Dialogues has continued to increase and clerks are anxious to attend more. Dialogues are now being held in numerous states and because attendance is limited to 30 participants clerks are being turned away. Clerks who have been able to participate in the Dialogues readily talk about their experiences and what they have learned by reading the books and look forward to participating in more. A Policy covering the components previously discussed is important as it will determine the number of points to be earned, how books are chosen, who can be and the process for becoming a facilitator and establishes the compensation for Facilitators.

The Committee has held at least one teleconference each month and exchanged numerous emails discussing the merits of the ALS program while developing the Policy for the Board to consider.

Following discussions about the Dialogues the Committee members who have never been able to attend a Dialogue became just as enthusiastic as those who have attended and believe that the recommendations from the Committee will meet the needs of the IIMC membership as well as staff in implementing and tracking program participation.



**Recommendation:**

That the IIMC Board of Directors approve the attached Athenian Leadership Society Policy Guidelines as presented.

Respectfully submitted,

Nancy A. Vincent, MMC  
Research Committee Chair

*FINAL- August 25, 2009*

## *ATHENIAN LEADERSHIP SOCIETY*

### **POLICY GUIDELINES**

#### **PREFACE**

The Athenian Leadership Society is a unique educational program operated under the auspices of the International Institute of Municipal Clerks. The program seeks to broaden the knowledge of Municipal Clerks in the area of leadership skills and principles, with the expectation that an understanding of this subject matter will increase a Clerk's professionalism, effectiveness in office, and value to the community he or she serves.

The Society uses the learning experience of a Dialogue, based on the Socratic method, which allows for an in-depth examination and far-reaching discussion of the themes, issues and dimensions of leadership exhibited in the stories of individuals and/or groups. A Dialogue is initiated when a group of Clerks come together with a Facilitator to choose an appropriate book upon which to base the Dialogue. In the event a Facilitator is not available in the immediate area, IIMC will suggest and provide a Certified Facilitator to lead the Dialogue.

The Facilitator makes a submission to IIMC of the book's title, the name of the Facilitator, the local sponsoring organization, and the location and date of the Dialogue. IIMC will serve as Registrar for Dialogues and collect the registration form and fee from participants seeking to attend the Dialogue, as well as keep a record of Dialogues attended by a member. Additionally IIMC will advertize and market the Dialogue to IIMC members who might be interested in attending.

Those participating in a Dialogue need to purchase the selected book have completed their reading of said book before the Dialogue begins, and attend the full six-hour Dialogue session. Most importantly, a participant needs to participate. A basic premise of the Dialogue method of learning implies the value of learning from the unique knowledge and experience of one's professional colleagues. Participants should come to a Dialogue prepared to share their thoughts and ideas and be fully engaged in the discussion.

A Clerk becomes a Fellow in the Athenian Leadership Society following the completion of ten Dialogues, and is recognized and inducted into the Society at the next IIMC Annual Conference. There will be a one-time ALS Fellow membership fee of \$15 to cover the costs of a Society Fellow lapel pin and certificate of induction.

It is expected that many Clerks will enjoy the experience of a Dialogue or two but might not be intent on becoming a Fellow in the Society. The learning method used in a Dialogue is not for everyone, and participating in one Dialogue does not obligate one to continue with another, although Dialogues can become habit-forming.

Similarly, due to restricted availability and other considerations, a Clerk may not be able to complete ten Dialogues in a specific time frame. Therefore, no time limit is imposed on a Clerk pursuing a Fellow status in the Society.

Although non-members may attend up to two (2) Dialogues, IIMC will not be responsible for tracking attendance by non-members. Upon becoming a member of IIMC, a Clerk who attended a Dialogue(s) as a non-member must provide proof of registration and attendance in order to receive credit toward becoming a Fellow in the Society. Only IIMC members may become Fellows in the Athenian Leadership Society.

## **EDUCATIONAL VALUE**

It is expected that a Clerk will need to spend a minimum of 15 to 20 hours reading a selected book that can be quite challenging at times. Selected books average 300 to 400 pages; some have exceeded 600 pages. In addition, participants are expected to prepare their thoughts for the Dialogue in advance of the actual session, which is six (6) hours.

Participation in an Athenian Leadership Dialogue will earn a member four (4) points toward CMC, Recertification or Master Municipal Clerk status. Points may be applied wherever needed (Education and/or Professional/Social). Only Dialogues scheduled through IIMC will earn credit for a member wishing to become a Fellow in the Society.

