



International Institute of Municipal Clerks

Board of Directors

Annual Meeting Agenda

May 16, 2008

Atlanta, GA

**International Institute of Municipal Clerks
Board of Directors – Annual Meeting Agenda
May 16, 2008 – Hyatt Regency Hotel
Atlanta, GA**

Meeting begins at 8:00 a.m.

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

BOARD OF DIRECTORS

2007/08 Roster

<u>President</u>	<u>Term of Service</u>	<u>President Elect</u>	<u>Term of Service</u>
Charles E. Tokar, MMC Village Clerk/Budget Officer 10455 S. Ridgeland Chicago Ridge, IL 60415	5/22/2008	Dyanne C. Reese, CMC Clerk of Council P.O. Box 1027 Savannah, GA 31402-1027	5/22/2008
Phone: (708) 425-7700 Fax: (708) 425-9942 E-mail: ctsr2@msn.com		Phone: (912) 651-6441 X 3 Fax: (912) 651-4260 E-mail: dreese@savannahga.gov	
<u>Vice President</u>	<u>Term of Service</u>	<u>Immediate Past President</u>	<u>Term of Service</u>
Mary Lynne Stratta, MMC City Secretary P.O. Box 1000 Bryan, TX 77805-1000	5/22/2008	Marcella H. O'Connor, MMC Municipal Clerk 29 Bridge Street Uralla NSW 2358 AUSTRALIA	5/22/2008
Phone: (979) 209-5005 Fax: (979) 209-5003 E-mail: mstratta@bryantx.gov		Phone: 011-612-6778-3684 Fax: 011-612-6778-5073 E-mail: tmoconnor1@bigpond.com	
<u>Region I Director</u>	<u>Term of Service</u>	<u>Region I Director</u>	<u>Term of Service</u>
Linda C. Cohen, MMC City Clerk/Reg. of Voters 389 Congress Street Portland, ME 04101	5/23/2009	Bernice Dixon Town Clerk 14 Park Place Vernon, CT 06066-3291	5/20/2010
Phone: (207) 874-8677 Fax: (207) 874-8612 E-mail: lcc@portlandmaine.gov		Phone: (860) 870-3617 Fax: (860) 870-3683 E-mail: bernice.dixon@ci.vernon.ct.us	
<u>Region II Director</u>	<u>Term of Service</u>	<u>Region II Director</u>	<u>Term of Service</u>
Carol L. Jacobs, MMC City Clerk P.O. Box 158 Ocean City, MD 21842-0158	5/20/2010	Allan R. Susen, CMC Municipal Clerk 510 Belmont Ave. Haledon, NJ 07508	5/22/2008
Phone: (410) 289-8842 or 8824 Fax: (410) 289-7385 E-mail: cjacobs@ococcean.com		Phone: (973) 595-7766 X 103 Fax: (973) 790-4781 E-mail: asusen@haledonboronj.com	

<u>Region III Director</u>	<u>Term of Service</u>	<u>Region III Director</u>	<u>Term of Service</u>
Stephanie C. Kelly, CMC Deputy City Clerk 600 East Fourth Street Charlotte, NC 28202-2857 Phone: (704) 336-4515 Fax: (704) 336-7588 E-mail: sckelly@ci.charlotte.nc.us	5/20/2010	Glenda A. Morgan, MMC City Clerk P.O. Box 1827 Mobile, AL 36602-1827 Phone: (251) 208-7411 Fax: (251) 208-7576 E-mail: gmorgan@cityofmobile.org	5/23/2009
<u>Region IV Director</u>	<u>Term of Service</u>	<u>Region IV Director</u>	<u>Term of Service</u>
Gloria D. King, MMC Town Clerk P.O. Box 277 Delhi, LA 71232-0277 Phone: (318) 878-3792 Fax: (318) 878-3362 E-mail: delhiclerk@bellsouth.net	5/22/2008	Eddie R. Myers, CMC Dir. of Admin./City Clerk P.O. Box 1898 - 200 Forrest St. Hattiesburg, MS 39403-1898 Phone: (601) 545-4502 Fax: (601) 545-4608 E-mail: emyers@hattiesburgms.com	5/23/2009
<u>Region V Director</u>	<u>Term of Service</u>	<u>Region V Director</u>	<u>Term of Service</u>
Brenda Kay Young, MMC Town Clerk-Treasurer P.O. Box 446 Nashville, IN 47448-0446 Phone: (812) 988-7064 Fax: (812) 988-5527 E-mail: nashvillect@sbcglobal.net	5/20/2010	Kathryn A. Dornan, CMC City Clerk 31555 Eleven Mile Road Farmington Hills, MI 48336-1165 Phone: (248) 871-2422 Fax: (248) 871-2411 E-mail: kdornan@fhgov.com	5/23/2009
<u>Region VI Director</u>	<u>Term of Service</u>	<u>Region VI Director</u>	<u>Term of Service</u>
Carol S. Alexander, MMC City Clerk 100 State Street Beloit, WI 53511-6234 Phone: (608) 364-6684 Fax: (608) 364-6649 E-mail: alexandc@ci.beloit.wi.us	5/22/2008	Carolyn Brownfield, MMC City Clerk/Finance Officer P.O. Box 234 Toledo, IA 52342-0234 Phone: (641) 484-2160 Fax: (641) 484-3360 E-mail: carolyntoledo@iowatelecom.net	5/23/2009
<u>Region VII Director</u>	<u>Term of Service</u>	<u>Region VII Director</u>	<u>Term of Service</u>
Brenda M. Cirtin, MMC City Clerk P.O. Box 8368 Springfield, MO 65802-8368 Phone: (417) 864-1650 Fax: (417) 864-1649 E-mail: bcirtin@springfieldmo.gov	5/22/2008	Rick Goeckner, MMC City Clerk P.O. Box 648 Effingham, IL 62401-0648 Phone: (217) 347-7169 Fax: (217) 347-2675 E-mail: goeckner@ci.effingham.il.us	5/23/2009

<u>Region VIII Director</u>	<u>Term of Service</u>	<u>Region VIII Director</u>	<u>Term of Service</u>
Gloria A. Leija, MMC City Clerk 510 East Florence Blvd. Casa Grande, AZ 85222-4100 Phone: (520) 421-8600 X 110 Fax: (520) 421-8604 E-mail: gleija@ci.casa-grande.az.us	5/22/2008	Monica M. Simmons, MMC City Clerk 34 Brays Island Drive Henderson, NV 89052 Phone: (702) 267-1400 Fax: (702) 267-1401 E-mail: monica.simmons@cityofhenderson.com	5/20/2010
<u>Region IX Director</u>	<u>Term of Service</u>	<u>Region IX Director</u>	<u>Term of Service</u>
Pamela R. Kolacy, MMC City Clerk 250 Madison Street Suite 2 Port Townsend, WA 98368 Phone: (360) 379-5045 Fax: (360) 385-4290 E-mail: pkolacy@cityofpt.us	5/20/2010	Colleen J. Nicol, MMC City Clerk 3900 Main St. Riverside, CA 92522-0111 Phone: (951) 826-5557 Fax: (951) 826-5470 E-mail: cnicol@riversideca.gov	5/23/2009
<u>Region X Director</u>	<u>Term of Service</u>	<u>Region X Director</u>	<u>Term of Service</u>
David W. J. Calder, CMC General Manager, Corp.Svcs. Waterloo City Centre 100 Regina St. S., Box 337 Waterloo, ON N2J 4A8 CANADA Phone: (519) 886-1550 Fax: (519) 747-8510 E-mail: dcalder@city.waterloo.on.ca	5/22/2008	Bernie White, CMC Municipal Clerk 320 Esplanade Sydney, NS B1P 7B9 CANADA Phone: (902) 563-5020 Fax: (902) 564-0481 E-mail: bjwhite@cbrm.ns.ca	5/23/2009
<u>Region XI Director</u>	<u>Term of Service</u>	<u>Region XI Director</u>	<u>Term of Service</u>
Ronny Frederickx Gemeentesecretaris Heuvelplein 23 B-2910 Essen BELGIUM Phone: 011-32-3-6700137 Fax: 011-32-3-6700157 E-mail: ronny.frederickx@publilink.be	5/22/2008	Tom Van Der Hoven Head of Administration Beech Hurst, Weyhill Rd. Andover, Hants SP10 3AJ ENGLAND Phone: 9-011-44-1264-368001 Fax: 9-011-44-1264-368099 E-mail: tvanderhoven@testvalley.gov.uk	5/23/2009

DRAFT

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**International Institute of Municipal Clerks
Board of Directors Mid-Year Meeting
Minutes
October 26, 2007
Hilton Hotel
Orlando, Florida**

1. The meeting was called to order at 8:00 AM by President Charles Tokar
2. Roll call
Present
Charles E. Tokar, MMC, President; Dyanne C. Reese, CMC, President-Elect; Mary Lynne Stratta, MMC, Vice-President; Marcella H. O'Connor, MMC, Immediate Past President; Linda C. Cohen, MMC, I; Bernice Dixon, I; Allan R. Susen, CMC, II; Carol L. Jacobs, MMC, II; Glenda A. Morgan, MMC, III; Stephanie C. Kelly, CMC, III; Gloria D. King, MMC, IV; Eddie R. Myers, CMC, IV; Kathryn A. Dornan, CMC, V; Brenda Kay Young, MMC, V; Carol S. Alexander, MMC, VI; Carolyn Brownfield, MMC, VI; Brenda M. Cirtin, MMC VII; Rick Goeckner, MMC, VII; Gloria A. Leija, MMC, VIII; Monica M. Simmons, CMC, VIII; Colleen J. Nicol, MMC, IX; Pamela R. Kolacy, CMC, IX; David W. J. Calder, CMC, X; Bernie White, CMC, X; Ronny Frederickx, XI; Tom Van der Hoven, XI

Participating was Chris Shalby, Executive Director; Dr. Mohammad Eftekhari, Director of Education/Research; Denice Cox, Office Manager; Pilar Archer, Accounting Manager; Janet Pantaleon, Finance Specialist

Serving as Parliamentarian/Recorder was Christina N. Wilder, IIMC Past President

In attendance was Dale Barstow, President, MCEF Board of Directors; Marian Karr, Treasurer, MCEF; Tim Seeden, Association Solutions, Ltd.; Bonnie J. Potter, City Clerk, City of Cape Coral, FL; Tammy K. Vock, CMC, City Clerk, City of Vero Beach, FL; Lisa Burns, City Clerk, City of Temple Terrace, FL.; Jeff Hendry, Florida Institute Director, Florida State University; Rhonda Dauphin-Johnson, City Clerk, City of Atlanta, GA; and, Denise Ridley, City Clerk, Dawson Creek, KY

A moment of silence was offered for Mrs. Cheryle Lucille Ratliff, Past Director, Region III, on her passing on October 3, 2007.

3. Agenda approval

Motion by Susen, seconded by Van der Hoven, to approve the agenda. Motion carried.
4. Consent agenda approval
 - a. DELETED
 - b. DRAFT Minutes of May 21, 2007 - Board Meeting
 - c. DRAFT Minutes of May 26, 2007 – 2007-2008 Board Meeting
 - d. DELETED
 - e. DRAFT Minutes of June 21, 2007 Board Teleconference
 - f. DRAFT Minutes of September 28, 2007 Board Teleconference

Motion by Calder, seconded by Cohen, to approve and ratify minutes listed on the consent agenda as corrected. Motion carried.

5. Education/Research

a. MCEF Development Plan for On-Line Institute Update provided by Dr. Eftekhari

Motion by Nicol, seconded by Morgan, to approve the concept of the revised Online Learning Institute four-year plan for presentation to the MCEF with a request for additional funding. Motion carried.

b. President Tokar invited members of the Florida delegation to address the certification process.

i. Lisa Burns expressed concerns regarding the pre-approval process for certification.

ii. Jeff Hendry suggested that the Institute Directors be given more trust and authority to judge the qualifications of individual applications for pre-approval.

iii. Tammy Volk requested notification to association presidents regarding participants successfully completing the certification process.

President Tokar announced the establishment of a task force focusing on the education guidelines with special emphasis on the issue of grandfathering classes versus the entire program; pre-approval; and levels of education in the MMC program.

6. Executive Director's Report on Committees – No action taken

BUDGET and PLANNING

After one and a half days at Headquarters this August, B&P and staff worked diligently to pare the 2007 budget and bring 2008 into the positive. Considering where we have been in the past year and a half, this is excellent progress in terms of internal procedures and process. However, in Chairman Smigielski's Summary, he does point out that we still have problems with a decrease in assets, lack of reserves and a litigation issue that, as of this writing, still looms large and heavy.

MANAGEMENT'S RECOMMENDATION

To accept the B & P Report as submitted. The Financials with the revised 2007 budget and the 2008 projected budget will include notes on major expenses and revenue, and a separate report on increasing conference registration fees and increasing exhibit hall fees. Current staff salaries and the 3.5% COLA increase, which is built into the 2008 budget, is not a report but will be a handout at the meeting.

CONFERENCE POLICY

This committee still has several areas to complete between now and May 2008. Their recommendation is to move the start of the Opening Ceremony to a later time.

MANAGEMENT'S RECOMMENDATION

Management accepts the Committee's report as is and staff will do its best to begin the Opening Ceremony between 8 and 8:30 a.m., if possible.

However, this Committee still has some important work to do, primarily the sponsorship program, which will have to go one more year in its current format since we will be contacting potential sponsors before year-end, and review the current process of choosing a conference site to determine if it's still viable. As for making our conferences more attractive to Regions X and XI, staff is working on broadening the education program, will be coordinating an offsite program in Atlanta, similar to the one in New Orleans, and we have already discounted registration fees to Region XI attendees from \$545 to \$395US.

CONSTITUTION TASK FORCE

This Committee did a yeoman's job in presenting five policy suggestions. I was part of this committee and there's considerable thought attached to each and every recommendation.

MANAGEMENT'S RECOMMENDATION

Management accepts the following recommendations without any reservations: Policy Suggestions 3, 4 and 5. Although Suggestion 5 will need guidelines to determine "appropriate travel." Regarding Suggestion 1, paragraph 3 – Management believes that the Executive Director should not operate independently to hire a Director of Education, but work with a small task force or committee in conducting a search to interview and hire this individual. That the Executive Director, barring egregious behavior, not act solely on his own to fire this individual, but present to the

Board a recommendation on the reasons to dismiss the Director of Education and receive consensus prior to firing. Regarding Suggestion 2, paragraph 1 – Management believes that the weekly Friday letter sufficiently meets this suggestion. As far as a report on the budget, I'm certain we will be back on track monthly once our immediate concerns with litigation cease. Management agrees with Suggestion 2, paragraph 2.

INTERNATIONAL RELATIONS

The Committee has several goals and worked well with the membership and public relations committees.

MANAGEMENT'S RECOMMENDATION

Goal 1 – Region XI and the Sister Cities program – Management is supportive of this effort, it's cost effective and involves an already established organization that IIMC can utilize. My recommendation would be to see what the proposal would entail regarding this organization. As far as brochures, IIMC just created new ones that can be used for recruiting. We can create a link on our web site for no charge providing we receive the information. As for reducing costs at our conference, Management has proposed to the board a set Region XI conference registration fee.

Goal 2 – 1) revamp the News Digest – Management agrees that the magazine could always be improved content wise and encourages submittal of articles; 2) the website has a cost factor assigned to it, so embellishing it is a budget item and we have set aside monies in 2008 to begin revamping it; 3) the Education Department is working on increasing its on-line education program and has submitted a proposal to MCEF to provide funds to create a program; 4) Conference in Atlanta will feature only four general sessions with the rest of the education program in breakouts; and 5) Management believes that conference costs should be increased to keep up with the cost of doing business. Management has a proposal on this agenda regarding increasing conference registration fees.

Goal 3 – the conference education program has been determined.

Goal 4 – the 2007 study abroad program will be concluding by the time the midyear meeting starts. Management endorses and recommends a study program every two years, pending a positive report by Tami Kelly. All in all, Management does not see a downside to this program.

Goal 5 – Management is always receptive to articles for the News Digest, especially articles from Regions X and XI. Management highly recommends the exchange program, however, with IIMC's current limited resources, the \$2,500 is not part of the 2008-projected budget. If the board agrees with this program, management suggests that we start to promote it at the 2008 Atlanta Conference and launch it in January 2009, also giving IIMC enough time to set aside the monies required. This period will give the committee time to set the criteria, requirements and to develop a plan to promote it beginning in Atlanta.

MEMBERSHIP

This Committee also worked with the International Relations and Public Relations Committees. Overall, I believe they have been extremely proactive in working with IIMC's membership department and contacting members.

MANAGEMENT'S RECOMMENDATION

This committee's recommendations mirror some of the International Relations' recommendations. Management recommends reducing the dues for members in Region XI to \$50.00 US. As for revamping the News Digest, web site, educational sessions at the conference and creating additional online sessions, Management addressed these same topics in its recommendations in the International Relations Report. Management commends this committee for its hands-on approach and willingness to be involved in actively recruiting new members.

MENTORING

I believe this committee may offer more concrete details in their May 2008 report. I know they have had a slow start due to certain individuals' dealing with health issues, but once everyone gets back on track, they could make headway with the creation of a database and begin to promote a mentoring program.

MANAGEMENT'S RECOMMENDATION

As far as creating a committee history notebook, Management views this as a positive move for the committee. There is no cost, just upkeep by committee members, and having a "bible" of this type is productive and useful.

PROGRAM REVIEW & CERTIFICATION

Out of the five goals assigned this committee, the report submitted only addresses goal 4, which relates to the Athenian Leadership Society program.

MANAGEMENT'S RECOMMENDATION

Management fully endorses this committee's recommendation regarding the inclusion of points for each ALS Dialogue. Management believes that all the features are now in place for members to fully realize this program. With the awarding of points being one of the biggest hurdles that issue now has been addressed. Management's concern regarding this program is the lack of available facilitators to direct these Dialogues. This is an issue that needs to be addressed immediately if we are expecting to operate several Dialogues in various regions simultaneously.

PUBLIC RELATIONS AND MARKETING

This Committee also worked with the International Relations and Membership Committees. The committee proposed three goals with goals 2 and 3 having budget implications.

MANAGEMENT'S RECOMMENDATION

Goal 1 – Management recommends the same action steps for these goals as recommended for the Membership and International Relations.

Goal 2 – IIMC has already created two new promotional pieces to recruit and promote the Organization – a membership post card and a marketing brochure. Management believes that these two items are sufficient to promote and market IIMC. As for the Message Board, Management does not recommend spending \$10,000 at this time.

Goal 3 – Management loves this idea but there should be no cost to it. No publication charges for articles. Management does not recommend \$5,000 for cost of articles in government publications.

REGION RESTRUCTURING TASK FORCE

This Task Force's report brings up some interesting points and suggestions. Since this Task Force's primary emphasis in this report centers around Region X, there are some points in the discussion portion of this report that were addressed by the Public Relations Committee's survey of Region X members.

MANAGEMENT'S RECOMMENDATION

Since there are numerous discussion points, rather than discuss each specific point and recommendation, Management will provide a synopsis of the overall report. If you review that survey, you'll notice that the major issues in Region X include: proximity to other IIMC members in that region; two directors to cover a whole country; limited number of on-line education programs; and cost of attending an IIMC conference, not from IIMC's standpoint, but Region X travel costs and the exchange rate. Of the 17 discussion points provided, Management concurs with the majority of the points except for the following:

e. *Grandfathering the MMC designation* – Management is not in favor of handing out an MMC to any member. We realize the education programs in Region X carry more weight that IIMC's certification programs, but we do not see the good from just giving away the MMC designation.

p. *There is a disconnect with the Canadians' ability to get their CMC as there are no Institutes.* There are 6 Institutes in Canada, and although that may not be enough in terms of distance and availability, they are available, nonetheless. Management agrees with the Task Force's recommendations and suggests that the Task Force work with the PR/Marketing survey to determine if anything can be generated through the information currently available. In recapping, Management's overall perspective on Region X is, while it is true that the Region is large with only two directors to provide coverage, the most viable scenario to communicate IIMC's benefits to potential members is through direct marketing and exhibiting at each Provincial Association's conference. Management's experience is this type of one on one contact is instrumental in marketing IIMC, especially in an area as broad as Region X. Although IIMC Presidents continue to attend the AMCTO conference, it's the other Associations that we need to make a concerted effort toward representation. Of course, there is a cost factor related to exhibiting, primarily flight and hotel accommodations. Most associations waive the exhibit and registration fees. If the Board and Task Force find this path to be in line with recruiting Region X membership, then Management recommends that the Board allow staff to create a plan on the costs involved to attend at least two Provincial Association conferences. The plan would be presented to the Board at the May 2008 meeting in Atlanta.

7. Committee Reports – No Action
 - a. Accreditation – No report submitted
 - b. Conference Education Committee – No report submitted
 - c. Election Committee – No report submitted
 - d. Organization Title and Mission Task Force Report
 - e. Property Assessment Task Force Report
 - f. Records Management Committee Report
 - g. Research and Resourced Committee – No report submitted

8. Committee reports requiring action
 - a. Budget and Planning Committee

Motion by Van der Hoven, seconded by Nicol, to include \$3,000.00 into the 2008 budget for the Exchange Program. Motion carried.

Motion by Cohen, seconded by Myers, to adopt the 208 budget as proposed. Motion carried.

b. Conference Policy Committee – No action taken.

c. Constitution Task Force

Motion by Alexander, seconded by Van der Hoven, to accept the report and recommendations. Motion carried.

- d. International Relations Committee
 - i. Sister Cities Program
 - ii. Study Abroad

iii. International Exchange Program

Motion by Calder, seconded by Cohen, to adopt amendments to the International Exchange Program. Motion carried.

Motion by Nicol, seconded by Kolacy, to accept the recommendations of the committee as amended.

INTERNATIONAL EXCHANGE PROGRAMME

Purpose

The International Exchange Programme is intended to give members of IIMC the opportunity to learn from fellow colleagues how they manage their Councils and Department and Communities by shadowing each other at work.

Who will qualify?

The programme is open to any member of IIMC in good standing and who has been a member for at least one year. It will, however, not be open to the President, President Elect, Vice President, Immediate Past President or Regional Directors during their term of office.

What is the programme all about?

IIMC will sponsor one exchange program per year. The sponsorship is intended to pay towards flight costs up to a maximum of \$1,500.00 per person. Successful partners have to pay all other costs themselves. It is suggested that partners consider staying with each other to reduce costs. Exchanges will take place between members in Countries. The programme is intended to provide an opportunity for members to gain "international" experience, to stay with a colleague for a minimum of seven days, to work with that colleague on a daily basis and to learn how they do things in their Authority. The other colleague will then reciprocate the visit. If members wish to agree to a longer time period it will be up to them to agree once a partner has been selected. Both partners will be required to write a series of articles for the News Digest, and, as an option, participate in a workshop at the next Annual Conference.

Process

Any member interested should apply to IIMC Headquarters by 30 March each year and provide the following:-

- Completed application form stating what their objectives are, size of preferred Authority/Partner and preferred region.
- An undertaking to participate in a workshop at the next IIMC Conference to share their experience – in other words a commitment to also attend the next Conference.
- A letter of support from their Local Authority for them to participate in the exchange programme.

Costs

IIMC will contribute a maximum of \$3000.00 towards flights for the participants. All other costs are to be borne by the participants who should consider staying with their exchange partner in order to reduce costs.

Selection

Applicants will be considered by the International Relations Committee of the Board who will match partners based on the information provided. Joint applications will automatically go into the draw if it complies with all requirements. At the Annual Conference in May of each year, the President will draw the names of the three matched partners and announce it at the opening ceremony. That will give partners, who are at the Conference, the opportunity to meet up and start discussions about all the arrangements. Unsuccessful applications will not automatically go forward to the next year and a fresh application should be submitted. Those that were not selected may be given the opportunity to Exchange without the financial assistance of the IIMC.

What happens if a Partner cannot attend the next Conference?

If Partners are not able to attend the next Conference to participate in a workshop they will have to attend the one thereafter or repay 50% of IIMC's contribution.

e. Membership Committee

Motion by Van der Hoven, seconded by Cohen, to reduce the membership dues for Municipal Clerks in Region XI to \$50.00 US dollars per year effective the next billing cycle. Motion carried

Motion by Goeckner, seconded by Myers, to refer to the Constitution Review Committee the matter of ownership of membership. Motion carried.

f. Mentoring Committee

Motion by Leija, seconded by Cirtin, to accept the recommendation that a committee history handbook be developed which would be passed to the incoming chairperson by the outgoing chairperson at the end of her/his tenure. Motion carried.

g. Program Review and Certification Committee

Motion by Nicol, seconded by Myers, to accept the recommendation to grant Experience points for the CMC designation and Professional and Social Contribution points for the MMC designation according to the provisions of pages 4 and 21 respectively of the IIMC Education Guidelines. Motion carried.

h. Public Relations and Marketing Committee Report – No action taken (See Item 8.e)

9. Financials – 2007 Revised and 2008 Projected Budget – (Accepted, see Item 8.a)

a. 2007 Revised Budget Notes

b. 2008 Projected Budget Notes

- i. Increase in conference registration fees;
Delegate registration fees by \$15
Guest registration fees by \$5
Maintain Region XI conference costs at \$395US (without any further discounts)
Maintain IIMC Retired member costs at \$195 (without any further discounts).
- ii. Increase the cost of exhibit booths by \$100
- iii. Staff salaries

10. Membership Ownership – Reported by Rick Goeckner, Director, Region VII

Motion by Goeckner, seconded by Myers, to refer to the Constitution Task Force the issue of ownership of membership. Motion carried.

11. Staff Reports

a. Member Services – Reported by Chris Shalby

b. MCEF Purchase Agreement – Reported by Chris Shalby

Motion by Cohen, seconded by Alexander, that, upon ratification by the MCEF, the IIMC Board maintain its 2008 MCEF annual purchase agreement of \$21,000 and amend the purchase agreement to retain 100% of all revenues raised through sponsorships, advertisers and affinity programs. Motion carried.

c. MCEF/IIMC Conference Grants – Reported by Chris Shalby

Motion by Cirtin, seconded by Kelly, to accept Management's recommendation to make available 22 Conference registrations to MCEF at 50% of the regular conference registration cost. Motion carried.

12. Annual Conference Updates - Reported by Tim Seeden

a. 2008 – Atlanta, GA

b. 2009 – Chicago, IL

c. 2010 – Update reported by Chris Shalby

d. 2011 – Nashville, TN

13. Site selection for 2012 Annual Conference
2012 Proposals – Omaha, NE; Reno, NV; Portland, OR
By paper ballot the City of Portland, Oregon was selected as the 2012 conference site.
14. National Affiliation and Association Activities – Reported by President Tokar
15. Municipal Clerks' Education Foundation (MCEF) – Update provided by Dale Barstow
16. Report from Directors – none given

Motion by Susen, seconded by Kelly, to enter into executive session to discuss matters of litigation and personnel. Motion carried.

15. Director of Education Contract was approved in executive session.
17. Other Business – none offered.
19. Meeting was adjourned at 7:30 PM.

