

INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS INSTITUTE GUIDELINES

MISSION STATEMENT

The International Institute of Municipal Clerks (IIMC) is a professional, non-profit association that promotes continuing education and certification through university and college based institutes and provides networking solutions, services and benefits to its members worldwide.

INTRODUCTION

These Institute Guidelines are an overview of the Organization's educational structure. These Guidelines are meant to facilitate and guide the Institute process regarding IIMC education programs, to assist in the development of new Institutes, the maintenance of current ones, to aid in the expansion of sample course subjects for the CMC and MMC programs, and oversee other general information regarding IIMC and Institute collaboration. These Institute Guidelines are under the auspices of the current Education Guidelines.

EDUCATIONAL PHILOSOPHY

The primary purpose of the International Institute of Municipal Clerks (IIMC) is to provide education and professional development programs and opportunities for its members. IIMC recognizes that education and professional development are important to every member and that educational needs are diverse throughout the world. The educational philosophy of "No Clerk Left Behind" remains in the forefront as IIMC offers extensive educational programs and courses through a variety of methods, including University and College based Institutes, IIMC-approved Institutes, State/Provincial/National Associations, International study and exchange programs, on-line courses, publications, networking opportunities and annual conferences. IIMC values its affiliations with Municipal Clerk associations and sponsoring educational institutions. IIMC provides members with certifications, earned through participation in educational programs and involvement in a variety of professional development activities. These certifications include the Certified Municipal Clerk (CMC) designation and the Master Municipal Clerk (MMC) designation. The educational programs and certifications offered through IIMC empower its members to achieve academic and professional success.

IIMC promotes life-long learning, skill development and public service and fosters a spirit of mutual assistance and goodwill among Municipal Clerks around the globe. It continually works to advance leading practices in professional and personal development, creates opportunities for its diverse membership to engage in training and development activities and programs, and supports education programs that enrich the knowledge, practical abilities, and professionalism and leadership skills of its members.

Please note that all forms and links are available on IIMC's website at www.iimc.com. These Institute Guidelines are under the auspices of the current Education Guidelines.

THE EDUCATIONAL PARTNERSHIP

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 47 Universities, Colleges and select affiliates, in cooperation with State/Provincial/National Associations and IIMC staff. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades.

IIMC-Approved Institutes

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. This means that after the Institute Director has collaborated with the State/Provincial/National Education Committee regarding possible topics and speakers, he/she is responsible for all aspects of the Institute program (selection of topics and speakers, contracts, fees, etc.). Course review is not required for Institute programs.

Unsponsored Institutes

To achieve its educational goals, the International Institute of Municipal Clerks (IIMC) partners with 47 Universities, Colleges, and select affiliates, in cooperation with State/Provincial/National Associations and IIMC staff. This unique partnership contributes to the success and longevity of the quality of education that has been delivered to IIMC members for many decades.

As of January 1, 2004 all Institutes must be sponsored by an accredited college or university. In the event where State/Provincial/National Associations have exhausted all opportunities and options to partner with an accredited 4-year college or university or partner with other approved IIMC Institutes*, accredited community colleges may be approached as potential partners. This option of partnering with a community college will be an alternative **only** for those Associations who are currently **not** in partnership with an institution of higher learning and who are unable to gain sponsorship from a 4-year college or university. *Other approved IIMC Institutes must be in close proximity and offer convenient travel options to the clerks in the state without an Institute.

State/Provincial/National Associations will be required to provide IIMC's Director of Professional Development the following information for review and consideration:

- A document which chronologically details the steps taken to partner with other approved IIMC state institutes and justification as to why this is not a viable option.
- A letter stating the details of the journey to obtain sponsorship and justification for partnering with a community college.

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- Documentation of unsuccessful partnership attempts with multiple 4-year colleges or universities within their state or province, if more than one 4-year college or university exists. Examples of this documentation may include but is not limited to dissolution of existing sponsorship agreement and/or letters or e-mails of denial, and rejected RFP's.
- A letter from the potential sponsoring community college detailing the terms of sponsorship, which may include financial and administrative support as well as potential revenue expectations.

Once approved, a partnership with a Community College must be reviewed after three but no more than five years. The review must include attempts to re-engage with an accredited 4-year college or university or with other approved IIMC Institutes. Documentation detailing the review and re-engagement attempts must be submitted to IIMC's Director of Professional Development.

