

CSAC Institute Policies

As adopted by the Institute Governing Council – 22 April 2013



CONTENTS

1.0	Purpose and Foundations	1
2.0	Structure	2
3.0	Curriculum	4
4.0	Institute Faculty.....	7
5.0	Institute Operations	7

1.0 PURPOSE AND FOUNDATIONS

1.1 Mission. CSAC Institute is a professional, practical continuing education experience designed to expand the capacity and capability of county supervisors and executive staff to provide extraordinary public service to their communities.

1.2 Outcomes

- a. Capable and effective elected and appointed officials.
- b. Expand capacity in order to get ordinary things done extraordinarily well.
- c. Attract and retain the best.
- d. Be the best each can be.
- e. Build public trust, confidence and creditability in county government (dialogue, collaborate, customer service).

1.3 Name. “CSAC Institute for Excellence in County Government” “CSAC Institute” for short.

1.4 Guiding Principles

- a. The intention of this program is to provide professional, high quality continuing education experiences to county officials in a comprehensive manner.

- b. Courses have to be practical; have “take home” value.
- c. Courses are designed around adult learning theory which uses active learning along with the expertise and experience of the participants to expand knowledge and capacity.
- d. All courses include fundamental, consistent leadership and knowledge competencies in their design and instruction.
- e. Where available, course development should take advantage of existing courses available through CSAC members and affiliates, and other recognized organizations and institutions.
- f. CSAC Institute is not intended to conflict or compete with existing employee development programs offered by counties or affiliates.

1.5 Governing Council

- a. The Council provides leadership, policy oversight, guidance and stakeholder input to the Institute.
- b. The Council meets periodically to approve administrative and policy recommendations, review program progress, discuss curriculum, share feedback from stakeholders and provide overall guidance to the Institute.
- c. The Council is composed of 12 to 16 members, including five supervisors, three county administrators, one HR director, Institute for Local Government

Executive Director, CSAC
Executive Director, CSAC Director
of Operations, CSAC Deputy
Director of Public Affairs, CAOAC
Executive Director, Corporate
Associate, At-Large Member.

2.0 STRUCTURE

2.1 **Academic Model.** The Institute will be structured around an academic framework to reflect the professional, quality learning experience being created for participants. The program is organized around a curriculum with specific courses and the potential of earning certificates. In addition it is anticipated that the program will be accredited by one or more institutions expecting to see an academic model applied to the program. An academic model creates a frame of reference and sets expectations of learning by both the participants as well as the faculty of the Institute.

- 2.2 **CSAC Institute Credentials** CSAC Institute offers three credentials:
- a. **California Credentialed County Supervisor** (for elected county supervisors).
 - b. **California Credentialed County Senior Executive** (for senior executives).
 - c. **CSAC Institute Fellow** (for those who continue their learning beyond the Credential).

Credentials will be issued by the California State Association of Counties.

- 2.3 **Credential Requirements**
- a. Each credential will require completion of 30 credits.
 - b. 15 credits are from the core courses; 15 are from elective courses.
 - c. Credential requirements may be completed as part of a package or by individual classes over time.
 - d. Institute staff may alter the balance of core and elective courses based on individual needs.

- 2.4 **Institute Fellows Requirements** To be admitted as an Institute Fellow participants must have earned an Institute Credential and enrolled as a Fellow. Fellow requirements include:
- a. Completion of an additional 15 credits of Institute courses.
 - b. Participation in the Fellows Seminar.
 - c. Participation on the faculty of at least one Institute course.

- 2.5 **Institute Credits** Credits are issued based on number of hours of instruction.
- a. Core courses are three credits each and are typically six hours in length.
 - b. New Supervisor Institute and other multi-day courses or workshops may qualify for up to six credits at the discretion of Institute staff.
 - c. Elective courses range from one to three credits, depending on length: typically one credit is offered for every two hours of instructional time.

- d. Credit will be given to Institute participants who complete courses offered by other agencies and institutions that meet CSAC Institute requirements. Eligible courses must have been taken after registration in the credential program.
- e. Credit determinations are made by Institute staff. Staff may require completion of a brief form to document credit. Examples: CSTI; the Institute for Health Care Improvement; and the Berkeley Leadership Program. While primarily for elective credit some courses may qualify for core course credit.

2.6 Participation and Course Restrictions

- a. CSAC Institute courses are designed primarily for county officials: supervisors, elected department heads, senior executives, and emerging leaders. Determination of who qualifies as “senior executives” is left to each county.
- b. Eligible individuals may choose to take an individual course, or to earn a credential through participation in a series of core and elective courses.
- c. Some courses may restrict participants. For example, courses 110 through 119 are only open to county supervisors.
- d. Some courses that are part of a sequence or build on an expected knowledge base may have prerequisites. Prerequisites may be satisfied either by taking the required Institute course(s)

- or demonstrating completion of equivalent courses through another institution or organization.
- e. Corporate Associates, CSAC Affiliates and other stakeholders may participate in Institute courses.