Respectfully submitted,

Christina N. Wilder, Parliamentarian/Recorder

**IIMC BOARD OF DIRECTORS
MINUTES OF TELECONFERENCE
JANUARY 4, 2008
JANUARY 11, 2008
JANUARY 16, 2008**

The IIMC Board of Directors participated in a teleconference on Friday, January 4, 2008, at 3:00 p.m., Central Standard Time. The following participated in the teleconference:

President Charles Tokar
President Elect Dyanne Reese
Vice President Mary Lynne Stratta
Past President Marcella O'Connor
Region I Director Bernice Dixon
Region II Director Carol Jacobs
Region II Director Allan Susen
Region III Director Stephanie Kelly
Region III Director Glenda Morgan
Region IV Director Gloria King
Region IV Director Eddie Myers
Region V Director Brenda Young
Region V Director Kathryn Dornan
Region VI Director Carol Alexander
Region VI Director Carolyn Brownfield
Region VII Director Brenda Cirtin
Region VII Director Rick Goeckner
Region VIII Director Monica Simmons
Region VIII Director Gloria Leija
Region IX Director Pamela Kolacy
Region IX Director Colleen Nicol
Region X Director David Calder
Region X Director Bernie White

The following did not participate in the teleconference on January 4, 2008:

Region I Director Linda Cohen
Region XI Director Ronny Frederickx
Region XI Director Tom Van Der Hoven

Executive Director Chris Shalby and the Education Department staff participated in the teleconference. Also participating in the teleconference was Dr. Paul Coates, Iowa Institute Director and Education Task Force Member.

Education Task Force Co-Chair Kathryn Dornan provided a report regarding the Task Force's discussions and recommendation about grandfathering members enrolled in the IIMC certification program prior to January 1, 2007. The Task Force's recommendation regarding grandfathering follows:

- Members who had made formal application into the MMC Academy program prior to January 1, 2007, or a member who had attended an academy or taken a class or classes in order to meet the criteria to file formal application into the MMC Certification program anytime during the year of 2006 (both of which supporting documentation can be provided) are hereby “grandfathered” into the MMC Academy program under the guidelines and criteria established prior to January 1, 2007; and
- Members who had not yet made formal application into the MMC Academy program nor can provide any formal documentation of attending any MMC Academy or MMC class during 2006 but prior to January 1, 2007, are hereby required to complete the MMC Academy program under the guidelines and criteria implemented January 1, 2007.

She stated the Task Force did not include CMC candidates in the initial discussions, but follow-up discussions indicated that the Task Force believed that grandfathering should apply to both MMC and CMC candidates to be fair to all.

Dr. Coates explained that the Task Force recommended keeping the grandfathering process simple and straightforward. He said that a date should be set and that anyone who can provide documentation that they took courses before that date would follow the old rules. Co-chair Dornan added that anyone who took course(s) in 2006 that they planned to use for credit toward certification would be grandfathered. Discussion followed that prior to the new guidelines being put into place, there was no actual application form for CMC, so course attendance documentation would be utilized instead. Dr. Mohammad Eftekhari, Director of Education and Research, explained that there was an application for submission under the new guidelines, but not the old guidelines. He stated that CMC determination would be straightforward because anyone planning to obtain their CMC would have registered with an institute. He said that would be sufficient to determine a date for the Education Department. He added that as to intention to obtain MMC certification, an academy course would be sufficient. He said that when an institute declares that a person is a legitimate applicant and has attended an institute, you can then go back and look at other courses.

Task Force Member Eddie Myers added that the proposal was that anyone who had taken a course toward certification in 2006 would be grandfathered under the old program. He discussed the entry level application for MMC that should be straightforward in determining prior activity.

President Tokar asked Board members to comment. Some questions were raised about the impact on staff of having to track enrollees under two programs. Mr. Shalby asked that the staff be allowed five days to assess the recommendation, review applications in house, and determine what issues would have to be addressed.

Dr. Eftekhari answered questions regarding the current number of enrollees in the certification program. He stated in 2007, IIMC granted 274 CMC's and 74 MMC's. He said that in 2007, IIMC had 258 MMC's pending at various levels, minus the 74. In 2006, there were 496 applications in house. He will provide the number of enrollees in the CMC program next week. He clarified that the 258 MMC's pending included those who enrolled in 2007 and would fall only under the new guidelines. Board members asked that the upcoming report from the staff include more detailed figures about enrollees and how many would fall under the old and new guidelines.

Other comments from Board members indicated that they were in favor of grandfathering. All Board members expressed appreciation for the hard work of the Task Force. It was also stated that the number of enrollees may increase if members see that the Board is trying to address their concerns. Some members indicated that they believed that the guidelines adopted in October 2006 already included

grandfathering under the old program for anyone working toward certification prior to January 1, 2007. It was suggested that perhaps the Program Review/Certification Committee could assist the staff with the grandfathering process. It was also stated that Board members believed the staff could address the issues and impact of implementation of grandfathering as recommended. There was indication that it was important that staff be included in Task Force discussions.

In response to a question about how grandfathering may impact the accreditation process, Dr. Eftekhari stated that as far as grandfathering is concerned, he appreciates the work the Task Force has done. He discussed a standard of independence of decision making that deals with certification. He stated under this standard, the body that actually reviews and issues certificates has to be free of undue influence from the governance structure of the organization and has to exercise its educational, academic judgment without any influence from the “other side. He stated that in regards to grandfathering, the education business is a multi-billion dollar business, and different from the college situation, certificates have a “chest life” of two to four years. Within that context, he said, grandfathering is allowed when a certificate is initially issued. In order to make this organization work, those that have grandfathered initially should comply with requirements in time.

President Tokar asked that the staff be allowed the next week to develop their implementation plan and report back to the Board. However, he stated it was important to determine if the Board was supportive of the philosophy of grandfathering.

Dr. Eftekhari then reported that no one had been denied certification under the new guidelines. It was clarified that anyone just beginning certification work and/or enrollment in 2007 would fall under the new guidelines. Discussion followed about the application of points under the new and old guidelines.

Dr. Coates pointed out that college and university students who begin their academic program under one catalogue are allowed to continue on that program even after new catalogues are adopted. He stated that grandfathering would be a similar process; if you started the process prior to January 1, 2007, courses taken would be counted under the old system. He stated the new guidelines required programs to be more stringent, so they should count under the old system. He felt the issue was only how to document if someone had started their work prior to the cut-off date. He added that universities allow the student the choice to stay under the catalogue they began with or switch to the new program.

Dr. Eftekhari discussed the certification process and points awarded for classes taken by a certain individual as an example. He informed the Board that the way credit was given for FEMA courses in the past was inaccurate under the old guidelines. He stated this had been corrected.

Dr. Coates again discussed the principle of the idea that the program you began under would be the set of rules that would continue forward until you finish that process. It was clarified that those beginning the program prior to January 1, 2007, would then continue under the old guidelines with levels in the MMCA.

Discussion followed about courses that were being counted only as professional/social contribution points rather than education points. Concern was expressed that education courses should receive education points.

Mr. Shalby stated that grandfathering “made sense” and that there was precedence for grandfathering. He pointed out, however, that enrollees with bachelor degrees who were awarded points in 2006 rather than 2007 may earn fewer points if grandfathered. Dr. Coates again suggested allowing these individuals the choice, but once a decision was made, they must abide by that decision. Dr. Eftekhari added that most

catalogues have a five to eight year limitation to be valid. It was stated by Board members that once an enrollee decided on a program, they must stay under that program through completion of certification.

Concern was expressed about unanswered questions relative to accreditation and the possibility of administrative remedies to address grandfathering without jeopardizing the accreditation process. It was again stated by some Board members that they supported grandfathering for members who took courses in good faith prior to January 1, 2007. It was stated that accreditation was one avenue to attract members from Region XI. Discussion about the desire of Board members to represent the best interest of all members of IIMC followed.

It was also stated that recertification candidates should also be grandfathered as well as CMC and MMC candidates. All three programs should be treated equally.

Discussion followed about clerks who had taken courses that previously received more points under the old guidelines, course work taken prior to January 1, 2007, that would no longer qualify for points under the new guidelines, the resolved FEMA course credit problem, and methodologies to address remote clerks who cannot attend training sessions, and clerks whose municipalities require them to take educational courses that do not fall under the core duties as set out in the IIMC Constitution. It was suggested that perhaps the core duties should be examined to determine if expansion of those listed in the Constitution would be helpful.

It was stated that the Board needed to receive the staff report, which would show the best way to implement grandfathering in the most positive manner. Board members expressed faith in the staff to find a way to implement grandfathering.

It was reported that the Region IV members had adopted a resolution asking that IIMC award education points for attendance at educational sessions at the annual conference with the implementation of a methodology to register attendance at the sessions. It was stated this was one method by which to allow an additional opportunity to obtain education points and possibly increase attendance at the annual conferences.

President Tokar then summarized the discussion to state that it appeared the Board was philosophically in agreement with grandfathering and the recommendation of the Task Force, but would wait to receive the report from staff on how it would be implemented. It was agreed that the teleconference would be recessed until Friday, January 11, 2008, at 10:00 a.m., Central Standard Time.

President Tokar quickly addressed the preapproval issue and reported that the three Institute Directors on the Task Force had formed a subcommittee. Dr. Coates reported that the subcommittee had been discussing possible alternatives. He pointed out that when IIMC approved an institute, IIMC accepted its educational program. He stated that the subcommittee feels that a “full blown reaccreditation process” was excessive. He said the recommendation being discussed by the subcommittee at the time was for preapproval to be on a rotating or regularized process so that staff would be reviewing seven to eight institutes per year, which would keep the workload reasonable for IIMC staff. He stated institutes not performing adequately would be subject to clerk complaints and that IIMC staff should respond to any complaints from clerks that institute programs were deficient. He concluded by stating that the subcommittee would be sending forward a recommendation as soon as details could be addressed.

In response to questions, Dr. Eftekhari reported that the education program under the old guidelines was never submitted to NOCA for review and possible approval for accreditation. He stated only the new guidelines adopted in October 2006 were submitted and that NOCA “gave its blessing” to the new guidelines. Some discrepancies between the published education guidelines and the question and answer

document regarding the guidelines were pointed out. Dr. Eftekhari reported that under the new guidelines, MMC candidates must obtain a total of 12 points per year, which can be a combination of advanced education points and professional/social contribution points.

The teleconference was recessed at 4:58 p.m., Central Standard Time, January 4, 2008.

The teleconference was reconvened at 10:07 a.m., Central Standard Time, January 11, 2008. The following Board members participated in the teleconference:

President Charles Tokar
President Elect Dyanne Reese
Vice President Mary Lynne Stratta
Past President Marcella O'Connor
Region I Director Bernice Dixon
Region I Director Linda Cohen
Region II Director Carol Jacobs
Region II Director Allan Susen
Region III Director Stephanie Kelly
Region III Director Glenda Morgan
Region IV Director Gloria King
Region IV Director Eddie Myers
Region V Director Brenda Young
Region V Director Kathryn Dornan
Region VI Director Carol Alexander
Region VI Director Carolyn Brownfield
Region VII Director Rick Goeckner
Region VIII Director Monica Simmons
Region VIII Director Gloria Leija
Region IX Director Pamela Kolacy
Region IX Director Colleen Nicol
Region XI Director Ronny Frederickx

The following did not participate in the teleconference on January 11, 2008:

Region VII Director Brenda Cirtin
Region X Director David Calder
Region X Director Bernie White
Region XI Director Tom Van Der Hoven

Also participating in the January 11 teleconference were Executive Director Chris Shalby and the IIMC Education Department staff.

Some Board members indicated they had not as yet received the staff report, which was issued at 7:29 p.m., Central Standard Time, on Thursday, January 10, 2008. Mr. Shalby reviewed the staff recommendations for implementation of "grandfathering". Dr. Eftekhari answered several questions about the staff recommendations. It was agreed that the Education Task Force needed the opportunity to review the staff recommendations and offer comments to the Board. The staff recommendations and comments were as follows:

- The option of having two sets of guidelines is not an easy one to implement. It requires having two systems of educational, administrative, and financial record keeping which will be more

expensive, time-consuming, and a heavy burden on the staff. It will result in more confusion for the candidates and possibly for the staff. Considering the fact that in the previous guidelines the acceptable duration for completing the requirements of the MMC program could be extended to 19 years (4 levels x 4 years each, plus 3 years of waiting), if approved, the dual system must be kept for a long time. In that case, no accrediting agency would accredit two different systems for the same program.

- It is recommended to continue with the current guidelines and accommodate those students who need help on a case-by-case basis as follows (assuming the student completed at least one IIMC approved Institute course for CMC or one IIMC approved Academy course for MMC, prior to 2007):
- Honor the written commitments that the Education Department staff made to the students before 2007 for two years from the date of the commitment.
- Accept the courses and points completed in 2006 and 2007, according to the previous guidelines.
- Students who did not complete an Institute or Academy course prior to 2007 and entered into the program in 2007 should follow the existing guidelines.
- All students should follow the existing guidelines in 2008.

Discussion followed about allowing 2008 as a grace period for members in the certification program prior to January 1, 2007, to pursue certification under the previous methodology of awarding points. Concern was expressed that funds were needed for small city clerks to pursue certification.

Mr. Shalby explained that there was no deadline for submittal of an accreditation application with NOCA. He reported that accreditation could be pursued at any time in the future at the direction of the Board. He stated one option was to simply suspend the new guidelines until 2009 and allow 2008 to be the year that everyone has the opportunity to “catch up”. He added there was no point in putting pressure on the organization to seek accreditation if the members were having difficulties complying with the guidelines. It was added that another option was to allow members to complete education under the new guidelines through 2008 as long as they were enrolled in the program prior to January 1, 2007. It was stated that simply adding 2008 to the fourth bullet point above would accomplish this. Dr. Eftekhari said that he had no problem in accepting courses taken in 2006 and 2007, but that he felt everyone who started the program in 2008 should follow the new guidelines.

It was suggested that the Board could consider rescinding the guidelines adopted in October 2006 and asking the Task Force to review the entire educational program before implementation of any further changes. It was pointed out that at some time, two sets of guidelines would be followed when transitioning between new and old guidelines.

It was agreed that the Task Force would be asked to look at the two recommendations discussed by the Board: 1) suspending the new guidelines until January 2009 and allowing 2008 to be a “catch up” year; and 2) allowing members to complete education under the old guidelines through 2008 as long as they were enrolled in the program prior to January 1, 2007.

It was agreed that the teleconference would reconvene on January 16, 2008, at 2:00 p.m., Central Standard Time. The teleconference was recessed at 1:11 p.m., Central Standard Time, January 11, 2008.

On January 16, 2008, the teleconference was reconvened at 2:07 p.m., Central Standard Time. Those Board members participating in the teleconference were:

President Charles Tokar
President Elect Dyanne Reese
Vice President Mary Lynne Stratta
Past President Marcella O'Connor
Region I Director Bernice Dixon
Region I Director Linda Cohen
Region II Director Carol Jacobs
Region II Director Allan Susen
Region III Director Glenda Morgan
Region IV Director Gloria King
Region IV Director Eddie Myers
Region V Director Brenda Young
Region V Director Kathryn Dornan
Region VI Director Carol Alexander
Region VI Director Carolyn Brownfield
Region VII Director Brenda Cirtin
Region VII Director Rick Goeckner
Region VIII Director Gloria Leija
Region IX Director Pamela Kolacy
Region IX Director Colleen Nicol
Region X Director Bernie White
Region XI Director Ronny Frederickx

The following did not participate in the teleconference on January 16, 2008:

Region III Director Stephanie Kelly
Region VIII Director Monica Simmons
Region X Director David Calder
Region XI Director Tom Van Der Hoven

Task Force Co-Chair Kathryn Dornan reviewed the January 15, 2008, Task Force teleconference. She stated IIMC staff participated in the teleconference. She reported the Task Force supported the staff recommendations regarding grandfathering, but recommended not using the term “grandfathering”. She reported the Task Force endorsed including 2008 in the bullet point, “Accept the courses and points completed in 2006 and 2007, according to the previous guidelines.” The Task Force believed that 2008 should be used to educate, notify and inform members about the guidelines. Ms. Dornan also reported the Task Force concurred and supported staff’s recommendation that members in the program prior to January 1, 2007, would abide by the new guidelines, but not until January 1, 2009. For anyone joining the program in 2007 or afterward, they would fall under the new guidelines. It was clarified that “accommodate” (included in the second bullet point of the staff recommendations) meant that if a member had either filed an application or completed a qualifying course by January 1, 2007, they would be grandfathered under the old guidelines. It was clarified that would allow those members to work through 2008 to complete the program under the old guidelines. Dr. Eftekhari agreed this was correct. It was suggested that the phrase, “except as to the total number of points required for those enrolled in a certification program prior to January 1, 2007” be added to the last bullet point, so that it would read, “All students should follow the existing guidelines in 2009, except as to the total number of points required for those enrolled in a certification program to January 1, 2007.” Dr. Eftekhari agreed that could be done.

Accordingly, President Elect Reese moved approval of the Task Force recommendations with the addition of the language to be added to the last bullet point (“except as to the total number of points required for those enrolled in a certification program to January 1, 2007”). The motion was seconded by Region VI Director Alexander. It was clarified that individuals taking classes through state associations, secretary of state offices, etc., but had not as yet attended an institute would fall under the old guidelines. It was further clarified that members would be accommodated under the old guidelines if they completed any type of education that qualified for points in the CMC program prior to January 1, 2007. It was clarified that classes taken toward the MMC prior to January 1, 2009, would follow the previous point structure.

Dr. Eftekhari added that there was no target date to apply for accreditation. He added a report on the status of IIMC education would be prepared and a recommendation made later.

Discussion followed about whether members should be required to have either attended an institute or academy prior to January 1, 2007, to fall under the old guidelines. It was pointed out that there was not an application to file for CMC prior to January 1, 2007, so it was suggested that IIMC should accept courses taken that would have qualified for points under the old guidelines for either CMC or MMC. It was also pointed out that if a clerk was elected at some point in 2007, they may have already missed their academy or institute for the year and there was no opportunity for them to participate. It was added that the Task Force agreed the education experience should not have to be limited to an academy or institute. It was summed up that if the courses counted before, those courses should be allowed. It was stated that working with members on a case by case basis would be important during the transition period. Staff indicated their willingness to do that, and it was agreed that Mr. Shalby would e-mail the membership with appropriate notification. The Board asked to see the notification before it was disseminated to the members.

Clarification as to the pending motion was requested. It was stated the pending motion was to accept the staff recommendations with these additions: adding 2008 to the fourth bullet point above; rewording the last bullet point to read, “All students should follow the existing guidelines in 2009, except as to the total number of points required for those enrolled in a certification program prior to January 1, 2007”; and adding to bullet point number five the phrase, “students who were pursuing a course of study for CMC or MMC prior to January 1, 2007, would follow the previous guidelines.” President Elect Reese withdrew her motion to allow for an email vote after the revised language was sent to the Board members.

The teleconference ended at 2:58 p.m., Central Standard Time, January 16, 2008.

Respectfully submitted,

Mary Lynne Stratta
IIMC Vice President

**IIMC BOARD OF DIRECTORS
MINUTES OF TELECONFERENCE
FEBRUARY 21, 2008
APRIL 3, 2008**

The IIMC Board of Directors reconvened a Board teleconference on Thursday, February 21, 2008, at 10:10 a.m., Central Standard Time. The following participated in the teleconference:

President Charles Tokar
President Elect Dyanne Reese
Vice President Mary Lynne Stratta
Past President Marcella O'Connor
Region I Director Bernice Dixon
Region I Director Linda Cohen
Region II Director Carol Jacobs
Region II Director Allan Susen
Region III Director Stephanie Kelly
Region III Director Glenda Morgan
Region IV Director Eddie Myers
Region V Director Brenda Young
Region V Director Kathryn Dornan
Region VI Director Carol Alexander
Region VII Director Brenda Cirtin
Region VIII Director Monica Simmons
Region IX Director Pamela Kolacy
Region IX Director Colleen Nicol

The following did not participate in the teleconference on February 21:

Region IV Director Gloria King
Region VI Director Carolyn Brownfield
Region VII Director Rick Goeckner
Region VIII Director Gloria Leija
Region X Director David Calder
Region X Director Bernie White
Region XI Director Ronny Frederickx
Region XI Director Tom Van Der Hoven

Executive Director Chris Shalby and the Education Department staff participated in the teleconference.

Mr. Shalby reviewed the staff recommendation as to the election procedures for the first membership-wide Vice President election. He reported that three options were considered and that the Elections Committee Chair and a consultant with the U.S. Elections Commission were consulted. He recommended utilizing mail ballots to be prepared, mailed, received and tabulated by the elections company of Martin & Chapman Company. Mr. Shalby stated he believed this to be the most secure, cost-effective option. He and Region IX Director Nicol reported that the company had over 50 years of election experience and were extremely well regarded in the field. Several questions were answered for the Board regarding the election procedures. Vice President Stratta made a motion to accept the staff recommendation. The motion was seconded by Region III Director Kelly. There was no objection to a

friendly amendment that would require the voter's signature on the outside of the carrier envelope if this did not create additional costs for IIMC. The Board discussed procedures for spoiled ballots, lost ballots, etc., and concern was expressed that a secrecy ballot would not be utilized. It was agreed that any ballot returned without the signature on the carrier envelope would not be counted. Concern was expressed about mail time to Regions X and XI. Mr. Shalby stated those ballots would be mailed first class in regular business size envelopes. After discussion, the motion carried with all participating in the teleconference voting aye.

Education Task Force Co-Chair Kathryn Dornan reported that the Task Force had discussed the preapproval issue and felt the topic should be addressed in three different categories: institutes, state associations and individual members. She then listed the Task Force's recommendations:

- For all categories, eliminate the term "preapproval".
- For institutes, eliminate the preapproval form and return to a modified version of what was previously required. Institute Directors will file a post-institute report based on the report previously used (with minor changes to provide Dr. Eftekhari the information he needs). From this post-report, Dr. Eftekhari will make a determination as to whether the institute was in basic conformity with requirements. If not, credits will not be denied, but he will work with the Institute Director and outline a program to bring that Institute into compliance. The Task Force did not recommend probation for Institutes, but instead recommended that Dr. Eftekhari work with the Institute Director to determine a course of action for those institutes not in compliance. It was agreed that a filing schedule would be coordinated with IIMC staff in order to avoid all institutes annual filings being due at the same time. It was recommended that an institute budget would no longer be required, only a statement of financial health.
- For state associations, the Task Force had to consider that not all of these groups conduct their annual educational conferences and various educational events under the direction of their institutes. For many states, this education is offered at a lesser cost, in shorter time-frames, and in various locations around the state for those clerks who cannot travel, pay for hotels, etc. The Task Force also became aware that in many states, volunteer clerks were responsible for the formation of these entire conferences/education days and that the current preapproval process was too cumbersome, time consuming and not practical to complete. The Task Force was again in agreement that the current requirements for "preapproval" needed to be eliminated. The Task Force recommended that state associations mail their conference/education day/program brochure or flyer to IIMC Headquarters at least 21 days in advance of the event. If received prior to 21 days, a review will be made and the association will be advised by Dr. Eftekhari within 7 days of receipt of the program information as to the type and number of certification points that will be allocated for the proposed curriculum. Adjustments may be made by the Association prior to the conference start if more credit is desired. This program/ brochure/flyer shall be printed with enough information for IIMC to make a credible value judgment of the program, including a short course description, purpose for the class, the instructor, etc. The Task Force will work with Dr. Eftekhari to work out the criteria which must be included in the information paperwork. If the state association does not submit the program brochure/information prior to the program being held, then the state association must accept whatever credit Dr. Eftekhari assesses to that program after its completion. In this way, the State's have a choice of submitting the materials before hand and receiving more credit or afterwards with the possibility of receiving little or no credit; it would be their decision. No post report would be required of state associations, only the course evaluations and listing of attendees are required.

- For individual clerks, the Task Force considered that clerks attend classes and courses that are not sanctioned through their state associations or institutes, but that are very much needed toward their education for performing their daily job functions. Some examples could be FEMA courses, records retention seminars, etc. The Task Force feels that some of these should be credited with education points. As a follow up to this, the Task Force will be asking President Tokar if it can continue to meet and work with the education and credentials committee to review education guidelines and the point system to see if changes need to be made in those areas. With respect to preapproval, the Task Force recommended a process similar to that of state associations. If the clerk sends the class/course information/flyer to IIMC at least 21 days in advance of the training, IIMC will review it and advise the clerk as to whether this would count for any educational points and for what category of certification. The clerk shall be notified at least seven days in advance of the course being taken as to what points will be assessed, with a guarantee that some point(s) will be given. If the individual member/clerk does not submit the information in advance, the individual would have to accept whatever points are allocated by IIMC after the course, even if that is none. Therefore, it is up to the individual members/clerks to take care of this approval prior to taking the course. The Task Force feels that a huge education push should be done so that members know how this works, timeframes, etc. and that on-going education be done by IIMC.

It was reported that Dr. Eftekhari was to prepare a written report on the topic of preapproval and the Task Force recommendations, but that he had not as yet completed that document. President Tokar asked that this report be expedited so that the Board could address this issue as quickly as possible. It was agreed that the Board would wait about three weeks in order to allow Dr. Eftekhari time to finish the written report and the Task Force to review the document prior to Board consideration.

The teleconference was recessed at 11:03 a.m., Central Standard Time, February 21, 2008.

The teleconference was reconvened at 10:00 a.m., Central Daylight Time, on April 3, 2008.

Board members participating in the teleconference were:

President Charles Tokar
 President Elect Dyanne Reese
 Vice President Mary Lynne Stratta
 Past President Marcella O'Connor
 Region I Director Bernice Dixon
 Region I Director Linda Cohen
 Region II Director Carol Jacobs
 Region II Director Allan Susen
 Region III Director Stephanie Kelly
 Region III Director Glenda Morgan
 Region IV Director Gloria King
 Region IV Director Eddie Myers
 Region V Director Brenda Young
 Region V Director Kathryn Dornan
 Region VI Director Carol Alexander
 Region VI Director Carolyn Brownfield
 Region VIII Director Monica Simmons
 Region VIII Director Gloria Leija
 Region IX Director Pamela Kolacy
 Region IX Director Colleen Nicol

Region X Director Bernie White

The following did not participate in the teleconference on April 3, 2008:

Region VII Director Rick Goeckner
Region VII Director Brenda Cirtin
Region X Director David Calder
Region XI Director Ronny Frederickx
Region XI Director Tom Van Der Hoven

Also participating in the teleconference were IIMC Executive Director Chris Shalby and Education Department staff.

President Tokar informed the Board that Executive Director Shalby's employment contract stated that regular performance reviews of his performance would be conducted by the Board of Directors in conjunction with the Executive Committee. After discussion, it was agreed by all parties, including Mr. Shalby, that the most appropriate time for the performance review to occur would be at the mid-year Board meeting. Mr. Shalby pointed out that conducting the review at the mid-year meeting was much better for his schedule and that he does get daily input from the President, Executive Committee and Board members. Mr. Shalby and President Tokar asked that their comments that neither party considered the lack of a performance review up until the mid-year Board meeting in 2008 to be a breach of Mr. Shalby's employment contract.

President Tokar then explained a situation that he felt needed review by an ethics review board. He stated he and staff had tried to resolve the situation but the other party had thus far declined to reach a resolution with IIMC. After explanation and discussion, Region II Director Jacobs made a motion to refer the situation to an ethics review board. The motion was seconded by Region IX Director Nicol. The motion carried with all participating in the teleconference voting aye.