All materials will be reviewed and a final decision on sponsorship will be made by IIMC and presented to the Board of Directors.

International Institutes

IIMC acknowledges that cultural or historic differences in approaches to educational excellence may render current and future IIMC approved programs in Canada and other member countries exceptions to these Education Guidelines, warranting special consideration by the IIMC Education and Professional Development Committee and Director of Professional Development.

THE IIMC APPROVED INSTITUTE PROGRAMS

The IIMC Approved Institute will offer two educational programs:

1. The Certified Municipal Clerk (CMC) Designation Program
2. The Master Municipal Clerk (MMC) Designation Program

The Education Guidelines envision an educational program consisting of 120 contact hours (60 points) for the fulfillment of the educational requirements for the CMC designation, and an educational program consisting of 60 points for the fulfillment of the educational requirements of the MMC designation. All IIMC educational programs are taught at the university level.

IIMC approved Institute and Academy points are rated at 1 point per 2 in-class contact hours. The IIMC Education Department will consider for approval *other learning opportunities* which do not include in-class courses and online learning courses. Institutes may offer 10% of each Institute/Academy program using approved *other learning*

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opportunities. Examples of *other learning opportunities* include, but are not limited to, educational work prior to an institute (e.g. research/data collection; readings; self-assessments; off-site tour(s) related to course work; or CD/DVD, video, streaming media or webcast viewing containing content related to course work). The methodology used to deliver *other learning opportunities* is left to the discretion of the Institute Director. However, the content must still follow the Board-approved Institute and Education Guidelines.

A session will need a minimum of 1 in-class contact hour to earn a ½ point which is the minimum that IIMC awards credit for.

**In alignment with standard higher education academic policy, a “contact hour” is defined as 50 minutes of instruction for every hour of the class or workshop. Therefore, a two hour class would include up to 20 minutes of break time within the two hours of contact time. The following scale may be used in the creation of class or workshop schedules:*

1 contact hour = 60 total minutes, which is 50 minutes of instruction, with up to 10 minutes of break time

*2 contact hours = 120 total minutes, which is broken down into 100 minutes of instruction, with up to 20 minutes of break time**

*3 contact hours = 180 total minutes, which is broken down into 150 minutes of instruction, with up to 30 minutes of break time**

** NOTE: This break time may be given as one break or divided up into two or more breaks, depending on total contact time.*

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

The IIMC Institute provides the enrollees with the educational components of the IIMC CMC and MMC designations. In addition to the educational component, the enrollee shall fulfill the Experience requirement for the CMC designation and the Professional Contributions requirement for the MMC designation.

To earn the CMC designation, an enrollee must earn 60 Education points and 50 Experience points. Similarly, to earn an MMC designation the enrollee must earn 60 Advanced Education points, 20 Professional Contributions points and 20 Combination points as stipulated in the requirements for each designation.

Assessments

All Institute participants are required to complete a learning assessment. Assessments may be completed at the end of each class*, or at the conclusion of the Institute program, as requested by the Institute Director. The assessment tool, measuring the knowledge/skills/experience acquired by the participants, will be selected and/or designed by the instructor in conjunction with the Institute Director. The assessment tool may include, but is not limited to test or quiz, essay, practicum, or similar tools.**

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The assessment results are to be reviewed by the instructors and Institute Director before a certificate of completion may be awarded.

* Assessments may also be completed during class time at the discretion of the Institute Director.

**Examples of learning assessment tools may be found on the IIMC Website under Education.

Certificates of Completion

The Institute Director will issue a certificate of completion or transcript to each participant after the conclusion of each program and given only to those who have verified attendance for all sessions, and have successfully completed the mandatory outcomes assessment (e.g., a quiz, a test, etc.). The certificate of completion must state the number of hours completed, specify the title of the program (CMC or MMC), signature of the Institute Director, as well as the date of completion. The participant will use this document to support their CMC or MMC Application.

To apply for either of the IIMC certification programs the student shall complete the Application for Admission and pay the application fee. Please see the [CMC Step-by-Step Process](#) and [MMC Step-by-Step Process](#).

Please refer to the [Education Guidelines](#) for the CMC and MMC program guidelines.

The Certified Municipal Clerk (CMC) Designation Requirements

The Certified Municipal Clerk program is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the Municipal Clerk by providing them with quality education in partnership with institutions of higher learning, as well as State/Provincial/National Associations. The CMC program has been assisting clerks to excel since 1970.

