Minutes
2012 Board of Directors Meeting
CCIM Institute
Paris Hotel, Las Vegas, NV
Tuesday, October 16, 2012

Board of Directors Present:
Leil Koch, CCIM, 2012
President
Wayne D’Amico, CCIM, 2012 President-Elect
Karl Landreneau, CCIM, 2012 First Vice President
Craig Blorstad, CCIM, 2012 Treasurer
Charles C. “Chuck” Connelly, CCIM, 2012 Treasurer-Elect
Frank Simpson, Immediate Past President
BK Allen, CCIM
Adrian Arriaga, CCIM
Donald Arsenault, CCIM
Jim Baker, CCIM, Region 7 RVP
John Beard, CCIM
Eddie Blanton, CCIM
Anthony Bolling, CCIM
Connie Boyle, CCIM
Roger Broderick, CCIM
Ernest Brown, CCIM
Barbara Bushnell, CCIM
Andrew Chan, CCIM, Region 12 RVP
Kevin Chin, CCIM
Todd Clarke, CCIM
Walt Clements, CCIM
Phil Crane, CCIM
Daryl Crotts, CCIM
Jeremy Cyrier, CCIM

Nance Donaldson, CCIM, Region 9 RVP
Phil Early, CCIM, Region 10 RVP
Allen Feltman, CCIM
Joe Fisher, CCIM
N. Ross Fisher, CCIM
Silvia Gangel, CCIM
Charlotte Goldblatt, CCIM
Jerry Hall, CCIM
Ryan Harrison, CCIM, Region 4 First VP
Don Huddleston, CCIM
Soozi Jones-Walker, CCIM
Richard Juge, CCIM
Joel Kahn, CCIM
John Khami, CCIM
Todd Kuhlmann, CCIM
Joe Larkin, CCIM
John Lopez, CCIM
Paul Lynn, CCIM
Lew Manglos, CCIM, Region 1 RVP
Jeffery Mau, CCIM, Region 2 RVP
Charles “Mac” McClure CCIM
Susan McClure, CCIM
Bill Milliken, CCIM
Nick Miner, CCIM
Barbara Monahan, CCIM
Steve Moreira, CCIM

Kane Morris-Webster, CCIM, Region 8 RVP
Cindy Morse, CCIM, Region 6 RVP
Molly Mosher-Cates, CCIM
Ron Myles, CCIM
Katya Naman, CCIM
David Noon, CCIM, Region 5 RVP
Dan Page, CCIM
Steve Price, CCIM
Gary Ralston, CCIM
Bob Rosenberg, CCIM
Jeff Ryer, CCIM, Region 11 RVP
Don Sebastian, CCIM
Cynthia Shelton, CCIM
Sandy Shindleman, CCIM
Darbin Skeans, CCIM
Barry Spizer, CCIM
John Stone, CCIM
Dewey Struble, CCIM
Mark Van Ark, CCIM, Region 3 RVP
Ralph Varnum, CCIM
Jay Verro, CCIM
Tom Wallin, CCIM
Gerrie Watson, CCIM
Butch West, CCIM
Rhonda West, CCIM
David Wilson, CCIM
Chuck Wise, CCIM

Directors Absent:
CALL TO ORDER
Leil Koch, CCIM, 2012 Institute President, called the meeting to order.

ANTITRUST/CONFLICT OF INTEREST COMPLIANCE STATEMENT
Mr. Koch read the CCIM Antitrust –Conflict of Interest statement.

MEETING AGENDA
Mr. Koch presented the meeting agenda. The agenda was amended to move item 16 New Business before item 15 Executive Session.

