

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

Education Department

Frequently Asked Questions

FAQ

Education Programs, Certification and Recertification Guidelines

The intent of the FAQ is to clarify ambiguities; if in doubt, the Education Guidelines shall prevail

GENERAL

Q: What is the effective date of the approved Education Guidelines?

A: January 1, 2007.

Q: Are there exceptions for those students who were pursuing a CMC or an MMC designation prior to January 1, 2007?

A: Yes, a Grace Period is granted to those CMC or MMC students who successfully completed an Institute or Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the CMC or MMC designation according to the Grace Period criteria and the Education Guidelines. (For more information regarding the Grace Period criteria for the CMC candidates, please see the CMC section, and for the criteria for the MMC candidates see the MMC section of this document.)

Q: What is the scope of the Education Guidelines?

A: The Education Guidelines supersede all previous IIMC education policies and guidelines unless explicitly stated in the Education Guidelines. They are posted on the IIMC website at www.iimc.com.

Q: How many professional designations does IIMC grant?

A: IIMC grants two professional designations, the CMC and the MMC. The CMC Designation Program is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs. The designation also requires pertinent experience in a municipality. The program prepares the participants to meet the challenges of the complex role of the municipal clerks by providing them with quality education in partnership with 46 institutions of higher learning. The program has been in existence since 1970 and has helped thousands of clerks in various municipalities.

The MMC is the other professional designation granted by IIMC. To qualify for entrance into the Master Municipal Academy (MMCA), which prepares participants for achieving the MMC designation, one must have earned the CMC designation.

The MMCA is an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and rigorous educational component, a professional and social contributions component, and a commitment to lifelong learning. The Academy members must demonstrate that they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

Q: Is IIMC membership one of the requirements for CMC/MMC certification?

A: Yes. The two-year IIMC membership is required for eligibility to obtain an IIMC certification. Moreover, in order to continue the use of certification in any form and for any purpose, a certificant shall be an IIMC member in good standing.

Q: Given that I attended an IIMC approved Institute and successfully completed all the requirements for the CMC certification with the exception of the two-year IIMC membership requirement, if I become a member now and pay the dues for the past two years, would I be eligible for the CMC certification?

A: No. The reason for the two-year membership is not financial. The two-year IIMC membership confirms the commitment of the clerk to IIMC and its mission, and the profession at large.

Q: Is the two-year IIMC membership a requirement for taking courses towards the CMC certification?

A: No. The student can take courses during the two-year IIMC membership period, however, the CMC certification will only be granted after the two-year IIMC membership period.

Q: My city no longer pays for my IIMC membership. What is the effect of not paying for membership on my CMC designation?

A: Your CMC (or MMC) designation is only valid if you are an IIMC member in good standing. If you discontinue your IIMC membership, your designation will be rescinded, and you will lose the privilege of using that designation.

Q: If I have a question regarding IIMC designations, what should I do?

A: Search the IIMC website at www.IIMC.com; review the FAQ, the Education Guidelines, and the Course and Program Review Process documents, if not satisfied send an e-mail to HQ@IIMC.com.

Q: Where do I get information on educational opportunities for CMC/MMC/CMC Recertification?

A: The appropriate source is your State Institute/Academy. For contact information about IIMC approved institutes visit the IIMC website at www.IIMC.com. You are welcome to contact IIMC at HQ@IIMC.com.

Q: What type of education is required for the CMC certification?

A: Education for professional certification (in this case, the CMC certification) is unique, specific, and focused. The curriculum for this type of education is uniquely designed to enhance the professional knowledge/skills/abilities (KSAs) and competencies of an individual holding or seeking that particular job. The curriculum is specifically designed to enable the individual to fulfill the requirements for core competencies to perform the duties of a particular job. The curriculum focuses on meeting sound, predetermined, and standardized criteria for fulfilling the core competency requirements of the particular job. Upon successful completion of the curriculum, the individual should be able to demonstrate that he/she has acquired the necessary knowledge/skills/abilities (KSAs) and competencies for performing the duties of the job. Within this context, the IIMC approved institutes in collaboration with the State Associations and the IIMC Education Department design, monitor, and deliver the curricula for a CMC/MMC/CMC Recertification programs.

Q: What are the education requirements for the CMC designation, and where are they offered?

A: The education for the CMC certification is primarily provided by an IIMC approved Institute. The Institute complies with the IIMC Education Guidelines that require 50% of education and training to be in Public Administration and Organization; 30% in Social and Interpersonal Issues, and 20% Electives that could include state-specific education. To be accepted by IIMC, education provided by other entities must fulfill the 50%, 30%, 20% rule (Public Administration and Organization, Social and Interpersonal Issues, Electives respectively); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements; approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for CMC points?

A: Not necessarily. Only education and training that fulfill the 50%, 30%, 20% rule (mentioned above); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements; approved by the Institute Director or IIMC Education Department, will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: What type of education is acceptable for the MMC designation?

A: The Advanced Education for the MMC certification is primarily provided by an IIMC approved Institute/Academy. The Institute complies with the IIMC Education Guidelines that require 80% of education and training to be in Public Administration, and 20% Electives that could include state-specific education. To be accepted by IIMC, Advanced Education provided by other entities must fulfill the 80%-20% rule (mentioned above); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid) for by the municipality or state or federal governments qualify for MMC points?

A: Not necessarily. Only education and training that fulfill the 80%-20% rule (Public Administration- Electives respectively); comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or the IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: I am working towards my CMC designation. Could I work towards my MMC designation simultaneously?

A: No. The CMC designation is a prerequisite for the MMC designation. Thus, any work towards the MMC designation prior to obtaining the CMC designation will not count towards the MMC designation.

Q: Why is the number of college courses limited for obtaining education points?

A: While obtaining a college degree or attending a college course is encouraged by IIMC, it should not be the dominant or determining factor. Education for professional certification is unique, specific, and focused. The curriculum for this type of education is uniquely designed to enhance the professional knowledge/skills/abilities and competencies of an individual holding or seeking a particular job. The curriculum is specifically designed to enable the individual to fulfill the requirements for core competencies to perform the duties of that particular job. The curriculum focuses on meeting sound, predetermined, and standardized criteria for fulfilling the core competency requirements of the job. IIMC applauds those clerks who strive to enhance their professional horizon by attending institutions of higher learning; however, for earning a professional certificate, the emphasis should be on education that is job specific and it is in compliance with the IIMC Education Guidelines.

Q: How are the required professional knowledge/skills/abilities and competencies determined?

A: Ideally, the necessary professional knowledge/skills/abilities and competencies are determined by conducting a scientific job analysis. A scientific job analysis is usually conducted by an expert with the input from all constituencies encompassing all aspects of the job and the environment in which the job is performed including but not limited to the size, geography, demography, financial position, etc. This is a systematic and comprehensive process, which is based on analytical reasoning as opposed to guesswork or limited anecdotal evidence. A curriculum designed by using the results of a job analysis performed by an expert will give credence to the certification in terms of educational validity and legal defensibility.

Q: What is a job analysis?

A: A job analysis is a process used to collect (across the board), classify, and analyze information about the major duties and responsibilities of the job on the one hand, and the

knowledge/skills/abilities (KSAs) and competencies required to perform the Major Job Requirements (MJR) on the other.

In other words, a job analysis identifies the KSAs and competencies directly related to the performance on the job. It is a systematic procedure for collecting, documenting, and analyzing information about the content, context, and requirements of the job. It demonstrates that there is a relationship between the tasks performed on-the-job and the KSAs and competencies required for performing those tasks.

Q: What is the purpose of job analysis?

A: The purpose of the job analysis is to systematically and accurately identify the experience, education, training, and other qualifying factors required to fulfill the major job requirements (MJR) successfully. The scope of job analysis is not limited to education for certification. It is a process that encompasses all aspects of the job (i.e. experience, education, training, and competencies). A job analysis conducted by an expert enables the certificate granting entity to require a curriculum that will be relevant, valid, and in concert with all other aspects of the professional certification process. In other words, the job analysis identifies the required KSAs and competencies, which will be essential in determining the nature and scope of the required experience, education, training, and other qualifying factors in the certification process. This is a systematic and comprehensive process, which is based on analytical reasoning as opposed to guesswork or limited anecdotal evidence. A curriculum designed by using the results of a job analysis performed by an expert will give credence to the certification in terms of educational validity and legal defensibility. The first and most crucial step in designing an educationally valid, legally defensible, and relevant professional certification it is a job analysis conducted by an expert.

Q: Are the CMC and MMC curricula based on a scientific job analysis?

A: No. However, in the past decade, IIMC has been using core curricula for the two certification programs that appear to reflect the education requirements. (In order to objectivity determine the minimum requirements for CMC and MMC, it is desirable to conduct a job analysis administered by an expert.)

Q: What is an IIMC Institute?

A: An IIMC Institute is the umbrella organization that hosts the programs for the CMC and the MMC designations and the CMC Recertification.