## **ATTENDANCE**

Issues surrounding attendance invariably arise when a participant is seeking IIMC credit for certifications. It is recognized that while there is value in simply reading a book chosen for a Dialogue, the importance of actual involvement throughout the entire Dialogue cannot be overemphasized. Therefore, attendance and participation is required to earn IIMC credit. In the event of sudden illness during a Dialogue, a minimum three hours of attendance will earn two (2) points toward certification. Full credit will only be given for participation in the entire Dialogue. No other pro-rata determination of credit will be considered.

## **LEARNING ASSESSMENT**

Participants seeking IIMC credit will complete a written assessment of the Dialogue experience. The principle aspect of the Learning Assessment is personalization of the Dialogue experience. Although the assessment is rather brief, completed at the end of each Dialogue, the Facilitator will be looking for thoughts expressed relative to the meaning of the book and the Dialogue and the lessons for Clerks, as public leaders, to consider. Applying this emphasis avoids the tendency to restate the content of the book in summary form. This Learning Assessment method requires that the participant assess what he or she learned that is meaningful, relevant and applicable to their life. Each written assessment will be reviewed and evaluated by the Facilitator.

## **CHOOSING A BOOK**

The process of choosing a book for a Dialogue should be a collaborative one. Suggested titles for use should be discussed between the Facilitator and the Sponsor (state, regional or local association). The chosen book should then be submitted for approval to the IIMC Director of Education and the Director\* of the Athenian Leadership Society. If the Dialogue is to be presented at the Annual Conference, the Facilitator will choose the book in consultation with the IIMC Director of Education.

A list of books that have been used in previous Dialogues or been approved for future Dialogues is available at [www.iimc.com](http://www.iimc.com). This list is not intended to be exclusive.

\*Currently the Director of the Athenian Leadership Society is Paul Craig, Retired Senior Fellow at the University of Illinois, at Urbana - Champaign. The ALS Director operates under the guidance and direction of the IIMC Director of Education, or in the absence of a Director of Education, the IIMC Executive Director.

## **COST**

The cost of each Dialogue is \$100 for members and \$150 for non-members.

Requests for cancellation of registration must be sent in writing to IIMC at least ten (10) days prior to the date of the Dialogue. IIMC will issue a complete refund within thirty (30) days minus a \$20 processing fee. Telephone cancellation requests will not be accepted. In the event of a sudden illness during a Dialogue, IIMC will credit the participant towards registration in another Dialogue.

## **FACILITATORS**

The ideal Dialogue Facilitator should be an individual who is capable of grasping and dissecting the essential leadership knowledge that is contained in and dispersed throughout the contents of an appropriate book. This knowledge must then be conveyed primarily through discussion, as opposed to lecture alone, eliciting input from each individual participant on the relevance and applicability of the principles and skills gleaned. The Facilitator must in essence build a “bridge” between the ideas contained in the book and the leadership concepts and principles that are relevant to a Municipal Clerk.

The Facilitator initially must be able to write a succinct yet thoughtful summary of the book chosen. This summary, which will be included in the Dialogue announcement, is typically meant to intrigue and persuade the potential Dialogue participant that, in registering, their time, effort and money will have been well spent.

A Facilitator must be an excellent communicator, listener and questioner, able to keep the conversation going, able to summarize participants’ unique contributions, and able to go beyond the pages of a single book in shedding new light on the insights contained therein. (Additional research may be required for some Dialogues.)

Needless to say, not everyone is cut out to be a Dialogue Facilitator.

## **CERTIFICATION AS A FACILITATOR**

IIMC, through its Director of Education in collaboration with the ALS Director shall certify individuals wishing to become Dialogue Facilitators. Such certification may be obtained as follows:

### **Clerks**

Clerks wishing to become Facilitators must have their MMC designation and have completed ten Dialogues, thereby becoming an ALS Fellow.

Next, a letter outlining the individual’s background and expressing a desire to become certified to facilitate a Dialogue should be sent to the IIMC Director of Education and to the ALS Director requesting certification. A letter of recommendation from the Clerk’s State Association President, Education Chair or IIMC Region Director must

accompany the Clerk's letter. In addition, the Clerk will need to fill out a short questionnaire.

The ALS Director will work with the Clerk in a mentoring capacity to set up their first Dialogue facilitation, and will sit in at that Dialogue both as a Co-Facilitator and as an evaluator of the prospective new Facilitator.