President Tokar then discussed a recent meeting with Tom McDonald of British Columbia regarding education program concerns in relation to Region X members. Mr. Shalby also discussed Mr. McDonald's concerns with the education guidelines adopted in October 2006. Mr. Shalby reported that Mr. McDonald's concerns were consistent with concerns being heard across the membership. Mr. Shalby also reported that the staff had been talking about the issue of the education guidelines and the past 18 months of trying to modify those guidelines. He stated that with the Board's permission, he wanted to present a report at the May Board meeting on the issue of education. He stated this topic needed to be the Board's utmost priority and that the Board must determine outcomes that make the most sense to the entire membership. He stated a long discussion regarding IIMC's education philosophy was needed, as was member input as to what they value for themselves and their cities. He pointed out that educational needs of clerks varied from region to region. He also pointed out that the Board never asked the members if accreditation was really important to them. He stated that regardless of the decisions made in the past, he felt that deconstruction of the education guidelines was necessary, and that the Board needed to determine the purpose of the organization as to education and its members. He concluded that the Board needed to do what was best for the membership. Mr. Shalby reminded the Board that they would begin the development of a strategic plan to chart the future course of IIMC at the May meeting.

Discussion followed that despite the best efforts and intentions of the Board and staff, there was discourse and unhappiness among the members. It was mentioned that there was not certainty that the members valued and understood accreditation. It was mentioned that many clerks felt the need to drop their membership and pursuit of the MMC designation because their cities could not afford the costs to obtain the 12 points per year required to maintain their status in the Master Municipal Clerk Academy. Concern

was expressed that IIMC had made the requirements to continue certification so stringent that the costs involved were more than cities could afford. Comments were made that the Board needed to act expeditiously in addressing the concerns of the members and the importance of member input was stressed.

There was some discussion about rescinding the guidelines adopted in October 2006 and reverting to the former education program/guidelines. Concern was expressed that significant membership losses may occur in the future when the absence of MMC levels “caught up” with the members. Several Board members commented they were obtaining feedback from members who were expressing dissatisfaction and inability to continue with IIMC’s certification programs under the new guidelines. It was added it appeared that the processes were too difficult for some members to pursue. It was again stated that the organization needed to ask the members what they needed and wanted from IIMC. Concern was again expressed that the economy and conditions were different than they were when the guidelines were adopted. Concern was also expressed that region directors be informed of issues arising in their region. It was stated that IIMC must build a truly collaborative process with state associations, institutes and members to address the overly burdensome guidelines and return to the business of providing clerk education that will assist them in performing their job duties.

It was acknowledged that clerks truly desired to obtain their CMC and/or MMC, and it was incumbent upon the Board to repair and reestablish its relationship with the members. Support for development of a strategic plan to articulate the organization’s vision, mission and values was expressed, as was the need for the Board to be willing to be flexible and adaptable. Support was also expressed for Mr. Shalby’s proposal. President Tokar stated that there appeared to be consensus for Mr. Shalby’s proposal and asked that the deconstruction paper be provided by the end of April.

Discussion followed about institutes not affiliated with a college or university. Dr. Eftekhari reported that these institutes would not be “punished” and would follow the preapproval process since they were unsponsored. However, he did state that institutes that were not affiliated with a university or college would not be awarded less points for courses they supply and that they would be awarded the same number of points as a sponsored institute.

Region IX Director Nicol moved that in support of the recommendation of Executive Director Shalby, at its meeting in Atlanta, the Board of Directors shall (a) conduct a meaningful face-to-face discussion of IIMC’s mission and education programs; (b) formulate an action plan to engage the membership, Institute Directors, Committees, staff, and the Board to define these programs – beginning with the membership; (c) identify any stand-alone issues that may require immediate attention (e.g., twelve points per year); and (d) fold the Task Force recommendations and Director of Education reports into the Board and membership dialogue. The motion was seconded by Region II Director Susen. The motion carried with all participating in the teleconference at the time voting aye.

Concern was expressed about the requirement to obtain 12 points per year to remain in the Master Municipal Clerk Academy. Dr. Eftekhari stated he agreed that 12 points per year was too many and recommended that six points be required per year instead. Concern was expressed about setting that point value prior to membership input. Vice President Stratta moved to temporarily suspend the 12 points per year requirement until the Board meeting in Atlanta when the Board could take up the subject in more detail and obtain member input. The motion was seconded by Region IV Director King. Task Force Co-Chair Dornan recommended this issue be referred to the Task Force to formulate a recommendation. Concern was expressed about taking any action prior to the Board meeting and Mr. Shalby’s report. Mr. Shalby reported the staff had been discussing the concern of the 12 points per year requirement. After discussion, the motion failed to carry, but it was suggested that Mr. Shalby include in an email to members that this issue was being taken under consideration by the Board.

The Board then discussed the recommendation of the Task Force regarding a dual approach to course review and approval, which would allow preapproval or a post institute or event filing. The summarized recommendations from the Task Force regarding preapproval follow:

- Replace the term “preapproval” with “Course Review Process”.
- For sponsored institutes, two options will be acceptable: 1) a course review process, or 2) a post-institute or annual filing. Dr. Eftekhari would further refine and streamline the course review process and template form. Regarding non-compliance, amend all dates in Dr. Eftekhari’s recommendation to 30 days rather than 15 days.
- For non-sponsored institutes, Dr. Eftekhari was asked to assist unsponsored institutes in establishing a sponsorship with a college or university. Recommend further consideration on the issue of grandfathering of unsponsored institutes.
- Allow state associations to go through the course review process prior to a conference or course being conducted by the state associations or allow a post event filing. State associations should be educated about the benefits of doing a pre-seminar filing in order to have a point assessment determination made prior to the event. Streamline process for state associations as well.
- Individual clerks taking classes not offered or sponsored by an institute or state association may submit a course review filing prior to the event in order to obtain a points assessment determination in advance of the event. Individual clerks may file a post event filing, but if they choose not to pre-file, then they must accept the point determination as determined by staff. Streamline this filing process as well and educate members about the options available to them.

Discussion followed that institute directors were expecting the Board to address the Task Force’s recommendation in this area. Accordingly, Region V Director Dornan made a motion that the Board adopt the Education Task Force’s recommendations dated March 24, 2008. The motion was seconded by Region IV Director Myers. Ms. Dornan reviewed the Task Force recommendations again. Discussion followed as to whether the Board should act on the Task Force recommendation or wait until the May Board meeting. Mr. Shalby recommended that the Board address the issue immediately because institute directors and members were aware that the Board was considering the topic during this teleconference. A substitute motion was offered to waive preapproval for institutes only until a full review was conducted, but was not considered due to the lack of a second. Mr. Shalby recommended the Board approve Director Dornan’s original motion. The motion carried with only one Board member voting no. Dr. Eftekhari asked for clarification of the motion and it was stated that the motion was to follow the Task Force’s recommendations as contained in the report and Director Dornan’s original motion.

A motion was made by Region II Director Jacobs to recess the meeting at 12:38 p.m., Central Daylight Time, April 3, 2008. The motion was seconded by Region VI Director Alexander and carried with all participating in the teleconference voting aye.

Respectfully submitted,

Mary Lynne Stratta
IIMC Vice President

**IIMC BOARD OF DIRECTORS
MINUTES OF TELECONFERENCE
APRIL 21, 2008**

The IIMC Board of Directors reconvened a Board teleconference on Monday, April 21, 2008, at 10:05 a.m., Central Daylight Time. The following participated in the teleconference:

President Charles Tokar
President Elect Dyanne Reese
Vice President Mary Lynne Stratta
Past President Marcella O'Connor
Region II Director Carol Jacobs
Region III Director Glenda Morgan
Region IV Director Gloria King
Region IV Director Eddie Myers
Region V Director Brenda Young
Region VI Director Carol Alexander
Region VI Director Carolyn Brownfield
Region VII Director Rick Goeckner
Region VII Director Brenda Cirtin
Region VIII Director Monica Simmons
Region IX Director Colleen Nicol
Region X Director Bernie White
Region XI Director Tom Van Der Hoven

The following did not participate in the teleconference on April 21, 2008:

Region I Director Linda Cohen
Region I Director Bernice Dixon
Region II Director Allan Susen
Region III Director Stephanie Kelly
Region V Director Kathryn Dornan
Region VIII Director Gloria Leija
Region IX Director Pam Kolacy
Region X Director David Calder
Region XI Director Ronny Frederickx

Executive Director Chris Shalby and some of the candidates for the IIMC Board of Directors were present on the teleconference.

President Tokar reviewed the section of the IIMC Constitution that requires Board confirmation of the President's appointments to the Ethical Standards Committee. After discussion of the three-year term provision, it was the consensus of the Board that the initial five appointees should all serve full three-year terms on the Committee. Concern was expressed that Ethical Standards Committee members whose terms expire during an ongoing investigation either continue in office through the end of that investigation or fully inform incoming Committee members as to the information and status of any ongoing investigation. Executive Director Shalby explained that any changes to the process would require membership approval as a Constitutional amendment.

President Tokar then provided the list of suggested appointees. He and President-Elect Reese provided information about the five nominees. After discussion, Region IX Director Nicol made a motion that pursuant to Article X, Paragraph C, of the IIMC Constitution, that the President's appointment of Shalice Reynoso, Jim Villiesse, Sean Cullinane, Mary Haynes and Vanessa Turner-Maybank to the Ethical Standards Committee for three-year terms be confirmed. The motion was seconded by Region VI Director Alexander. Discussion followed that clarified that retired members can serve on committees providing that their membership dues were paid. The motion carried with all participating in the teleconference voting aye.

Without objection, the meeting was adjourned at 10:33 a.m., Central Daylight Time, April 21, 2008.

Respectfully submitted,

Mary Lynne Stratta
IIMC Vice President

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

EDUCATION DEPARTMENT

AN UPDATE

Submitted to the IIMC Board of Directors

May 2008

Professional Certifications Granted:

Certifications Granted in 2007-08 vs. 2006-07

Certifications Granted	2007-08	2006-07
CMC	289	279
MMC	92	88
CMC Recertification	139	157
All CMC certificants	4252	4172
All MMC certificants	607	535

Courses Reviewed and Approved (May 2007-May 2008):

Institutes	314
Associations	182
Colleges and Universities	33
Other Education Providers & Individuals	141
Total	670

Reports Submitted to the IIMC Board of Directors:

April 3, 2008	Joint IIMC Staff and Education Task Force Recommendations Attachment 1
March 19, 2008	Course and Program Review Process: A Brief Report Attachments 2
January 31, 2008	Grace Period-CMC Attachment 3
January 31, 2008	Grace Period-MMC Attachment 4
January 10, 2008	Education for Credentialing and Accreditation: A Brief Report Attachments 5

January 10, 2008	IIMC Staff Recommendations for Grandfathering Attachment 6
August 1, 2007	E-Mail to Colleen Nicol and Allan Susen that was sent to the Board of Directors Attachment 7

JOINT IIMC STAFF AND EDUCATION TASK FORCE RECOMMENDATIONS

Approved by the IIMC Board of Directors on April 3, 2008

The IIMC staff reviewed and deliberated the recommendations of the Education Task Force and submitted their recommendations to the Education Task Force on March 11, 2008. On March 19, 2008, the IIMC staff and Task Force deliberated the matter, and with the exception of the first item below, they agreed to the following:

At least in the past two decades, the **Program Review and Certification Committee** has been an essential part of the professional certification process at IIMC. It has been a positive phenomenon in delivering quality education to IIMC members. I personally have benefited from the insight, experience, and knowledge of its members. It is recommended that **prior to the review and decision** by the IIMC Board, the findings and recommendations of the Task Force, and this report to be submitted to the Program Review and Certification Committee for review and comments. The Task Force stated that referring the report to the Program Review and Certification Committee is outside of its scope, and President Tokar or the IIMC Board may make that decision.

Rename the Course Pre-Approval Process as **"Course Review Process"**.

The Education Department will further refine and streamline the Course Review Process.

IIMC Education Department finds the **existing** Course Review Process as an **efficient** and **inexpensive** instrument for the compliance audit. As pointed out, it has many **benefits** for all stakeholders especially for the IIMC **members**.

The Institute Directors in consultation with the Education Department redesign their certificates/transcripts to show the 50%-30%-20% distribution of points (or hours) for the CMC and the 80%-20% distribution of points (or hours) for the MMC courses.

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

Option 1

The Institute Director will regularly submit to 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
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

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 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 have been 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."

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.

Noncompliance

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 Chair of the Program Review and Certification Committee.
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.

Un-sponsored Institutes

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

State Associations

Since the State Associations are not sponsored by institutions of higher learning, they are required to comply with the existing Course 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. The Education Department will review and inform the person submitting the course of the results within 10 business days.

Individuals

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 IIMC Education Department for review prior to attending the courses/program. The Education Department will review and inform the person submitting

COURSE AND PROGRAM REVIEW PROCESS: A BRIEF REPORT

Submitted to:

IIMC Board of Directors

By:

Mohammad H. Eftekhari, Ph.D.
Director of Education and Research

February 11, 2008

Revised:

March 19, 2008

COURSE AND PROGRAM REVIEW PROCESS: A BRIEF REPORT

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COURSE AND PROGRAM REVIEW PROCESS: A BRIEF REPORT

INTRODUCTION

The main purpose of this report is to present the recommendations of the IIMC staff to the Task Force for further discussion. It consists of two parts. The first part gives a brief overview of the current state of the course and program review process. It is hoped that this part will provide some background information and a perspective regarding the process. The second part is devoted to the recommendations of the IIMC staff regarding course and program review process.

In a telephonic meeting attended by the IIMC staff and the Education Task Force on March 19, 2008, this report was discussed and the IIMC staff recommendations were revised to include the recommendations of the Education Task Force (please see pages 11-15).

I. AN OVERVIEW OF THE CURRENT SITUATION

In the triangular partnership consisting of the Association, Institute, and IIMC each partner plays a unique and pivotal role. The Association is the **client** with a defined and special need in the form of **education for professional certification of municipal clerks** (please see page 2 of my report about Education for Credentialing and Accreditation, Attachment 1); the Institute **provides** the education for certification according to the provisions of the IIMC Education Guidelines, and IIMC as the **grantor** of the professional certification, performs the role of a **compliance auditor** to assure that the education provided to the clerks complies with the provisions of the IIMC **Education Guidelines** that govern the way in which the professional certification is granted. Among other things, the Education Guidelines delineate the unique nature of education for professional certification for municipal clerks according to a core curriculum (for an example see Attachment 2).

Compliance Audit

A set of comprehensive education **guidelines**, a sound **compliance audit**, and a **quality assurance mechanism** of the education guidelines will assure the educational reliability and viability of the certification process thereby facilitating the **validity** and **legal defensibility** of the professional certification (i.e. CMC, MMC, and CMC Recertification). By their very nature the IIMC designations are **professional certifications** rather than **certificates of completion**. There is a great difference between professional certification and certification of completion. The former must comply with generally accepted standards of professional credentialing. (For more information regarding the difference between a certificate of completion and a professional

certification, please see pages 4 and 5 of my report on Education for Credentialing and Accreditation, Attachment 1.)

The issue of legal defensibility of IIMC certificates is important. It is evident that all or part of the cost of the education for IIMC certification is paid through the use of public funds. It is further evident that a great number of IIMC certificants use their certificates for employment promotion and an increase in pay (i.e. use of public funds). For these two reasons alone, the IIMC certification programs ought to be educationally viable and legally defensible. IIMC representations in the media, electronic and otherwise, regarding the quality of the educational exercise towards professional certification, must continue to be supported by concrete evidence that could withstand the test of compliance audit. Educational viability and legal defensibility of the professional certification programs are prerequisites for **accreditation** (please see Attachment 1, page 4).

According to the provisions of the IIMC 2001 and 2006 Education Guidelines, the compliance audit of IIMC includes two processes: the Course Pre-Approval Process and the Institute/Academy Post Approval process.

The Course Pre-Approval Process

As the Institute is formed, the State/Provincial Education Committee, the Institute Director, and IIMC will collaborate to offer courses and programs. To save time, effort, and money, and to be a **proactive** partner, IIMC has established a Course and Program Pre-Approval Process in which the Institute and Education Committee consult with the IIMC Director of Education and Research in designing a new 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 IIMC Course Pre-Approval Criteria for course review are based on the standards of course review of the **American Council on Education (ACE)**¹. The Course Pre-Approval Process reviews the **subject matter** of the course, its **level of difficulty**, its **relevance** to the **job of the clerk**, the relevance of the knowledge and/or experience of the **instructor**, and the knowledge that the clerk will acquire and **take away** after attending the course. The main reasons for the Course Pre-Approval 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. The collaborative process provides a healthier environment to assure that IIMC standards of educational quality are met.

¹ Founded in 1912, ACE is a leading authority in course review for colleges, universities, education providers, certification granting entities, and vocational and technical schools.

2. 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, ambiguity, and dissemination of misinformation.
3. The Course Description, Course Objectives, and Course Outcomes that constitute the essential parts of the Course Pre-Approval Template provide valuable information about the **content** of the course and its **desired outcomes** to those who want to take the course **prior** to registering and paying for the course.
4. Similarly, the Course Description, Course Objectives, and Course Outcomes that constitute the essential parts of the Course Pre-Approval Template provide valuable information about the **content** of the course and its **desired outcomes** to the **holders of the purse** (e.g., mayors, supervisors, etc.) for approving the cost of taking the course by the clerk.
5. In completing **Teaching and Course Evaluation** Form, students can **compare** the stated **Course Outcomes** with the actual **delivery** of the course, and better evaluate the performance of the instructor regarding teaching and learning. The Course Description, Course Objectives, and Course Outcomes on the one hand, and Teaching and Course Evaluation on the other, result in **serving the students** better.
6. The collaborative and proactive process provides for the exchange of ideas and suggestions for improvements in courses, programs, and standards.

In 2007, IIMC Education Department pre-approved 583 courses of which 291 were received from the IIMC Institutes and Academies and 146 from State Associations, 28 from colleges and universities, and 118 from individuals and other organizations.

In the past two years, by using the Course Pre-Approval Process, in many instances the IIMC Education Department has **collaborated** with the Institutes and/or Associations to ensure that their publications and brochures include the correct number of **hours** or **points**, and/or appropriate **levels** (CMC versus MMC) for courses, and/or appropriate **subject matters**, and/or appropriate **instructors**, **prior** to the dissemination of information to the students. In all cases, IIMC has used a collaborative approach by contacting the Institute Director, the Education Chair, or the person submitting the course via telephone and discussing ways and means of assuring that the IIMC standards are met. In almost all cases, IIMC has been able to find amicable solutions while maintaining the **integrity** of the programs.

The Course Pre-Approval Process has been refined and streamlined four times in two years. IIMC is **computerizing the certification process** of which the Course and Program Pre-Approval, and Course and Program Post-Approval are parts. As a part of this effort, an electronic database is being developed which will encompass all the courses approved by IIMC. Upon its completion, the database will be put on the IIMC website and will be updated regularly. It will be a valuable resource for all stakeholders.

Some of the features and benefits of the **computerized certification process** at IIMC will include the following:

1. It will serve as a reference showing the types of courses that have been accepted by IIMC thereby reducing the duplication of efforts by the institutes and the state associations.
2. It will assist the students in better understanding of the **course levels**, subject matters, and choosing courses and training programs.
3. Once a course is accepted by IIMC and entered into the database, it will be accessible by all stakeholders, and similar courses will not need approval, thereby saving time and effort for all parties.
4. It will facilitate better organization and more efficiency which will **reduce the turnaround time** for verification of the application for certification.
5. It will be capable of identifying, monitoring, and recording courses according to the CMC required core curriculum of 50% Public Administration; 30% Social and Interpersonal Issues, and 20% Electives, and the required MMC core curriculum of 80% Public Administration and 20% Electives.
6. It will produce a transcript **on demand** that will account for approved courses submitted by the student, will compare that with the certification requirements, and will give a running balance of the Education and Experience points for the CMC, and Advanced Education, and Professional and Social Contribution points for the MMC certification requirements for each student.
7. The production of a transcript on demand enables the student to show **progress** to his/her supervisor every time that he/she completes a course. Similarly, the purse holder may monitor the educational **performance** of the student on demand.
8. It will alert the students and the IIMC staff regarding crucial timelines and requirements (e.g., 60 Education points for CMC; 84 Advanced Education points for MMC; 20 points for CMC Recertification in four years, the annual 12 points for maintaining the MMC candidacy, etc.) in a timely manner.
9. It will reduce IIMC's reliance on the use of the current paper-based system to a great extent.
10. It will generate useful reports that, among other things, will expedite the communication with the students, institutes, associations, and members.

A total of **28** of **38** US Institute Directors (73.7%) have **fully complied** with the provisions of the Course Pre-Approval Process and the Post-Approval process. This

number includes some Institute Directors who initially argued against the implementation of the Course Pre-Approval, but have embraced the process and have been using it regularly.

The reaction of the Institute Directors to the implementation of the Course Pre-Approval requirements is diverse.

1. For whatever reason, **two** of **38** US Institute Directors (5.3%) have refused to comply with the Course Pre-Approval requirement.
2. Although the Course Pre-Approval Process is utilized for **new courses** only, and it has been refined and streamlined four times in two years, some Institute Directors have indicated that the Course Pre-Approval Process is cumbersome.
3. Some Institute Directors have viewed the process as an indication of distrust on the part of IIMC. IIMC has always maintained that, like any other type of audit, the reason for the compliance audit is to facilitate assurance as opposed to conveying distrust.
4. Some Institute Directors have stated that 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**, the IIMC Course and Program Post-Approval should suffice as a mechanism for quality control, and there should be no need for the Course Pre-Approval.
5. Some Institute Directors have suggested changing the name (i.e. Course Pre-Approval) and using something else.
6. Some Institute Directors have modified the course Pre-Approval template to meet their needs while complying with the IIMC Education Guidelines. For instance, some institutes have reduced the completed template to **one page** for each new course.
7. Some Institute Directors have chosen a single assessment instrument for all courses thereby avoiding the repetition of one of the items (i.e. Assessment Instrument) on the course review template.
8. Some Institute Directors, who initially argued against the implementation of the course Pre-Approval, have embraced the process and have been using it regularly.
9. Some Institute Directors have indicated that even if, for any reason, the Course Pre-Approval Process is abandoned, they will continue using it.

In response to the first four items mentioned above, and to grant a grace period to the CMC and MMC applicants who entered an Institute or an Academy prior to January 1,

2007, President Tokar formed a Task Force that started its work on November 20, 2007. The Task Force in collaboration with the IIMC staff successfully accomplished the latter, and on January 16, 2008, the IIMC Board granted a grace period to those particular groups of students to complete their work towards the CMC and MMC designations by December 31, 2008.

While the Task Force was moving forward regarding the issue of grace period, it had formed a Subcommittee comprising of three Institute Directors (members of the same Task Force) to work with IIMC staff on the issue of Course Pre-Approval Process.

On January 16, 2008, the Subcommittee, after deliberating the issue of Course Pre-Approval with the Task Force forwarded the following proposal to the Director of Education and Research:

IIMC Institute Certification² Proposal³

1. Each state program will be re-certified every five years.
2. Re-certification will examine:
 - a. Curriculum being offered for the CMC program
 - i. Courses taught during the previous five years (sampling)
 - ii. Instructors used to teach those courses (sampling)
 - iii. Scheduling and location of CMC offerings
 - iv. Report on compliance with IIMC course distribution guidelines
 - v. Participant evaluations of course effectiveness
 - b. Results of self study including
 - i. Survey results for current program participants and recent graduates regarding usefulness of program offerings to the profession
 - ii. Report to IIMC by state director and state education committee on the strengths and weaknesses of the education program
 - iii. Implementation plan, sent to IIMC, which outlines how to improve the education program. This will be prepared by the state director in conjunction with the state education committee.
3. Re-certification will include a site visit at the institute by the IIMC Director of Education.
4. Report to the Program Review and Certification Committee will be made by the IIMC Director of Education and the state education director in conjunction with his/her education committee.
5. The Program Review and Certification Committee will make a recommendation to the IIMC Board of Directors regarding the re-certification of the state program. Recommendations will be positive, negative, or probationary. If negative or

² IIMC uses the word certification for CMC and MMC designations. Please note that the word "certification" in the Subcommittee's proposal means approval (e.g., Certified Institute is the same as Approved Institute).

³ Attached to Dr. Jim Kaatz's e-mail of January 16, 2008 to Mohammad Eftekhari, copied to Dr. Paul Coates and Ms. Ina Wintrich.

probationary, the recommendation will specify the reasons for such a finding and guidelines for bringing the institute into positive status.

The Subcommittee's proposal was disseminated to the IIMC staff for their comments. In a telephonic meeting on January 24, 2008, the Subcommittee discussed with the IIMC staff, alternatives (including the above proposal) to the course Pre-Approval Process that could satisfy those Institute Directors who have objected to the current process, and at the same time could satisfy IIMC standards.

The Institute Directors, among other things, stated that 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**, the IIMC Course and Program Post-Approval should suffice as a mechanism for quality control, and there should be no need for the Course Pre-Approval.⁴

The proposal is similar to the IIMC's Post-Approval process summarized below:

Post-Approval Process

Within the context of the compliance audit, the Post-Approval process is **complementary** to the Course Pre-Approval Process. Each year, the Institute Director submits the following information to the State Education Committee in the form of an Annual Report:

1. A cover letter explaining his/her evaluation of the program (successes, opportunities, areas of improvement, threats, etc.)
2. A list of attendees and hours attended
3. A summary report of the evaluations completed by attendees
4. Budgets report⁵
5. Comments regarding communication between the Institute Director and State Education Committee
6. Evidence of Course Pre-Approval from IIMC for all new courses and programs offered during the year
7. Program brochure(s)

The State Education Committee submits the Institute Director's Annual Report, which shall include all seven items cited above and a completed State Education Committee Annual Evaluation Form to the IIMC Director of Education and Research for review and approval. Many Institute Directors regularly submit the Institute Annual Report; however, some have refused to do so.

⁴ Statements are summarized and paraphrased.

⁵ In the last two years, the IIMC Education Department has accepted a "Statement of Financial Health of the Institute" in exchange for a Budget Report.

For the purposes of compliance audit, IIMC has devised a mechanism to deal with those institutes that are not in compliance with one or more of the requirements by defining an existing IIMC approved Institute as a "New Institute", thereby subjecting it to the audit of any one of the provisions of the Education Guidelines (please see page 9 of the Education Guidelines).

Approved programs may periodically be defined as new programs for purposes of review and continued IIMC approval. The IIMC Director of Education and Research may request a State/Provincial Education Committee Chair and the sponsoring institution to submit a new application for review and approval. (Please see page 7 of the 2001 Education Guidelines and page 9 of the 2006 Education Guidelines.)

If an existing Institute is defined as a new one, it must comply with the requirements for "New Institutes" according to the provisions of the IIMC Education Guidelines (both 2001 and 2006). In such case, IIMC may request information regarding any one of the following:

- A brief bio of the Institute Director
- Brief bios of instructors and their areas of expertise
- Institute Programs
- Program Description
- Program Objectives
- Program Outcomes
- Description of the Program Outcomes Assessment Methods and Tools and How They Are Used. (Testing is required in all IIMC programs.)
- Teaching and Learning Methods
- Teaching and Course Evaluation Methods
- Program Evaluation and Reporting
- Report on Curricula for the Institute Programs (CMC, MMC, and CMC Recertification)
- Curriculum Schedule Year-by-Year for Each Program.
- Compliance with IIMC requirements regarding the level and rigor of courses (page 6 of the 2001 Education Guidelines, and page 9 of the 2006 Education Guidelines)
- Compliance with the 50%-30%-20% rule regarding the CMC required core curriculum (50% Public Administration, 30% Social and Interpersonal Issues, 20% Electives), and 80%-20% rule regarding the MMC core curriculum (80% Public Administration and 20% Electives).
- Compliance with the required number of in-class contact hours for IIMC points
- Institute Budget or the statement of financial health of the Institute

In the past, IIMC has used this mechanism to take corrective action by defining some of the existing institutes, not in compliance with the IIMC standards, as new institutes,

thereby requiring them to provide documentation attesting to their compliance with the Education Guidelines.