Q: Why do I receive fewer points per hour at my State Association Conference than I do at our Institute or Academy programs?

A: This is going to be a long answer. In the past several decades, IIMC has developed strategic educational alliances with institutions of higher learning across the globe the goal of which is to offer the members of IIMC university-sponsored quality education. To achieve its goal of delivering first-rate educational programs to the municipal clerks, IIMC has partnered with state/provincial associations of municipal clerks and local reputable institutions of higher learning. In this unique triangular educational partnership, IIMC combines its resources with the resources of its two partners (the University, and the Association) at the local level for achieving greater quality, efficiency, effectiveness, and relevance. As a

partner, an IIMC Institute is well attuned to the educational requirements for the IIMC designations according to the IIMC Education Guidelines. As such, an IIMC approved Institute, compared with other education providers, is treated differently by IIMC.

Q: What is the value of an IIMC professional designation for a municipal clerk?

A: The successful completion of the certification curriculum and earning the designation indicate that the individual has acquired the necessary knowledge/skills/abilities and competencies for performing the duties of the job. By earning an IIMC designation, a clerk can claim that he/she is able to perform the duties of the clerk's office, and is committed to the profession by engaging in a professional lifelong learning process through certification and recertification. Knowledge and skills acquired through this process distinguish the clerks from their peers who have not obtained the same designation. Knowledge and skills acquired by the clerk through the certification process are of great value to the clerk personally and professionally, to the clerk's office, to the municipality, and to the community at large. Quality of education obtained through the process translates into professional prestige and recognition for the certificant, to name just a few.

Q: Does IIMC benefit from the tuition revenue collected by the 46 IIMC approved Institutes?

A: No. None whatsoever. Programs, courses, seminars, etc., are designed, priced and offered by the institutes in collaboration with the state associations, and IIMC receives no financial benefit from them.

Q: What is an IIMC program?

A: An IIMC program is a set of classes about a particular subject; in this case, the Certified Municipal Clerk Certification, the Master Municipal Clerk Academy, and the CMC Recertification Programs.

Q: What is the purpose of the Application for Admission?

A: The purpose of the Application for Admission is to register the Applicant in the IIMC system, monitor his/her progress, and keep him/her informed of the educational opportunities that IIMC Institutes might offer. The application fee is non-refundable; however, it will be deducted from the fee for Application for Designation.

Q: What is the fee for the Application for Admission?

A: The application fee for the Application for Admission is \$50 (fifty dollars), and it is not refundable, however it will be deducted from the fee for Application for Designation.

Q: What is the purpose of the Application for Designation?

A: The Application for Designation and its supporting documents capture all the requirements for a designation. Once a student has fulfilled all the requirements for a designation, he/she should complete the Application for Designation and submit it alongside all supporting documents and an application fee to the IIMC Headquarters for review and possible approval. IIMC reviews all applications, and if there are deficiencies, it informs the students in a timely manner.

Q: What is the fee for the Application for CMC Designation?

A: The application fee for the Application for the CMC Designation is \$100 (one hundred dollars), it is not refundable, and it excludes the cost of a plaque that is \$35 (thirty-five dollars). (If a candidate desires to receive the CMC Certificate mounted on a plaque, he/she will pay \$135.)

Q: What is the fee for the Application for CMC Recertification?

A: The application fee for the Application for the CMC Recertification is \$50 (fifty dollars), and it is not refundable.

Q: What is the fee for the Application for MMC Designation?

A: The application fee for the Application for the MMC Designation is \$400 (four hundred dollars) it is not refundable, and it includes the cost of a plaque. The \$400 application fee could be divided into annual installments; however, the total amount of the application fee shall be paid to IIMC at the time of submitting the Application for MMC Designation.

Q: Could you give me some examples of supporting documents for the Application for Designation?

A: Some examples include: evidence of successfully completing an IIMC approved Institute or Academy; official transcripts from colleges and universities; certificates of completion; evidence of attending a conference; employment verification letters, and similar documents. If in doubt, contact IIMC at HQ@IIMC.com.

Q: What type of information should the employment verification letter contain?

A: At a minimum, the employment verification letter should contain information verifying the nature, scope, duration, and the type of employment (full-time or part-time). This letter should be sent by the employer to the IIMC Headquarters.

Q: Where can I find the Application Forms?

A: They are posted on the IIMC website at www.iimc.com.

CMC DESIGNATION

Q: What is the minimum number of Education points for the CMC designation?

A: 60 points (120 Institute hours).

Q: Are there exceptions for those students who were pursuing a CMC designation prior to January 1, 2007?

A: Yes, a Grace Period is granted to those CMC students who successfully completed an Institute or Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with up to an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the CMC designation according to the Grace Period criteria.

Q: Are all participants in the CMC program required to take the additional 20 hours?

A: This is going to be a long answer. Those who prior to January 1, 2007, have successfully completed an IIMC Institute to obtain a CMC designation shall fulfill the 100 hours of Education requirements according to the provisions of the Grace Period criteria as follows:

Education requirements for the CMC candidates who completed one IIMC approved Institute course prior to January 1, 2007

Education Points (50 points, 100 Institute hours)	Points
Satisfactory completion of 50 Education Points (100 Institute hours) at an IIMC recognized Municipal Clerks Institute*	50
Bachelor's degree or higher in Public Administration or a related field**	50
Bachelor's degree or higher in an unrelated field and 67 hours of Institute training**	50
Associate of Arts degree in Public Administration or a related field and 67 hours of Institute training**	50
IIMC Annual Conference education***	4 points for attending the four days of the conference; maximum 20 points

*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

**Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

***Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

For this group of students, the grace period for fulfilling the Education requirements of obtaining the CMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the Education requirements for the CMC designation shall complete the remaining portion of the CMC requirements according to the following criteria:

Education requirements for the CMC candidates who completed one IIMC approved Institute course prior to January 1, 2007, but will not earn the CMC designation before January 1, 2010

Education Points (50 points, 100 Institute hours)	Points
Satisfactory completion of 100 hours (50 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy*	50
A Bachelor's degree or higher in Public Administration or similar field**	20
A Bachelor's degree or higher in an unrelated field**	10
Associate of Arts degree in Public Administration or a related field**	5
IIMC Annual Conference education***	4 points for attending the four days of the conference; maximum 20 points

*One-third, 17(50 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

**Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

***Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

The students who entered into an IIMC approved Institute in or after 2007, shall fulfill the criteria below:

Education requirements for the CMC candidates who did not complete one IIMC approved Institute course before January 1, 2007

Education Points (60 points, 120 Institute hours)	Points
Satisfactory completion of 120 hours (60 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy*	60

A Bachelor's degree or higher in Public Administration or a similar field**	20
A Bachelor's degree or higher in an unrelated field**	10
Associate of Arts degree in Public Administration or a related field**	5
IIMC Annual Conference education***	4 points for attending the four days of the conference; maximum 20 points

*One-third, 20(60 x 1/3) points of the Institute training for the CMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

**Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning.

*** Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: I have a BA degree in a related field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your BA degree or higher in a related field as defined by IIMC will earn you 20 Education points towards your CMC designation.

Q: I have a BA degree or higher in an unrelated field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your BA degree or higher in an unrelated field as defined by IIMC will earn you 10 Education points.

Q: I have an AA degree in a related field as defined by IIMC. Would I earn any points towards my CMC designation?

A: Your AA degree in a related field as defined by IIMC will earn you five Education points towards your CMC designation provided that you have not used it as a part of your BA for 20 points.

Q: I have a BA degree or higher in an unrelated field as defined by IIMC, and I have an AA degree in related fields as defined by IIMC. Would I earn 15 points towards my CMC designation?

A: Your BA degree or higher in an unrelated field as defined by IIMC, and your AA degree in a related field will earn you 10 Education points. Your AA and a BA will not earn more than 10 Education points.

Q: I have a BA degree and an AA degree in related fields as defined by IIMC. Would I earn 25 education points?

A: No. Once you use your BA degree to earn the 20 Education points towards your CMC designation, your AA degree will earn no points for any purpose.

Q: I have a BA and a Master's degree in related fields as defined by IIMC. Would I earn more than 20 Education points towards my CMC designation?

A: No. However, any extra college credit (in addition to a BA) in a related field, as defined by IIMC, could be used towards Experience points as stipulated in the Education Guidelines.

Q: What type of information should the employment verification letter contain?

A: At a minimum, the employment verification letter should contain information verifying the nature, scope, duration, and the type of employment (full-time or part-time). This information should be on the letterhead of the organization (the employer) and it should be sent by the employer to the IIMC Headquarters.

Q: Could a portion of the 120 hours of education for the CMC certification be obtained through distance education?

A: Yes, one-third (1/3) of the minimum 120 hours of institute training for the CMC certification program may be obtained through distance education. All distance education must be pre-approved by the Education Department.