All points shall be earned according to the provisions of the IIMC Education Guidelines. Please refer to the [Education Guidelines](#) for the CMC and MMC program guidelines.

Sample Course Subjects for the Certified Municipal Clerk (CMC) Program

The following is a sample of course subjects for the education component of the CMC designation. It is an indication of the distribution of subject matters (50%-30%-20%) within the context of IIMC core educational requirements for the CMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines.

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It should be emphasized that at a minimum, all courses 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. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration and Organization (50%)

- Introduction to Public Administration
- Public Management
- Social and Political Systems
- Local Government
- Public Organizations
- Introduction to Fiscal Management
- Accounting for Municipalities
- Budgeting for Municipalities
- Financial Management
- Introduction to Law
- Introduction to Information Technology
- Records Management I
- Records Management II
- The Planning Process
- The Municipal Clerk Profession
- Introduction to Project Management
- Meeting Administration
- Agendas and Minutes
- Administrative Law
- Environmental Policy and Management
- Public Sector Economics
- Knowledge Management
- Organizational Management
- The American Municipality

B. Social and Interpersonal Issues (30%)

- Personal and Group Behavior
- Introduction to Communication
- Written Communication I
- Written Communication II
- Presentation Skills
- Community Development
- Teambuilding and Group Dynamics
- Principles of Ethics
- Comparative Clerkship
- Leadership
- Media Relations

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- Project Management
- Project Risk Management
- Research Skills
- Public Organizations
- Public Personnel Management
- Strategic Planning for Not-for-Profit and Government Entities
- Sustainable Economic and Community Development
- Technical Writing
- Technology in the Clerk's Office/Information Management
Technology

C. Electives (20%)

- Election Administration
- Emergency Management
- Employment Law/HR Management
- State Mandated Education

State or provincial specific education and training that directly relate to the job of the clerk will also be accepted as an elective. In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted. Rigor of content, not topic, determines CMC and MMC levels of coursework. The IIMC Education Department can always assist in determining the level of any course.

The Master Municipal Clerk (MMC) Designation Requirements

The MMC is the second of the two professional designations offered by IIMC. To qualify for entrance into the Master Municipal Clerk program, an applicant must have already earned the CMC designation. The MMC program prepares the participants to meet the challenges of the complex role of the Municipal Clerk by providing an advanced continuing education program that prepares participants to perform more complex municipal duties. The program has an extensive and advanced educational component, a professional and social contribution component. MMC applicants must demonstrate that they have actively pursued educational and professional activities and have remained informed of current socio-political, cultural, and economic issues that affect local governments and municipalities.

The educational requirements for the MMC are more complex 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 MMC courses shall be more academically advanced. The IIMC Education Department can always assist in determining the level of any course. All points shall be earned according to the

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provisions of the IIMC Education Guidelines. Please refer to the [Education Guidelines](#) for the MMC program guidelines.

Sample Course Subjects for the Municipal Clerk Academy (MMC) Program

The following is a sample of course subjects for the education component of the MMC designation. It is an indication of the distribution of subject matters (80% - 20%, required, Public Administration and elective courses respectively) within the context of IIMC educational requirements for the MMC designation. The courses must fulfill the requirements of the IIMC Education Guidelines. The educational requirements for MMC 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 MMC courses shall be more academically advanced.

It should be emphasized that at a minimum, all courses 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. From time to time, the Education Department may update, revise, and change courses as needed.

A. Public Administration

- Public Administration and Society
- Environmental Policy and Management
- Local Government Administration
- Comparative Administrative Systems
- Administrative Law
- Budgeting/Accounting for Municipalities
- Public Sector Economics
- Public Financial Management I
- Public Financial Management II
- Sustainable Economic and Community Development
- The American Municipality
- Project Management I
- Project Management II
- Project Risk Management
- Technology in the Clerk's Office/Information Technology Management
- Knowledge Management
- Strategic Planning for Not-for-profit and Governmental entities
- Public Personnel Management
- Advanced Records Management
- Community Power, Leadership and Administration
- Organizational Change in Public Service

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- Technical Writing and Communication in Public Service I
- Technical Writing and Communication in Public Service II
- Ethics as Core Strategy for Social Responsibility/Values
- Advanced Agendas and Minutes
- Communication
- Community, Power and Leadership
- Leadership, Organization and Management
- Media Relations
- Meeting Administration
- Personal and Group Behavior
- Public Organizations
- Research Skills
- Revenue and Fiscal Management
- Strategic Planning for Not-for-Profit and Governmental Entities
- Election Administration (as of 7/15/09)
- Emergency Management
- Employment Law/HR Management

B. Electives

State/Provincial/National specific education and training that directly relate to the job of the clerk can be accepted as electives.