2.7 Course Schedule and Availability

- a. As much as possible courses will be offered prior to and/or after CSAC conferences and workshops to minimize travel costs.
- b. Courses will be offered as stand-alone classes at the CSAC Conference Center in Sacramento and other locations as determined by Section 5.4.

2.8 Participant Recognition

- Participants should be recognized for their participation and commitment to continued learning.
- a. For each class participants will receive a personalized certificate.
 - b. For completion of a credential participants will receive:
 - ◆ Framed certificate
 - ◆ Lapel pin
 - ◆ Listing on website
 - ◆ Recognition at CSAC conference
 - C. For completion of the Institute Fellows participants will receive:
 - ◆ Framed certificate
 - ◆ Medallion
 - ◆ Listing on website
 - ◆ Recognition at CSAC conference

3.0 CURRICULUM

3.1 Curriculum

- a. Course content and selection will be based on the needs of participants. It should be flexible to meet diverse and differing needs of rural, suburban and urban counties, and flexible to meet changing work and political environments.
- b. Courses will be organized into a series of comprehensive credential programs.
- c. Courses will be designed to build on each other and limit overlapping and repeating content between courses.

3.2 Courses Each course in the curriculum must provide participants with a hands-on approach to enrich their knowledge, skills and capacity to perform more effectively in the role and responsibilities.

- a. Courses have to be practical; have “take home” value.
- b. Courses are designed around adult learning theory which uses active learning along with the expertise and experience of the participants to expand knowledge and capacity.
- c. All courses build on the Institute Leadership and Knowledge Competencies in their design and instruction.

3.3 Course Design

Design is the bridge between what the participants want to learn and what they actually learn. Each Institute course will have a written course syllabus and include a variety of challenging adult-learning

techniques. Every course will have measurable learning objectives.

- a. Courses will include a variety of hands-on learning experiences that challenge participants and require them to share and apply their knowledge and experience. Examples include case studies, simulations, role play, structured activities, small group discussions, assessment instruments, and practical applications. Lectures will be kept to a minimum.
- b. Sequencing of elements in the course will be designed to build from the previous element of the course and towards the next, all tied to accomplishing the learning objectives.
- c. Course syllabi will contain the instructor notes on preparing and conducting structured activities, simulations, and other elements of the course.

3.4 Course Designers

- a. Experience in adult learning and expertise in county government are factors to consider in the selection of course designers.
- b. *Core Courses* These courses will generally be designed by curriculum design experts contracted by the Institute or by Institute staff.
- c. *Elective Courses* These courses may be designed by practitioners and Institute faculty who will be teaching the course.
- d. In all cases, Institute staff will prepare an initial description and desired learning objectives for each course.

3.5 Course Review and Evaluation

- a. All courses will be reviewed by Institute staff for course content and materials prior to instruction. This will help assure course quality and eliminate duplication of content, course materials, or learning exercises between courses.
- b. Each course will be evaluated by participants at the completion of the course and that feedback will be used to improve course content and materials. A standard Institute evaluation will be used for all classes. Courses may also be subject to review by accreditation institutions.

3.6 Criteria for Accrediting Policy and Best Practice Courses

Special courses may be accredited for Institute elective credit as 330-Current Policy Issues, or 380-Current Best Practices. To ensure the quality of the learning experience it must meet minimum qualifications:

- a. The content of the course or activity must include and be designed to meet specific CSAC Institute-related learning objectives or a defined purpose. It should address the educational needs of CSAC members.
- b. The content of the course or activity must be designed to teach subject matter in appropriate depth and scope for the experience and expertise of a county supervisor or senior executive in county service. Content and curriculum should be based on adult learning theory which emphasizes

experiential learning rather than lectures.

- c. The content of the course or activity must be objective and unbiased.

3.7 Accreditation

- a. It is the goal of the Institute to seek accreditation or certification for courses as the Institute evolves. These provide outside validation of courses and increase the value of participation in the courses.
- b. Certification of Institute credentials and courses by a university.
- c. Accreditation of courses for professional certifications: ICMA (senior executives), AICP (planners), MCLE (attorneys), CPE (accountants), others.

3.8 Ownership of Course Materials

The Institute's goal is consistent instruction of courses from class to class. The Institute will maintain a master file of all courses taught which includes complete syllabi, facilitator instructions, course materials, and electronic copies of presentations and participant handouts.

- a. *Institute-Owned*. Courses contracted for design or designed by Institute faculty either become the property of the CSAC Institute or the Institute is given permission to use and reproduce course materials in the future.
- b. *Proprietary Courses*. For any course that the Institute purchases or contracts for instruction that is required to remain the property of the

author, a complete set of course materials will be retained in the Institute files.