Q: What are the requirements for earning the CMC designation?

A: The following are the requirements for obtaining the CMC designation:

1. Be a clerk or a deputy clerk or perform the duties as defined by IIMC.
2. Be an active member of IIMC for two years.
3. Affirm and practice the IIMC Code of Ethics.
4. Complete and submit an IIMC Application for CMC Designation with required supporting documentation and fee.
5. Furnish a letter of sponsorship from a municipal clerk member of IIMC.
6. Perform the core duties of a municipal clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which would include four (4) of the following:
 - a. General Management
 - b. Records Management
 - c. Elections
 - d. Meeting Administration
 - e. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
 - f. Human Resources Management
 - g. Financial Management

- h. Custody of the official seal and execution of official documents
- 7. Deputy clerks must perform at least four (4) of the eight (8) core duties.
- 8. Attain sixty (60) points in the Education category.
- 9. Attain fifty (50) points in the Experience category.
- 10. Once certified, a CMC certificant shall apply for recertification every four years, unless application is made for admission into the MMCA program prior to his/her four (4) year CMC anniversary date. Those CMC certificants who actively and consistently are pursuing an MMC designation and earn six or more points per year may retain their CMC without having to recertify, otherwise, they shall recertify in a timely manner.

(For more information, see the Education Guidelines.)

Q: What is the Application for CMC Designation?

A: The Application for the CMC designation encompasses all Education and Experience requirements for the attainment of the CMC designation. Upon the completion of Education and Experience requirements for the CMC designation, the applicant shall complete an Application for CMC Designation. The applicant shall submit the Application for Designation, its supporting documents, and the application fee to IIMC Headquarters in a timely manner.

Q: Could you give me some examples of supporting documents for the Application for Designation?

A: Some examples include: evidence of successfully completing an IIMC approved Institute or Academy; official transcripts from colleges and universities; certificates of completion; evidence of attending a conference; employment verification letters directly sent to IIMC by the employers (demonstrating the nature and the scope, duration, and whether the job was full-time or part-time), and similar documents. If in doubt, contact IIMC at HQ@IIMC.com.

Q: At what stage should the Application for Designation for CMC be submitted to IIMC?

A: The Applicant should submit the Application for Designation for CMC to IIMC Headquarters after fulfilling all Education and Experience requirements for designation.

Q: What are the Education requirements for the CMC designation?

A: The following are the Education requirements for the CMC designation:

CMC Education Component (total of 60 points required)

	Points
Satisfactory completion of 120 hours (60 points) of coursework at an on-land IIMC approved municipal clerks' institute. One-third (1/3) of the minimum 120 hours of Institute training for the CMC Certification program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.	60
A Bachelor's degree or higher in Public Administration or a related field*	20
A Bachelor's degree or higher in an unrelated field*	10

An Associate of Arts degree in Public Administration or a related field*	5
IIMC Annual Conference education**	4 points for attending the four days of the conference; maximum 20 points

*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education points or hours may not be credited to both of the CMC and MMCA programs.

**Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: Can I earn my CMC designation without attending an IIMC approved Institute?

A: No. At a minimum you must earn 20 Education points from an IIMC approved Institute, which only could happen if you have a BA degree or higher in a related field as defined by IIMC for 20 points, and you take one-third of the courses (worth 20 points) online as defined by IIMC. (Please see the chart above.)

Q: What type of education is acceptable for the CMC designation?

A: The education for the CMC certification is primarily provided by an IIMC approved Institute. The Institute complies with the IIMC Education Guidelines that require 50% of education and training to be in Public Administration and Organization; 30% in Social and Interpersonal Issues, and 20% Electives that could include state-specific education. Education provided by other entities must fulfill the 50%, 30%, 20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for CMC points?

A: Not necessarily. Only education and training that fulfill the 50%, 30%, 20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: What are the Experience requirements for the CMC designation?

A: The following are the Experience requirements for the CMC designation:

CMC Experience Component (total of 50 points required)

Work Experience	Maximum 40 points
Full-Time municipal or deputy clerk with administrative	4 per year

responsibility	maximum 40 points
Part-time municipal or deputy clerk with administrative responsibility	2 per year maximum 40 points
Part-time municipal or deputy clerk with no administrative responsibility	1 per year maximum 30 points
Other full-time administrative positions in local government prior to becoming a municipal or deputy clerk	2 per year maximum 30 points
Administrative position in federal, state or provincial government	1 per year maximum 30 points
Administrative position in business	1 per year maximum 30 points

CMC Experience Component -- Municipal Clerks Conferences

Conference Attendance	Maximum 30 points
Attendance at IIMC Conferences	4 each maximum 20 points
Attendance at municipal clerk related conferences. Example: IIMC regional, municipal associations, state associations and municipal league conferences	1 per 6 or more hours in one day of attendance maximum 10 points

CMC Experience Component --Continuing Education

Continuing Education	Maximum 40 points
Continuing education courses, college non-degree related courses	1 point per 6 or more hours in one day maximum 15 points
Satisfactory completion of an IIMC-approved Distance Education or self-study courses	May vary with course, maximum of 25 points

CMC Experience Component --Business or Vocational School Courses

Business or Vocational Courses	Maximum 10 points
Courses must relate to the municipal clerk's position	1 per 10 hours of training maximum 10 points

CMC Experience Component --College or University Courses

College or University Courses	Maximum 24 points
Relevant college or university course credits not used for education points	1 per credit hour maximum 24 points

The enrollee is responsible for earning a minimum of 12 points of coursework per year towards the fulfillment of the requirements of the CMC designation.

*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education points or hours may not be credited to both of the CMC and MMCA programs.

**Starting May 2008, IIMC Annual Conference education points shall be used for either Education or Experience points not both. Points used for the CMC designation shall not be used for any other purposes.

Q: Do I have to be a municipal clerk and an IIMC member to take an IIMC course or enter into an IIMC program?

A: No. IIMC encourages anyone interested in his/her personal and professional development to attend an IIMC program. However, you may not attain the CMC designation unless you are a member of IIMC, and you are a Municipal or a Deputy Clerk as defined by IIMC.

Q: Do I have to be an IIMC member for two consecutive years prior to submitting my Application for the CMC designation?

A: You must be currently an IIMC member, working as a Clerk or Deputy Clerk, and you must have two years of IIMC membership for the purposes of the CMC designation. However, the two years of membership do not have to be consecutive, but they have to have been within the last 5-year period prior to applying for the CMC designation.

Q: If I do not maintain my membership with IIMC may I still use my CMC/MMC designation?

A: No. Your CMC/MMC designation will be rescinded.

Q: The work I do is very similar to that of a municipal or deputy clerk, but my actual job title is not "Municipal Clerk." Would IIMC accept my administrative experience?

A: Points may be awarded for the work you do, not the job title you have. An official letter from your direct supervisor describing the nature and the scope of your job should be sent to IIMC Headquarters. To qualify as a Municipal Clerk as defined by IIMC, you should perform the core duties of a municipal clerk by serving a Legislative Government Body (LGB) in an administrative capacity with management responsibilities, which shall include four (4) of the following:

1. General Management
2. Records Management
3. Elections
4. Meeting Administration
5. Management of by-laws, Articles of Incorporation, ordinances or other legal instruments
6. Human Resources Management
7. Financial Management
8. Custody of the official seal and execution of official documents

Deputy clerks must perform at least four (4) of the eight (8) core duties listed above.

Q: I hold a CMC designation but am temporarily out of work. May I retain my CMC designation while I look for another clerk position?

A: Yes, under three conditions: you must be actively looking for work, you must maintain Member-in-Transit status with IIMC until you secure your new Clerk position, and you must recertify every four years.

Q: May I use my CMC designation after my retirement?

A: Yes, as long as you maintain Retired Member status with IIMC.

CMC RECERTIFICATION

Q: What is the CMC Recertification?

A: The CMC Recertification enables the CMC certificants to keep current professionally by pursuing their education beyond the attainment of the CMC designation.

Q: Who has to recertify?

A: The CMC designation is a time-limited (i.e. valid for four years) professional certification. All CMC certificants who wish to retain their CMC designation, and who do not plan to pursue an MMC designation shall recertify every four years. Once certified, a CMC certificant shall apply for recertification every four years, unless an application is made for admission into the MMCA program prior to his/her four (4) year CMC anniversary date. Those CMC certificants, who actively and consistently are pursuing an MMC designation and earn six or more points per year, may retain their CMC without having to recertify; otherwise, they shall recertify in a timely manner. The CMC designation of a certificant who does not recertify every four years or does not enter into the MMCA program, will be rescinded.

Q: Are the CMC Recertification courses at the same level as those of the CMC program?

A: No. The CMC Recertification courses are similar to the MMCA courses that are more rigorous in terms of nature, scope, breadth and depth and are at a higher level than those of the CMC program.

Q: What are the requirements of the CMC Recertification program?