PAST PRESIDENT RECOGNITION
Mr. Koch acknowledged the following Institute Past Presidents in attendance:

1985 – Ralph Varnum, CCIM
1986 – Ron Myles, CCIM
1991 – John Stone, CCIM
1996 – B.K. Allen, CCIM
1997 – Dan Page, CCIM
1998 – Dewey Struble, CCIM

1999 – Allen Feltman, CCIM
2001 – Darbin Skeans, CCIM
2002 – Cynthia Shelton, CCIM
2003 – Barry Spizer, CCIM
2006 – Steve Price, CCIM
2007 – Joe Fisher, CCIM
ROLL CALL
Mr. Koch asked for the official roll call of the CCIM Board of Directors in attendance.

INTERNATIONAL GUESTS
Mr. Koch recognized the following international guests:
Taiwan
Michael Tseng, CCIM – President
Tommy Chih-Yen Lin, CCIM – President Elect
Michelle Ching-Hen Liu, CCIM – Chair of PR Committee

Japan
Yasunori Yamamoto, CCIM - President
Teruo Suenaga, CCIM - Vice President
Kentaro Yajima, CCIM - Seminar Committee Chairman
Morikuni “Mike” Kono, CCIM – Past President

Korea
Joongmin Ah, CCIM – President
Jae Yong Kim, CCIM - Senior Vice President

MOMENT OF SILENCE
Mr. Koch asked for a moment of silence to acknowledge and remember those families and friends who are ill and also those who are no longer with us including:
- Harry Feltman - Allen Feltman’s father
- Michael Farrell, CCIM
- Albert M. Donato, JR. CCIM
- Larry Rothacher, CCIM

APPROVAL OF MINUTES
A motion was duly made, seconded and approved to approve the minutes of the CCIM Institute Board of Directors meeting April 26, 2012 in Kansas City, MO.

SUMMARY OF ACTIONS
Wayne D’Amico, CCIM, 2012 President-Elect, presented the Executive Committee Summary of Actions.

June 19, 2012
A motion was duly made, seconded and approved to accept the minutes of the April 25, 2012 Executive Committee meeting as presented.
A motion was duly made, seconded and approved to approve Bernstein as the Institute’s investment adviser.
A motion was duly made, seconded and approved for the management team to be involved in the negotiations with the proposal and for the proposal to be vetted through the Executive Committee prior to being reviewed by the CCIM Institute Board of Directors.

**July 24, 2012**

Upon motion duly made, seconded and unanimously approved, it was resolved that a negotiating team composed of Leil Koch, CCIM, Wayne D’Amico, CCIM, Karl Landreneau, CCIM, Craig Blorstad, CCIM, Robin Webb, CCIM and Henry F. White, Jr., would negotiate with the vendor and agree on a detailed Letter of Intent and report back to the Executive Committee for approval.

**July 26, 2012**

A motion was duly made, seconded and approved to accept the minutes of the June 19, 2012 Executive Committee meeting as presented.

A motion was duly made, seconded and approved to accept the minutes of the July 26, 2012 Executive Committee meeting as presented.

**August 30, 2012**

A motion was duly made, seconded and approved to accept the minutes of the July 26, 2012 Executive Committee meeting as presented.

**September 20, 2012**

A motion was made, duly seconded and unanimously approved to accept the minutes of the August 30, 2012 Executive Committee meeting as presented.

**CONSENT AGENDA**

Mr. Koch presented the consent agenda.

A motion was duly made and seconded to approve the consent agenda including the following items:

Designation Committee:

1. To approve awarding the CCIM designation to the:
   a. 216 exam candidates on Monday, October 15, 2012 and the retake on Tuesday, October 16, 2012, in Las Vegas, NV contingent on the candidates passing the comprehensive examination.
   b. 44 exam candidates on November 10, 2012 and the retake on November 11, 2012, in Seoul, Korea contingent on the candidates passing the comprehensive examination.
   c. 19 exam candidates on December 16, 2012 and the retake on December 17, 2012, in Shanghai, China contingent on the candidates passing the comprehensive examination.