The Subcommittee's proposal of January 16, 2008 was transformed into a new proposal by the Task Force and was submitted to the Board on February 21, 2008 (Recommendation from IIMC Education Task Force on Education Pre-Approval Process, Attachment 3). The recommendations of the Task Force were disseminated to the IIMC staff for comments.

II. JOINT IIMC STAFF AND EDUCATION TASK FORCE RECOMMENDATIONS

The IIMC staff reviewed and deliberated the recommendations of the Education Task Force and submitted their recommendations to the Education Task Force on March 11, 2008. On March 19, 2008, the IIMC staff and Task Force deliberated the matter, and with the exception of the first item below, they agreed to the following:

At least in the past two decades, the **Program Review and Certification Committee** has been an essential part of the professional certification process at IIMC. It has been a positive phenomenon in delivering quality education to IIMC members. I personally have benefited from the insight, experience, and knowledge of its members. It is recommended that **prior to the review and decision** by the IIMC Board, the findings and recommendations of the Task Force, and this report to be submitted to the Program Review and Certification Committee for review and comments. The Task Force stated that referring the report to the Program Review and Certification Committee is outside of its scope, and President Tokar or the IIMC Board may make that decision.

Rename the Course Pre-Approval Process as **"Course Review Process"**.

The Education Department will further refine and streamline the Course Review Process.

IIMC Education Department finds the **existing** Course Review Process as an **efficient** and **inexpensive** instrument for the compliance audit. As pointed out, it has many **benefits** for all stakeholders especially for the IIMC **members**.

The Institute Directors in consultation with the Education Department redesign their certificates/transcripts to show the 50%-30%-20% distribution of points (or hours) for the CMC and the 80%-20% distribution of points (or hours) for the MMC courses.

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 Review Process" and submit a short Annual Update.

2. Discontinue complying with the existing "Course Review Process" and submit to IIMC an Annual Report.

Option 1

The Institute Director will regularly submit to 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).⁶
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).

⁶ 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 have been 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."

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.

Noncompliance

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 Chair of the Program Review and Certification Committee.
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.

Un-sponsored Institutes

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

State Associations

Since the State Associations are not sponsored by institutions of higher learning, they are required to comply with the existing Course 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. The Education Department will review and inform the person submitting the course of the results within 10 business days.

Individuals

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 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.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

IIMC EDUCATION DEPARTMENT

GRACE PERIOD FOR THE CMC STUDENTS WHO ENTERED THE PROGRAM PRIOR TO 2007

The Board of Directors of IIMC has granted a **grace period** to the CMC students who successfully completed an Institute course (or similar) **prior to January 1, 2007**. The criteria for obtaining Education points towards the CMC designation for those students are as follows:

Education Points (50 points, 100 Institute hours)	Points
Satisfactory completion of a 100-hour IIMC recognized Municipal Clerks Institute	50
Bachelor's degree or higher in Public Administration or 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 related field and 67 hours of Institute training	50
One-third (34 hours) of Institute training claimed in this education section may be obtained through distance education. Hours spent in distance education study must be documented and submitted with your CMC Application and complement Institute course requirements.	

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, 2008**.

Starting **January 1, 2009**, 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 Points (50 points, 100 Institute hours)	Points
Satisfactory completion of a 100- hours (50 points of course work at an on-land IIMC approved Municipal Clerks Institute or Academy. One-third, (1/3) of the minimum 100 hours of Institute training (34 hours) for the CMC Certification program may be obtained	50

through distance education. All distance education shall be pre-approved by the Director of Education and Research.

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 related field	5

The students who entered into an IIMC approved Institute **in or after 2007**, shall fulfill the criteria below (also cited on pages 13 and 14 of the Education Guidelines posted on IIMC website).

Education Points (60 points, 120 Institute hours)	Points
Satisfactory completion of a 120- hours (60 points of course work at an on-land IIMC approved Municipal Clerks Institute or Academy. 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 similar field	20
A Bachelor's degree or higher in an unrelated field	10
Associate of Arts degree in Public Administration or related field	5

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.

**GRACE PERIOD FOR THE CMC STUDENT WHO ENTERED THE
PROGRAM PRIOR TO 2007**

Table 2
CMC Education Requirements

	Points
Education (60 Points)	
Satisfactory completion of a 120 hour (60 points) of course work at an on-land IIMC approved Municipal Clerks Institute or Academy. One-third (1/3) of the minimum 120 hours of Institute training (40 hours) 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
Bachelor's Degree or higher in Public Administration or a similar field	20
Bachelor's Degree or higher in an unrelated field	10
Associates of Arts Degree in Public Administration or a related field	5

Did you complete an IIMC Approved institute course (or similar) prior to 2007?

No

Yes

Table 1
CMC Education Requirements

	Points
Education (50 Points)	
Satisfactory completion of a 100-hour 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 unrelated field and 67 hours of institute training	50
Associate of the Art Degree in Public Administration or a related field and 67 hours of institute training	50

One-third (34 Hours) of institute training claimed in this education section may be obtained through distance education. Hours spent in distance education must be documented and submitted with your CMC Application and complement Institute course requirements.

If you don't anticipate to finish all requirements by 12/31/2008, you are required to finish the remaining portion of your work according to the criteria in Table 3.

No

Do you anticipate to finish your CMC requirement before December 31, 2008?

Yes

If you finish all of your requirements by 12/31/2008, you are not required to abide by the requirements in Table 3; otherwise you must complete the remaining portion of your work according to the criteria in Table 3.

Table 3
CMC Education Requirements

	Points
Education (50 Points)	50
Satisfactory completion of a 100 hour (50 points) of coursework at an on-land IIMC approved Municipal Clerks Institute or Academy. One-third (1/3) of the minimum 100 hours of institute training (34 hours) 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.	
Bachelor's Degree or higher in Public Administration or a similar field	20
Bachelor's Degree or higher in an unrelated field	10
Associate of Arts Degree in Public Administration or a related field	5

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INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

IIMC EDUCATION DEPARTMENT

GRACE PERIOD FOR THE MMC STUDENTS WHO ENTERED THE PROGRAM PRIOR TO 2007

The Board of Directors of IIMC has granted a **grace period** to the MMC students who successfully completed an Academy course (or similar) **prior to January 1, 2007**. The criteria for obtaining Advanced Education points towards the MMC designation for those students are as follows:

Advanced Education Points (60 points, 120 Academy hours)	Points
1. Completion of an IIMC- approved Academy program	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. Completion of an IIMC- approved self study program	Vary with program
6. Personal accomplishments of educational benefit to the profession	2
7. Teacher or trainer at an IIMC-recognized Institute or Municipal Clerk Education program	1 per 6 hours of teaching/training/preparation

Two-thirds (2/3) of the total points in the Advanced Education section may be obtained through distance education. Hours spent in distance education study must be documented and submitted with your MMCA Application.

*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 units 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.

Since January 1, 2007, the four levels of MMCA have been consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 12 MMCA points (a combination of Advanced Education and Professional and Social Contribution points) per year otherwise, they must recertify.

Professional and Social Contributions

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

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, 2008**.

Starting **January 1, 2009**, 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 (60 points, 120 hours)

Points

Completion of 120 (60 points) of course work at an on land IIMC Institute. Two-thirds (2/3) of the minimum 120 hours of Institute training (40 hours) 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.

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

* 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.

Since January 1, 2007, the four levels of MMCA have been consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 12 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

The MMC candidates who were admitted into an IIMC Academy **in or after 2007**, shall fulfill the criteria below (also cited on pages 20 and 21 of the IIMC Education Guidelines posted on IIMC website):

Advanced Education (84 points, 168 hours)	Points
Completion of 168 (84 points) of course work at an on land IIMC Institute. Two-thirds (2/3) of the minimum 168 hours of Institute training 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.	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

* 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.

Since January 1, 2007, the four levels of MMCA have been consolidated into one. To maintain their MMC candidacy the students must earn a minimum of 12

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

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.

**GRACE PERIOD FOR THE MMC STUDENTS WHO ENTERED
THE PROGRAM PRIOR TO 2007**

Table 2

MMC Advanced Education (84 Points Required)

Completion of 168 hours (84 points) of coursework at an on-land IIMC Institute. Two-thirds (2/3) of the minimum 168 hours of Institute training 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

Completion of an IIMC approved Academy Program

Points
84

3 per 6 or more
in one day of
training

Academic credits in a related field earned at an accredited college or university*

2 per credit unit
maximum 6

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

*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 students shall seek and obtain approval from the IIMC Education Department

No

Did you complete an IIMC approved Academy (or similar) prior to January 1, 2007?

Yes

Table 1

MMC Advanced Education (60 points, 120 hours)

Points

Completion of an IIMC- approved Academy program

3 per 6 hours or more in 1 day

Academic credits in a related field earned at an accredited college or university

2 per credit unit

Certificate from another organization relevant to your responsibilities as a Municipal Clerk (Minimum 50 hours of training)

7 points

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

Completion of an IIMC- approved self-study Program

vary with program

Personal accomplishments of educational benefit to the profession

2 points

Teacher or Trainer at an IIMC-recognized Institute or Municipal Clerk Education Program

1 per 6 hours of teaching/ training/preparation

Two-thirds (2/3) of the total points in the Advanced Education section may be obtained through distance education. Hours spent in distance education must be documented and submitted with your MMC Application

If you don't anticipate to finish all requirements by 12/31/2008, you are required to finish the remaining portion of your work according to Table 3

No

Do you anticipate to finish your MMC requirements prior to January 1, 2009?

Yes

If you finish all of your requirements by 12/31/2008, you are not required to abide by the requirements in Table 3, otherwise you must complete the remaining portion of your work according to the criteria in Table 3

Table 3

MMC Advanced Education (60 Points, 120 Hours)

Points

Completion of 120 (60 points) of course work at an on land institute. Two-thirds (2/3) of the minimum 120 hours of institute training (40 hours) 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.

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 credit hour for
a maximum of 6 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 6 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

**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.

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EDUCATION FOR CREDENTIALING AND ACCREDITATION¹: A Brief Report

Submitted to the IIMC Board of Directors

By

Mohammad Eftekhari, Ph.D.
Director of Education and Research

January 10 2008

In its meeting of Friday, January 4, 2008, the Board of Directors of IIMC reaffirmed its decision to seek accreditation for IIMC credentialing programs. Within this context, this report briefly reviews some concepts and standards of credentialing; it gives an overview of the major steps necessary for accreditation, and juxtaposes them against the state of professional certification at IIMC. The report also provides recommendations regarding this matter.

Credentialing is a voluntary process by which a non-governmental entity grants a time-limited recognition and use of the credential to an individual, an organization, an institution, a program, a process, a service or a product after verifying and confirming that the applicant has met a host of predetermined and standardized criteria. As an established field, credentialing has its own generally accepted principles, rules, and standards. For its credentialing program(s) to be viewed as legitimate within the credentialing field, any organization that intends to grant professional credentials must adhere to those principles, rules, and standards. By reviewing the credentialing programs, accrediting agencies attest to the legitimacy of those programs or the lack thereof.

Credentialing is a multi-billion-dollar service offered to millions of individuals and entities in the US and abroad. Credentialing encompasses such concepts as licensure, registration, and professional certification. The scope of this report is limited to a brief review of the principles and standards concerning the granting of formal recognition to individuals in the form of professional certification in general, and the type of education necessary to obtain such recognition in particular. Within this context, special attention will be given to IIMC as a grantor of professional certification.

¹ The research for this report has been done in the cyberspace by reviewing the websites of credentialing agencies and the entities that accredit those agencies (some of their statements have been paraphrased and some others have been used verbatim).

Professional certification is a process by which individuals are assessed based on predetermined and standardized criteria for knowledge/skills/competencies and if successful, they are granted a time-limited credential (i.e. professional certification).

Education for professional certification is unique, specific, and focused. The curriculum for this type of education is **uniquely** designed to enhance the professional knowledge and skills 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 a certain job. The curriculum **focuses** on meeting sound, predetermined, and standardized criteria for fulfilling the core competency requirements of the job.

Upon successful completion of the **curriculum** the individual should be able to demonstrate that he/she has acquired the necessary knowledge and skills for **performing** the **duties** of the job by passing a comprehensive test designed and administered by an independent expert.

The curriculum for this type of education is based on the results of an expert analysis of the major attributes of a profession in the form of **analyzing the job**, skills and knowledge required for performing the job, and determining the **core competencies** required to do the job. In other words, the certification process starts with the **analysis of the job** of the professional who seeks the certification. The core competencies required to satisfactorily **perform** the duties of the job determine the nature and the scope of the certification process.

An independent expert analyzes all aspects of the job and determines the core competencies required for satisfactorily doing the job. The same or another independent expert devises a specific test that will ensure that the individual possesses the core competencies for doing the job. This is done by designing and administering a comprehensive psychometric² test. This type of test is based on predetermined and standardized criteria for measuring the ability of the individual regarding the core competencies required for doing his/her job.

By using proven scientific (psychometric) tools, the certification process attests that the certificant³ has mastered the core competencies to satisfactorily do his/her job.

Adhering to generally accepted credentialing principles and standards will bring about a professional certification that will be **educationally valid** and **legally defensible** which are essential for the **legitimacy** of the professional certification. The following are some of the generally accepted credentialing principles and standards⁴:

² A test designed by a psychometrician, an expert in psychometrics which is a branch of psychology dealing with the measurement of mental traits, capacities and processes.

³ The holder of a certificate.

⁴ Considering the scope of this report, a limited number of generally accepted credentialing principles and standards are discussed.

1. The organizational structure and governance of the certification granting entity should assure the **independence** of decision-making by experts who design, monitor, and manage the certification process without being subject to **undue influence** by any part of the organization.
2. The certification program must have sufficient financial **resources**, staff, and other human resources to conduct effective and thorough certification and recertification activities.
3. The certification program must establish a process in which a **job analysis** is done by an independent expert and periodically **validated**. The results of the job analysis are used by an independent expert to determine the required knowledge, skills, and **competencies** of the job.
4. The certification program must analyze, define, and publish the nature and scope of the performance and tasks related to the purpose of the certification, and the knowledge and/or skills associated with the performance domains and tasks, and use them to develop specifications for the **assessment instruments**.
5. The certification program must employ **assessment instruments** that are derived from the job analysis and that are **consistent** with generally accepted psychometric principles. The fact that such procedures are in force should be published. A **psychometric test** is designed to examine the extent of the knowledge, skills, and competencies of the candidates. Using psychometrically accepted statistical methods, will ensure that the **reliability** and **validity** of the test is periodically demonstrated.
6. A minimum passing score is developed by using psychometrically accepted statistical methods.
7. To facilitate **fairness**, alternate forms of the test must be parallel in construction and content coverage, and equated for difficulty using sound psychometric techniques. The certification program must demonstrate that different forms of an assessment instrument assess equivalent content and that candidates are **not disadvantaged** for taking a form of an assessment instrument that varies in difficulty from another form.
8. Since a credential is a **time-limited** confirmation, **credential maintenance** (i.e. recertification) is required. Recertification must be an integral part of any professional certification to ensure **continued competence**. The certification program must require periodic recertification and establish, publish, apply, and periodically review policies and procedures for recertification.
9. The certification program must demonstrate that its recertification requirements **measure** or **enhance** the continued competence of certificants.

10. "The certification program must award certification only after the knowledge and/or skill of the individual applicants has been evaluated and determined to be acceptable." This standard will facilitate fairness and consistency. In the professional certification process **grandfathering** is allowed only at the start of offering the certification program; not at a later date. "This process is frequently invoked **when a certification program is initiated**, as a way of recognizing the experience and expertise of long-term experts, and/or to allow grandfathered individuals to develop the initial form(s) of the certification examination. Individuals initially certified through grandfathering may, in the future, be required to pass a form of the certification examination they did not participate in developing in order to maintain certification." "Grandfathering is generally seen as a conflict with stakeholders' interests. It is used from time to time in licensure as a means of protecting the rights of individuals who entered a profession prior to its regulation and should not be excluded from the right to practice. Professional certification does not normally carry such potential to restrict the right to practice."

It is evident that education for professional certification is unique, specific, and focused. By **adhering** to the above-mentioned criteria, the professional certification process maintains and conveys **fairness, quality, competence, and confidence**. It is deemed **educationally valid, legally defensible**, and clearly distinguished from the end-of-course(s) certificate of completion.

It is important to note that **being certified** for performing the duties of a job is different than obtaining an end-of-course(s) **certificate of completion**.

There are three certificate programs of which two may meet the standards of educational validity and legal defensibility: **knowledge-based certificate, curriculum-based certificate**, and certificate of completion.

"A knowledge-based certificate recognizes a relatively narrow scope of specialized knowledge used in performing duties or tasks required by a certain profession or occupation. This certificate is issued after the individual passes an assessment instrument." If the educational requirements for this type of certificate are determined by an **expert** by conducting a sound job analysis and the assessment instrument is a **psychometric test**, the certificate will be deemed as educationally sound and legally defensible; otherwise, it will be viewed as a certificate of completion—not a credential. (By way of analogy, the knowledge-based certificate is concerned with the output of the educational experience.)

"A curriculum-based certificate is issued after an individual completes a course or series of courses and passes an assessment instrument." The **selection of courses** (i.e. curriculum) for this type of certificate is extremely important. Courses individually and collectively must be representative of the professional practice and enable the student to fulfill the **core competency requirements of the job**. If the educational requirements for

this type of certificate are determined by an **expert** by conducting a sound job analysis, the courses are designed based on the job analysis, and the assessment instrument is a **psychometric test**, the certificate will be deemed as educationally valid and legally defensible, otherwise, it is viewed as a certificate of completion—not a credential. (By way of analogy, the curriculum-based certificate is concerned with input, process, and output of the educational experience.)

“A certificate of attendance or participation is issued after an individual attends or participates in a particular meeting or course. Usually, there is no knowledge **assessed** prior to issuing this type of certificate. A certificate of attendance or participation is **not a credential**, because the recipients are not required to demonstrate competence according to professional or trade standards.”

The Case of IIMC

IIMC entered the field of credentialing more than three decades ago by offering the Certified Municipal Clerk (CMC) certification program. Currently, IIMC offers two additional programs: the CMC Recertification program and the Master Municipal Clerk (MMC) certification program.

The CMC, CMC Recertification, and MMC programs are curriculum-based programs. To qualify for accreditation, among other things, IIMC must do the following:

Seek the services of an expert to conduct a job analysis of the "Municipal Clerk" position. The job analysis enables IIMC to serve its members better. It is therefore recommended that a job analysis to be conducted even if the accreditation is not sought.

Use the results of the job analysis to develop a curriculum for each certification program that will fulfill the core competency requirements of the job of Municipal Clerk. Such curriculum should be **unique, specific, focused**, and in **compliance** with generally accepted credentialing principles and predetermined standardized criteria. At least 60% of the educational training for each certification program should be **job specific** in the form of Institute training for the CMC and Academy training for the MMC and CMC Recertification programs.

One way of accomplishing this goal is to revise the Board's previous decision regarding distance education⁵. If this revision is accepted, the minimum requirement for Education component of the CMC certification program will be 36 Institute points (72 Institute hours), which would leave four points for online learning and 20 points for a BA in a related field.

⁵ On May 17, 2003, the Board of Directors of IIMC approved the following: One-third of educational training for the CMC certification, and two-thirds of educational training for the MMC certification may be obtained through distance education. These provisions have been incorporated in the current Education Guidelines.

Similarly, the minimum requirement for the Advanced Education component of the MMC certification program will be 51 Advanced Academy points (102 Academy hours), which would leave 20 points (currently 6 points) for college education at the upper division baccalaureate-level college education and 13 points for online learning.

By using the same approach, the minimum requirement for the Advanced Education of the CMC Recertification program will be 12 Advanced Academy points (24 Academy hours), which will leave four (currently zero) points for the upper division baccalaureate-level college education and four points for online learning.

It is important to note that according to the previous education guidelines, in some cases, one could obtain a CMC or MMC certification **without attending** an IIMC approved Institute or Academy. The previous education guidelines granted 50 points for a BA in a related field in exchange for all education requirements of the CMC certification program. The same guidelines allowed the students to obtain an MMC certification without attending an IIMC approved Academy. These two provisions are corrected in the current Education Guidelines.

Exercise uniformity and consistency of approach regarding the CMC and MMC certification programs as it relates to the number of points awarded for attending the IIMC Regional Meeting, Municipal Clerks Association Annual Conference, or Municipal League Annual Conference by granting one point per six or more hours in a day of attendance for a maximum of 10 points as opposed to the current practice of granting one point per event (in the case of MMC).

It is recommended that the provision of a college degree as a prerequisite for entrance into the MMC certification program scheduled to start in 2013 to be abandoned. A college degree is not job specific and should not be a stumbling block in obtaining a professional certification.

Grant an extra year to the MMCA students who successfully completed at least one Academy course prior to January 1, 2007, review their application for designation according to the previous guidelines through 2007, and require them to comply with the current Education Guidelines starting in 2008.

Maintain and enhance the current assessment instruments that are used by IIMC approved institutes and state associations. The IIMC course pre-approval process is designed to assure the quality of input, process, and to some extent output of the educational experience. Enhancing and strengthening the course approval process will enhance the notion of quality for IIMC professional certification programs. It is understood that the IIMC Education Task Force is deliberating this issue; however, on two occasions, the Task Force has suggested that might recommend to replace the current pre-approval system by reviewing the IIMC approved Institutes and Academies on a rotating basis. This provision has existed for many years (please see page 7 of the 2001 Education Program and Certification Guide, and page 9 of the current Education Guidelines), but never exercised due to insufficient financial and human resources.

Seek the services of an expert to use the results of the job analysis mentioned above and develop a universal standardized assessment instrument (psychometric test) that will treat every CMC and MMC applicant equally and without bias. The use of a psychometric test assures the quality of output of the educational experience with the highest degree of confidence. Since this recommendation requires the use of IIMC resources, and will affect the students, more research, discussion and deliberation are needed. It should be viewed as a long-term goal.

Design a recertification program for the MMC certificants. A recertification program similar to that of the CMC (20 Advanced Education points in four years) will fulfill this requirement.

IIMC Staff Recommendations for Grandfathering

January 10, 2008

In its meeting of January 4, 2008, the Board of Directors of IIMC instructed the Education Department to examine the impact of "grandfathering" on IIMC staff and accreditation¹ and report to the Board by Friday, January 11, 2008.

Sandy Lieng, the Verification Specialist has done a physical count of all pending MMC applications and has determined that currently 318 (258+60) applications exist of which 60 had been kept in an inactive file by her predecessor. The 258 have already been reviewed, and the 60 inactive ones have already been contacted (please see Sunday's e-mail attached).

The following recommendations are the results of deliberations by the Executive Director, Director of Education and Research, the IIMC staff in general, and the Education Department staff in particular:

- The option of having two sets of guidelines is not an easy one to implement. It requires having two systems of educational, administrative, and financial record keeping which will be more expensive, time-consuming, and a heavy burden on the staff. It will result in more confusion for the candidates and possibly for the staff. Considering the fact that in the previous guidelines the acceptable duration for completing the requirements for the MMC program could be extended to 19 years, if approved, the dual system must be kept for a long time. In that case, no accrediting agency would accredit two different systems for the same program (please see the report attached).
- It is recommended to continue with the current guidelines and accommodate those students who need help on a case-by-case basis as follows (assuming the student completed at least one IIMC approved Institute course for CMC or one IIMC approved Academy course for MMC, prior to 2007):
- Honor the written commitments that Education Department staff made to the students before 2007 for two years from the date of the commitment.
- Accept the courses and points submitted to IIMC in 2006 and 2007, according to the previous guidelines.
- Students who did not complete an Institute or Academy course prior to 2007 and entered into the program in 2007 should follow the existing guidelines.
- All students should follow the existing guidelines in 2008.

¹ Due to the complexity of the accreditation process, the impact of grandfathering on the accreditation has been discussed in the attached report.

From: Mohammad Eftekhari [mailto:mhe@iimc.com]
Sent: Wednesday, August 01, 2007 4:12 PM
To: Nicol, Colleen; Asusen459@yahoo.com; Susen, Allan
Cc: Chris Shalby; tmoconnor1@bigpond.com; Charles Tokar; dreese@savannahga.gov; Dyanne Reese (E-mail); Stratta, Mary L; Jennifer Ward
Subject: RE: Institute Directors - Telecon

Dear Colleen and Allan,

Thank you for asking for my comments regarding the Board teleconference scheduled for next week.

Let me state from the outset that I am able to run an educational "shop" with a quality similar to running a department store ranging from Wal-Mart to Saks Fifth Avenue. I work at the pleasure of IIMC and its Board of Directors. It is the prerogative and the responsibility of the Board to envision and articulate a desired level of quality which in turn will shape the characteristics of the educational "shop". The Board articulated such desire by approving the Education Guidelines in October of last year with the effective date of January 1, 2007.

Right after the effective date, from January 2007 to early May 2007, in order to implement the Education Guidelines the Education Department conducted at least one teleconference each with all Institute Directors in the US (with the exception of one individual due to his continuous unavailability). The teleconferences covered all issues of concern and the new and innovative ways of implementing the Guidelines.

The Education Guidelines include the IIMC academic standards and they should be viewed as a blueprint for enhancing education quality. In the last hour of the last Board meeting, reflecting on his 13 years of experience with IIMC Chris Shalby stated that for the first time in the past 60 years the IIMC Education Department has a clear vision and asked the Board for its support of that vision. In my opinion, these guidelines will achieve a reasonable level of education quality for IIMC members provided that the Board would continue to support them consistently and in one voice.

The Education Guidelines are compilations of the educational standards, policies, and procedures of IIMC in the past three decades. These Guidelines have captured the essence of those accumulated efforts in one document with an eye on achieving a reasonable level of quality.

This is not the first time that questions regarding educational quality in general, and assessment, pre-approval, post-approval, and teaching methods in particular have come to the surface. At least on two occasions IIMC attempted to deal with these issues by assembling teams of high-level academics, Institute Directors, practitioners, and stakeholders in the form of two education summits (Summit I,

February 2000, and Summit II, January 2003) with a cost of approximately \$100,000. Among other things, the Education Guidelines have made good use of the findings and suggestions of the two education summits. There is hardly anything shockingly new about the Education Guidelines. The difference, as Chris Shalby would say, is that the Education Department is adhering to them.

In January, March and May of 2006 the Guidelines and their supporting documents were sent to the Institute Directors for their review and comments. In May 2006 at the Anaheim Colloquium the Proposed Education Guidelines (with the exception of the additional 20 hours for the CMC designation) were discussed by the Institute Directors and Education Chairs. In early July 2006 the Education Department discovered that an additional 20 hours for the CMC designation had already been approved by the IIMC Board.

In late July 2006 the Education Department incorporated all the changes in the Proposed Education Guidelines. Between late July 2006 and late October 2006 the Proposed Education Guidelines were sent several times to the Institute Directors for their comments. Only a handful of directors responded.