A: Immediately after obtaining the CMC designation, one must apply for the CMC Recertification program by completing the Application for Admission. The applicant is required to obtain 20 Recertification Advanced Education points in four years. It is recommended that the applicant submit to IIMC five Recertification points per year on or before the anniversary date of obtaining the CMC designation.

Q: Do I have to recertify if I decide to enter the MMCA program?

A: If you decide to enter into the MMCA program, immediately after obtaining the CMC designation, you must apply for the MMCA program by completing the Application for Admission. If you enter into the MMCA program and earn a minimum of six points (a combination of Advanced Education and Professional and Social Contribution points) each year, you are not required to recertify; otherwise, you must recertify. As long as you are in the MMCA program with good standing, (i.e. among other things, fulfilling the minimum of

six MMC points—a combination of Advanced Education, and Professional and Social Contribution points per year), you retain your CMC and you are not required to recertify.

Q: Do I have to recertify after first four-year period?

A: Yes. The CMC designation is a time-limited (i.e. a four-year) professional certification and the certificant shall recertify every four years. If you wish to maintain your CMC designation, you need to recertify every four years until you retire. Your second four-year cycle will begin immediately after your first recertification cycle and every four years thereafter. If you do not recertify in a timely manner, your CMC will be rescinded.

Q: Do I have to maintain my IIMC membership if I choose to recertify instead of entering the MMCA?

A: Yes. Maintaining IIMC membership is a requirement for the validity of IIMC designations (i.e. CMC and MMC). If you discontinue your IIMC membership, your designation will be rescinded.

Q: Do I have to complete the Application for Recertification?

A: Yes.

Q: What would happen if I forget and do not apply for recertification within the required time period?

A: You are responsible for pursuing and completing your own recertification, for tracking your annual five Advanced Education points of training, monitoring your recertification schedule, and submitting your application for recertification. If you do not complete the requirements within the required four-year period, your CMC designation will be rescinded.

Q: What would happen if I am in the IIMC Academy and then decide not to pursue the MMC designation? Can I credit my MMCA Advanced Education points toward my recertification?

A: If you decide not to pursue the MMC designation, you would need to notify IIMC of your decision in writing and submit an application for recertification. You may credit five points of verified training a year for each year you attended the MMC programs. If you missed five points of training in any one of the years prior to your decision to discontinue your MMC studies, you will need to take five points of training for the year you missed before applying for recertification.

Q: I have not fulfilled the requirements for the CMC Recertification and my CMC designation has been rescinded. What am I required to do to regain my CMC designation?

A: You are required to complete the Application for Admission and obtain 30 Recertification points as soon as possible. Upon completion of the 30 points, you are required to submit to IIMC your Application for Recertification for review and approval. If your recertification points are accepted, your CMC designation will be reinstated.

MMC DESIGNATION

Q: What are the requirements for earning the MMC designation?

A: The following are the requirements for obtaining the MMC designation:

1. Hold a CMC designation in good standing.
2. Be an active member of IIMC.
3. Reaffirm IIMC's Code of Ethics.
4. Complete and submit an IIMC Application for the MMC designation with required supporting documentation and fee.
5. Attain 84 points in the Advanced Education category.
6. Attain 20 points in Professional and Social Contributions category.

Q: What type of education is acceptable for the MMC designation?

A: The Advanced Education for the MMC certification is primarily provided by an IIMC approved Institute/Academy. The Institute complies with the IIMC Education Guidelines that require 80% of education and training to be in Public Administration, and 20% Electives that could include state-specific education. To be accepted by IIMC, Advanced Education provided by other entities must fulfill the 80%-20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Would the education and training mandated (or paid for) by the municipality or state or federal government qualify for MMC points?

A: Not necessarily. Only education and training that fulfill the 80%-20% rule (mentioned above), comply with the IIMC Education Guidelines in terms of breadth, depth and relevance to the certification requirements, and approved by the Institute Director or IIMC Education Department will be accepted. Prior to taking a course or attending a training seminar, the student should seek and obtain the approval of the Institute Director or the IIMC Education Department.

Q: Have the four levels of the MMCA been consolidated into one?

A: Yes, on January 1, 2007, the previous four levels of the MMCA program were consolidated into one (similar to the CMC program).

Q: Are there exceptions for those students who were pursuing an MMC designation prior to January 1, 2007?

A: With regard to the change in the format of the previous four levels, there is no exception: all MMC students shall follow the current format. However, regarding other matters, a Grace Period is granted to those MMC students who successfully completed an IIMC Academy course (or similar) prior to January 1, 2007. The Grace Period provides those students with an additional three years (from January 1, 2007 to December 31, 2009) to complete the requirements for the MMC designation according to the Grace Period criteria.

Q: What are the criteria for the MMC students who completed one Academy course (or similar) prior to January 1, 2007

A: This will be a long answer. The criteria for obtaining Advanced Education points towards the MMC designation for those students are as follows:

**Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007
In addition to the following Advanced Education points, these candidates shall obtain 20 Professional and Social Contribution points, and 20 points from the combination of Advanced Education, and Professional and Social Contribution categories**

Advanced Education Points (60 points, 120 Academy hours)	Points
1. Completion of an IIMC- approved Academy program*	60 3 per 6 hours or 1 day
2. Academic credits in a related field earned at an accredited college or university**	2 per credit unit
3. Certification from another organization relevant to your responsibilities as a Municipal Clerk (Minimum 50 hours of Training)	7
4. Completion of a professionally related seminar or course at a local resource not approved as an MMCA program	1 per 6 hours or 1 day
5. Personal accomplishments of educational benefit to the profession	2
6. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk Education program	1 per 6 hours of teaching, training/preparation
7. IIMC Annual Conference education***	4 points for attending the four days of the conference; maximum 20 points

*Two-thirds, 40(60 x 2/3) of the total Advanced Education required for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and Research.

**Credits from fields of public administration, urban affairs municipal management, political science, records management, municipal finance, governmental accounting, urban planning and personnel administration and others. Education points or hours may not be credited to both CMC and MMCA programs. Points or credits for each level must be earned after achieving the preceding CMC or MMCA level.

*** Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

Professional and Social Contributions (20 points required).

	Points
1. Member of the IIMC Board of Directors	2 per year
2. Chairperson of an IIMC or Municipal Clerks Association Committee	2 per year
3. Officer or trustee of a Municipal Clerks Association or subdivision	2 per year
4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per event
5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)	4 per event
6. Presenter at an IIMC/State/Province or Regional meeting	1 per session
7. IIMC or Municipal Clerks Association Committee member	1 per year
8. Unique on-the-job performance or achievements that benefit the profession or community	2 per year
9. Personal accomplishments of educational benefit to the profession	2 per year
10. Officer in a related professional association	1 per year

In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of the Advanced Education, and Professional and Social Contribution categories.

For this group of students, the grace period for fulfilling the Advanced Education requirements of obtaining the MMC designation according to the above-mentioned criteria will end on December 31, 2009.

Starting January 1, 2010, those students in this group who have not completed the requirements for the MMC designation shall complete the remaining portion of the MMC requirements according to the following criteria:

Advanced Education requirements for the MMC candidates who completed one IIMC approved Academy course prior to January 1, 2007, but will not earn the MMC designation before January 1, 2010

In addition to the following Advanced Education points, these candidates shall obtain 20 Professional and Social Contribution points, and 20 points from the combination of Advanced Education, and Professional and Social Contribution categories

Advanced Education (60 points, 120 hours) Points

Completion of 60 points (120 hours) of Advance

Education course work at an on-land IIMC Institute*	60
Completion of an IIMC Approved Academy Program	3 per 6 or more hours in one day of training
Academic credits in a related field earned at an accredited college or University**	2 per one credit hour for a maximum of six points
Certification and education obtained from another organization relevant to the responsibility of a Municipal Clerk which have been pre-approved by IIMC***	1 per 6 or more hours in one day of training for a maximum of six points
IIMC Annual Conference education****	4 points for attending the four days of the conference 4 points for attending the four days of the conference; maximum 20 points

*Two-thirds, 40(60 x 2/3) points on the total Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

**Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

*** Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

**** Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 6 MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

Professional and Social Contributions (20 points required)

	Points
1. Member of the IIMC Board of Directors	2 per year
2. Chairperson of an IIMC or Municipal Clerks Association Committee	2 per year
3. Officer or trustee of a Municipal Clerks Association or subdivision	2 per year

4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per event
5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)	4 per event
6. Presenter at an IIMC/State/Province or Regional meeting	1 per session
7. IIMC or Municipal Clerks Association Committee member	1 per year
8. Unique on-the-job performance or achievements that benefit the profession or community	2 per year
9. Personal accomplishments of educational benefit to the profession	2 per year
10. Officer in a related professional association	1 per year
11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program	1 per 6 or more hours in one day of teaching/training/preparation
12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program	1 per 6 or more hours in one day of training maximum 4 points

In addition to the above-mentioned 20 points, the student must earn 20 points from a combination of the Advanced Education, and Professional and Social Contribution categories.