2. To approve the following individuals for life member status:

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>CCIM #</th>
<th>City, State</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. Patrick</td>
<td>Acuff</td>
<td>506</td>
<td>Coeur D Alene, ID</td>
</tr>
<tr>
<td>Ben E.</td>
<td>Lilly</td>
<td>460</td>
<td>Hiawassee, GA</td>
</tr>
</tbody>
</table>
3. To approve adding Board of Directors/Governing Council as a qualifying service on the Life Membership applications and granting two points per year of service.

4. To approve adding Instructors as a qualifying service on the Life Membership application, granting one point per year of service.

The following recommendations are from Chapter Activities Subcommittee and Regional Activities Subcommittee:

1. To recommend approval of the South Carolina CCIM Chapter amended bylaws as submitted.

2. To recommend approval of the Georgia CCIM Chapter amended bylaws as submitted.

3. To recommend approval of the Upstate New York CCIM Chapter amended bylaws as submitted.

4. To recommend approval of the Connecticut CCIM Chapter amended bylaws as submitted.

The following recommendations are from Legislative Affairs Subcommittee:

1. Approve new Statement of Policy: SBA’s 504 Refinancing Loan Program (Addendum A)

2. Approve policy change for Legislative Affairs Subcommittee members to serve two year terms instead of one (changes indicated in bold).

Governing Policies

5.13.2.1.1 The Legislative Affairs Subcommittee shall be comprised of a Chair (appointed by the President), Vice Chair (appointed by the President-Elect), Immediate Past Chair and twelve (12) members, at-large, serving staggered two (2) one (1) year terms. Every attempt shall be made to appoint CCIM Designees that ensure geographic representation.

The following recommendations are from Member Services Committee:

1. To accept the recommendation from the Networking Advisory Board to become the Networking Subcommittee under the Member Services Committee.

The following recommendations are from Networking Advisory Board:

1. To recommend that Networking Advisory Board become the Networking Subcommittee under the Member Services Committee.
The following recommendations are from the Course Chairs Subcommittee:

1. To accept recommended changes to its name (to Curriculum Subcommittee), description and responsibilities to better reflect its scope of work. The subcommittee also requests the addition of three new members tasked with oversight of CCIM’s international curriculum issues; education and communication technologies; and Ward Center programs.

Red-Lined Governing Policy

5.5. **Course Chair Curriculum Subcommittee**

5.5. 1. **Description**

5.5. 1.1. The Curriculum Subcommittee oversees the development and maintenance of the domestic and international designation curriculum materials, and technology tools for financial and market analysis. The Course Chair Subcommittee reports to the Education Committee.

5.5. 1.2. The Curriculum Subcommittee ensures CCIM Institute courses are current and accurate. The course chairs work with staff, faculty and the Education Committee to ensure CCIM Institute courses are current. Responsibilities include monitoring and analyzing course exam results, evaluate changes to course material, provide course status reports to the Body of Knowledge Committee during annual meetings, assist staff with student questions regarding course content and provide staff with input and guidance on specific student complaints and/or requests.

5.5. 2. **Composition**

5.5. 2.1. The Course Chair Curriculum Subcommittee shall be comprised of a Course Chair (appointed by the President) and Course Vice-Chair (appointed by the President-Elect) to oversee the subcommittee group and report on subcommittee activities to the Education Committee.

5.5. 2.2. The subcommittee shall include the Immediate Past Chair.

5.5. 2.3. The Curriculum Subcommittee shall be comprised of a course chair for each of the four core courses, the negotiations training requirement, CI-Intro course, and CCR course. The term of each course chair member of the Curriculum Subcommittee will be two years, with one year being served as course vice chair and the second year serving as course chair.

5.5. 2.4. Additional three members shall serve a two-year term on the Curriculum Subcommittee with a focus on international, technology, and Ward Center.

5.5. 2.4.1. It is recommended for the members of the Curriculum Subcommittee to have a broad experience in real estate education, curriculum development, and delivery format.