The Education Guidelines serve as the articles of partnership in the triangular partnership of which the State Association, the Institute, and IIMC are equal partners.

Adhering to the Education Guidelines brings IIMC in close contact with the Institute Directors in two major ways: the pre-approval and post-approval processes which are intertwined. You will note that in almost all cases, not adhering to the provisions of the pre-approval process will render the post-approval process useless.

The Education Guidelines (attached, pages 8 and 9) address the pre-approval process as follows:

As the Institute is formed, the State/Provincial Education Committee, the Institute Director, and IIMC will collaborate to offer courses and programs. To save time, effort, and money, and to be a proactive partner, IIMC has established a course and program pre-approval process 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 pre-approval 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.

Requirements for pre-approval for IIMC educational points or hours for all programs include:

1. The educational 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. A set of objectives must be determined prior to the start of the event, a set of outcomes must be determined in accordance with those objectives, and a method of outcomes assessment (e.g., test, essay, practicum, etc.) must be used and documented.
4. A list of reading materials that will be used in the course should be attached to the letter of request for pre-approval.
5. 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 and approval at least one month prior to the start of the program.
6. Product demonstrations, marketing seminars, visits to buildings, political offices and establishments, historical sites, museums and the like earn no educational points.

According to the provisions of the Education Guidelines cited above, a document has been created which explains the criteria for awarding IIMC points

accompanied by a two- page template (please see the attached template and example). Please note that the then Proposed Education Guidelines including the above provisions were sent to all Institute Directors several times between late July and late October of last year for their review and comments. Only a handful of directors responded. I applaud the initiatives of the Executive Director and the Executive Committee in enhancing communication between the Institute Directors and IIMC. Hope this will synthesize the directors to the need for timely communication with IIMC.

The Education Department has consistently been responsive to the needs of the users of the template and has offered help and guidance in completing it expeditiously. The Education Department has requested a one-month lead time; however, most Institute Directors have not been helpful in complying with that request. With the exception of the Annual Conference time, the Education Department has reviewed and responded to the pre-approval requests in two weeks or less. The comment by any director(s) that in responding to the pre-approval requests the Education Department is "challenged" is erroneous at best. Yes, the Education Department has been understaffed and is behind in processing the applications for designations; however, that has nothing to do with the segment of the Department that processes the pre-approval template.

A majority of Institute Directors have benefited from the use of the pre-approval template. Those are the ones who play an active role in the triangular partnership and communicate with the Education Department adequately. I should reiterate that I applaud the initiatives of the Executive Director and the Executive Committee in enhancing communication between the Institute Directors and IIMC. Hope this will synthesize the directors to the need for timely communication with IIMC. Thanks again.

Kind regards,

Mohammad H. Eftekhari, Ph.D.
Director of Education and Research
International Institute of Municipal Clerks
✉ mhe@iimc.com | ☎ (909) 944-4162 |

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IIMC and Education – A Discussion

Chris Shalby
Executive Director

“We have failed in one aspect, the biggest of all, in our courageous and ardent attempts to solidify an IIMC education program – recognizing our demographic and their needs.”

BACKGROUND

(Background information is from a 2002 News Digest article (attached), *The IIMC Institute System: A Study In Collaboration*, written by Dr. Frank Adshead)

In 1968, IIMC’s first Institute was established at New York’s Syracuse University under the direction of IIMC’s first Institute Director, Dr. Lee Smith. At the time, what seemed like an innovative approach to embellishing the Clerk’s profession through the practice of professional education has changed drastically over the years.

One simple belief prompted development of the first Certification Institute program: a need for standards in basic clerk education and training. Prior to the 1960s, no organized and systematic effort had been made to identify the basic learning requirements for clerk performance or develop a curriculum to address these needs.

Consensus among the discussants was soon reached on three main issues:

- That program quality was paramount;
- That curriculum content would offer both practical training and broad based education related to the clerk’s world of work; and
- That a university based program would help to ensure its quality and integrity.

In short, the purpose was to create a systematic, high quality, basic education and training program to improve the professionalism of practicing clerks through time.

Over the years, associations have become the eyes and ears for IIMC on curriculum and program issues, the health of their programs, and the voice for clerks in training and education issues and decisions affecting their work. Finally, their direct, on-site collaboration with sponsoring universities and Institute Directors in establishing Institutes, designing curricula and evaluating programs has become a critical association responsibility as well.

Historically, Institute Directors have developed program curricula jointly with association education committees, led recruitment of academic and professional experts, developed and evaluated and administered programs, and reported program results to IIMC. They remain the primary source of educational expertise for clerk training and development, and the access points for new knowledge and innovation in program design and delivery. They are a source of honest feedback to IIMC on program changes and administrative

policy. In short, they design, obtain, deliver and critique the educational programs offered to clerks throughout the Institute system.

Finally, it is the collective body of clerks who care about education, who choose to attend Institutes and advanced programs, who critique their programs in honest evaluations, and who urge their partners toward new and important directions. They are “the profession,” the supporters of educational endeavors on their behalf, and the final arbiter of the system’s future.

TODAY

Since the Board’s approval of the new education guidelines at the 2006 mid year meeting in New Orleans, and their implementation beginning January 1, 2007, we have experienced numerous complaints from both Institute Directors and members regarding the guidelines’ rigidity and the advisability of most recommended changes. Rather than focusing on what went wrong, the Board on January 16, 2008, approved a “grace period” which extended the old guidelines through 2008.

This decision, coupled with the approval of recommendations from the Education Task Force, helped alleviate some of the issues. However, the problem persists, perhaps less with guidelines, than IIMC’s philosophy toward its certification program.

DISCUSSION

IIMC’s real issues with education may stem from the lack of a “philosophy” regarding what its certification program truly means to the members.

The discussion, in which the Board needs to engage, is not what IIMC deems to be of value to the members regarding education, but what the members believe to be of value to their municipality and themselves. In the end that is what truly counts.

IIMC’s practice that one program size fits all, does not work. Keeping our demographic in mind, we need to be a variety of things to all members. That may be an unusual viewpoint and antithetical to how an association operates, but one that needs discussion.

The Clerk’s profession is unique and there is no all-inclusive test that says you are a Municipal Clerk. There are no stringent education requirements and rigorous written certification examinations defining a Municipal Clerk. Citizens can determine whether or not Municipal Clerks are qualified to provide the appropriate services for their community.

Therefore, if IIMC’s true mission is to help members continue in their professional development, then IIMC needs to determine the value of its professional certification programs by confronting the following questions:

- Do we still believe in the three main issues?
- What is the CMC program?
- Is the program recognized by state or federal agencies? Does it need to be?

- What are the mandatory states requirement, if any, for continuing professional education for Clerks? If so, is IIMC assisting its members in meeting those requirements?

MANAGEMENT’S RECOMMENDATIONS

IIMC management and education staff suggest that the Board address and resolve the following issues:

- Is IIMC’s certification system, in reality, a training program where the individual state/provincial associations, working with their Institutes, approach and stimulate the provision of high-quality, in-depth professional education resources relevant to what those individual members feel is necessary for their professional growth. Is education, relevant in one state, transferable to another?
- Should the Board suspend or eliminate the quest for external accreditation (NOCA)? No currently available data suggest that a core set of skills and knowledge, if mastered, will assure adequate performance of the municipal clerk in any and all communities.
- Specifically, that the Board reduce the number of points required for members to maintain MMC status from 12 to 6.
- That the Board eliminate the Bachelor degree as a requirement for MMC certification.
- That within IIMC’s general guidelines, the Board allow each state/province/national association to determine what education programs work best for them.

ETF RECOMMENDATIONS - PREVIOUSLY APPROVED BY THE BOARD

- Replace the term “preapproval” with “Course Review Process.”
- For sponsored Institutes, two options will be acceptable: 1) a course review process, or 2) a post-institute or annual filing. Dr. Eftekhari would further refine and streamline the course review process and template form. Regarding non-compliance, amend all dates in Dr. Eftekhari’s recommendation to 30 days rather than 15 days.
- For non-sponsored Institutes, Dr. Eftekhari was asked to assist un-sponsored institutes in establishing a sponsorship with a college or university. Dr. Eftekhari reported that the current un-sponsored institutes ARE recognized Institutes by IIMC.
- State associations should go through the course review process prior to a conference or course being conducted by the state association. State Associations may file a post event filing, but if they choose not to pre-file, then they must accept the point determination as determined by staff. State associations should be educated about the benefits of doing a pre-seminar filing in order to have a point assessment determination made and guaranteed prior to the event. It was agreed that paperwork and forms would be streamlined for state associations as well.

- Individual clerks taking classes not offered or sponsored by an institute or state association should submit a course review filing prior to the event in order to obtain a points assessment determination in advance of the event. Individual clerks may file a post event filing, but if they choose not to pre-file, then they must accept the point determination as determined by staff. It was agreed that paperwork and forms would be streamlined for individual clerks as well.

CONCLUSION

The comments and suggestions provided in this report are meant to engage the Board in a vigorous and candid discussion about what IIMC's certification programs mean to the members. This report is not a panacea to resolve these issues, but should be part of a work in progress to engage the membership, State/Provincial/National Associations and Institute Directors in a survey regarding education and certification.

IIMC Board of Directors
Education Workshop
Friday May 16, 2008

Pre-Workshop Survey

In preparation for your Education Workshop on May 16th, please respond to the following questions. Your responses will be used to guide your discussions.

- A. During your Board conference call on April 3, 2008, you approved the following recommendations regarding IIMC's Course Review Process. Please indicate whether you still agree or whether you now do not agree with each recommendation, and add any comments you wish.

1. The term "pre-approval" should be replaced with the term "course review process" in all IIMC education materials

I agree ____ I don't agree ____

Comments _____
_____.

2. IIMC should offer sponsored and un-sponsored institutes two program or course review options: annual pre-program reviews or post-program reports. IIMC should clearly explain the conditions of each option.

I agree ____ I don't agree ____

Comment _____
_____.

3. IIMC should assist un-sponsored institutes to establish university or college-based programs.

I agree ____ I don't agree ____

Comment _____
_____.

4. State association programs or courses should be reviewed using one of the options noted in #2. above. Values for post-program submissions will be determined by IIMC.

I agree ____ I don't agree ____

Comments _____
_____.

5. Individual clerks taking courses not offered by institutes may select one of the two options noted in #2. above. Values for post-program submissions will be determined by IIMC.

I agree ____ I don't agree ____

Comments _____
_____.

6. Details of the above policies (i.e., descriptions, forms) will be developed and reviewed jointly by state representatives, institute directors and IIMC staff, and disseminated to all state associations and institutes. Statements will include the consequences of pre- and post-program review options.

I agree ____ I don't agree ____

Comments _____
_____.

B. During your April 3rd conference call, you also identified the following additional issues as being important to IIMC's education program. Please select one number that best indicates the issue's importance to you to discuss at the Workshop:

1. What is IIMC's philosophy of education? What does it believe and hold true about the education of its members?

Not important 1 2 3 4 5 Very important

2. What is IIMC's educational mission and its educational responsibility to its members? ?

Not important 1 2 3 4 5 Very important

3. What is education, and what qualifies as an education session?

Not important 1 2 3 4 5 Very important

4. What is the CMC? A Certificate of Achievement? A Certification of professional capability? Something else?

Not important 1 2 3 4 5 Very important

5. What is IIMC's major educational responsibility to its members? To help them grow personally and professionally? To help them grow and be recognized as professionals?

Not important 1 2 3 4 5 Very important

6. We need to outline an action plan to engage IIMC members (e.g. survey), officers, state associations and institute directors to address these questions and formulate clear statements of belief, missions and programs in education.

Not important 1 2 3 4 5 Very important

- C. What three issues do you think are most important to discuss and/or resolve during the Workshop?

1. _____
_____.
2. _____
_____.
3. _____
_____.

Please e-mail your responses to frankncarol2@verizon.net

Thank you very much. We look forward to a very productive Workshop.

Frank Adshead, Ph.D.
Workshop Facilitator



NEWS DIGEST

JANUARY

MONTHLY MAGAZINE

2002

IIMC Headquarters Relocates To Its Own Building

Effective December 17, 2001, IIMC Headquarters will move into its own building in Rancho Cucamonga, CA. We will have a new street address and FAX number. Staff emails, HQ phone and the 800 number will remain the same. Here is the vital information:

8331 Utica Avenue, Suite 200
Rancho Cucamonga, CA 91730
(909/592-4462 same phone number)
(909/944-8545 NEW FAX number)
(800/251-1639 same 800 number)
(hq@iimc.com same email address)

Salary And Education Survey On The Way

Keep a heads-up for the IIMC Salary and Education Survey which is being sent to every member in the mail this January. Your prompt and complete response will be important in planning our future education programs and updating our salary survey database. If you have questions, contact Maurice Bisheff at mb@iimc.com at IIMC Headquarters.

Charleston, WV, To Host 2006 IIMC Annual Conference

The IIMC Institute System: A Study In Collaboration

Preface

In 1968, the International Institute of Municipal Clerks (IIMC) established its first Certified Municipal Clerk (CMC) Institute at Syracuse University in New York State. Thirty-three years and 44 Institutes later, thousands of clerks have been awarded CMC and Master Municipal Clerk (MMC) designations. Thousands more continue to pursue personal and professional development through IIMC's Institute programs.

The partners and the processes involved in creating this unique Institute system is a study in collaboration and effective institution building in public sector education. This brief essay reviews the purpose of the Institute program, the partners and processes involved in establishing and maintaining today's Institute system, and the prospects for future collaboration in an environment of radical changes in the philosophy and the practice of professional education.

THE PURPOSE

One simple belief prompted development of the first Certification Institute program: a need for standards in basic clerk education and training. Prior to 1960, no organized and systematic effort had been made to identify the basic learning requirements for effective clerk performance or develop a curriculum to address these needs.

However, records of IIMC's Education Committee and association member discussions in mid-1960 reveal unanimous agreement on meeting this need in a substantive, programmatic way.

Consensus among the discussants was soon reached on three main issues: that program quality was paramount, that curriculum content would offer both practical training and broad-based education related to the clerk's world of work, and that a university-based program would help to assure its quality and integrity. The founders agreed that, if successful, the first three-year Institute would likely continue and might stimulate interest in similar programs in other states and provinces.

In short, the purpose was to create a systematic, high-quality, basic education and training program to improve the professionalism of practicing clerks through time. That basic goal has remained the same for more than 33 years.

Continued on page 5

THE PARTNERS

To understand the beginning and evolution of today's Institute system is, in part, to know the major players involved and their interests in the system. They are the state and provincial association members, the colleges and universities, and IIMC. They collaborated at the start and they remain partners in clerk education today.

The precursor of today's IIMC was created in 1947 from clerk members of various state and provincial associations. In that sense, the distinction between IIMC and association members is primarily organizational since state and provincial clerks have always comprised IIMC's members and leaders, and share many common educational interests and goals.

Perhaps because of this joint membership common to voluntary professional associations, no mid-'60s correspondence regarding establishment of the Institute could be found that discussed differences between these two partners, or that even suggested the two were separate in fact. Rather, the focus was on the program, its structure and content, and its proper management over a limited three-year period.

Nonetheless, associations and IIMC evolved both common and different roles through time as the Institute system developed, and as the groups grew and expanded their memberships. From the start, IIMC was seen as the program sponsor, the recognizing and approving body for Institute programs, the standard-setter and monitor of program content and quality, and a primary initiator of innovations in clerk education. These continue as IIMC responsibilities today and are its major contributions to the collaborative effort.

However, these responsibilities were and are by no means the exclusive domain of IIMC. Associations shared them in part through association member services as IIMC volunteer leaders and committee members, and their commitment to quality education. Through time, associations have become the eyes and ears for IIMC on curriculum and program issues, the health of their programs, and the voice for clerks in training and education issues and decisions affecting their work. Finally, their direct, on-site collaboration with sponsoring universities and Institute Directors in initiating Institutes, designing curricula and evaluating programs has become a critical association responsibility as well.

Discharging these responsibilities depended heavily on the willing collaboration of the third and indispensable partner in the system: the colleges and universities housing Institute programs and, specifically, their professional representatives the Institute Directors. At the outset, it was clear that IIMC would seek the services of an accredited university with whom to build a substantive, high-quality program. They turned to Syracuse University and received a positive response. The establishment of subsequent Institutes in other states and provinces has required affiliation with accredited universities or colleges, and approval of a three-year curricu-

lum developed by university and association members under IIMC guidelines. University affiliation remains a basic pillar of IIMC's 44 currently approved Institutes and will likely continue in the future.

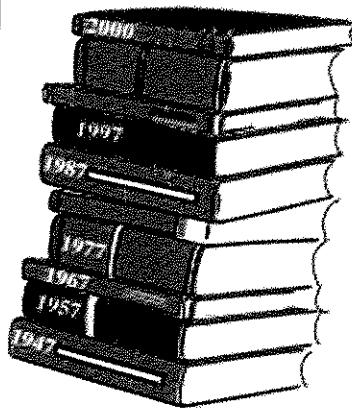
Historically, university Institute Directors have developed program curricula jointly with association education committees, led recruitment of academic and professional experts, developed and evaluated and administered programs, and reported program results to IIMC. They remain the primary source of educational expertise for clerk training and development, and the access points for new knowledge and innovation in program design and delivery. They are a source of honest feedback to IIMC on program changes and administrative policy. In short, they design, obtain, deliver and critique the educational "goods" offered to clerks throughout the Institute system.

Finally, there is an often overlooked but critical fourth partner without whose involvement and input the entire system would collapse. It is the collective body of clerks who care about education, who choose to attend Institutes and advanced programs, who critique their programs in honest evaluations, and who urge their partners toward new and important directions. They are "the profession," the supporters of educational endeavors on their behalf, and the final arbiter of the system's future.

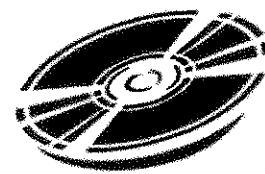
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Decisions

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— than others**



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IIMC INSTITUTE SYSTEM...Continued from page 5

These, then, are the central collaborators in the process of establishing and maintaining the Institute system itself. They discharge their individual responsibilities and collaborate on others that affect the life of each Institute. This involvement of separate and joint responsibility for Institute and advanced programs has created a healthy decentralization of perspective and influence essential in environments of unpredictable change. Together, they serve to maintain this perpetual experiment in professional clerk education.

THE PROCESS

Correspondence from the 1960s and 1970s contain no references specifying the process for establishing an Institute system as such. A network of regularly operating programs was implied and discussed but not planned. Instead, the correspondence reflected a healthy collective worrying about the Syracuse program alone. The focus was on creating one high-quality three-year program at Syracuse University, and implementing and evaluating it well. Decisions about future Institutes would depend on the success of the Syracuse experiment.

Furthermore, collaboration (now seen as indispensable to the Institute system) was not explicitly discussed in the 1960s as a central requirement or concern. There seemed to be an unspoken assumption that collaborating was a natural,

unspoken and expected part of the process. Clerks came together around a common perceived need, explored the idea in depth, agreed on the need for academic credibility and university affiliation, and undertook the program with a guarded confidence in the process and the undertaking. In short, they would do their best together, take a chance together, see how it went, and go from there.

Needless to say, the first three-year Institute at Syracuse went well. An immediate measure of its success was the clerk community's response to the experiment. By 1974, seven new university-based Institutes had been recognized by IIMC, and an additional 16 approved by 1980.

Today, collaboration remains a central process of the Institute experience. Its value can be judged if one contemplates the system minus any of its key partners. In retrospect, it may not be an exaggeration to suggest that a collective genius guided creation of the first Institute and the model on which it was based.

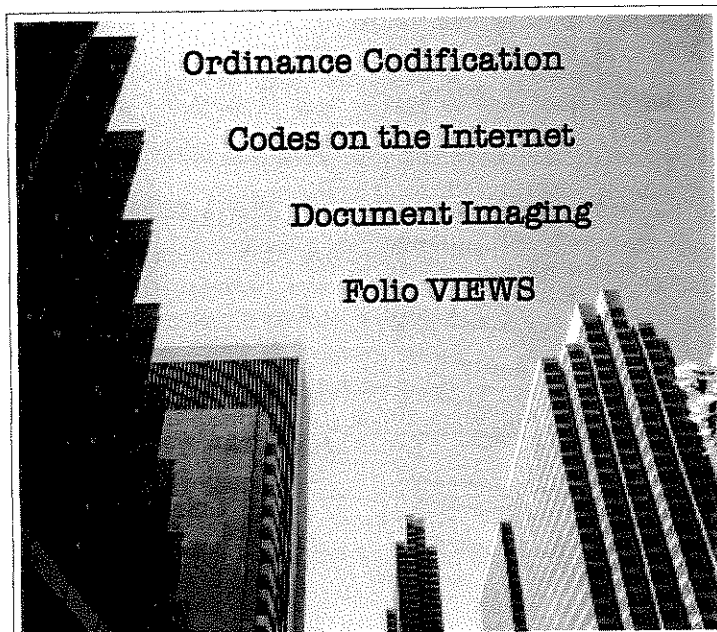
THE PROSPECTS

Ten years ago, we suggested that "Innovation works creatively with what is known, experimentation tries the new. Flexibility, however, is more an attitude than an action. Rapid increases in the pace and implementation of change create their own new momentum, and require more open, flexible and often radically different human responses. Educational systems that do not experiment and innovate may well come to resemble the discarded tanks of Desert Storm (1)."

(1) Frank Adshead, *"Managing Quality, Diversity and Innovation in Clerk Education,"* IIMC, 1991.

Today, mental flexibility is needed more than ever. Unlimited opportunity for global electronic study, virtual training and education, the proliferation of on-line degree programs in major and minor universities, association endorsements of self-directed certification training, and the eminent revolution in live group education and training are some of today's realities affecting professional education. The basic purpose, value and future of universities and all education systems are being questioned, and assumptions underlying many current programs seem passe in light of vastly expanded, boundary-free education opportunities.

Radical openness generates uncertainty and predictable unpredictability in most quarters. The world of professional education is no exception. The entire field seems to be fibrillating, vibrating aimlessly with decisions going in every direction. It is likely that this state of external and internal uncertainty is the permanent new context for action, the environment within which decisions will be made and risks taken. In that sense, the broadly-based Institute system, its flexible design, its responsiveness to practicing learners and new intellectual insights, and the collaboration and multiple perspectives required for its continuation may assure its relevance for some time to come.



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International Institute of Municipal Clerks



To: IIMC Board of Directors
From: Budget and Planning Committee
Date: April 9, 2008
Subject: Final Report

Background

As the term for this Budget & Planning Committee comes to a close, there is a greater comfort level in the integrity of the financial figures generated by IIMC Staff. We have gone from the 'scratch your head and throw a dart at the dartboard' method of budgeting three years ago to the 'wow....these figures match up' method today. The financial reporting capabilities have improved to a point that budgeting for 2009 will be fun. IIMC will be able to put aside their worry about the figures and instead concern themselves about how to better allocate available resources to achieve the goals and mission of our organization.

Discussion

1. XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX.
2. 2007 revenue and expense was 90% of the budget, which is normal.
3. The 2008 budgeted expenses are going up from 2007 by XXXXXXXXXXXX. When you consider the increases in wages, fuel, utilities and other costs, you understand the hard work of the Budget and Planning Committee and IIMC Staff.
4. The only department that received a substantial increase in the 2008 budget was Education. The XXXXXXXXXXXX budgeted increase from 2007 or XX is justified due to the fact that education is a key component to IIMC's existence.
5. Should the 2007 audit be completed in time for review, we will voice any concerns with the audit through Staff. However, we expect there to be no problems due to the fact that issues raised in the 2006 management letter have been addressed.
6. The Budget and Planning Committee did not have the opportunity to review financial statements on a monthly or quarterly basis, though the Chair did review interim statements.
7. Serving IIMC as a member of the Budget and Planning Committee was indeed an honor and a privilege.

Recommendation: Receive for information.

Committee Members:

Mell Smigielski, Chair
Terry Tripp, Vice Chair
Robert Pritchard
Tina Ward Stuart
Charles Tokar
Dyanne Reese
Mary Lynne Stratta

TO: PRESIDENT AND BOARD OF DIRECTORS

FROM: Buster Brown, CMC
Election Committee Chair

Date: April 20, 2008

SUBJECT: COMMITTEE FINAL REPORT



Thank you for the opportunity to serve on the Election Committee. With the passage of the Constitutional Amendment, the election for Vice President is by ballot from the entire membership. The IIMC Board has hired Martin and Chapman to verify and count the ballot from our membership. There are no contested District elections in 2008. The Committee is organizing for the annual business meeting in Atlanta. The Election manual requires that each IIMC District provide two names of IIMC conference attendees to assist with the vote tally if any roll call voting is required. The Committee is requesting that each district director provide a name to IIMC Headquarters Office in Atlanta by Tuesday, May 20, 2008. We have not been able to update the Election Policy Manual because we need to see how this election process for Vice President works. The next Committee will be in a much better position to update the manual after the experience of this year. We did receive one request from Tom O'Connor that a yearly award presented from IIMC be created for election official, since most Municipal Clerks also run their local election. This was not a charge for this committee but is being passed on to the next IIMC President and Election Committee for their review.

There are no recommendations for action by the Board

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC President Charles E. Tokar, MMC
IIMC Board of Directors

From: Kittie L. Kopitke, MMC
Chair—Program Review and Certification Committee
Village of Streamwood, IL



Joann L. Tilton, MMC
Vice Chair – Program Review and Certification Committee
City of Manteca, CA

Date: April 9, 2008

Subject: 2007-2008 Program Review and Certification Committee Year End Report

Background

In the 2007-2008 year, the Program Review and Certification Committee was charged with providing recommendations for awarding of points for Athenian Leadership Society Dialogues, awarding of education points for attendance at IIMC Annual Conferences, review of the Minnesota Institute plan and most recently, review of the streamlined course and program review criteria and template.

Discussion

Athenian Leadership Society Dialogue points -- Committee members had very distinct opinions regarding the awarding of points for participating in Athenian Leadership Society dialogues. There was spirited discussion both in favor and against the proposal. When all the votes were tallied, the decision was to recommend in favor of points for participating in an Athenian Leadership Society Dialogue. The Education staff recommended to the IIMC Board the award of one (1) social or experience point for participation in an ASL dialogue.

Minnesota Institute and Academy review – Committee members thoroughly reviewed the one Institute/Academy program submitted during this term. A number of questions were raised by various Committee members, and answers were received from IIMC Education staff and the Minnesota Institute Director and Education chair. Minnesota (MCOFA) presented a very fine program detailing their change in university affiliation from the University of Minnesota to St. Cloud State University. While the basics of the existing program will remain, St. Cloud and MCOFA, along with their new Institute Director, are energized and plan to incorporate new programs in the future. The PR/C Committee recommended this program to proceed with several conditions, to be monitored by the IIMC Education Director and staff.

Awarding of Points for Attendance at IIMC Conference – This topic, too, sparked a very spirited discussion by Committee members. There is great concern for verification of attendance, as well as an assessment tool, at education sessions if points are to be awarded toward the Education side of an application for certification. While this is a valid point, it was also deemed worthy that a member might attend various concurrent sessions, depending on topic, as well as general sessions, during the course of an IIMC Conference, and that all could very well be deemed “educational.” After all was discussed, the majority of the Committee concurred with the Education Director and staff to allow the points earned for attendance at an IIMC Conference to be applied to either the Education or Social/Experience side of an application for certification as a CMC or MMC.