The MMC candidates, who were admitted into an IIMC Academy in or after 2007, shall fulfill the criteria below:

Advanced Education requirements for the MMC candidates who did not complete one IIMC approved Academy course before January 1, 2007

Advanced Education (84 points, 168 hours)

	Points
Completion of 168 (84 points) of Advanced Education course work at an on land IIMC Institute*	84
Completion of an IIMC Approved Academy Program	3 per 6 or more hours in one day of training
Academic credits in a related field earned at an accredited college or University**	2 per one credit hour for a maximum of six points
Certification and education obtained from another organization relevant to the responsibility of a Municipal Clerk which have been pre-approved by IIMC***	1 per 6 or more hours

in one day of training for a maximum of six points

IIMC Annual Conference education****

4 points for attending the four days of the conference
4 points for attending the four days of the conference; maximum 20 points

* Two-thirds, 56(84 x 2/3) points of the Advanced Education requirements for the MMC Designation program may be obtained through distance education. All distance Education shall be pre-approved by the Director of Education and research.

**Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs and urban planning

*** Prior to attending an education or certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IMC Education Department.

**** Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education or Professional and Social Contribution points not both. Points used for the MMC designation shall not be used for any other purposes.

On January 1, 2007, the four levels of MMCA were consolidated into one. To maintain their MMC candidacy the students must earn a minimum of six MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

Professional and Social Contributions (20 points required)

	Points
1. Member of the IIMC Board of Directors	2 per year
2. Chairperson of an IIMC or Municipal Clerks Association Committee	2 per year
3. Officer or trustee of a Municipal Clerks Association or subdivision	2 per year
4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per event
5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)	4 per event
6. Presenter at an IIMC/State/Province or Regional meeting	1 per session
7. IIMC or Municipal Clerks Association Committee member	1 per year
8. Unique on-the-job performance or achievements that	2 per year

benefit the profession or community	
9. Personal accomplishments of educational benefit to the profession	2 per year
10. Officer in a related professional association	1 per year
11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program	1 per 6 or more hours in one day of teaching or training and preparation
12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program	1 per 6 or more hours in one day of training maximum 4 points

Q: Within the context of the Grace Period, would IIMC Education Department honor the written commitments that its staff may have made to some students regarding education points?

A: The IIMC Education Department will honor the written commitments that the Education Department staff made to the students before 2007 for two years from the date of the commitment. The student must provide a copy of the written "commitment" to the IIMC Education Department.

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the Entry Level of the MMCA program, how many Advanced Education and how many Professional and Social Contributions points should I earn to qualify for my MMC Designation?

A: Since you have already completed your Entry Level of the MMCA program (according to the provisions of the previous guidelines), in order to attain your MMC designation, you will need 45 Advanced Education points; 15 Professional and Social Contributions points, and 15 points of a combination of the two categories (Advanced Education and Professional and Social Contributions).

Q: When I applied for my Entry Level, I submitted 18 Advanced Education points and 16 Professional and Social Contribution points; however, I was granted only 25 points that were required for each level as opposed to 34 points (18 + 16). Is it possible for me to claim those nine points towards my MMC certification now?

A: No. The previous format allowed and counted for a minimum of 25 points for each level no matter how many extra points were submitted (i.e. the extra points submitted for each Level were never counted towards the subsequent Level). In other words, the successful completion of each level accounted only for a minimum of 25 points of which 15 points were Advanced Education; five points Professional and Social Contribution, and five points a combination of the two categories (Advanced Education & Professional and Social Contribution).

Q: But I am losing nine points. Is that fair?

A: Yes. You and IIMC entered into an agreement at that time; IIMC is honoring that agreement and expects the students to do the same. In a hypothetical case, allowing for renegotiating that agreement would require IIMC to reevaluate all applications for the previous MMC levels, which would require a tremendous amount of work and resources that

IIMC does not possess. Upon closer scrutiny, one will realize that the new format has provided more flexibility for a clerk to obtain his/her MMC designation. In the new format, there is no time limit and there is no waiting period between the two consecutive levels as required in the previous format.

Q: This is a comment and a question. In the previous four-level format, after finishing each level, the student received a certificate of completion for that level, which he/she could show to his/her supervisor. Does the current format facilitate such recognition?

A: Yes. The current format provides for a more comprehensive and effective mechanism. As a student successfully completes a course or program, he/she may ask IIMC to produce an up-to-date transcript with a cover letter that includes information about IIMC, and the CMC, MMC, and CMC Recertification programs. In other words, the student receives a comprehensive document demonstrating his/her success and the importance of the certification program in which he/she is enrolled. In the current format, the success of the student is acknowledged more frequently and comprehensively.

Q: Could you give me some examples of the "Professional accomplishments for educational benefit to the profession"?

A: Any accomplishment that is not a part of day-to-day responsibilities of the clerk and it is of educational value to the profession fits into this category. For instance, a published article in the local or national publications that is of benefit to the profession. Formally sharing best practices and new ideas with other clerks in the form of conducting seminars, workshops, and educational sessions. (Publishing clerk related articles in the IIMC News Digest is strongly encouraged.)

Q: Given that I hold my MMC, do I have to recertify?

A: At this time, there is no requirement for MMC recertification. As a part of the requirements for your MMC designation, you submitted to IIMC a "Pledge of Lifelong Learning" in which you promised that you will continue your professional training and education, and inform IIMC of your accomplishments. Since a professional designation is a time-limited document, it is desirable for IIMC to design a recertification program, similar to that of the CMC, for the MMC designation. This will result in uniformity of approach towards the CMC and MMC designations, and may help the MMC certificants to receive continuing education funds from their employers beyond the receipt of the MMC designation.

Q: I heard that the BA degree is no longer a prerequisite for obtaining the MMC designation. Is that true?

A: Yes.

Q: I have a follow-up question. How about the 15-year experience requirement?

A: The 15-year experience is no longer a prerequisite for obtaining the MMC designation.

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the First Level of the MMCA program, how many Advanced Education and how many

Professional and Social Contributions Points should I earn to qualify for my MMC Designation?

A: Since you have already completed your First Level of the MMCA program, in order to attain your MMC designation, you will need 30 Advanced Education points; 10 Professional and Social Contributions points, and 10 points of a combination of the two categories (Advanced Education and Professional and Social Contributions).

Q: Given that I entered into an IIMC Academy prior to January 1, 2007, and have completed the Second Level of the MMCA program, how many Advanced Education and how many Professional and Social Contributions points should I earn to qualify for my MMC Designation?

A: Since you have already completed your Second Level of the MMCA program, in order to attain your MMC designation, you will need 15 Advanced Education points; 5 Professional and Social Contributions points and 5 points of a combination of the two categories (Advanced Education and Professional and Social Contributions). The following chart summarizes the answers to the above three questions.

Level Completed	Points Earned	Points Needed	Advanced Education (AE) Points Needed	Professional & Social Contributions (PSC) Points Needed	Combination of AE and PSC Points Needed
Entry Level	25	75	45	15	15
First Level	50	50	30	10	10
Second Level	75	25	15	5	5

The MMC points shall be obtained according to the provisions of the Education Guidelines on pages 20 and 21.

Q: Given that I entered into the MMCA program, completed the Entry Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the Entry Level, you have paid IIMC \$100. You therefore owe IIMC \$300. The remaining \$300 must be paid on or before the date of submitting your Application for MMC designation. Alternatively, you can pay the \$300 in installments.

Q: Given that I entered into the MMCA program, completed the First Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the First Level, you have paid IIMC \$175. You therefore owe IIMC \$225. The remaining \$225 must be paid on or before the date of submitting your Application for MMC designation. Alternatively, you can pay the \$225 in installments.

Q: Given that I entered into the MMCA program, completed the Second Level, and paid the application fee, how much do I owe IIMC for my MMC designation?

A: The four levels of the MMCA program have been consolidated into one; however the total amount of the application fee remains the same \$400 (\$100 for the Entry Level + \$75 for the First Level + \$75 for the Second Level + \$150 for the Third Level). Since you have completed the Second Level, you have paid IIMC \$250. You therefore owe IIMC \$150. The remaining \$150 must be paid on or before the date of submitting your Application for MMC designation. The following chart summarizes the above three questions.

Level Completed	Application Fee(s) Paid	Balance
Entry Level	\$100	\$300
First Level	\$175	\$225
Second Level	\$250	\$150

Q: What is the minimum number of required education points for the MMC designation?

A: Effective January 1, 2007, the minimum number of required education points for the MMC designation is 84 points (168 Academy hours). An IIMC candidate may earn as many points in a year as possible without any limitations or waiting period; however, an MMC candidate shall earn six or more points (a combination of Advanced Education and Professional and Social Contribution points) per year to retain his/her CMC designation without having to recertify, otherwise, he/she shall recertify in a timely manner. As you obtain your MMC Points, send them to IIMC Headquarters, on or before the anniversary of your Application for Admission to the MMCA program, to be added to your MMC transcript. The MMC points shall be obtained according to the provisions of the Education Guidelines.