5.5. 2.4.1.1. It is recommended for the international focus member to have a strong interest in real estate education, curriculum development, and delivery format internationally.

5.5. 2.4.1.2. It is recommended for the technology focus member to have a high level of knowledge and practical experience with technologies related to education and communication.
5.5.3. Responsibilities

5.5.3.1. The Curriculum Subcommittee reports to the Education Committee.

5.5.3.2. The Chair of the Curriculum Subcommittee is a member of the Education Committee.

5.5.3.3. Course Chair responsibilities include monitoring and analyzing course exam results, evaluate changes to course material, provide course status reports to the Education Committee during annual meetings, assist staff with student questions regarding course content and provide staff with input and guidance on specific student complaints and/or requests.

5.5.3.4. International member shall focus on international education materials, their delivery, and provide a direct communication link with the International Activities Committee.

5.5.3.5. Technology member shall focus on the maintenance, development, and consistent use of financial and market analysis tools used throughout the curriculum.

The following recommendations are from the University Outreach Subcommittee:

1. To approve the following revisions to the University Outreach’s Subcommittee Governing Policies and Rules and Procedures documents. The first recertification process for the original fourteen (14) University Alliance Partners, cited in section 7.2, will be completed on or before the CCIM Spring Business Meetings – April 2013.

Redlined Governing Policies – University Alliance Program

7.1. The CCIM University Alliance Partners must have the following qualifications:

- Are Accredited by the Association to Advance Collegiate Schools of Business (AACSB)*
- Have a graduate real estate degree: MS Master’s degree in Real Estate or MBA with a focus minimum of 4 courses in real estate studies.
- That the program is a full-time/full year program (longer than a 3-6 month certification program).
- At least 25 percent of the program curriculum must be dedicated to credit hours in are real estate courses
- That the program has been established for a minimum of five years

*Accreditations of non-US universities will be reviewed on a case by case basis.

7.2. For The original fourteen (14) universities, those that do not meet the qualifications will be
grandfathered into the program will be subject to the UA Partner Recertification process. to be completed on or before the CCIM Spring Business Meetings - April 2013.

1. University of Southern California
2. University of Wisconsin
3. Massachusetts Institute of Tech (MIT)
4. Texas A&M University
5. Konkuk University (Seoul, Korea)
6. New York University
7. University of Georgia
8. Johns Hopkins University
9. University of Denver
10. University of Cincinnati
11. University of Florida
12. Georgia State University
13. University of North Carolina
14. St. Thomas University (Minneapolis)

7.3. The University Alliance Partner agreement will be reviewed every two years by the University Outreach Subcommittee every five years. In a given year, Following the program’s original recertification in 2013, twenty percent (20%) of all university partners would be recertified will be reviewed on an annual basis.

7.3.1. Each University Alliance Partner will be requested to complete recertification within five (5) years of their anniversary date.

7.4 The University Alliance partner agreement will may include a reciprocal agreement. Under this agreement, each University Alliance partner will be required to provide educational resources (i.e., speakers and program content) for CCIM Institute national conferences and/or local chapter programs.

7.5 A University Alliance Partner may receive benefits from the Institute as described in the Rules and Procedures.

Redlines to Rules and Procedures – University Alliance Program
10. University Alliance Program
10.1. A University Alliance Partner may receive the following benefits from the Institute

- Access to STDB Lite in the classroom
  1. Access to CCIM tools, such as spreadsheets and other financial calculation forms
  2. Access to CCIM course materials for the price offered to graduate students at the designee rate (Exception: CI 103, since it is required to complete the Designation Program).
  3. Access to CCIM Case Studies to be used as supplemental materials in the classroom (for a fee)
  4. CCIM Award Program – Case Competencies
5. Local University Liaison available through the Local CCIM Chapter

10.2. University students (both graduate and undergraduate) are able to join CCIM at a student membership rate

6. Students receive the CCIM magazine subscription

7. Will be non-voting members; cannot hold office; or the designation

8. Have discounts on courses (at the candidate rate)

9. Communications/Opportunities at local chapter

10.3. University Alliance Professors are allowed the following benefits:

10. University professors can join CCIM as an academic faculty member

11. Same individuals are encouraged to become a CCIM and in turn, consider application for the full CCIM Instructor Process

12. Same individuals are invited to attend the annual CCIM Instructor Training Seminar and at their own travel expense with onsite cots on a complimentary basis (covered within University Alliance budget).