Streamlined Course and Program Review Criteria and Template – The Director of Education and Staff presented criteria and a template for course and program review that is much more streamlined than the prior process. A number of members of the Committee expressed their appreciation and satisfaction for this streamlined process as it will allow for more efficient program and course review, and may encourage additional opportunities for education points at state and regional meetings.

Financial

The Program Review and Certification Committee required no financial expenditures during the past year.

Summary

It has been a pleasure working with the Director of Education and Staff throughout the past year. Because there were so many guidelines in a “transition stage” early in the year, the Committee was rather quiet. The flurry of activity at the end of the year provided the Committee members an opportunity to share their various opinions and suggestions, many of which were incorporated into the final documents presented to the state organization, or to the IIMC Board. Thank you for the opportunity to serve as Chair of this Committee.

Recommendation

I recommend President Tokar and members of the IIMC Board receive this report for information purposes.

Thank you.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: HONORABLE PRESIDENT AND MEMBERS OF THE
IIMC BOARD OF DIRECTORS

From: MARY L. HAYNES, MMC, CHAIR, CONFERENCE
EDUCATION COMMITTEE

Date: APRIL 11, 2008

Subject: FINAL REPORT OF THE CONFERENCE EDUCATION COMMITTEE TO THE
IIMC BOARD OF DIRECTORS, MAY 2008



BACKGROUND The Conference Education Committee is comprised of 24 members and is charged with ensuring that the IIMC Annual Conference is the premier local government educational experience for all potential conference delegates. We have been charged with evaluating, reviewing and monitoring the content and suitability of the educational components of the Atlanta IIMC Conference, potentially classifying the topics into tracks and evaluating ways to make the Annual Conference more relevant to members of Region X and Region XI.

DISCUSSION

GOAL #1 & 2 – MONITOR SESSIONS IN ATLANTA AND REPORT ON SUITABILITY AND CONTENT

To accomplish this goal, we surveyed the committee and ascertained who was going to Atlanta. Several volunteered to monitor these sessions and report regarding whether these sessions are suitable for an Annual Conference attended by Clerks with varying responsibilities.

PLAN: It was proposed that those of us attending the IIMC Conference in Atlanta will confer as we get closer and see which sessions interest us and which we will monitor and provide a response rating the sessions as to relevance, complexity, suitable, covering duties, etc.

However, since then, we have been informed by IIMC Headquarters that our committee responsibilities end on Friday before the Conference. Therefore, we recommend this goal be turned over to the incoming Conference Education Committee

GOAL #3 - INVESTIGATE POSSIBILITY OF CLASSIFYING CONFERENCE SESSIONS INTO TRACKS (example, Atlanta's list of topics)

Daryl Betancur was named Chair of this subcommittee and conducted an excellent opportunity for discussion via emails with the members: Linda Kerr, Ann Marie McCarthy, Debra Muller, Laurie Darcus, Richard Kachur, Tiny B. Washington, Kathy Coulhart-Dewey, Elisa Olson, Gloria Sitton, Emily Colborn, Cherry Lawson-Scott, Ronny Fredrickx, Mohammad Eftekhari, and Jennifer Ward.

To that end, the Committee points out it is becoming apparent that our nation is facing an economic downturn. As a result, many municipalities may cut travel and training and/or demand more substantial documentation of learning opportunities. In order to find support for Clerks to attend our annual

conference, we must take innovative steps to ensure a conference that offers education at the highest level possible. To that end, the Conference Education Committee proposes the following:

We note that programs for Annual Conferences are sometimes not finalized until the last six to four weeks before a conference. Some presenters are providing good material to a point, but often the presentation is more entertaining than educational at the highest level this vital position requires. Therefore, it is recommended that IIMC begin to develop conference programs farther out than one year. Ideally, programs should be coordinated with the host State Education Committee as early as three years before a conference. We find that speakers of a higher caliber are often booked two to three years out and this change would ensure that the best possible presenters are signed.

To keep the burden of expenses from IIMC, the State Education Committee should be utilized and encouraged to work through various Chairs and professors from recognized universities in the host city area. Given tracks and various topics and/or duties of our profession, these universities could suggest appropriate curriculum and suggest appropriate professors (familiar with adult education) to present many of the sessions. This would ensure IIMC's long-time goal to elevate the educational opportunities for its members.

Most bids for conferences include education proposals. To this end, we recommend that recognized universities in these cities be contacted to assist in developing curriculum suggestions for identified tracks and developing breakout sessions within them. We recommend that university professors with expertise in adult education be contracted as presenters. **In the first year, we recommend professors with this expertise make up 30% of the presenters, in the second year, 40% and in the third year and beyond, 50% of the presenters be university professors from recognized universities. This proposal should be evaluated in coming years to ascertain whether or not that number should be increased. In many cases, the fee for these presenters will likely be less than is currently being paid for some of the presenters we have heard in the past. We further recommend that programs be developed to provide curriculum credit which could be applied towards a higher academic endeavor, such as a formal 2-year or 4-year degree.**

We feel this will accomplish several objectives that IIMC has communicated for some time. The caliber of the curriculum will be heightened, the greater expertise of the presenters will afford our members with more thought-provoking educational experiences, and members of Region X and Region XI will find our Annual Conferences more suitable to their needs and responsibilities. The Committee feels this would provide a better balance between those presenters who are often more "entertaining" than educating by offering presentations by those trained in the components of higher education.

We recommend that tracks be developed similar to the AMTCO format, so that a participant can focus on identified areas. For those clerks who must present a program to their governing body, this approach would assist them in gaining the support of their governing boards by providing a vehicle to support their named education goals; i.e., to gain professional development in finance, or in leadership/management, etc.

Tracks can be the tried and true, such as Leadership, Management Principles, Finance, Human Relations, Nuts and Bolts of the Office or something as progressive as Municipal Improvement, Workplace Innovation, Public Sector Culture, Creative Thinking, Maintaining Competency and Success in a Global World or Global Interdependence, etc. It should be noted that our subcommittee on investigating ways to make the IIMC Conferences more educationally appealing to our Region X and Region XI attendees has recommended we increase innovative sessions regarding environment and self-promotion to address this issue, so having a track that appeals more broadly would be an excellent approach.

Each State Education Committee can work, **under the guidance of IIMC**, with the recognized university/universities in the host City or State to develop a meaningful curriculum, and identify presenters familiar with the constraints of adult education. In this way, the level of education provided at the Annual Conference would have greater substance which would be embraced by more clerks and more municipalities.

GOAL #4 -TO INVESTIGATE WAYS TO MAKE THE IIMC CONFERENCES MORE EDUCATIONALLY APPEALING TO OUR REGION X AND REGION XI ATTENDEES

James Koury, Chaired the subcommittee to address this goal. His members included Darcie McCracken, Kelly Allmond, Ronny Fredrickx, Mohammad Eftekhari, Jennifer Ward, Nancy Vincent, Joseph David, Aredina Nemeth, Anne McPherson, Ali A. Alhassan,

Survey: It is recommended that a **survey of those members in Regions X and XI should be conducted** to ask them specifically what they need and want from IIMC (several survey tools exist that could make this a very painless process). It may be a good idea to send the survey to the whole membership so that future conferences and region conferences could respond accordingly.

Global Impact/Feel for Sessions: **Several sessions offered at the conferences should have a more global feel/impact.** For instance Economy issues such as not enough manpower, but more work, can have an impact no matter where a person lives (budget, personnel issues, and elections). **Tracks are being discussed in Goal #3, perhaps having a Global Impact track would allow for this to happen**

Meet and Greet: Session: **Organize some kind of “meet and greet” activity** separate and different from the usual social gatherings to require those from all jurisdictions to meet others, As we know, we are all creatures of habit and we tend to stick with those that we know. **Therefore, it could benefit everyone to have some kind of sharing and would allow those from regions X and XI to not feel so isolated.**

Panel Discussion: **Tap into the experience and knowledge of Regions X and XI and have at least one panel discussion with those from regions X and XI to share that information with other clerks,** again this could go with the tracks and be part of the global impact track

Clearinghouse for Environmental Information: While it can be difficult to find commonality with regard to laws, constitutional procedure, records retention, vital records access or management, because of the local nature of such, there are items of common concern such as environmental issues and global interdependence, i.e. finances, economics, etc. We recommend seminars on how the Clerks Office could be a clearinghouse for environmental information, grant programs, tax relief. By researching these items, and creating promotional literature, the Clerk's Office could greatly expand their service to the community.

Self Promotion: One area that most municipalities do a very poor job on is promoting themselves and the levels of services that are provided to their constituency. It is much easier for constituents to accept tax increases if they really understand where the money is spent and the services that are provided to citizens. Creating information seminars on how to market and design marketing materials is another area that would offer broad appeal.

FINANCIAL Because we recommend that IIMC work with the Host State Conference Education Committee to develop programs two to three years prior to Conference, and because we recommend the State Conference Education Committee in each host area work with recognized universities to bring more

professors familiar with adult education to the educational experience, we feel the financial impact to IIMC will be less than the process currently utilized.

SUMMARY & RECOMMENDATION The Conference Education Committee respectfully recommends:

1. **That IIMC Education Director**, working with the **Conference Education Committee and the Program and Certification Review Committees**, develop an educational format **identified through recognized tracks** that meet the needs of the profession as identified in the IIMC Constitution.
2. That IIMC Board of Directors vote to authorize a process whereby the Annual Conference **Educational curriculum is begun to be formatted two to three (ideally three) years prior to each Conference.**
3. That the IIMC Board of Directors vote to authorize the State Education Committees and Institute Directors in each host State, **under the guidance of IIMC Education Director**, to **begin working with the recognized university/universities in the area of the host City or State to suggest and develop curriculum under recognized/authorized tracks.**
4. That specific tracks and sessions be developed to provide attendees with the opportunity to maintain competency and success in a global world. **To ensure that this educational opportunity meets this goal, we recommend that IIMC members in Regions X and XI be surveyed to ascertain desires and needs. We further recommend this survey be given to the Region X and Region XI attendees in Atlanta and sent by email blast to those members from those regions not attending.**
5. **That IIMC Annual Conferences begin to utilize university professors from recognized universities as presenters at a rate of 30% the first year, 40% the second year and 50% the third year and beyond.** The Committee feels this approach is critical to the future success of IIMC as an educational component in the Clerks' professional development.
6. That one of the **social opportunities at the Annual Conference be set aside as a "meet and greet" for attendees to mingle with those participants from Region X and Region XI.**
7. That the IIMC Board of Directors, working through the Conference Education Committee, Program Review and Certification Committees and the IIMC Education Director **explore the possibility of developing curriculum credit for these tracks which could be applied towards a higher academic endeavor or pursuit, such as a formal 2-year or 4-year degree.**

THANKS AND APPRECIATION -The Conference Education Committee expresses its appreciation for the opportunity to serve IIMC and respectfully requests that the IIMC Board of Directors adopt these recommendations for future Annual Conferences. Your Chair is especially grateful to Daryl Betancur and James Koury, the chairs of the subcommittees, and to the members who gave their all in a very short time to meet the goals given to this important Committee.

Management's Response and Recommendations to Committee Report

CONFERENCE EDUCATION

This Committee changed Chairs two thirds into its term yet was able to provide some good suggestions. They are:

- Develop and identify recognized tracks for Conference education;
- Develop a Conference education curriculum two to three years prior to the conference;
- Work with recognized universities in areas of the host conference city
- Survey members in Region X and XI regarding education
- Utilize university professors as presenters;
- Social opportunity “meet and greet” for Region X and XI; and
- Develop curriculum credit for tracks to be applied toward a 2 or 4 year degree.

MANAGEMENT'S RECOMMENDATION

- The Atlanta education sessions include levels – Entry, Intermediate and Advanced as well as fields such as Management, Leadership, IT, Technology, etc. This was suggested to IIMC a year ago and has been implemented for Atlanta and will be on-going for future conferences.
- As much as we would like to work two to three years ahead of future conferences, this is nearly impossible with the current staff. It would take two additional staff members to handle working with future conference committees. Cost factor regarding salaries and benefits also make this prohibitive at this time.
- IIMC has always worked with local universities in luring presenters and speakers. IIMC, in conjunction with the conference host education committee, strives to operate within a confined conference education budget and does its best to attract local university speakers.
- Management agrees that input from Regions X and XI is imperative in planning the overall conference education program and agrees that a brief survey or a request for session topics be part of the education planning session.
- Management agrees that university professors can be ideal presenters, but costs, schedules and topics often preclude us from doing so. However, approximately 35% to 40% of the speakers at the Atlanta conference come from universities.
- Management does not agree with a “meet and greet” function for Regions X and XI Delegates. The current conference schedule offers plenty of networking opportunities and the Executive Committee hosts an annual Region XI dinner. Management believes that our Region X and XI Delegates do an excellent job of mingling with their colleagues from all Regions.
- Management is not certain how an IIMC education track could be applied toward a higher academic endeavor. We would need more information from the Committee regarding this effort.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Denise L. MacAloney, CMMC/MMC
Conference Policy Committee Chairman

Date: April 11, 2008

Subject: Final Report for Conference Policy Committee



Goals and Objectives

1. Evaluation and review the schedule and format of the current conference.

Discussion concerning the early hour of the opening ceremonies was brought up and those who had attended the New Orleans Conference felt it was difficult to get to the opening ceremonies at 7:30 am in light of the fact that many attendees had been traveling long distances the day before. At other conferences the early morning became an issue if the delegates were staying in a different hotel from a particular event.

Committee Suggestion: This issue should be left up to the individual local conference committee; however the issue should be taken into consideration.

Comments made concerning the New Orleans Conference were quite favorable by committee members at the Annual meeting and kudos were extended to Peggy Lewis and her committee and volunteers on a conference well done. No analysis of the conference evaluation sheets were received by this committee chairman therefore no further discussion took place.

Committee Suggestion: Conference evaluation sheets should be available at the conference; however a further action may be to send out an email after attendees are back in their offices encouraging the return of the evaluations. A member of this committee could be the recipients of the on-line evaluations so that IIMC staff could be relieved of this task. In this day and age of on-line communications, more evaluations may be received if this process were available.

2. Review Conference Planning Manual

The Conference Planning Manual had been revised extensively by the previous committee, therefore no work was done.

3. Review bidding process for site choices

The Chairman contacted several international organizations which are headquartered in the US for any input they could offer to the bidding process. One organization said they did not seek bids from cities outside of the US. Another organization had a rotation of four or five cities located in different regions of the US. No organization chose cities through a membership vote.

Committee Chairman's Suggestion: This matter was not discussed among committee members; however it is the opinion of the chairman that the next committee discusses this matter at their meeting in Atlanta. At first thought, sending it out to the membership for a vote could become a competition among the Regions and could be divisive for this organization and should be thoroughly discussed before a decision is recommended to the Board of Directors.

4. Recommendations to attract more attendees from Regions X and XI

Members from these two regions who served on the committee did not feel they had enough contact with IIMC and the conferences to give input on how to make the conferences more attractive to overseas attendees.

Committee Suggestion: This matter should be discussed at the Region X and XI Meetings held during the conference and perhaps the attendees could seek input from other overseas members who did not attend the conference.

Management's Response and Recommendations to Committee Report

CONFERENCE POLICY

This committee presented three recommendations, yet still has several key areas that are incomplete and will be reassigned to the 2008/09 Committee. Their recommendations are:

- Move the opening ceremony start time;
- Review the annual conference bidding process; and
- Attract more attendees from Regions X and XI

MANAGEMENT'S RECOMMENDATION

- Management has looked into a later starting time for the Opening Ceremony, but that time fluctuates depending on the host committee's involvement in the Ceremony, presentation of awards, number of speakers, etc. We realize that anytime prior to 8 a.m. is early, but staff needs flexibility in this area.

- Management agrees with the committee's recommendation to have the 2008/09 Committee review the current process of how a future conference site is chosen and provide a report at the 2008 mid year meeting.

- As for making our conferences more attractive to Regions X and XI, staff continues to work on broadening the education program, has coordinated an off site education program in Atlanta, similar to the one in New Orleans, and we have already discounted registration fees to Region XI attendees from \$545 to \$395US.

However, this Committee still needs to evaluate the sponsorship program to determine its feasibility with today's costs and marketing opportunities.

International Institute of Municipal Clerks



To: Board of Directors
From: Tami Kelly, MMC, Chair
Date: April 07, 2008
Subject: International Relations Committee
Annual Report

This Committee has worked diligently throughout the year to address the Goals & Objectives set by the Board. With the assistance of the Board, we believe our efforts have had some positive effects for IIMC and the members from Regions X & XI.

Background: Goal #1 - Work closely with Dir. of Ed. and affiliated national assoc. leadership to bring current Region XI educational endeavors into compliance as certification eligible programs, to publicize the On-line Learning Institute and to establish two more Institutes in Region XI.

Discussion: Through an e-mail discussion, it was the consensus of this Committee that every effort be made in developing and implementing Institutes in South Africa and England. It appears that IIMC has its best opportunity now to establish Institutes in these two areas.

Financial: None

Summary: Ms. Sandy Thompson & Kamal Bhate developed a proposal to work with the Sister Cities organization.

Recommendation: We recommend that the Sister Cities policy be accepted. It is also recommended that the Director of Education work closely with South Africa and England to establish Institutes in these areas.

Background: Goal #2 - Work closely with the appropriate members of both the Membership and Public Relations & Marketing Committees to develop and distribute targeted marketing materials to potential members.

Discussion: The Chairs of these three committees, together with the IR Committee members, conducted a Survey of Regions X & XI. Questions were developed and confirmed with the Committee Members and the results were shared with everyone.

Financial: None.

Summary: From the answers of the Survey, the PR&M Committee will continue to develop materials and the IR committee will assist. The Membership committee will continue to develop strategies to reach potential members and IR will offer its assistance and recommendations.

Recommendation: The following items need to be undertaken:

1. Revamp News Digest;
2. Update & embellish Website,
 - a. Add a way to e-mail each other individually and by groups;
3. Add more on-line education sessions;
4. Return to more break-out sessions at Conference, rather than General Sessions; 5. Reduce cost of Annual Conference.

Background: Goal #3 - Identify and recommend to the Conference Education Committee topics and speakers of global relevance.

Discussion: In years past, this Committee tried to secure high profile/global speakers and found them to be too expensive and too difficult to schedule. This year, recommendations will be focused on the topic and the relevant content of a session rather than a “big name” speaker.

Financial: None

Summary: A session on *Thinking & Acting Strategically in Local Government* was submitted for consideration. It has been added to the Atlanta Conference schedule.

Recommendation:

Background: Goal #4 - Implement a Study Tour Program in 2007 to a Region XI destination, and recommend to the Board of Directors a plan for future Study Abroad programs.

Discussion: For the second year in a row, the International Relations Committee put together a Study Program and marketed it to the Membership.

Financial: None

Summary: This year, IIMC received enough members to run this Study Program. Nineteen (19) participants attended the Study Program in the United Kingdom from 10-19 to 10-28. The last three days were spent attending the SLCC Conference.

Recommendation: In the Mid-Year report we requested that the Board adopt the recommendation of offering the Study Program every other year and the attached recommendation. In addition, we recommended that the IIMC Conference Guidelines be amended to include a Study Program before or after the Conference for Region X & XI members. *Request the Board adopt these recommendations and inform IR Committee.*

Background: Goal #5 - Submit at least two News Digest articles that relate to the importance and value of international relations in a shrinking and interconnected world.

Discussion: A request was sent to the Committee members asking for volunteers to either, write an article; coordinate an article with someone else; or find one we could use.

Financial: None

Summary: This is on-going. An article concerning the Study Abroad Program was submitted and members of that program will be conducting a session in Atlanta.

Recommendation: If the Board has a suggestion or the desire to assist with goal, we welcome their involvement.

Background: The members of IIMC outside the U.S. have been asking for an Exchange Program.

Discussion: Mr. Tom Van Der Hoven took up this task and developed an outline for such a Program.

Financial: \$2,500.00 requested of the Finance Committee.

Summary: At the Mid-Year Board Meeting, the Board approved this program and the financial request. Mr. Van Der Hoven continues to develop the criteria for this program and a session will be held in Atlanta to unveil this new program.

Recommendation: Continued support by the Board and Staff is necessary to make this program a success.

Management's Response and Recommendations to Committee Report

INTERNATIONAL RELATIONS

The Committee has accomplished several of its goals – Study Abroad Program, Education Session in Atlanta, Exchange Program (in progress) and worked well with the membership and public relations committees to develop marketing materials.

MANAGEMENT'S RECOMMENDATION

Goal 1 – Management met during the 2007 New Orleans Conference with the South African contingent regarding the establishment of an IIMC Institute. IIMC presented all materials related to an Institute and are now waiting to hear back from the South Africans. IIMC's staff will be meeting with IMASA President Francois Allers and his colleagues this week to continue discussions.

Management is supportive of this Sister Cities program, but unfortunately has not had the time to work with the committee to bring it to fruition. We ask the Board to allow staff more time to develop it and aggressively market it.

Goal 2 – 1) revamp the News Digest – Management agrees that the magazine could always be improved content wise and encourages submittal of articles; 2) the website has a cost factor assigned to it, so embellishing it is a budget item and we have set aside monies in 2008 to begin revamping it. Premier Sponsor, Municipal Code, through its 2008 sponsorship with IIMC, has agreed to provide a ListServ on the web site this summer. MuniCode would host the List Serv; therefore, there is no cost to IIMC for this service. We believe this will be of great interest to the members and another form of communication; 3) the Education Department is working on increasing its on-line education program and submitted a proposal to MCEF in 2007 to provide funds to create programs, but funding was not provided. We continue to look for new avenues to expand this program; 4) The Conference in Atlanta will feature only four general sessions with the rest of the education program in concurrent sessions (approximately 43); and 5) Management does not believe that conference costs should be reduced. We need to keep them as low as possible, but the cost of doing business increases each year. A \$15.00 increase was added to the 2008 conference registration fee and management believes that increase should suffice for the next few years. The focus on costs should be a discussion with the Board about keeping IIMC Conferences in secondary markets, where costs are more amenable to IIMC and its budget.

Goal 3 – the Committee's recommendation to schedule a session on **Thinking and Acting Strategically in Local Government** is part the Atlanta education schedule.

Goal 4 – the 2007 study abroad program was hugely successful with 19 IIMC members from the US, Canada and South Africa participating in this program last October. The Study Abroad Program culminated with a 3-day session as participants attended the Society of Local Council Clerks (SLCC) Conference. Special thanks to SLCC, its staff and Executive Director Nick Randle for facilitating this part of the program. Management endorses and recommends a study program every two years.

Goal 5 – Management is always receptive toward articles for the News Digest, especially articles from Regions X and XI. One article was submitted regarding the Study Abroad Program and was published in the May 2008 News Digest.

Management highly recommends the exchange program. Staff has been working on the application with Region XI Director Tom Van Der Hoven and IRC Chair Tami Kelly. These individuals and their committee members will be presenting in a session later in the week as part of the education program.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC BOARD OF DIRECTORS
From: SHARON K. CASSLER, MMC
Date: APRIL 15, 2008
Subject: MEMBERSHIP COMMITTEE ANNUAL REPORT



Background: The Membership Committee convened at the IIMC Conference in New Orleans, LA and reviewed the Goals and Objectives for 2007/2008 as established by President Tokar.

Discussion: The Membership Committee worked in conjunction with the International Relations Committee and the Marketing Committee to develop and conduct a survey for Regions X and IX. President Tokar informed the Committees at our meeting in New Orleans that there was great concern over the loss of members from those two Regions. To stay committed to the "I" in IIMC, he asked that we do all we can to determine why we are losing members and what we can do to attract and retain current members. The survey was conducted and those results were presented to you at your Mid-Year meeting.

Members of the Membership Committee were busy in making phone calls to those members whose membership was soon to be cancelled. Reports from those phone calls were sent directly to Janis Daudt, Member Services Coordinator for IIMC. Jan has informed us that members are notified 5-6 times before they are cancelled, three invoices are sent, an e-mail is sent to those who have e-mail and letters are also sent. It is the feeling of the Committee that every effort that can possibly be made to contact those members who are in danger of being cancelled is being done, by both Headquarters and our Committee members.

There were several members of the Committee who were making personal contacts with the State Association Presidents. As you know, we have some States whose Presidents are not actively involved with IIMC, therefore, we felt it important to have a personal phone call with information about who we are and how we can benefit their membership. Those State Association Presidents were encouraged to promote IIMC through their website, their Newsletters and at their Annual meetings.

Financial: We have no financial request.

Summary: The "Recruit A Member" campaign has proven to be very successful for IIMC. In 2007, there were 56 recruited memberships received and in 2008, there were 26, with a total of 92 for the program in the 2007/2008 year. Since June of 2007, we have cancelled 681 members. It must be pointed out, however, that, during that same time period, we have Reinstated 44 Members, gained 514 New Members and had 287 New Replacement Members. With regard to the New Replacement Members, one member will be made inactive and we then replace that member with a new member, so this does not raise the number of new members. It

is alarming that we cancelled 681 members in a year. We recognize that we have gained new members and had New Replacement Members, but still need to be aware that we are losing members. The concern we hear most when making contact with those on the Soon To Be Cancelled List is that there is a feeling of frustration and/or mistrust. As it was noted in our Mid-Year Report, comments received were that the membership feels IIMC has changed the rules regarding the Education program and they are giving up moving forward in the program, therefore, they see no value to their membership in IIMC. Again, we do our best to encourage those members to retain their membership and continue to work with those in Leadership to help remedy the situation instead of giving up. We have been active in encouraging the members to apply for the MCEF Scholarships as well as the new program that was available to the Regions this year to allow those who have never attended a conference to do so. As has been stated in the past, membership has its benefits and we do our best to encourage members to become active in IIMC either by serving on a Committee or signing up for the mentor program or anyway they feel they can be of benefit to our organization as well as benefiting themselves by seeing first hand what IIMC has to offer its members.

Recommendation: As Chair of the Membership Committee, it has been my honor to serve IIMC in this capacity. It has been very challenging at times due to the fact that there are several members of the Committee who were not active and did not contribute, therefore, making extra work for those who were willing to step to the plate. The only recommendation that I would have at this time is re-thinking the size of the Committee. Because there were really only six people who actively worked on the Committee, it seems a little unfair that there are Committee members using their appointment to gain points for their CMC or MMC applications, yet they actually do not participate on the Committee.

Management's Response and Recommendations to Committee Report

MEMBERSHIP

This Committee also worked with the International Relations and Public Relations Committees. Although this Committee did not provide a formal recommendation, I agree that its size is too big and that has been addressed in the 2008/09 structure.

MANAGEMENT'S RECOMMENDATION

Management commends this committee and staff for their hands-on approach and willingness to be involved in actively recruiting new members. A much needed exhibit booth was designed and will be used at the upcoming ICMA and NLC conferences and other Association conferences throughout the coming years.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Susan L. Morrow. MMC

Date: April 11, 2008

Subject: Retiree and Mentoring Committee



Background- The committee organized and began its work with some members researching the existing mentoring program and some members researching programs for retired members.

Discussion – Materials from previous committees were not available, therefore, the committee started from the beginning. Janice Daudt, committee staff liaison, provided the committee with a complete list of retired members. There are in excess of 280 retired members at this time.

Research on existing mentoring programs was conducted through contact with Region Directors. Some valuable materials were gathered and will provide a base for reviewing the existing program. Committee members reviewed the current mentor/mentee application form for suggestions for revision. The process of revising this form should continue next year.