Q: Are the MMCA courses at the same level as those of the CMC program?

A: No. The MMCA are more rigorous in terms of nature, scope, breadth and depth and are at a higher level than those of the CMC program.

Q: What is the minimum number of years for earning the MMC designation?

A: There is no minimum time requirement and there is no waiting period. An IIMC candidate may earn as many points in a year as possible without any limitations or waiting period; however, a four-year period is usually necessary to fulfill the requirements for the MMC designation.

Q: Could a part of MMCA education points be obtained through distance education?

A: Two-thirds (2/3) of the minimum 84 education points for the MMC Designation Program may be obtained through distance education as stipulated in the Education Guidelines.

Q: What is the Application for MMC Designation?

A: The Application for the MMC designation encompasses all the Advanced Education and the Professional and Social Contributions requirements for the attainment of the MMC designation. Upon the completion of the Advanced Education and the Professional and Social Contributions requirements for the MMC designation, the applicant shall complete an

Application for Designation. The applicant shall submit the Application for Designation and its supporting documents to IIMC in a timely manner.

Q: At what stage should the Application for Designation for the MMC designation be submitted to IIMC?

A: The Applicant should submit the Application for Designation for the MMC to IIMC after fulfilling all the Advanced Education and the Professional and Social Contributions requirements for designation.

Q: What are the Advanced Education requirements for the MMC designation?

A: The following are the Advanced Education requirements for the MMC designation:

Advanced Education Component (84 points required)

	Points
1. Completion of 168 hours (84 point) of coursework at an on-land IIMC Institute. Two-thirds (2/3) of the minimum 168 hours of Institute training for the MMC Certification program may be obtained through distance education. All distance education shall be pre-approved by the Director of Education and Research.	84
2. Completion of an IIMC-approved Academy program	3 per 6 or more hours in one day of training
3. Academic credits in a related field earned at an accredited college or university*	2 per credit unit maximum 6 points
4. Certification and education obtained from another organization relevant to the responsibilities of a municipal clerk, which have been pre-approved by IIMC**	1 per 6 or more hours in one day of training maximum 6 points
5. IIMC Annual Conference Education***	4 points for attending the four days of the conference; maximum 20 points

*Examples of acceptable fields of study include public administration, political science, business administration, municipal management, municipal finance, governmental accounting, records management, urban affairs, and urban planning. Education units or hours may not be credited to both of the CMC and MMCA programs.

**Prior to attending an educational or a certificate program offered by other organizations, the student shall seek and obtain approval of the program from the IIMC Education Department.

***Starting May 2008, IIMC Annual Conference education points shall be used for either Advanced Education points or Professional and Social Contribution points; not both.

Q: What are the Professional and Social Contributions requirements for the MMC designation?

A: The following are the Professional and Social Contributions requirements for the MMC designation:

Professional and Social Contributions Component (20 points required)

	Points
1. Member of the IIMC Board of Directors	2 per year
2. Chairperson of an IIMC or Municipal clerks Association Committee	2 per year
3. Officer or trustee of a Municipal Clerks Association or subdivision	2 per year
4. Registration and attendance at an IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference	1 per event
5. Registration and attendance at an IIMC Annual Conference (attendance at IIMC Conferences prior to 2004 equals ONE point)	4 per event
6. Presenter at an IIMC/State/Province or Regional meeting	1 per session
7. IIMC or Municipal Clerks Association Committee member	1 per year
8. Unique on-the-job performance or achievements that benefit the profession or community	2 per year
9. Personal accomplishments of educational benefit to the profession	2 per year
10. Officer in a related professional association	1 per year
11. Teacher or trainer at an IIMC-recognized Institute or municipal clerk education program	1 per 6 or more hours in one day of teaching/training/preparation
12. Completion of a professionally-related seminar or course at a local resource not approved as an MMCA program	1 per 6 or more hours in one day of training maximum 4 points

Q: Can I use my MMC designation after the retirement?

A: Yes, as long as you maintain your Retired Member status with IIMC.

THE COURSE AND PROGRAM REVIEW PROCESS (CPRP)

Q: What is the purpose of the Course and Program Review Process (CPRP)?

A: IIMC has established a Course and Program Review Process (CPRP) in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a course or a program prior to its launch as opposed to sending the documents to him/her for review and approval after the launch. The main reasons for the Course and Program Review Process include:

1. In this collaborative process, the quality or the lack thereof will be determined prior to the launch, and if there would be a need for improvement, it would be communicated to the Institute, the individual, the Association, and the Education Committee in a timely manner.

2. The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.
3. In this process, the allowable number of hours and points are determined prior to the launch of a course or a program, which will avoid any confusion or ambiguity.
4. The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

Q: What are the requirements for Course and Program Review?

A: Requirements for Course and Program Review for IIMC educational points or hours for all programs include:

1. The education points or hours are only awarded to those courses, seminars, symposia, conferences, and similar programs that result in educational and scholarly exercises and experiences.
2. At a minimum, they shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio.
3. The purpose of the course: the instructor will briefly determine the purpose of the course by writing a one, two, or three sentence description of the overall purpose of the course.
4. List of major topics covered in the course: the instructor will list the major topics that will be discussed in the course.
5. Learning outcomes: the instructor will determine the expected outcome of the course upon its completion by writing a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending the course.
6. Learning outcomes assessment: the instructor will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.
7. If the instructor requires reading materials for the course, a list of those materials should be attached to the completed Course and Program Review Template. (Please refrain from sending course materials to IIMC Education Department.)
8. To be eligible for IIMC educational points, all programs and supporting materials shall be submitted to the Director of Education and Research for his/her review. Early

submission of all documents is strongly recommended. The IIMC Education Department needs a minimum of 10 business days to respond.

9. A Certificate of Attendance with specific hours of instruction should be issued. The roster of participants will be submitted to IIMC.
10. Attendees will be required to sign-in as they arrive, and sign-out as they leave. Certificates of Completion will be distributed by the sponsoring organization after the conclusion of the program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.).
11. A Course Evaluation Form (questionnaire) should be designed that will assess the effectiveness of teaching in the classroom, the relevance of the course to the job of the participating clerks, and the accomplishment of the stated course learning outcomes. (Please submit to IIMC the results of those questionnaires in a summary format, and refrain from sending the completed Course Evaluation Forms.)
12. Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

Q: What are the Course and Program Review requirements for IIMC approved-University sponsored-institutes?

A: Since the IIMC approved institutes are sponsored by institutions of higher learning, and the courses offered to the municipal clerks by the university-sponsored institutes meet the built-in college/university standards of educational quality, they should be required to choose one of the two options:

1. Continue complying with the existing "Course and Program Review Process" and submit a short Annual Update.
2. Discontinue complying with the existing "Course and Program Review Process" and submit to IIMC an Annual Report.

Option 1

The Institute Director will regularly submit to the IIMC Education Department new courses/programs for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Update:

1. A letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.

2. A list of attendees and hours attended
3. A summary report of the Teaching and Course Evaluation forms completed by the attendees.
4. A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
5. Program brochure(s).

The State Education Committee shall review and evaluate the Annual Update, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Update and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Update. (Electronic mail is preferred.)

Option 2

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Report:

1. A report explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
2. Brief bios of instructors cross-referenced to the courses taught during the year.
3. Schedules and location(s) of CMC/MMC/CMC Recertification offerings.
4. Description of the CMC, MMC, and CMC Recertification courses taught during the year
5. Confirmation of compliance with the IIMC course distribution guidelines (the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the MMC required core curriculum of 80% Public Administration and 20% Electives).
6. Confirmation of compliance with the IIMC requirements regarding the level and rigor of courses (CMC versus MMC).¹

¹ The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth

7. Confirmation of compliance with the IIMC requirements regarding the number of in-class contact hours.
8. A list of assessment instruments used during the year.
9. A summary report of the Course and Teaching Evaluation forms completed by the attendees for each course.
10. A roster of attendees and hours attended
11. Program Brochure(s).
12. A Budget Report or a Statement of Financial Health of the Institute (e.g., a letter from the State Education Chair attesting to the financial well-being of the Institute will suffice).

The State Education Committee shall review and evaluate the Annual Report, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Report and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Report. (Electronic mail is preferred.)

Institutes may shift from one option to the other no later than two months after the completion of the last Courses/Institute/Academy of the year.

Q: Is there a procedure for dealing with noncompliance?