3.9 Course Sponsorship, Design and Instruction by Corporate Associates and Other Organizations

- a. Courses may be sponsored, designed and instructed by corporate associates and other organizations.
- b. In most cases costs for course faculty and materials are expected to be covered by the sponsor as part of their sponsorship.
- c. Course materials and instruction must be unbiased and objective. Faculty should base their instruction as content experts and not as representatives of a specific company. References to specific company or proprietary services are to be avoided.
- d. Corporate logos may appear discreetly on course materials, including the course cover and any proprietary or copywritten materials. No marketing of commercial products or services is allowed during any class.
- e. Course materials must be designed, reviewed and approved by Institute staff (pursuant to 3.5 and the Faculty Guidelines) prior to the course. Course materials must be formatted to Institute standards and reviewed prior to printing.
- f. Faculty from sponsors must be approved by Institute staff and adhere to Institute policies (4.0 and Faculty Guidelines).

- g. Promotional materials to be included with the course materials must be approved by Institute staff prior to class.
- h. Sponsors may not engage in marketing or encourage participants to use the services of their organization at any time during the course.
- i. The use of the course roster or contacting participants after a class to solicit business is prohibited.

3.10 Underwriting Institute Courses

The Institute encourages underwriting of Institute courses by Corporate Associates and other organizations. Underwriters significantly expand the ability of the Institute to offer affordable, continuing education to county officials. Underwriters help provide resources to expand the curriculum and maintain reduced fees for participants.

- a. Underwriter opportunities are available for a minimum of \$2,500/class.
- b. Underwriters are not involved in course design or instruction.
- c. Acceptance of Underwriters is at the discretion of Institute staff.
- d. Underwriter benefits include:
 - ◆ Support of the continuing education of county officials
 - ◆ Expansion of Institute curriculum
 - ◆ Name and/or logo on the cover of course materials
 - ◆ Logo and link on the Institute Web site for one year
 - ◆ Distribution of Underwriter literature at class
 - ◆ Recognition of underwriter at class

- ◆ Invitation for representative to attend class
- ◆ Tax benefits as a donation to the **California Counties Foundation** (a 501(c)(3) charity)

4.0 INSTITUTE FACULTY

4.1 Experience. Faculty for the Institute may include county practitioners, retired practitioners, university faculty, CSAC staff, corporate associates, and other subject matter experts. Faculty will be selected based on:

- a. Content expertise and experience with emphasis placed on experience with county government
- b. Experience with adult-learning practices.

4.2 Faculty Payment

- a. Payment for faculty may be for professional fees and/or travel costs and will be at the discretion of Institute staff.
- b. As much as possible the Institute would like to include on CSAC members to serve as faculty.
- c. Institute will reimburse county staff who serve on the faculty for travel costs, if requested. The Institute cannot pay professional fees to county staff or elected officials.

5.0 INSTITUTE OPERATIONS

5.1 Registration Course registration will be done electronically through the CSAC Institute website and with

the registration system managed by CSAC.

5.2 Registration Fees

- a. County Officials
 - ◆ Per class registration \$43/credit hour
 - ◆ Individual registering for three or more courses at the same time (not retroactive) \$37/credit hour
 - ◆ Credential Package (33 credits) – \$1,099
 - ◆ Fellows Package (15 credits plus Fellows Seminar) – \$749
- b. Others
 - ◆ Per class registration \$116/credit hour

5.3 Registration Policies

- a. **Complete** A registration is not considered complete until payment is received. Unpaid registrations are subject to cancellation if the seat is needed.
- b. **Substitutions** Participants may send a substitute with no penalty except for package registrations (5.3h).
- c. **Cancellation** Registrations may be cancelled up to seven days in advance of the class. Refunds will be issued less a \$20 handling fee.
- d. **No Shows** No refunds or credits will be issued for no shows or for a cancellation less than seven days in advance of a class.
- e. **Non-Payment** Courses must be paid for by time of class. Participants who register but do not pay and subsequently cancel or are a no show will be ineligible to register for future classes until debt is paid.

- f. **Non-County Registration** Others may register for courses if space is available.
- g. **Special Courses and Workshops** Special workshops and courses offered by the Institute are not included in the Credential or Fellows packages and must be paid separately.
- h. **Credential and Fellow Package** Participants who register under a package may not send substitutes.
 - (1) Package registrations are not transferable and no refunds are available for unused portions of a package.
 - (2) Course cancellations may be made seven or more days in advance with no penalty. Cancellations within seven days and no shows will be charged against the participant's account.

encouraging individuals to attend.
5. Regular course tuition applies.

- b. **CSAC Institute Responsibilities** The Institute will provide registration, arrange faculty (including faculty honorariums and travel costs), provide staff support, and provide all course materials.

5.4 On-Site Course Requests and Requirements Institute courses are held in Sacramento or in conjunction with CSAC meetings and conferences. In some cases the Institute can provide specific courses on-site in counties. Because CSAC underwrites much of the cost of the courses, the sponsor county(ies) must meet the minimum requirements.

- a. **On-Site Sponsor Requirements**
 - 1. Sponsor(s) must guarantee a minimum of 30 participants.
 - 2. Sponsor(s) must provide the training facility and equipment.
 - 3. Sponsor(s) are responsible for lunch for participants, faculty and Institute staff.
 - 4. Sponsor(s) are responsible for distributing information and