In addition, other courses relevant to the Municipal Clerk profession and in compliance with the IIMC Education Guidelines will also be accepted.

Acceptable Courses Using Technology: Courses that are built around and focus on applicable tools may be enhanced by using technology and computer software. For example, a session on budgeting may utilize Microsoft Excel as a tool to enhance learning, with the focus of the session being creation of presentation of the budget itself. A session on presentation skills may utilize Microsoft PowerPoint, with the focus remaining on creating presentations that are both clear and engaging.

Computer Training (i.e. Microsoft office, vendor software or other software specific training): In support of achievement of a municipal clerk credential, coursework should always have a connection to the profession. Standalone software training used across many professions does not meet this test, unless incorporated with its specific applications to the duties and responsibilities of a municipal clerk. IIMC and its approved Institute programs do not endorse software specific products. Examples of unacceptable courses would be: how to send emails, how to create spreadsheets, basic word processing applications, vendor product usage, creating a database and similar courses when not incorporated into study of its application to municipal clerk duties.

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Health and Wellness Courses: Health and wellness content is relevant to the municipal clerk profession and an acceptable topic for CMC and MMC credit when tied back to the municipal clerk profession, e.g. risk management, stress management, etc. Coursework does not include judo, exercise classes and the like.

Change of University Sponsorship

A new program proposal shall be required by IIMC when a change in college/university sponsorship or affiliation occurs for which a filing fee is required.

Change of Institute Director

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

Institute Annual Report

Each year, the Institute is required to submit to the IIMC Director of Education the following information in the form of an Annual Report. The Annual Report assists IIMC's Education Department in maintaining a live record of active courses, as well as future plans and trends in education. It also does double duty as record retention documentation and quality assurance, and enables IIMC to see if there have been any changes. The Annual Report helps IIMC to ensure that nothing but the best in continuing education is being provided to its members.

The Annual Report is due no later than December 31st of each year (**Electronic mail is preferred to ashley@iimc.com**). IIMC also recommends that a copy of this report be sent to the State/Provincial/National Education Chair for their review.

The report should include:

1. A brief cover letter explaining an evaluation of the programs, areas in need of improvement, future plans, etc.
2. Titles, descriptions and schedule of the CMC and MMC courses offered, or an Institute brochure that provides this same information will suffice.

The Institute Director will forward their Annual Report to the Director of Education for their review and comments. IIMC will review for confirmation of compliance with the IIMC Education Guidelines and the requirements regarding the level and rigor of courses (CMC versus MMC).

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Noncompliance

The Director of Education 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 will bring the non-compliance issue to the attention of the Institute Director and collaboratively work towards a solution.
2. If a solution is not resolved with the Institute Director within 30 days, the Director of Education will bring the non-compliance issue to the attention of the State/Provincial/National Education Chair to assist in resolving the issue.
3. If compliance has not been timely met, a teleconference will be conducted with the Director of Education; Institute Director; State/Provincial/National President and Education Chair; and Chair, Institute Director Liaisons, and Board Liaisons of the Education and Professional Development Committee. If still unresolved, a second teleconference with the same parties will be conducted. Such teleconferences shall be scheduled by the Director of Education.

If unresolved within thirty days of the second teleconference, the Director of Education will then render a judgment regarding the extent of noncompliance and the appropriate course of action, and inform the Institute Director and the State/Provincial/National Education Chair. The written communication from the Director of Education shall specify the nature of noncompliance with the Education Guidelines and offer recommendations to bring the Institute in compliance.

The Institute Director in collaboration with the State/Provincial/National Education Chair may respond to the decision by contacting the Director of Education in writing. Continued noncompliance may result in revocation of the Institute's approval by the Director of Education.

University Courses Offered Outside of the IIMC-Approved Institute

In some cases, the University sponsoring the Institute will offer courses that are applicable to the Municipal Clerk. These courses do not fall under the approved Institute guidelines and must go through the [course review process](#) for 1 point per 6 in-class contact hours.