A: Yes, the Director of Education and Research may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

1. The Director of Education and Research will bring the issue to the attention of the Institute Director.

discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

2. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the State Education Chair and informs the IIMC's Chair of the Program Review and Certification Committee (PR/C).
3. If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the entire Program Review and Certification Committee.
4. The Program Review and Certification Committee will forward to the IIMC Education Department the results of its deliberations within 30 days.
5. The Program Review and Certification Committee in consultation with the Director of Education and Research will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Program Review and Certification Committee should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.
6. The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Education Department in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.
7. The Director of Education and Research will forward the written communication from the Institute Director/State Education Chair alongside his/her own comments to the Program Review and Certification Committee within 30 days.
8. The Program Review and Certification Committee in consultation with the Director of Education and Research will review the response from the Institute Director/State Education Chair, render a final judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair within 30 days.

Q: What are the Course and Program Review requirements for those IIMC approved institutes that do not have a University sponsor?

A: Since these institutes are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process according to the provisions of "Option 1", previously discussed in this document. The Institute Director will complete the Course and Program Review Template for new courses and programs, and submit it to the IIMC Education Department for review prior to the launch of a course or program. The Education Department will review and inform the Institute Director of the results within 10 business days.

Q: What are the Course and Program Review requirements for the State Associations?

A: Since the State Associations are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The State Association Education Chair or his/her representative will complete the Course and Program

Review Template for new courses, and submit it to the IIMC Education Department for review prior to the launch of a course or program. The Education Department will review and inform the person submitting the course of the results within 10 business days.

Q: What are the Course and Program Review requirements for individuals who wish to obtain IIMC points towards their certification?

A: Individuals, who wish to attend a course or a program not offered by the Institute/Academy/State Association, are required to complete the Course and Program Review Template and submit it to the IIMC Education Department for review prior to attending the courses/program. The Education Department will review and inform the person submitting the course/program of the results within 10 business days.

Q: Would IIMC grant points towards courses or programs that have already been launched without IIMC's approval?

A: It is advised that courses or programs to be submitted for review and approval prior to their launch. This way, the provider and the attendee are given assurance regarding the exact number of IIMC points. However, the Education Department accepts for review and possible approval a course or program after it has already been launched. If the course or program does not meet the Course and Program Review criteria, no IIMC point will be granted.

Q: What are the IIMC requirements for changing University sponsor?

A: If an Association desires to change the University sponsor, a new program application shall be required by IIMC when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

Q: What are the IIMC requirements for replacing the Institute Director?

A: In the event the Institute Director is replaced, the State Association Education Chair shall send to IIMC the bio and contact information of his/her replacement no later than two months from the date of appointment. In such case, no filing fee is required.

Q: Is a list of reading materials required in each IIMC approved course?

A: Not necessarily. It all depends on the scope and nature of the course and it is at the discretion of the instructor.

Q: Is an essay required in each course?

A: Not necessarily. An essay is one of the many assessment instruments. Each Institute course shall have an assessment instrument. However, the choice of the assessment instrument is at the discretion of the instructor.

Q: Is the Knowledge Transfer Action Plan (KTAP) designed by the Arizona Institute acceptable as an assessment instrument?

A: Yes, KTAP and similar assessment instruments are acceptable. IIMC requires the use of an assessment instrument in each course. The choice of the assessment instrument is at the discretion of the instructor.

Q: What is the difference between the Outcomes Assessment and Teaching and Learning Evaluation?

A: The Outcomes Assessment is concerned with the performance of the student while the Teaching and Learning Evaluation is concerned with the performance of the teacher. The Outcomes Assessment is a process in which the amount of information obtained by the student is determined. The Teaching and Learning Evaluation is a process in which the effectiveness and efficiency of the teacher in the learning process is determined.

Q: Does IIMC have a template for Course and Program Review Process?

A: Yes. The following is the template for Course and Program Review:

International Institute of Municipal Clerks Course & Program Review Template

If you are unfamiliar with this template, please review the attached criteria and example. Please respond to all questions and do not combine the questions or your answers

Today's Date: xx/xx/xxxx

Your Name: xxxxxx x xxxxxxx

Your Position: Institute Director ___ State Education Chair ___ Other (explain):

City: xxxxxxxx

State: xx

Zip: xxxxx

Email: xxxx@xxxxxx,xxx

Telephone: xxx xxx xxxx

1. Program Title:
2. Program Offered by: IIMC Institute ___ State Association ___ Other (explain):
3. Program Location: Address xxxxxxxx, City xxxxxxx, State xx, Place the course will be offered xxxxxxxx
4. Program Date and Time (please specify in-class contact hours and breaks; time allotted for breakfast/lunch/dinner/breaks, etc. does not count towards IIMC points):

For example, *October 10, 20xx; 8:30 a.m.-12 p.m. (two 15-minute breaks).*

5. Credit Requested for: CMC ___ MMC ___ CMC Recertification ___
6. Instructor's Brief Bio: please attach a one-paragraph bio of the instructor.
7. Purpose of the Course: the Instructor will write a one, two, or three sentence description of the course's overall purpose.
8. List Major Topics Covered in the Course: the Instructor will list the major topics that will be covered in the course.
9. Learning Outcomes: the Instructor will write a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending this course.
10. Learning Outcomes Assessment Tool: the Instructor will select an outcomes assessment tool:

Test ___ Quiz ___ Essay ___ Practicum ___ KTAP ___ Other (explain):

Please attach a blank sample of the Course Evaluation Form: the education provider will design a Course Evaluation Form (questionnaire).

Please refrain from sending course materials (e.g., PowerPoint slides, handouts, etc.) to IIMC Education Department.

(The Course and Program Review Criteria, the Course and Program Review Template, and a comprehensive example of a completed Template are posted on IIMC website at www.iimc.com.)

Q: Who is supposed to complete the Course and Program Review Template?

A: Any individual or entity that wishes to obtain credit towards IIMC designations must complete the Template.

Q: Is it necessary to complete the template for the courses that have already been approved by IIMC?

A: The template is used for new courses. It is not necessary to complete the template for the courses that have already been approved by IIMC. If a new instructor teaches a course that has already been approved by IIMC, only a brief bio of the new instructor will be required.

IIMC INSTITUTES

Q: What is an IIMC Institute?

A: An IIMC Institute is the umbrella organization that hosts the programs for the CMC and the MMC designations and the CMC Recertification. It is an essential part of the triangular partnership that includes the University sponsored Institute, the Association, and IIMC. To achieve its goal of delivering first-rate educational programs to the municipal clerks, IIMC has partnered with state/provincial associations of municipal clerks and local reputable institutions of higher learning in the past several decades. In this unique triangular educational partnership, IIMC combines its resources with the resources of its two partners at the local level for achieving greater efficiency, effectiveness, and relevance.

Q: What is the role of each partner in the Triangular Partnership, which includes the Municipal Clerks State Association, the Institute, and IIMC?

A: The Association is the client that needs an educational service, the Institute provides that service according to the IIMC Education Guidelines, and IIMC grants the CMC and the MMC designations according to the same guidelines, and serves as a compliance auditor to ensure that the terms and conditions of the articles of partnership (i.e. Education Guidelines) are followed. This is done in an environment of collaboration, cooperation, and mutual respect. Each partner plays a pivotal role in providing quality education for those clerks who are IIMC members. The process usually starts with the state/provincial association of clerks, which on behalf of the local clerks contacts IIMC and expresses its desire to establish an IIMC Institute in the state/province by submitting a proposal. The IIMC Approved Institute serves as an umbrella organization that hosts one or more of IIMC programs (e.g., CMC

Designation, MMC Academy, and CMC Recertification). An essential part of the proposal is a signed agreement between a local accredited university and the association in which the university agrees to sponsor and host the institute and follow the Education Guidelines of IIMC in establishing and managing the Institute.

Q: Does IIMC benefit from the tuition revenue collected by the 46 IIMC approved Institutes?

A: No. None whatsoever. Programs, courses, seminars, etc., are designed, priced and offered by the institutes in collaboration with the state associations, and IIMC receives no financial benefit from them.

Q: What is an IIMC program?

A: An IIMC program is a set of classes about a particular subject; in this case, the Certified Municipal Clerk Certification, the Master Municipal Clerk Academy, and the CMC Recertification Programs.

Q: What is the purpose of reviewing the budgets of the Institute by IIMC?

A: In any partnership, every partner is entitled to know about the financial health or the lack thereof of the partnership. As a partner, IIMC is entitled to receive and review the budget of the Institute. The scope of the review (as opposed to approval) is limited to the determination of the (general) financial health or the lack thereof. A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).

Q: What is the purpose of the Course and Program Review Process (CPRP)?

A: IIMC has established a Course and Program Review Process (CPRP) in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a course or a program prior to its launch as opposed to sending the documents to him/her for review and approval after the launch. The main reasons for the Course and Program Review Process include:

- 1 In this collaborative process, the quality or the lack thereof will be determined prior to the launch, and if there would be a need for improvement, it would be communicated to the Institute and the Education Committee in a timely manner.
- 2 The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.
- 3 In this process, the allowable number of hours and points are determined prior to the launch of a course or a program, which will avoid any confusion or ambiguity.
- 4 The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

Q: What are the requirements for Course and Program Review?