13. The Instructor Seminar will include and Education Symposium for Instructors and Professors.

14. Explore opportunities for professors to publish information with CIRE Magazine, integrating CCIM in the classroom/curriculum (extra credit for students who attend local CCIM events or conferences; presenting at local events; establishing relationships with local CCIMs or with chapter.)

The following recommendations are from the Ward Center or Real Estate Studies Subcommittee:

1. To approve the Ward Center for Real Estate Studies new staff position Special Programs Coordinator business plan. (Addendum B)

The following recommendations are from the Subcommittee on Instructor Policies and Procedures:

1. To approve the following changes to the CCIM Governing Policies and to populate the subcommittee membership for 2013 as follows:

   a) To initiate the staggered terms the Vice chair and two at large members who were appointed by the President Elect to serve in 2012 shall serve the second year of a two year term as the Chair and the two at large positions in 2013. The President Elect for 2013 shall appoint a Vice Chair and two at large members to serve two year terms.

   b) Subcommittee members who have completed their terms may be re-appointed to the Instructor Evaluation Subcommittee.

5.21 Subcommittee on Instructor Policies and Procedures Instructor Evaluation Subcommittee

5.21.1. The subcommittee shall be comprised of with seven members, with broad experience in real estate education, four appointed by the Institute President, one of whom will be designated as Chairperson, and three appointed by the President Elect, one of whom will be designated as Vice Chairperson. The subcommittee will report to the Education Committee.
5.21.1.1 The Instructor Evaluation Subcommittee is responsible for setting and maintaining procedures for recruiting, screening, and evaluating prospective instructors as well as evaluating the performance of current CCIM instructors teaching designation courses. The Independent Contractor Instructor Policy Manual defines how these responsibilities are administered. The subcommittee reports to the Education Committee.

5.21.1.2 The Instructor Evaluation Subcommittee may select a group of certified CCIM instructors to act as a resource for the subcommittee in performing its duties on an as-needed basis.

5.21.2 Composition

5.21.2.1 The Instructor Evaluation Subcommittee shall be comprised of a Chair (appointed by the President), Vice Chair (appointed by President-Elect), immediate past-chair and four (4) members at-large serving staggered two (2) year terms: (two (2) members, appointed by the President and two (2) members appointed by the President-Elect).

5.21.2.2 Criteria for Subcommittee members shall be:

- A general business management background with experience with hiring, interviewing and evaluation techniques; goal setting and attainment strategies; performance evaluation methodology, and interpersonal skills.
- A thorough knowledge of the Governance and Committee Structure of the CCIM Institute and its Policies and Procedures.
- A strong familiarity with, and interest in, the Institute’s education process.
- Some experience in evaluating education skill sets and methodologies.
- A working knowledge of regulations applicable to Independent Contractors.

5.21.3 Duties

5.21.3.1 At the CCIM Institute Mid Year and Annual Meeting, one fourth of all instructors on the Approved Contractor list will be reviewed. Individual instructor performance is reviewed at least once every two years. Review instructor requests for status changes at national business meetings. Approve non-Senior Instructors to teach CI courses held outside the U.S. and Canada where appropriate. Each October, the Subcommittee will review and update a three-year Manpower Plan, which delineates the number of instructors needed to teach the number of courses anticipated to be held over the succeeding three-year period. As part of this review, the Subcommittee will also determine the instructor skill sets needed to appropriately resource the Approved Contractor List.