State/Provincial/National Associations

Institute Directors cannot sign-off on State/Provincial/National Associations programs. State/Provincial/National Associations must provide their own programs and receive pre-approval from IIMC for 1 point per 4 in-class contact hours.

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The Proposal for Creating a New Institute

An Institute program is a program that is solely provided by the Institute Director and encompasses both the CMC and MMC programs. The process of creating an IIMC-approved Institute starts with the State/Provincial/National Association. In order to establish an IIMC-approved Institute, each State/Provincial/National Association should form an Education Committee consisting of:

- At least five (5) clerks, one of whom will be the State/Provincial/National Education Chair.
- All members of the Education Committee must be active or retired participating members of both IIMC and their State/Provincial/National Association.
- The Education Committee should have at least two (2) members who are actively pursuing their CMC designation and who will attend the Institute.
- At least two (2) members who are actively pursuing their MMC designation and must attend the Institute.
- The remaining members may be recruited from the at-large membership of the State/Provincial/National Association who has an interest in the education programs.

The Education Committee shall seek and obtain the sponsorship of an accredited university or an accredited four-year college and enter into an agreement in which the university or college shall sponsor and host the Institute and follow the Education Guidelines of IIMC in establishing and managing the Institute. The agreement with the university or college shall be signed by an appropriate university official at the level of Dean, Associate Dean or higher. The signing and execution of the agreement shall be a part of the prerequisites for IIMC approval of the Institute and all of its programs. As a part of this agreement, a member of the university is selected as the Institute Director.

According to the university sponsorship agreement, the Institute Director shall be the representative of the university in executing that agreement and shall serve as the educational and administrative leader of the Institute. The university sponsorship is of paramount importance to the partnership. IIMC firmly believes it is in the best interest of the IIMC and the municipal clerk profession that IIMC-approved certification Institutes and programs are sponsored, administered and conducted by a fully accredited university or an accredited four-year college.

At a time when the profession is being challenged and is undergoing substantial change, it is imperative that its credentials be supported by the full faith and reputation of institutions of higher learning. Universities and colleges provide independent environments that ensure program quality and stability, and research capabilities, and the educational resources and support needed to deliver a first-rate education.

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The State/Provincial/National Education Committee and the Institute Director shall jointly write a comprehensive proposal based on the requirements of the IIMC Education Guidelines, which will encompass the structure, the mission, the goals and objectives, and the educational programs of the Institute. The Institute Director shall serve as the point person in writing the proposal for creating an Institute as stipulated by the IIMC Education Guidelines.

The Guidelines for Creating a New Institute

The State/Provincial/National Education Committee and the Institute Director who wish to form a new Institute shall write a proposal, which shall include the following:

1. Executive Summary
2. Introduction and Mission
3. Institute Purpose and Goals
4. Include a copy of an agreement of sponsorship with an accredited university or an accredited four-year college in which the university or college agrees to design, deliver, and manage all aspects of the Institute and its programs according to the IIMC Education Guidelines. This agreement shall be signed by a university official at the level of Dean or higher.
5. Include a brief bio of the Institute Director
6. Include a list of instructors and their areas of expertise
7. List the Institute Programs
8. Program Description
9. Program Objectives
10. Program Outcomes
11. A copy of the Program Assessment Method. An Assessment is required for all IIMC Institute and Academy programs. Examples of assessments are: essay, quiz, short-answer questions, KTAP, etc.
12. Teaching and Learning Methods
13. A Copy of the Teaching and Course Evaluation Forms
14. Program Schedule and Arrangements
15. Proposed Curricula for the Institute Programs.
16. Curriculum Schedule Year-by-Year for Each Program.
17. List of host organizations.
18. Include a copy of the proposed CMC Institute and MMC Academy Certificates (must include the number of Institute/Academy hours).
19. Include a copy of the Institute 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).
20. Include supplementary materials, program descriptions and other supporting documentation the association or institution believe will strengthen the application and enhance the program's quality and value to Municipal Clerks. A sample proposal may be requested from IIMC.

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The Institute Director must submit the proposal, a filing fee of \$300, and a cover letter to the IIMC Director of Education for review and approval. The Director of Education will forward the proposal with his/her comments to the members of the Education and Professional Development Committee for their review and comments. The Education and Professional Development Committee will forward their comments and recommendation to the Director of Education who will notify the State/Provincial/National Education Committee Chair of the results. If there are deficiencies or more information is needed, the Director of Education will work with the State/Provincial/National Institute Director to address them.

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