



VMCA INSTITUTE & ACADEMY

24 CLASSES • 3 TRACKS • BUILDING CLERK EXCELLENCE

Aligned to the VMCA Handbook: Chapters 1-8

TRACK 1: FUNDAMENTALS (YEAR 1) FOUNDATIONS OF THE ROLE <i>Handbook Chapters 1-4</i>		
#	COURSE TITLE	CHAPTER FOCUS
1	The Role of the Municipal Clerk in Local Government	Ch. 1
2	Meetings 101: Agendas, Minutes, and Procedures	Ch. 2
3	Parliamentary Procedure in Action**	Ch. 2
4	Introduction to FOIA, COIA and Open Meetings**	Ch. 2 & 6
5	Ordinances and Resolutions: What Clerks Need to Know	Ch. 3
6	Deadlines That Matter: Legal & Operational Risk Points**	Ch. 6
7	Ethics and Integrity in Local Government**	Ch. 1
8	Records Management Basics for Municipal Clerks**	Ch. 5
8 CLASSES		

TRACK 2: EMERGING LEADERS (YEARS 2-3) EXPANDING SKILLS & RESPONSIBILITIES <i>Handbook Chapters 5-8</i>		
#	COURSE TITLE	CHAPTER FOCUS
1	Advanced Records Management & Electronic Compliance**	Ch. 5
2	COIA/FOIA Compliance and Risk Management**	Ch. 6
3	Budget and Finance for Clerks**	Ch. 7
4	Boards and Commissions Management**	Ch. 7
5	Municipal Clerk Ethics & Conflict Resolution**	Ch. 1 & 6
6	De-escalation and Resident Relations**	Ch. 6
7	Prioritization and Workflow Management in Clerk Offices*	Ch. 7
8	Managing Licenses, Permits, & Local Compliance Processes*	Ch. 7
8 CLASSES		

TRACK 3: ACADEMY (YEARS 4-5) LEADERSHIP • STRATEGY • INNOVATION DEEP DIVE & ADVANCED APPLICATION	
#	COURSE TITLE
1	Leadership, Mentoring, & Motivation*
2	Advanced Technology for Clerks (AI, Automation, Digital Tools)**
3	eGovernment, ADA Compliance, and Digital Access**
4	Emergency Management and Continuity of Operations**
5	Using the Code of Virginia for Clerks
6	Networking and Intergovernmental Collaboration**
7	Public Communication and Media Relations for Clerks*
8	Stress Management & Resilience for Public Leaders**
8 CLASSES	

** = Existing Topic * = New Topic | Leadership Legal/Compliance Records/Operations Public Engagement Technology Well-Being

3-YEAR ROTATION MODEL (FOR EMERGING LEADERS & ACADEMY TRACKS)

The Fundamentals Track (Year 1) remains the same year. | Emerging Leaders and Academy Tracks rotate on a 3-year cycle.

YEAR	EMERGING LEADERS FOCUS (Years 2-3)	ACADEMY FOCUS (Years 4-5)
YEAR A	OPERATIONS & COMPLIANCE Strengthen core systems, compliance, records, finance, and operational excellence.	LEADERSHIP & STRATEGY Develop leadership capacity, influence, strategic thinking, and organizational effectiveness.
YEAR B	PUBLIC ENGAGEMENT & COMMUNICATION Enhance public service, communication, transparency, and community trust.	TECHNOLOGY & INNOVATION Leverage technology, data, and innovation to modernize clerk operations and services.
YEAR C	LEGAL & GOVERNANCE DEEP DIVE Deepen understanding of legal requirements, ethics, risk, and governance.	ORGANIZATIONAL LEADERSHIP & CULTURE Build resilient teams, positive culture, and organizational sustainability.
After Year C, the cycle repeats (Year A again).		

ROTATION BENEFITS
✓ Keeps content fresh and relevant each year
✓ Allows deeper exploration of key themes
✓ Supports career growth at each stage
✓ Encourages attendance year after year
✓ Balances foundational knowledge with advanced leadership development

10 ADDITIONAL TOPICS FOR FUTURE ROTATION & DEPTH

1	Leading Without Authority: Influence in Local Government	2	Strategic Planning for the Clerk's Office	3	Organizational Culture and the Clerk's Role	4	Advanced FOIA Case Studies and Legal Pitfalls	5	Ethics in Gray Areas: Case-Based Decision Making
6	Digital Transformation Roadmap for Clerk Offices	7	Data Management and Information Governance	8	Community Trust and Transparency Initiatives	9	Crisis Communication for Local Government	10	Pathways to CMC/MMC and Career Advancement

Note: Chapter references align with For the Record: A Handbook for Clerks for Virginia Local Governing Bodies, Boards & Authorities (3rd Edition).