At the completion of this initial Dialogue, the ALS Director will make a written recommendation to the IIMC Director of Education. Said recommendation may recommend certification, not recommend certification (with the reasons therefore) or recommend that the prospective Facilitator undergo additional mentoring before a second "test" facilitation.

### **Institute Directors**

Institute Directors wishing to become Facilitators must have participated in at least one Dialogue (Registration fee is waived).

Next, a letter expressing a desire to become certified to facilitate a Dialogue should be sent to the IIMC Director of Education and to the ALS Director requesting certification. A letter of recommendation from the Institute Director's State Association President, Education Chair or IIMC Region Director must accompany the Institute Director's letter. In addition, the Institute Director must submit a resume or curriculum vitae.

The ALS Director will be available to work with the Institute Director in setting up their first Dialogue facilitation, and if requested will sit in at that Dialogue as a Co-Facilitator.

### **Academics**

IIMC will grant Facilitator certification to either a practicing or retired Academic based on a letter sent to the IIMC Director of Education and the requesting such certification, along with a letter of recommendation from the State Association President, Education Chair or IIMC Region Director in the State or Region where the Academic is based.

The ALS Director will be available to work with the Academic in setting up their first Dialogue facilitation, and if requested will sit in at that Dialogue as a Co-Facilitator.

It is recommended that an Academic wishing to become an IIMC Certified Dialogue Facilitator participate in at least one Dialogue prior to requesting certification.

### **FACILITATOR COMPENSATION**

Only IIMC Certified Facilitators will be compensated by IIMC for Dialogue facilitation and assessment review and evaluation. Such compensation shall be made as follows:

Within the Facilitator's State/Province - \$600 plus travel costs (hotel, meals and airfare or mileage)

Outside the Facilitator's State/Province - \$600 plus travel costs

Outside the Facilitator's Country - \$1,000 plus travel costs

In the event that the ALS Director acts in the capacity of Co-Facilitator/Evaluator at a Dialogue, he shall receive a fee of \$300, or \$500 if outside the United States.

## Attachment D

International Institute of Municipal Clerks

Athenian Leadership Society Approved Books

**This list is not intended to be exclusive. Books will be evaluated from time to time and may be added to the list. Books are not listed in any particular order. Refer to Section of ALS Policy on “Choosing a Book”.**

1. The Radical Leap by Steve Farber
2. Henry V: Playboy Prince to Conquering King by William Shakespeare
3. All The Kings Men by Robert Penn Warren
4. Shackleton’s Way by Margot Morrell & Stephanie Capparell
5. Endurance: Shackleton’s Incredible Voyage by Alfred Lansing
6. Undaunted Courage: Meriwether Lewis, Thomas Jefferson, and the Opening of the American West by Stephen E. Ambrose
7. Elizabeth I, CEO by Alan Axelrod
8. The Cruellest Miles by Gay Salisbury, George L. Hicks and Laney Salisbury
9. Team of Rivals by Doris Kearns Goodwin
10. Amusing Ourselves to Death by Neil Postman
11. Unwise Passions by Alan Pell Crawford
12. The March by E.L. Doctorow
13. Notorious Victoria by Mary Gabriel
14. The Lord of the Flies by William Golding
15. Amazing Grace by Eric Metaxas
16. The Journey of Crazy Horse by Joseph M. Marshall III
17. Leadership the Eleanor Roosevelt Way: Timeless Strategies From the First Lady of Courage by Robin Gerber
18. Into Thin Air: A Personal Account of the Mount Everest Disaster by John Krakauer
19. Alice by Stacy A. Cordery
20. The Junction Boys by Jim Dent
21. Parlor Politics by Catherine Allgor
22. We Band of Angels by Elizabeth M. Norman
23. Passion and Principle by Sally Denton
24. Tried by War by James M. McPherson
25. Technopoly: The Surrender of Culture to Technology by Neil Postman
26. The Petticoat Affair by John F. Marszalek
27. Dreams From My Father: A Story of Race and Inheritance by Barack Obama
28. The Mistress of the Elgin Marbles by Susan Nagle
29. The Grapes of Wrath by John Steinbeck
30. Julius Caesar by William Shakespeare
31. The March by E.L. Doctorow
32. For Whom The Bell Tolls by Ernest Hemingway
33. The Battle of Salamis by Barry S. Strauss