A: Requirements for Course and Program Review for IIMC educational points or hours for all programs include:

- 1 The education points or hours are only awarded to those courses, seminars, symposia, conferences, and similar programs that result in educational and scholarly exercises and experiences.
- 2 At a minimum, they shall be related to the job of the participating clerk and shall include a presentation by an educator with appropriate credentials or by an expert in the field. Evidence of the appropriateness of the credentials or expertise must be presented in the form of a brief bio.
- 3 The purpose of the course: the instructor will briefly determine the purpose of the course by writing a one, two, or three sentence description of the overall purpose of the course.
- 4 List of major topics covered in the course: the instructor will list the major topics that will be discussed in the course.
- 5 Learning outcomes: the instructor will determine the expected outcome of the course upon its completion by writing a one, two, or three sentence description of the useful knowledge/experience that the student will take away by attending the course.
- 6 Learning outcomes assessment: the instructor will select an outcomes assessment tool to determine that the students have accomplished the course's purpose by using a test, a quiz, an essay, a practicum, the Knowledge Transfer Action Plan (KTAP) used by the Arizona Institute, or similar tools.
- 7 If the instructor requires reading materials for the course, a list of those materials should be attached to the completed Course and Program Review Template. (Please refrain from sending course materials to IIMC Education Department.)
- 8 To be eligible for IIMC educational points, all programs and supporting materials shall be submitted to the Director of Education and Research for his/her review. Early submission of all documents is strongly recommended. The IIMC Education Department needs a minimum of 10 business days to respond.
- 9 A Certificate of Attendance with specific hours of instruction should be issued. The roster of participants will be submitted to IIMC.
- 10 Attendees will be required to sign-in as they arrive, and sign-out as they leave. Certificates of Completion will be distributed by the sponsoring organization after the conclusion of the program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.).
- 11 A Course Evaluation Form (questionnaire) should be designed that will assess the effectiveness of teaching in the classroom, the relevance of the course to the job of

the participating clerks, and the accomplishment of the stated course learning outcomes. (Please submit to IIMC the results of those questionnaires in a summary format, and refrain from sending the completed Course Evaluation Forms.)

- 12 Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

Q: What are the Course and Program Review requirements for IIMC approved-University sponsored-institutes?

A: Since the IIMC approved institutes are sponsored by institutions of higher learning, and the courses offered to the municipal clerks by the university-sponsored institutes meet the built-in college/university standards of educational quality, they should be required to choose one of the two options:

- 1 Continue complying with the existing "Course and Program Review Process" and submit a short Annual Update.
- 2 Discontinue complying with the existing "Course and Program Review Process" and submit to IIMC an Annual Report.

Option 1

The Institute Director will regularly submit to the IIMC Education Department new courses/programs for review. The Education Department will review and inform the Institute Director of the results within 10 business days.

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Update:

- 1 A letter explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
- 2 A list of attendees and hours attended
- 3 A summary report of the Teaching and Course Evaluation forms completed by the attendees.
- 4 A Budget Report or a Statement of Financial Health of the Institute (a letter from the Institute Director/State Education Chair attesting to the financial well-being of the Institute will suffice).
- 5 Program brochure(s).

The State Education Committee shall review and evaluate the Annual Update, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Update and the letter to the IIMC

Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Update. (Electronic mail is preferred.)

Option 2

Each year, the Institute is required to submit to the State Education Committee the following information in the form of an Annual Report:

- 1 A report explaining his/her evaluation of the programs, areas in need of improvement, future plans, etc.
- 2 Brief bios of instructors cross-referenced to the courses taught during the year.
- 3 Schedules and location(s) of CMC/MMC/CMC Recertification offerings.
- 4 Description of the CMC, MMC, and CMC Recertification courses taught during the year
- 6 Confirmation of compliance with the IIMC course distribution guidelines (the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the MMC required core curriculum of 80% Public Administration and 20% Electives).
- 7 Confirmation of compliance with the IIMC requirements regarding the level and rigor of courses (CMC versus MMC).²
- 8 Confirmation of compliance with the IIMC requirements regarding the number of in-class contact hours.
- 9 A list of assessment instruments used during the year.

² The issue of level and rigor of courses is explained in 2001 Education Guidelines (please see page 9) as follows: "1. Program materials, presentations and discussions should be at an advanced level of difficulty relative to CMC course content. 2. Program content should emphasize management and leadership concepts and skills development. It should also emphasize development of interpersonal [relations], decision-making and planning skills. 3. Course presentations should offer intensive and in-depth discussion of selected subjects. Presentations should avoid repetition of basic materials offered in certification programs, and should focus on challenging and expanding participant assumptions and ways of thinking. Presentations should emphasize long-range issues and personal capability requirements, and deemphasize immediate, short-range clerk problems and concerns. Exchanging of ideas should be encouraged through presentations by municipal officials, visiting scholars and instructors, professional clerks and other experts from outside the program area..." The above three points were summarized on page 19 of the 2006 Education Guidelines as follows: "The educational requirements for MMCA are more rigorous and at a much higher level than those of the CMC program. The subject matters might be similar to those of the CMC courses; however, the breadth and depth of the MMCA courses shall be more academically advanced."

- 10 A summary report of the Course and Teaching Evaluation forms completed by the attendees for each course.
- 11 A roster of attendees and hours attended
- 12 Program Brochure(s).
- 13 A Budget Report or a Statement of Financial Health of the Institute (e.g., a letter from the State Education Chair attesting to the financial well-being of the Institute will suffice).

The State Education Committee shall review and evaluate the Annual Report, consult with the Institute Director, summarize the results of its review and evaluation in the form of a cover letter, and submit the Annual Report and the letter to the IIMC Education Department. Since institutes have different academic calendars, the Institute Director/Education Chair and the Education Department determine a mutually agreed-upon date for the submittal of the Annual Report. (Electronic mail is preferred.)

Institutes may shift from one option to the other no later than two months after the completion of the last Courses/Institute/Academy of the year.

Q: Is there a procedure for dealing with noncompliance?

A: Yes, the Director of Education and Research may determine that an Institute is not in compliance with the provisions of the IIMC Education Guidelines. In such case, the following steps will be taken:

- 1 The Director of Education and Research will bring the issue to the attention of the Institute Director.
- 2 If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the State Education Chair and informs the IIMC's Chair of the Program Review and Certification Committee (PR/C).
- 3 If not resolved within 30 days, the Director of Education and Research will bring the issue to the attention of the entire Program Review and Certification Committee.
- 4 The Program Review and Certification Committee will forward to the IIMC Education Department the results of its deliberations within 30 days.
- 5 The Program Review and Certification Committee in consultation with the Director of Education and Research will render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair. The written communication from the Program Review

- and Certification Committee should specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.
- 6 The Institute Director in collaboration with the State Education Chair may respond to the decision within 30 days, by contacting the Education Department in writing. A non-response is construed as the acceptance of the decision. A continued noncompliance may result in revocation of the Institute's approval by IIMC.
 - 7 The Director of Education and Research will forward the written communication from the Institute Director/State Education Chair alongside his/her own comments to the Program Review and Certification Committee within 30 days.
 - 8 The Program Review and Certification Committee in consultation with the Director of Education and Research will review the response from the Institute Director/State Education Chair, render a final judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State Education Chair within 30 days.

Q: What are the Course and Program Review requirements for those IIMC approved institutes that do not have a University sponsor?

A: Since these institutes are not sponsored by institutions of higher learning, they are required to comply with the existing Course and Program Review Process. The Institute Director will complete the Course and Program Review Template for new courses and programs, and submit it to the IIMC Education Department for review prior to the launch of course or program. The Education Department will review and inform the Institute Director of the results within 10 business days.

Q: Is a list of reading materials required in each Institute course?

A: Not necessarily. It all depends on the scope and nature of the course and it is at the discretion of the instructor.

Q: Is an essay required in each Institute course?

A: Not necessarily. An essay is one of the many assessment instruments. Each Institute course shall have an assessment instrument. However, the choice of the assessment instrument is at the discretion of the instructor.

Q: Is the Knowledge Transfer Action Plan (KTAP) designed by the Arizona Institute acceptable as an assessment instrument?

A: Yes, KTAP and similar assessment instruments are acceptable. IIMC requires the use of an assessment instrument in each course. The choice of the assessment instrument is at the discretion of the instructor. (For more information, see the previous section, The Pre-approval Process.)

Q: Is it possible for clerks to train other clerks?

A: Yes, provided the trainer is qualified to do the training, the training relates to basic clerkship skills, and appropriate education quality control measures are instituted. As a first

step towards quality control, the institutes shall send to IIMC a brief bio of the trainer, a course outline including course objectives, course outcomes, method(s) of course outcomes assessment, and a course timeline for review and pre-approval.