A welcome table at the Atlanta conference will be staffed by retired Clerks. There are several programs scheduled for the Atlanta Conference for retired members. An evaluation of attendance after these classes should be reviewed by the 2008-09 committee.

Retired members continue to meet in mid-winter in Florida. The 2008 program is being planned by Betty Nolan.

The committee discovered that several areas of the country already involve their retirees in their conferences. Oregon has recently adopted a new program for retirees to be active in their organization. Other states and regions should be encouraged to include retirees in their programs.

Financial – no impact

Summary – There is so much to do in the area on mentoring and retired Clerks that the task can seem overwhelming but every year can build on the next if there is good communication between chairpeople and if committee history is not lost. It has been a pleasure to work with this committee and to see some progress in the area of programs for retired Clerk.

Recommendation - The mentoring and retired Clerks programs should continue to build a base for future programs. A notebook of the materials collected during the 2007-08 term will be forwarded to next year's chairperson.

Management's Response and Recommendations to Committee Report

None

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: President Tokar and the Executive Board
Board of Directors

From: Allan R. Susen, CMC
Organization Title and Mission Statement Task Force

Date: April 18, 2008

Subject: Year-end report

The Task Force did not meet or discuss any issues following the Mid-Year meeting. Accordingly, I resubmit our mid-year report as the final report of the Task Force.

Background: The Task Force was charged by President Tokar to examine the need of changing the Organizational Name and Mission Statement to reflect the various individual titles and job responsibilities of IIMC members.

Discussion: Our Task Force met at the annual conference in New Orleans. President Tokar explained that since 2004 IIMC membership is open to anyone that meets the criteria of Article III of our Constitution. This has opened membership to individuals that may not be Municipal Clerks but perform many of the same duties of a Municipal Clerk. Recognizing this development, President Tokar appointed this Task Force to determine if a change in the organizational name and/or mission statement is warranted.

Summary: The Task Force developed a letter which was sent to State/Provincial Presidents and the Board of Directors explaining the Task Force's purpose. We also requested input to the possibility of a name change. Attached is a chart summarizing the responses we received.

The limited number of responses reflects a desire not to change the organizational name; however, this should not be construed as a conclusive result. There needs to be more input from the membership on this issue before a decision is made.

It is important to realize, that the Task Force is not recommending a name change but rather investigating if a name change is necessary.

Recommendation: That if the Task Force is to continue its investigation additional input from the membership could be obtained through:

- Again contacting State/Provincial Presidents
- E-blast to membership
- News Digest coverage
- Board members communicating to their Regions, requesting comment/input

Management's Response and Recommendations to Committee Report

ORGANIZATIONAL TITLE/MISSION STATEMENT TASK FORCE

The Task Force concluded their tenure this year. However, their recommendation to continue to obtain additional information from the membership regarding changing IIMC's name to reflect the various titles and responsibilities of the members is plausible.

MANAGEMENT'S RECOMMENDATION

Since we will be launching a membership-wide survey this summer as part of the 2008 strategic plan, we could incorporate a few questions in the survey about the relevancy of IIMC's name as it pertains to its mission and vision.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS



To: IIMC Executive Committee
IIMC Board of Directors

From: Mary Johnston MMC
Committee Chair
Vanessa Maybank-Turner, CMC
Vice Chair

Date: April 11, 2008

Subject: Public Relations and Marketing Year End Committee Report for 2007-2008

We hereby submit our final year end report and recommendations pertaining to the goals given to the Public Relations and Marketing Committee, as follows:

1. Assist the Membership Committee and the International Relations Committee by providing separate and distinct marketing materials targeted for potential new members in the United States, Canada and Region XI.
2. Implement the previously developed Five-Year Marketing Plan.
3. Provide an article designed to be submitted to numerous municipal government publications, which will focus on the critical importance of municipal clerks and related professions to the proper functioning of local government.

1 ASSIST THE MEMBERSHIP COMMITTEE AND THE INTERNATIONAL RELATIONS COMMITTEE BY PROVIDING SEPARATE AND DISTINCT MARKETING MATERIALS TARGETED FOR POTENTIAL NEW MEMBERS IN THE UNITED STATES, CANADA AND REGION XI.

BACKGROUND: Membership Committee Chair Sharon Cassler, International Relations Committee Chair Tami Kelly and PR/Marketing Chair will develop strategies to meet this goal. PR/Marketing Vice Chair Vanessa Turner Maybank volunteered to act liaison to the Membership Committee and PR/Marketing Committee member Deborah Presson volunteered to act as liaison to the International Relations Committee.

DISCUSSION: Membership Committee Chair Sharon Cassler, International Relations Committee Chair Tami Kelly and PR/Marketing Committee Chair Mary Johnston met on August 3, 2007 to discuss this objective. The chairs, in mid August, conducted a survey of Region X and Region XI members along with Region X members who did not renew their IIMC membership. The results were presented to the Board of Directors at their Mid Year meeting on October 25, 2007. As a refresher, below are some of the comments made in the survey.

Highlights from the surveys:

- Revamping of IIMC News Digest and IIMC Website to include networking capabilities
- More educational sessions at the conferences (less of general sessions)
- Cost of conferences including conference fees and travel costs

- Return to functioning as an International association
- Additional online educational sessions

FINANCIAL: None at this time.

SUMMARY: The Committees have not received any direction from the Board of Directors on the results from the surveys. We hope the Board of Directors will address some of the concerns and issues raised in the surveys.

RECOMMENDATION: Again, based on the results of the survey from Region X and Region XI, we respectfully request the Board the following:

- Look to revamp the IIMC News Digest and the IIMC Website to include networking capabilities such as a member message board
- Provide more educational sessions at conferences (less of general sessions)
- Provide additional online education sessions to benefit all of our members.
- Continue to develop successful marketing strategies to increase awareness/membership with our international colleagues.

#2 IMPLEMENT THE PREVIOUSLY DEVELOPED FIVE-YEAR MARKETING PLAN

BACKGROUND: The PR/Marketing Committee, as directed by the Executive Committee, developed a Five Year Marketing Plan that was approved by the IIMC Board of Directors in May 2007.

DISCUSSION: Some of the action steps as outlined in Year 1 of the Five-Year Marketing Plan have been implemented. The Committee has updated the action items for each year in the plan and added a new Year 5 (2012-2013). An updated Sample Budget is included in the plan as well. The Committee prays the Board of Directors will continue to support this plan as a guide for future marketing goals and initiatives.

FINANCIAL: None.

SUMMARY: Implementation of the Five-Year Marketing Plan will be on going and requires continued support of the Board of Directors.

RECOMMENDATION: We respectfully request the Board to take the following actions:

- Continued support of the Five Year Marketing Plan approved in May 2007
- Develop new initiatives to supplement the Five Year Marketing Plan

#3 PROVIDE AN ARTICLE DESIGNED TO BE SUBMITTED TO NUMEROUS MUNICIPAL GOVERNMENT PUBLICATIONS, WHICH WILL FOCUS ON THE CRITICAL IMPORTANCE OF MUNICIPAL CLERKS AND RELATED PROFESSIONS TO THE PROPER FUNCTIONING OF LOCAL GOVERNMENT.

BACKGROUND: A subcommittee of members Chair Angie Blevins, Mina Barberis and Lori Mitchell was formed to develop an article as outlined in the above goal.

DISCUSSION: Email correspondence between the subcommittee members has taken place this past year. The subcommittee, after discussion, developed a questionnaire to be sent to IIMC members. The results from the questionnaire have been incorporated into an article to be published in numerous newsletters and publications in all regions. A copy of the draft article is attached and made a part of this report.

The subcommittee is also developing a series of articles to generate additional support and membership for Region X and XI. The series will be a spotlight on Municipal Clerks from around the world showing the benefits of membership for individual members and their localities. The series concept is “*My IIMC*,” and it is designed for publication in various international municipal government forums. The format will be either question/answer or brief prose, depending on the desired length for publication. The subcommittee received a list of potential candidates for the spotlight series from Headquarters. Currently there is one international Clerk participating in this series, and the subcommittee has hopes of expanding this program beyond this year.

FINANCIAL: Advertising costs for articles in government publications

SUMMARY: The subcommittee has developed an article and a spotlight series of articles that include testimonials from IIMC members from all regions, which are to be published in numerous government publications determined by Headquarters.

RECOMMENDATION: The Committee respectfully requests the Board to take the following actions:

- Approval of article developed and submitted by the Subcommittee and to provide the necessary funding to publish approved article in governmental publications determined by Headquarters.
- Continue to develop and expand the International spotlight series.
- Explore highlighting members involved with any exchange program that may be developed.

In conclusion, I would like to thank President Chuck Tokar for allowing me to lead this important committee the past year. Unfortunately, I was unable to focus more attention to the tasks at hand due to job responsibilities. I hope that the Committee continues its quest on promoting the benefits of IIMC.

I also want to thank the Public Relations/Marketing Committee members for serving on the committee this year. Your commitment to the good of IIMC will not go unrecognized. Your willingness to serve is commendable and I appreciate your hard work as a municipal clerk. Thank you to our Board Liaisons Mary Lynne Stratta and Stephanie Kelly for your support and guidance.

Management's Response and Recommendations to Committee Report

PUBLIC RELATIONS AND MARKETING

This Committee also worked with the International Relations and Membership Committees. The committee proposed the following recommendations:

- 1) Revamp the News Digest
- 2) More educational session at conference
- 3) Develop marketing strategies to increase membership with international colleagues
- 4) Implement the 5-year marketing plan
- 5) Funding to place an article promoting IIMC in other publications

MANAGEMENT'S RECOMMENDATION

Management's views on points 1 and 2 have been discussed in the International Relations Committee report.

Point 3 -- IIMC has already created two new promotional pieces to recruit and promote the Organization – a membership post card and a marketing brochure. Management believes that these two items are sufficient to promote and market IIMC.

Point 4 – Management agrees with the 5-year marketing plan and it continues to be a work in progress regarding those objectives, of which the majority of the goals have been met in year one

Point 5 – Although the Committee did a nice job of writing the article, **An Organization Dedicated to Municipal Clerks/Administrators**, and Management supports the idea of having the article published in other local government publications, but does not believe that funding should be allocated toward the placement of these articles. The Committee members should contact various editors for submission. To pay for the publication of this article would constitute advertising and not editorial.



INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

FIVE YEAR MARKETING PLAN

1.0 Executive Summary

Founded in 1947, the International Institute of Municipal Clerks (IIMC) is the leading professional nonprofit association of Municipal Clerks and officials from cities and towns around the world. IIMC currently has 10,400 Members, mostly from the United States and Canadian municipalities.

IIMC sponsors continuing education programs at its annual conference and through 46 university-based Institute programs. IIMC also offers professional certification and networking opportunities among its membership. IIMC provides research and information through its monthly News Digest, Web Site and Resource Center.

The work of the association is done through its leadership of a 26 member Board of Directors and their respective committees and task forces.

In addition, IIMC Headquarters staff provides Members of the association with the support and information they need.

The Municipal Clerks Educational Foundation (MCEF) is a related fundraising organization for IIMC. MCEF provides funds for educational programs and member scholarships among its many contributions. IIMC and MCEF appreciate the support of their donors and corporate partners.

Major challenges face IIMC for the future. These include the retention of current membership levels, recruitment of new Members, involvement of international Members and establishing new educational programs for Members. The Board of Directors, staff and committee members must continue to work toward providing quality educational programs and up to date information in the most effective manner for the future of this exceptional organization.

1.2 Mission Statement

“The Mission of the International Institute of Municipal Clerks is to foster professionalism in local government through education”.

2.0 Situation Analysis

Marketing all programs and services provided by IIMC is critical to the success of the organization. The basic market need is the expansion of educational programs and communicating the importance of membership and education certification to non-member municipal clerks around the world.

IIMC’s primary goal is to actively promote the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research. As an educational catalyst, IIMC inspires Clerks to expand and advance beyond their present levels of development.

IIMC also engages in municipal research administration, enhances critical professional skill development and fosters a spirit of mutual assistance and good fellowship among Municipal Clerks around the globe.

2.1 Market Summary

Through intense market analysis, IIMC has acquired sufficient knowledge to better understand its Members and their needs. As a result, IIMC is able to communicate in a manner that will enhance all services it provides to the membership.

2.1.1 Market Demographics

Geographics – IIMC serves 10,200 plus Members in municipalities of 250 people to more than 10 million people in United States, Canada, Eastern Europe, South Africa, Australia, Asia, and the Middle East.

Demographics – Membership consists of male and female Members. As of December 31, 2007, 2.4% had earned their Certified Municipal Clerk designation in 2007; 1.8% became recertified in 2007; 1.5% had earned their prestigious Master Municipal Clerk designation in 2007.

Market Behaviors – IIMC continues to enjoy support by its Members for the educational sessions offered at the annual conference or through Long Distance Learning available on the association website. This is evident by the number of attendees at Institutes, Academies and the Annual Conference each year.

2.1.2 Market Needs

IIMC provides educational sessions and support to all of its Members for the purpose of obtaining certification through the organization. IIMC also provides access to its many services through the website and by offering long distance learning opportunities for Municipal Clerks unable to attend education session offered by IIMC.

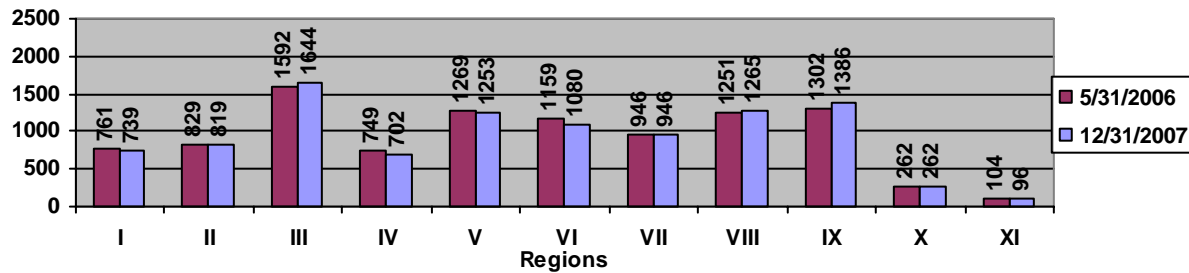
2.1.3 Market Trends

The market trend since 2002 has shown membership holding steady at approximately 10,200 Municipal Clerks and Associates. There is an increased demand for more services to Members via the Internet to reach Members who have no access to educational programs. There is also a need to increase the awareness of IIMC with state/provincial/national associations and help build and maintain working relationships with fellow municipal organizations such as ICMA, ARMA and NLC.

2.1.4 Market Growth

There is a huge market need for IIMC to promote its products and services to all municipalities around the world. Currently, IIMC memberships has held steady at approximately 10,200 for the past three years. The goal for the Board of Directors is to increase membership by 2% each year over the next five years. Current membership as of December 31, 2007 is 10,173.

IIMC Membership Trends



	2008	2009	2010	2011	2012
Membership Growth	10,404	10,612	10,824	11,040	11,260

2.2 SWOT Analysis

2.2.1 Strengths

The following outlines key strengths of the organization:

- Communications with state/provincial/national associations
- IIMC website
- Monthly News Digest to all Members
- Educational sessions at institutes, academies and regional/annual conferences

2.2.2 Weaknesses

- Struggle to increase membership
- Not meeting the needs of International Members
- Lack of available resources and IIMC staff to perform marketing duties
- Language barriers between North America and International Members

2.2.3 Opportunities

- Broaden the use of the Internet and Website to reach Municipal Clerks in smaller communities and international communities
- Update current publications to reflect the ever changing world of Municipal Clerks

- Increased communication with state/provincial/national organizations
- Provide educational sessions that meet International Members needs

2.2.4 Threats

- Inability to reach Municipal Clerks in smaller municipalities
- Negative change in the economic climate could reduce the number of Members applying or renewing their memberships
- Communication barriers between North America and International Members

2.3 Alternative Providers

Services are provided to the membership through state and provincial associations, state municipal leagues, records management associations and parliamentary associations.

2.4 Services Offered

IIMC offers educational materials and seminars to all of its Members through institutes/academies, regional and annual conferences and through the IIMC website. IIMC provides networking opportunities for Municipal Clerks at conferences and seminars and on the website.

2.5 Keys to Success

- Increase membership 2% each year for the next five years
- Expand services through the website such as a message board for Members to utilize
- Research and develop educational programs that meet the needs of today's Clerks around the globe
- Expand the recognition of IIMC to other affiliates.
- Increase communication by Region Directors to their respective membership in the form of a letter or newsletter.

2.6 Critical Issues

IIMC strengths are impressive but the weaknesses have been identified and could be resolved. IIMC has many opportunities to experience growth in the next five years while making the

organization financially sound. Efforts need to be made to capture those non-member Municipal Clerks via advertising, publications, mailings and the website. IIMC has the ability to continually offer exceptional educational sessions to the membership.

Critical issues are as follows:

- Continue to offer programs that benefit Municipal Clerks internationally
- Be perceived as a value resource tool by public officials as a benefit to the community
- Lack of communication by Region Directors to the membership.

International Institute of Municipal Clerks

5 Year Marketing Plan Action Steps

Year 1 (2008-2009)

- Increase membership by 2% with concentration on **Canada and** Region XI
- Revamping of marketing materials
- Provide message board on website for members to utilize
- Continue and build working relationships with state/provincial/national associations
- Expand use of email blasts to membership (currently in place-monitor usage)
- Establish separate marketing strategies for United States, Canada and Region XI
- Development of new IIMC logo and slogan

Year 2 (2009-2010)

- Increase membership by 2% with concentration on Canada and Region XI
- Mass mailing of IIMC membership postcards to all municipalities by January 2009
- Provide additional educational information in IIMC News Digest along with a special section of Who's Who in IIMC to showcase municipal clerk professionalism by October 2008
- Research the hiring of additional IIMC staff member or outside marketing firm to handle recruitment/marketing duties-decision by March 2009
- Increase the promotion/marketing of Municipal Clerks Week in May – February 2009
- Develop power point presentation as a marketing tool to be used at conferences, institutes and seminars by January 2009

Year 3 (2010-2011)

- Increase membership by 2% internationally
- Review current and past marketing activities and adjust accordingly
- Research an increase in the membership fee schedule by January 2010
- Review website development and upgrade if necessary

Year 4 (2011-2012)

- Increase membership by 2% internationally
- Review of IIMC's website making sure it is meeting the needs of the membership and update accordingly
- Market the credentialing of IIMC
- Preliminary discussion of future marketing needs

Year 5 (2012-2013)

- Increase membership by 2% internationally
- Review the marketing activities for the past five years and set marketing goals for the next five years

International Institute of Municipal Clerks

5 Year Marketing Plan Steps/Budget (SAMPLE)

Year 1 (2008)

News Digest	\$ 80,000
Salary	80,500
Website Development	15,000
Printing, Mailing, Advertise	<u>30,000</u>
Total	\$205,500

Year 2 (2009)

News Digest	\$ 82,000
Salaries	122,900
Website Development	16,000
Printing, Mailing, Advertise	<u>33,000</u>
Total	\$253,900

Year 3 (2010)

News Digest	\$ 84,000
Salaries	126,600
Website Development	17,000
Printing, Mailing, Advertise	<u>30,000</u>
Total	\$257,600

Year 4 (2011)

News Digest	\$ 86,000
Salaries	130,400
Website Development	18,000
Printing, Mailing, Advertise	<u>30,000</u>
Total	\$264,400

Year 5 (2012)

News Digest	\$ 88,000
Salaries	134,300
Website Development	19,000
Printing, Mailing, Advertise	<u>30,000</u>
Total	\$271,300



International Institute of Municipal Clerks

An Organization Dedicated to Municipal Clerks/Administrators

The International Institute of Municipal Clerks (IIMC) has been in existence since 1947 and provides continuous and innovative education programs. IIMC creates resource opportunities to ensure and elevate the Municipal Clerk's role as part of the municipal management team. IIMC has more than 10,000 individual members around the world. It is the largest organization benefiting municipal clerks in communities with less than 250 people to more than 10 million people.

Membership benefits provide opportunities and programs in education that include:

Promoting the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research is the primary purpose and goal of IIMC.

IIMC is there to assist Municipal Clerks in achieving solutions to everyday problems, enhancing critical professional skills and improving the Clerk's performance at work. In addition, the benefits you receive through IIMC membership will extend beyond your office to enhance services for the residents of your community. IIMC prepares its membership to meet the challenge of the diverse role of the Municipal Clerk by providing services and continuing educational development opportunities in 46 permanent college-and university-based learning centers. IIMC offers Municipal and Deputy Clerks a Certified Municipal Clerk Program (CMC), a Master Municipal Clerk Academy (MMCA) Program and other opportunities to benefit members and the government entities they serve

Please read the following testimonials from some of our members on the importance of IIMC membership and why they joined this great association:

- *"I became an IIMC and CMCA member as soon as I was hired as the Town Clerk. The Colorado Municipal Clerk's Association is very big on promoting Clerk certification and education as well as membership. I joined in November 2005. One of the Clerk's on my hiring committee (Mrs. Cindy Morse, Woodland Park's Clerk) is a big advocate of the Clerk Academy and being involved. She is the reason I joined and became certified. I believe that being certified brings a sense of assurance to residents that the Clerk knows their role and responsibilities".*

Scott Meszaros, CMC, Town Clerk, Monument, CO

- *“The desire to become CMC certified was a positive element of IIMC. The TTC classes done in conjunction with IIMC are also extremely valuable. The ability to receive training and implement the office of City Clerk more effectively. Also, the City received IIMC’s first Program Excellence in Governance Award, which was a very high honor for the residents”.*

Rod Diridon, Jr., CMC, City Clerk and Auditor, Santa Clara, CA

- *“The membership has given me the encouragement and desire to continue my education to learn more and excel in my job to be the best I can be. All of the knowledge that I have received from continuing education courses through IIMC or state/local entities would have a positive effect on several situations that have come to City Hall”.*

Diane Adams, CMC, City Clerk/Treasurer, Thompson, IA

- *“I found out about IIMC shortly after I was appointed to my position. I received some literature in the mail and was informed by a fellow clerk. I was new to the profession and needed information on items that needed to be done. The previous Clerk had already left office so I had to learn on my own. I was able to get information and guidance from IIMC that enabled me to accomplish my tasks. Through the use of information and sample documents from IIMC, I was able to create drafts of ordinances, resolutions and other documents that would have otherwise required outside services to prepare. This saved time and expense for my municipality”.*

Dave Pasewald, MMC, City Clerk-Treasurer, Horicon, WI

- *“I joined IIMC back around 1999 when I also joined the state and local chapter. This was a requirement when I signed up for the KMCI. The only thing I can associate with IIMC is when I attended the National Conference and was very impressed with the professional attitude of Clerks throughout the organization. I have always felt that even though we’re a small community, we can still act in a professional manner and this reconfirmed my position”.*

Karen Barto, City Clerk, Alexandria, KY

Plans for future conferences are currently under way at the following locations: Chicago, IL – 2009; Reno, NV – 2010; Nashville, TN – 2011; Portland, OR – 2012. Please plan on attending to enhance your knowledge of the municipal clerk profession and have an opportunity to network with clerks from around the world.

As a member of IIMC, you will belong to a larger network of Clerk/Administrators, that encourages the sharing of common concerns and “best practices”. Please join this exciting organization today. More membership information is available at www.iimc.com or by calling (909/944-4162).

“The Mission of the International Institute of Municipal Clerks is professionalism in local government through education”.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors
From: Tracey Covert, Chair Records Management Committee
Date: April 18, 2008
Subject: Year End Report



Background

2007 – 08 Goals & Objectives.

1. Produce sample Records Management Plan and Disaster Recovery Plan. Committee cited NAGARA (National Association of Government Archives and Records Administrators). This organization's holds its annual conference in July. This year it will be held Atlanta, GA from July 23 - 26, 2008. Members were encouraged to check out the following website: dplan.org, (disaster recovery plan). It was believed that NAGARA might be interested in participating in IIMC various training opportunities. It was recommended that training be provided throughout the regions. Paul Bergeron, City Clerk, City of Nashua, New Hampshire currently serves on NAGARA committees. Lisa Johnston, Asst. City Clerk, Artesia, New Mexico, served on NAGARA committees. Both were members of CoSA (Council of State Archivists) Task Force "Closest to Home – A Study of Local Government Archives". This project was funded by a NHPRC grant.

The Council of State Archivists has information regarding how to prepare for a disaster (word document template). This group has also been awarded \$2.6 million by the Federal Emergency Management Agency (FEMA) to support Intergovernmental Preparedness for Essential Records (IPER) Project. This will be a three (3) year project to develop Web and CD based training for state and local governments on vital (essential) records and records – related emergency preparedness and response. Tracey Covert, City Clerk, City of Bloomington, will serve as IIMC's representative to the Advisory Board. This group will meet for the first time in Atlanta, GA from July 20 – 22, 2008. It may be advisable to retain Ms. Covert as an IIMC Records Management Committee member during her service on the IPER Project.

The Closer to Home project was cited. This is a national plan to address local records projects. Committee members participated in a meeting at the National Archives. IIMC was also present at same.

Recommendation to IIMC: records management page as part of IIMC web site.

2. Recommend records management conference programs and/or presenters. Paul Bergeron in conjunction with NAGARA submitted four Calls for Conference Presentations, (1. Implementing or Enhancing a Records Management Program, 2. What Do You Do to the Records You Create Today to Ensure That They are "Archival" Tomorrow?, 3. Talking Techno Babble: Understanding E-Records, and 4.

Basic Records Disaster Preparedness and Recovery). All were accepted for the IIMC's 2008 Conference in Atlanta, GA

IIMC should keep NAGARA in mind as a resource. Topic area identified: preservation, electronic document management, grant applications, and vital records. NAGARA's conference brochure should be provided to committee members and IIMC. These topics should be presented at the IIMC Conference, region meetings, institutes, etc. There needed to be more exposure.

The Municipal Clerks of Illinois 2009 Committee has an Education Subcommittee. Potential topics cited included grant writing, records disaster planning, records management/imaging – records 24/7, storage/retention. The Clerk is the keeper of the records.

3. Develop recommended criteria for purchase of electronic records system. Members cited various state requirements. Recommendations that a list of cautionary points be drafted. This list still needs to be drafted or a determination of what should be issued regarding electronic records systems.

Other suggestions: IIMC's web site should be linked to NAGARA. Articles could be written for New Digest to raise awareness.

4. Investigate/report joint records management program with ARMA and/or NAGARA leading to separate certification. It was noted that there were currently two (2) certifications – ICRM (Institute of Certified Records Managers) and certified archivist (Organization?). It was noted that there was a separate certification for federal employees. IIMC should recognize existing certification programs and not create new ones.

Paul Bergeron developed an outline for an RM certification proposal for IIMC. The program would be developed with NAGARA. Questions were raised by committee members. This idea is in its infancy. There will a number of issues to address and questions to be answered. There appeared to be interested in a joint RM program. The RM Committee for 2008 – 2009 should review the proposal and begin discussions with IIMC's Education Committee and IIMC staff.

Finally, the committee members noted the variety of tasks performed, the various ages of the municipalities, and the access to technology. For many, dollars are limited. Concerns were expressed for small cities with limited staff and resources. Municipal clerks were encouraged to contact their state archivist. Lisa Johnston, Vice Chair, informed the group that she had received information from a previous chair of this committee.