Based on the skill set review, the Subcommittee will make recommendations
to the Education Committee as to whether to conduct recruitment drives for needed instructors or to analyze whether to downsize the Approved Contractor List.

2. To approve the following status changes
   a) Baron McMillen, CCIM (from JR to SR in CI 102)
   b) Katya Naman, CCIM (from JR to SR in CI 104)
   c) Mark Polon, CCIM (from JR to SR in CI 104)
   d) George Wilson, CCIM (from JR to SR in CI 101)
   e) Ralph Spencer, CCIM (from IIT to LOI in online delivery)
   f) Eric Hillenbrand, CCIM (from IIT to LOI in online delivery)

3. To approve the revised Independent Instructor Contractor policy and procedure document as presented with Section 19.1.3 partitioned out.(Addendum C)

4. To approve the revised Independent Instructor Contractor policy and procedure Section 19.1.3 as amended:

   Current policy 19.1.3: Must audit CCR before teaching it.

   Amended policy 19.1.3: Must audit CCR if the instructor has not taught the course since it was last updated.

The following recommendations are from the Education Committee:

1. The Education Committee Requests the following changes to governing policy (indicated in bold):

   5.7.1 The Education Committee shall provide the long range planning for the CCIM Institute Education to ensure that the CCIM Institute meets its education goals. Further, the committee shall provide oversight of the CCIM Institute Education to insure the quality, consistency and continuity of CCIM Institute Education in the U.S. and abroad. This oversight shall include the process, policies and procedures for the creation and maintenance of all CCIM Institute Education content, material and delivery.

   5.7.2. Composition

   5.7.2.1 The Education Committee shall be comprised of a Chair (appointed by the President), Vice Chair (appointed by the President-Elect), immediate past chair, Chair of the Curriculum Subcommittee, Chair of the Instructor Evaluation Subcommittee, Chair of the University Outreach Subcommittee, Chair of the Ward Center for Real Estate Studies Subcommittee and eight (8) four (4) members-at-large serving staggered two (2) year terms: (Four (4) Two (2) members, appointed by the President and four (4) two (2) members appointed by the President Elect). It is recommended for the members of the committee to have broad experience in real estate education, curriculum development and delivery format.

   5.7.3 Duties:
5.7.3.1 The Education Committee shall incorporate accelerated learning principles into course delivery.
5.7.3.2. The Education Committee oversees the Course Chairs Curriculum Subcommittee, the University Outreach Subcommittee, the Ward Center for Real Estate Studies Subcommittee, and the Subcommittee on Instructor Policies and Procedures Instructor Evaluation Subcommittee.

2. To approve the business plan for ongoing course maintenance (Addendum D).

The following recommendation is from the Education Marketing Committee:

1. To change the Education Marketing Committee’s Governing Policy as follows:

5.8 Education Marketing Committee
5.8.1. Description
5.8.1.1. Education Marketing Committee responsibilities include recommending and advising on Institute marketing initiatives that promote CCIM education, products, and programs. The committee provides feedback and seeks to leverage the professional backgrounds of its members to identify and reach new target markets, and better serve existing markets.

5.8.2 Composition
5.8.2.1. The Education Marketing Committee shall be comprised of a Chair (appointed by the President), Vice Chair (appointed by the President-Elect), Immediate Past Chair, twelve (12) members-at-large serving staggered two (2) year terms, six (6) appointed by the President and six (6) appointed by the President-Elect.

5.8.2.2 The Education Marketing Committee will also include the vice-chair, or designated member of the committee, for a one-year term from the following governing bodies:

- Designation Committee
- Education Committee
- Chapter Activities Subcommittee
- Subcommittee on Instructor Policies and Procedures
- International Activities Committee
- Member Services Committee
- Networking Advisory Board
- Regional Activities Subcommittee
- University Outreach Subcommittee
- Ward Center for Real Estate Studies Subcommittee
- Finance Committee

An amendment was duly made, seconded and approved to petition out the following section from the consent agenda:

1. To approve the revised Independent Instructor Contractor policy and procedure document as presented with Section 19.1.3 partitioned out. (Addendum C)
2. To approve the revised Independent Instructor Contractor policy and procedure Section 19.1.3 as amended:

Current policy 19.1.3: Must audit CCR before teaching it.