Discussion

This committee met at the Annual Conference. The remainder of the year all contact was via email and/or telephone. Paul Bergeron championed the call for records management training and awareness for municipal clerks. The committee was actively involved in its belief that all members of IIMC would benefit from additional exposure to records and information management programs.

Financial

The committee operated with no funding from IIMC.

Summary

This committee should continue to operate. I was amazed at what was accomplished with only one in person meeting. It is not easy to conduct business via email and telephone. I for one felt the impact of the downturn in the nation's economy. There were budget cuts which included hiring freezes. The committee had a good meeting in New Orleans. Progress was made but much remains to be done. This committee became and should continue to be involved in the educational offerings for municipal clerks.

Recommendation

The Records Management Committee should continue to operate. Lisa Johnston is well prepared to chair this group. It is believed that IIMC would benefit from reciprocal agreements with the following organizations: NAGARA, ARMA, ICRM, Council of State Archivists, municipal leagues, bar associations, etc.

IIMC should encourage records management programming at various states' Institute and Academy educational offerings.

Management's Response and Recommendations to Committee Report

RECORDS MANAGEMENT

The Committee recommends that IIMC develop reciprocal agreements with organizations such as NAGARA, ARMA, ICRM, CoSA, municipal leagues and bar associations.

MANAGEMENT'S RECOMMENDATION

Management agrees with the recommendation since Records Management is a vital function of the Clerk's office. In Atlanta, we have, as part of a reciprocal agreement, CoSA and ARMA exhibiting with us. NAGARA did not respond and we were not aware of ICRM. We also are providing four sessions on records management.

We agree to include a records management page as part of the IIMC web site and add a link to NAGARA. News Digest articles are welcome as additional input from this committee.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: President Charles Tokar and IIMC Board of Directors

From: Carol S. Alexander, MMC/WCPC, City of Beloit, WI
Region Restructuring Task Force Chair

Date: April 17, 2008

Subject: Final Report



Background

The Task Force was charged with the following: To consider and report on the restructuring of the current number and geographic makeup of IIMC's regions.

1. Investigate the concept of bringing various geographic areas of Canada into the bordering regions within the United States in order to increase the exchange of ideas, allow for cross-border region meetings, and most importantly, give our Canadian members an opportunity for more involvement in IIMC, especially its educational endeavors.
2. If the above concept has merit, the Task Force will need to consider the possible realignment of certain regions where geographic area and/or number of members becomes unbalanced; the Task Force should make realignment recommendations to the Board for its consideration.
3. Investigate the concept of breaking Region XI into two regions, for the northern and southern hemispheres, which would increase the number of international region Directors and thereby allow IIMC a greater opportunity for reaching out to the international community.
4. If needed, utilize the Research and Resource Committee to conduct necessary surveys of affected members.

Discussion

1. Initial discussion took place at the New Orleans conference. We immediately decided to defer discussion of #3 for a future task force. The committee felt that with only 53 current international members, the work involved into research and potential recommendations regarding the concept was much too large for this task force.
2. The input from the Canadian members of the committee was invaluable in assisting the members present in understanding what some potential issues/pitfalls might be as we began to think about #1 and #2 above.
3. We discovered that some surveys had already been conducted by other committees and left us unsure on how to proceed with additional surveys.

Summary

We presented recommendations 1-7 to the IIMC Staff and Executive Board at the October 2007 Mid-Year Board Meeting. Comments from IIMC staff are listed below committee recommendations.

1. Contact the International Relations Committee regarding their committee discussion which may be parallel to that of the Task Force – have read surveys and considered information.
2. Formulate survey questions to be sent to current and former IIMC members in Region X, working with the Research and Resource Committee. Questions should center on what are viewed as strengths and weaknesses of IIMC in their opinion, and their general familiarity with IIMC. Other questions should deal with duties of Clerks in Region X so that we have a better idea of populations and duties in the various governmental bodies.– **not necessary; completed.**
3. Ask IIMC staff to contact all State Presidents in the northern border states, as well as Region Directors, with information regarding region meetings and state conferences and meetings, and ensure that Region X Clerks are aware of them.
4. Ask IIMC staff to work with Institute Directors in the northern border states to ensure Region X Clerks are provided information regarding the institutes. **IIMC Staff response: IIMC's Education Department complies with all requests from the Region X Institute Directors. IIMC's website also lists all Region X Institutes with links.**
5. Ask IIMC staff to prepare a list of provincial associations and mail IIMC promotional information to their Directors for distribution to their members. **IIMC Staff response: This is doable and a goal of the Membership Department.**
6. Ask staff of provincial associations, once identified, to put links to IIMC on their websites and ask if Region Directors could write short news articles for their newsletters as an introductory avenue into new territory. **IIMC Staff response: Currently, there are eight Provincial Associations on IIMC's website with links and updated information. They are: Alberta, British Columbia, Manitoba, Newfoundland and Labrador, Northwest Territories, Nova Scotia, Ontario and Saskatchewan.**
7. Since adding to the Region Directors was not recommended by most, possibly appointing "provincial ambassadors" to the provinces and their associations might provide a real link or a "face" to IIMC that has not been seen before, without adding undue travel burdens or costs to the Regional Directors. **IIMC Staff response: Staff will have costs and a recommendation ready for Board consideration at the May meeting in regards to which association conferences will be attended and where staff will exhibit.**

Comments from IIMC Staff:

1. Major issues identified in a previous survey are: proximity to other IIMC members in that region; two directors to cover a whole country; limited number of on-line education programs; and cost of attending an IIMC conference, not from IIMC's standpoint, but Region X travel costs and the exchange rate.

2. Management is not in favor of grandfathering the MMC designation to any member, while realizing that the education programs in Region X carry more weight than IIMC's certification programs.
3. There are six institutes in Canada, and although that may not be enough in terms of distance and availability, they are available.
4. We recommend that the Task Force work with the PR/Marketing group to determine if anything can be generated through the information currently available.
5. Believe that the most viable scenario to communicate IIMC's benefits to potential members is through direct marketing and exhibiting at each Provincial Association's conference, not solely through the President's visit to the AMCTO conference.

Recommendation of Task Force

1. We recommend that the Board of Directors approve a plan to allow IIMC staff to attend at least two Provincial Association conferences in the 2008-2009 period, and more if possible, depending on costs. **See IIMC Staff comment in #7 above – information to be presented at May meeting.**
2. We recommend that IIMC staff begin to implement item (3) of the original committee recommendations as this could be accomplished through an email blast with minimal time spent.

Financial

1. Recommendation #1 will entail travel, accommodation and exhibitor costs, and will be dependent upon plan to be presented in May by IIMC staff.
2. Recommendation #2 should have minimal to no implementation costs.

Final Note

We applaud IIMC Executive Director Chris Shalby for his quick action to implement many of the committee recommendations presented at the October meeting and for the upcoming plan to make additional visits to Region X. We also recognize the efforts of Region X Directors David Calder and Bernie White for their ever-increasing efforts to promote IIMC, especially through the distribution of a newsletter in December 2007 that was replete with IIMC information.

We thank IIMC for the opportunity to work on this project and even though we did not arrive at any perfect solutions, we feel the discussion has been beneficial and already see that IIMC members in Region X, the IIMC Board and staff, IIMC members in many regions, and members of other IIMC committees are working towards increasing our presence in Region X and reaching across borders everywhere.

Respectfully Submitted,

Carol Alexander, Committee Chair
Pattie McCoy, Committee Vice-Chair

Management's Response and Recommendations to Committee Report

REGION RESTRUCTURING TASK FORCE

The Task Force has recommended the following:

- IIMC staff to attend at least two Provincial Association Conferences
- Contact State Association presidents regarding meetings and state conferences

MANAGEMENT'S RECOMMENDATION

Management (Executive Director) will be a speaker and session presenter at the Local Government Management Association of British Columbia's conference in October 2008. President Elect or a designee will attend the AMCTO conference in June 2008.

The Membership Department will contact the various state associations regarding meeting dates and forward that information through an E-blast to our Region X members in hopes that they may be able to attend if proximity is not an issue.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: Board of Directors

From: Michael W. Griffin, IAMC/CMC/CPFA
Chair - Research and Resource Committee

Linda L. Spence, CMC
Vice-Chair - Research and Resource Committee

Date: Friday, April 18, 2008

Subject: Final Report



I would like to thank the Board of Directors for the opportunity to serve as Chair of the Research and Resource Committee. I also wish to express my sincere regret that I was unable to exert a greater degree of leadership over the purposes and activities of this important committee. A variety of matters in part account for this: a municipal election, a new Town Council, a rapidly changing state property tax policy, health issues and pending changes in my office (including the announced retirement of my long, able serving deputy) all combined to affect my performance. Further, many members as well as myself, were unable to attend the in person committee meeting at the 2007 International Conference. A subsequent conference call to serve, as a substitute for this committee meeting was not then scheduled. I can say without reservation that the meaningful service that the committee proffered was fully in consequence of our able and knowledgeable members who frequently and professionally, responded to colleagues' inquiries with timely and thorough answers or wise guidance.

The members are: Michael W. Griffin, CMC, Chair, Highland, IN; Linda L. Spence, CMC, Vice-Chair, Manchester, VT; Tammy Barkley, CMC, Cayce, SC; Virginia Haas, CMC, Titusville, FL; Margaret Hawker, CMC, Newport, OR; LaVette Hennigan, CMC, Ashtabula, OH; Beverly O. Hooks, CMC, Virginia Beach, VA; Rose M. Kleman, MMC, Farmington, NY; Ronda Lambert, CMC, Pine Knoll Shores, NC; Rebecca H. Leavings, CMC, Vestavia Hills, AL; Pamyla Means, MMC, Berkeley, CA; Kacie L. Paxton, CMC, Ketchikan, AK; Regina Russell, CMC, Acworth, GA; Denise M. Smith, CMC, Dewitt, MI; Nancy S. Whites, CMC, Canton, IL; Patricia Williams, Aimwell, LA; Sandra A. Yates, Seat Pleasant, MD; and Susan Zito, CMC, Placerville, CA.

Serving as Board liaisons to this committee are Carolyn Brownfield, MMC, Toledo, IA; and Linda C. Cohen, MMC, Portland, ME. Also, I wish to commend the constancy and quality of support provided by Tammy Schultz, IIMC Member Services Representative and staff liaison to the committee. I would also like to thank Executive Director Chris Shalby and Dr. Mohammad Eftekhari, for always being available for questions and answers.

Background & Discussion:

The Research and Resource Committee's purpose is to assist in surveying the membership on various issues as necessary and to ensure that members are provided with quick and accurate answers to their inquiries. *This committee is a successor conflated committee, "reconfigured" from the former Resource and Information and the Research Committees.*

The goals for 2007/08 were (re-ordered for this report):

- Respond to IIMC members' inquiries and assist them in securing the information they need.
- Assist in developing surveys and questionnaires as requested by the Board of Directors, other Committees and the Director of Education, and in compiling, analyzing and reporting responses.
- Evaluate and make suggestions for improvement to the IIMC website, including use of a "list-serve," e-mail trunk line or other method of providing members with a resource forum for quick research and information.
- Develop a "Clerk's Handbook" addressing the common elements and duties of the municipal clerk and others in similar local government professions.

Financial:

No Financial Impact

Summary

1. Consistent with the committee's statement of purposes, committee members have continued to respond to questions received from the membership providing quick and accurate answers to these inquiries. This is a valuable service to our membership. I have noted that there were over 125 e-missive exchanges related to committee business that I was able to capture. This is comprised of committee members' internal communication and in response to member inquiries in the period 2007/2008. I regret that I am unable to report the number of actual members questions.
2. During the 2007-2008 period, I am unaware of any requests by the Board of Directors or companion committee for survey or questionnaire development.
3. The Committee notes that meaningful progress was made toward further website improvements and development of a member's "listserv." However, the responsible and praiseworthy party for this advance is Chris Shalby, Executive Director. I am sure he will be reporting on his good work toward this end.
4. The Committee did not make material progress toward the development of a so-called "Clerks' Handbook." After a very helpful clarifying telephone consultation with Dr. Mohammad Eftekhari, the chair determined that this goal should be slightly modified and recommended for next year's committee. It was noted that to develop a general handbook able to apprehend the whole of our membership and the varieties of duties and professional responsibilities municipal clerks carryout internationally, may well exceed our committee's organizational capacity. So, it was determined instead to recommend an "incremental approach", building a series of smaller subject matter handbooks or booklets that over time may be compiled into a broader, plenary handbook. (See recommendation 3)

Recommendation

The Committee would recommend:

1. Continue to provide responses to questions from the membership.
2. Continue to ensure information on the IIMC web site is user friendly and accurate.
3. Develop a series of smaller clerks' handbooks on special subjects. The list of subjects could be expanded, perhaps in consultation with the Education Committee. The committee further recommends that the first subjects for the several handbooks be as follows: (1) *The preparation of Minutes According to Roberts Rules of Order*. (This may be based upon work product I have used for presentation to members and then could have an index that discussed any statutory requirements of the several states and provinces of members); (2) *A broad overview of Ordinances, Resolutions and Orders*. (I am willing to lend my graduate school work product, a research paper in consequence of work toward the MPA that has been the basis for several workshops on the subject); (3) *Conducting Elections: Free and Fair* (While not a major duty of my Indiana Colleagues, many of our peers in other states and nations are responsible for this important expression of democracy); (4) *History of Oaths and their Administration*. (This too is not a universal task among members, but may be of interest among some).

Of course, the Board of Directors may wish to revise and extend this list of suggestions.

I wish to again restate my sincere appreciation for the opportunity to serve as Chair of the Research and Resource Committee for 2007-2008. I do regard it a high privilege to serve the interests of colleagues in the profession, and to further perfect the IIMC as an organization. While I express this to all the officers and the members of the Board, I wish to especially convey my appreciation to President Charles Tokar, who enlisted me for this opportunity. I commend to you my Vice Chair, Linda Spence, who will I know ably lead as chair of this committee for 2008-2009. I will not be able to attend this year's conference for some of the same reasons enumerated earlier, but I will have you all in my thoughts. I hope to see you all in Chicago, Illinois in 2009!

Management's Response and Recommendations to Committee Report

RESEARCH AND RESOURCE

The Committee recommends that staff continue to 1) facilitate requests between members; 2) ensure web site information is user friendly and accurate; and 3) develop a series of handbooks on special subjects such as Minutes, overview of Ordinances, conducting elections and history of oaths and their administration.

MANAGEMENT'S RECOMMENDATION

Management believes that staff liaison Tammy Schultz continues to do a good job of involving this Committee in research regarding member questions. With the implementation of a List Serv, members will also be able to communicate with each other regarding research questions; Denice Cox does a good job of maintaining the web site, and we appreciate suggestions and corrections from members; and Management is enthusiastic about the creation of new "handbooks" and would like to start on them immediately with the help of the Committee.

**International Institute of Municipal Clerks
Annual Conference Management
July 1, 2008 – June 30, 2011**

Scope of Services

Exhibit A

Association Solutions, Ltd. will provide the following services based on a maximum of 1000 Conference Delegates. \$25 per delegate exceeding 1000 delegates.

Conference Management & Coordination

Coordinate Hotel accommodations including meeting rooms, VIP suites, upgrades and all meeting venue essentials. (2 site visits prior to conference).

Mid Year Meeting Hotel Negotiations

Venue Negotiations

Contract Review

Onsite Coordination of Food & Beverage

Onsite Coordination of Audio Visual

Packing & Shipping

Exhibit/Display Space including Exposition & Convention Services

Transportation – Airport, Special Event (buses/shuttles)

Staffing/Registration/Conference Management

ASL Staff Support Beginning Immediately

Onsite Coordination and Production of the Opening Ceremony

On Site Registration

2 ASL staff people onsite, Transportation, Lodging and Meals Additional

Assist with set up and support registration area

Coordinate an efficient registration process including personnel and equipment

Coordinate venue essentials

Exhibits / Trade Show / Bookstore

Onsite coordination of pipe and drape, electrical and all other exhibitor contracting services as required including drayage and signage

Exhibitor placement

On-site management of exhibits

Inclusive Conference Management Cost

The cost of services outlined in this contract:

2008- \$53,500 annually, paid at the monthly basis of \$4,458.33 per month.

2009- \$53,500 annually, paid at the monthly basis of \$4,458.33 per month.

2010- \$57,245 annually, paid at the monthly basis of \$4,770.42 per month.

Management fee payments are between the 1st and the 10th of each month.

Association Solutions, Ltd. to receive a 2.5% rebate of hotel sleeping rooms consumed on overall rebates of 5%. A 3% rebate on overall rebates of 10% for the 2013, 2014 & 2015 conferences as they are negotiated unless otherwise mutually agreed upon.

2009, 2010 & 2011 Conferences maybe subject to revision of rebates or other incentives.

This agreement provides venue negotiations and site inspections for the 2009, 2010, 2011, 2012, 2013, 2014 & 2015 Annual Conferences.

Mid-Year meeting planning & attendance for 2009, 2010 & 2011.

2009, 2010 & 2011 onsite conference staffing.

Out of Pocket Reimbursement

The following services are reimbursable monthly to Association Solutions based on usage.

Reimbursable Out -Of - Pocket Expenses

Lodging	<i>reimbursement</i>
Meals	<i>\$55 daily <u>maximum</u></i>
Airfare~Taxi~Limosine	<i>negotiated or published rates</i>
Rental Car	<i>reimbursement</i>
Specialty Office Supplies	<i>reimbursement</i>
Printing	<i>reimbursement</i>
Shipping and Freight	<i>reimbursement</i>
Metered Postage	<i>+10%</i>
Telephone	<i>reimbursement</i>
Facsimile Outgoing	<i>\$1 per page (max. \$5 per transmission)</i>
Facsimile Incoming	<i>no charge</i>
Copies	<i>.8 per page single-sided</i>

Either party can terminate this agreement subject to a 30 day notice.

IN WITNESS THEREOF the parties hereto have executed this Agreement on the dates indicated below.

ASSOCIATION SOLUTIONS, LTD.

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

By: 

By: _____

Its: President

Its: _____

Date: July 1, 2008

Date: _____

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS

To: IIMC Board of Directors

From: Janis Daudt, Director of Member Services

Date: May 1, 2008

Subject: Member Services



FIRST YEAR MEMBER PROGRAM

There is nothing worse than joining an association and the first month of your membership you receive a packet of information. Then for the next 11 months, you hear nothing from the association and by the end of the first year, you receive your dues renewal and you say to yourself, "What was it I got out of this membership? The association took it for granted that I would just renew my membership. Well, no thank you. I will not renew this membership!"

Member Services at IIMC is putting a halt to that association attitude and we are making a change. We have developed a "First Year Member Plan" to keep our new member encouraged and make them feel they are part of a family of Municipal Clerks. This is how it works:

- First month of IIMC Membership, the Member receives a new member packet with IIMC pin.
- Third month of IIMC Membership, the Member receives the Language of Local Government book, a letter from the Director of Member Services and an order form for the Language of Local Government book just in case there council or others in the clerk department want to order one.
- Sixth month of IIMC Membership the Member receives a letter from the Direct of Education asking them if they have started their education program with IIMC and if not, these are the steps to take to move forward in their profession.
- Ninth month of IIMC Membership the Member receives a letter from IIMC and the publication form describing some of our bulletins, publications and how they can order them along with a description of IIMC Committees they may be interested in joining in the future.
- One year later, they will receive their dues renewal and it is at this time, I believe we will see a change in retaining our members.

Each month, our members receive an IIMC E-Briefing and a *News Digest* so this is a no-fail plan to create a healthy relationship with our First Year Members and all IIMC Members.

MONTHLY CANCELLATIONS

Due to an in-house accounting request, in November 2007, we cancelled all of the IIMC Members that had not paid their March 2007-2008 and June 2007-2008 dues. Normally, we allow our members a nine month period before canceling them, but we are now on a six month period for accounting purposes and to have more accurate numbers. This did create a quick drop in membership. IIMC received calls asking what the problem was. I have attached a report showing the cancellations from 2002 through April 2008. This will give you an idea of the number of yearly cancellations and how it affects our monthly numbers. At the end of April 2008, our Membership was at 10,160. We cancelled more members in 2005 due to members dropping their memberships because they did not want to recertify or just didn't understand they program and cancelled their memberships.

LATE FEES

While checking quarterly billing statistics, I find that by the final date of each billing period there are approximately 1/4 of the members that have not paid their dues for whatever reason. They put it on their

desk and lose track of the renewal or they use their accounting department as the culprit for not sending the dues payment in after bills were approved by the council. When an IIMC Member allows their membership to expire, alarms don't ring here in headquarters and the sky doesn't fall, but there is something to be said about paying your bills on time. IIMC Members should hold themselves to the same standard as when they pay their personal bills. When bills don't get paid on time, there is usually a late fee to pay.

After approval by the IIMC Board the June 2008-2009 dues renewals reflect "if not paid by June 30, 2008, you must pay a late fee of \$15.00. Since the June 2008-2009 renewals were mailed, we have not received any comments or questions regarding this renewal change.

MEMBER SERVICES

Member Services continues to strengthen relationships with member. Questions and comments are answered and listened to, voice mail messages and email messages are answered in a very timely manner. Member Service reaches out to our New Members through an immediate response email letting them know that we received their membership application. It gives them a time line for our new member kit to be sent out and if they have any questions. Our most favorable source of customer service is our "IIMC Wants to Thank You" email. This email is sent to all members that have paid their dues. Those members that do not have emails receive a letter in the mail. We receive many positive comments back from our members.

Our Email Blasts continue to reach 78% of our membership. We have placed an emphasis on "working emails" from our members. Through the News Digest and on letters sent out from Member Services, we ask that each member verify with their IT person that all iimc.com addresses be accepted by their municipality. We have sent email blasts throughout the year for the following:

- MCEF Silent Auction
- MCEF Walk/Run
- Advertising Region Conferences and Newsletters
- Thank You for Renewing your IIMC Membership
- IIMC Headquarters' Update to Institute Directors
- IIMC E-Briefings

MARKETING PROMOTIONS

In February 2008, Member Services started their marketing promotion through IIMC Postcards. It is being sent to 1,500 possible new members in Alabama, Georgia, Nebraska, North Dakota and South Dakota. Each month for six months, the postcards will be sent to the same list of names. We will see how we do in July 2008.

Our "Recruit a New IIMC Member" membership drive has been terrific. The first half of 2007 brought in 29 new members. The second half of 2007 brought in 56 new members. The first half of 2008 has brought in 36 new members. We will continue this member drive through 2008. Mary Wilson of College Township, PA was the first raffle winner and purchased a desperately needed laptop to use at Region Meetings and Council Meetings. Julie Cozzi, CMC of Haines Borough, AK purchased artwork for city hall to make the interior more inviting.

MONTH END REPORT

The Board requested that the month end report list the region each member is from in all of the individual reports contained in the month end report. Plus we needed to state why an IIMC Member had been cancelled. The 2008 April Month End Report listed both the Regions and Cancellation Explanations.

SALARY SURVEY

The 2008 IIMC Salary Survey was sent to 7,632 IIMC Members. As of May 2008, 3,124 responded. The survey raw data will be downloaded and put into report form for easy access by our membership.

Recommendation:

Respectfully submitted.

Number count for cancelled Members in IIMC since 2002

	2002	2003	2004	2005	2006	2007	2008
January	25	23	22	62	59	55	55
February	0	2	14	121	71	40	87
March	16	138	74	161	70	65	34
April	135	44	21	78	54	57	28
May	5	4	30	31	45	4	
June	45	129	132	142	48	53	
July	167	22	17	91	45	72	
August	19	47	80	23	76	69	
September	186	98	160	50	50	42	
October	25	60	67	87	86	46	
November	25	27	100	26	54	188	
December	91	105	83	82	52	35	
Total	739	699	800	954	710	726	

MEMORANDUM OF UNDERSTANDING
Between
THE INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS
And
THE UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

The International Institute of Municipal Clerks (IIMC) and the University of Illinois at Urbana-Champaign (University) are both committed to the development of leadership and educational programs related to the improvement of local government. For the past several years we have been working together delivering educational and leadership programs for municipal clerks throughout Illinois.

Based on our interest in collaboration and our joint commitment to excellence in developing educational programs, we are entering into this agreement with the intention of institutionalizing a partnership between our two organizations to effectively serve the educational needs of municipal clerks around the globe.

In developing this partnership, our goals are:

- To develop a state-of-the art, cutting edge leadership and educational program for municipal clerks around the world;
- To create the Athenian Leadership Society;
- To make the “Partnership” one of the places where municipal clerks turn for inspiration and guidance; and
- To facilitate the process that creates a responsive cadre of public officials dedicated to effective and efficient local government.

Given this mission, it is the intention of our new “partnership” to provide the following services:

- A “leadership dialogues” program
 - A “web-based” program which will allow clerks to electronically interact with each other
 - A “mentors” program which will develop a cadre of individuals who can offer leadership dialogues
 - Leadership and education programs which augment the leadership dialogues program.

Over the next twelve months, it is the intention of IIMC and the University of Illinois at Urbana-

Champaign to take the following steps to develop our partnership:

- We will establish the Athenian Leadership Society Advisory Council consisting of six (6) members of IIMC, six (6) members of UOI and a chairman to be selected by the Chancellor of UOI, said Chairman to initially serve for a term of five (5) years.
- The Advisory Council responsibilities shall include but not be limited to the following:
 - Recommended readings to be utilized in the leadership dialogues
 - Recommended venues for leadership dialogues
 - Recommend criteria to qualify for induction into the Athenian Leadership Society
 - Provide a communication conduit between the membership of IIMC and the partners
- IIMC and UIUC will each appoint a Project Director whose responsibility will be to work closely with the Advisory Council and provide a liaison back to their respective organizations.
- We will plan, develop and implement the Athenian Leadership Society, a long term program for developing the leadership capacity of IIMC members;
- IIMC will schedule and promote leadership dialogues at each of its annual conferences culminating with an induction ceremony of qualified inductees at the 2009 Annual Conference in Chicago, Illinois or earlier if sufficient numbers of clerks have qualified for membership.
- UIUC will develop the dialogue in cooperation with the IIMC Director of Education;
- Additional leadership dialogues will be scheduled through other mutually agreed to venues that may include Regional or State/Provincial Association Meetings or through web-conferencing;

Over the next 12 to 24 months, IIMC and the University of Illinois at Urbana-Champaign will work together in applying to foundations and corporations to financially support these programs. Each institution also agrees to share in the start-up costs involved in the development of the leadership dialogues and the web-based services. All costs will be mutually agreed to in advance. The allocation of funds is subject to approval of the IIMC Board of Directors in May, 2005.

As part of this agreement, the University of Illinois will recruit faculty and professional staff from various departments to serve as resources for the Partnership in the areas of leadership education and training, as well as, program development. The Urbana-Champaign campus of the University of Illinois also specifies that it will take primary responsibility for program/curriculum development, selection of instructors, and program evaluation with the cooperation of appropriate IIMC staff and Committees. The International Institute of Municipal Clerks specifies that it will take responsibility for marketing subject to budget allocation or funds availability of the "Athenian Leadership Society" and for recruitment of participants.

This arrangement is voluntary and may be dissolved through written notice by either organization with at least 90 days notice.

Elizabeth Kiss, MMC, President
The International Institute of Municipal Clerks

Richard H. Herman, Interim-Chancellor
University of Illinois at Urbana-Champaign

Joseph Tiernay, Executive Director
The International Institute of Municipal Clerks

Robert F. Rich, Director, Office of
Public Management, Institute of
Government and Public Affairs, University
of Illinois

January , 2005