Amended policy 19.1.3: Must audit CCR if the instructor has not taught the course since it was last updated.

A motion was duly made, seconded and approved to refer the revised Independent Instructor Contractor policy and procedure document back to the committee for further study.

GOVERNANCE COMMITTEE
Charlie Mack, CCIM, Governance Committee Chair gave the report including Bylaw revisions which had been noticed to the Board of Directors over thirty days prior as required.

The Governance Committee had the following informational items:

1. The committee approved the election ballots and the election process for the 2013 First Vice President and 2013 CCIM Technologies, Inc. Board of Directors elections and, if necessary, the elections of vacant positions of the 2013 CCIM Institute Board of Directors and Executive Committee elections.

2. The committee convened the Teller’s Committee comprised of the following members and staff:
   - Bob Holland, CCIM, Chair of Teller’s Committee
   - Eavan Travers, CCIM
   - Eric Layne, CCIM
   - Kim Baker, CCIM

3. The committee approved the education committees’ Governing Policies proposed recommendations as presented.

Recommendations:
Rhonda West, CCIM, Conflict of Interest Task Force Chair, gave the report and answered questions.

A motion was duly made and seconded to approve the revisions to the Conflict of Interest as presented by the Conflict of Interest Task Force report. (Addendum E)

The motion was referred back to the Governance Committee for further study.

Daryl Crotts, CCIM, Election Criteria Task Force Chair, gave the report and answered questions.

A motion was duly made, seconded and approved the following revisions as recommended by the Election Criteria Task Force Report:

**Board of Directors**

5.2. **Board of Directors**
5.2.1. Composition
5.2.1.1. Board of Director Positions are open to all CCIMs who meet the following qualifications and are voting members in good standing:

- Voting Member in good standing
- Have been at least one (1) of the following:
  - current or past Chapter President and/or graduate of the JWL Leadership Development Academy
  - current or past member of the CCIM Institute Board of Directors

  Requirement can be waived by the governance committee depending on the amount of service to the Institute.

- Have served on two (2) or more CCIM Institute Committees/task forces/forums/subcommittees
- Have attended at least two (2) of the last four (4) CCIM Institute business meetings

5.2.1.2. The qualification of “business meetings” be defined as:

- Attendance to any Board of Directors Meeting; AND/OR
- Attendance to any CCIM Institute Committee Meeting.

5.2.1.3. Meetings or Events that do NOT qualify:

- Networking Events
- Other Institute Networking Events, such as Regional Events, Trade Shows, Speaker Conferences;
- Education Seminars or Courses

5.2.1.4. No nomination by petition may be submitted unless two (2) of the three (3) criteria are met.

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**Executive Committee**

5.9. Executive Committee

5.9.1. Composition

5.9.1.1. Qualifications for Candidates for the member-at-large positions must be voting members in good standing and meet the following qualifications:

- Voting Member in good standing
- Have been either a at least one (1) of the following: Chapter President and/or a graduate of the JWL Leadership Development Academy
- Have served on four (4) or more CCIM Institute committees, subcommittees and advisory boards
- Have attended at least four (4) of the last six (6) CCIM Institute business meetings
- Served at least four (4) years as an elected member of the Board of Directors
- Chaired a Institute committee, subcommittee or advisory board and served on one (1) of the following key committees: Finance; Education; Member Services; Governance or Strategic Planning (or
their predecessors); (Chair requirement can be waived depending on the amount of service on key committees)

- Past Presidents qualify to serve on the Executive Committee as a result of previous election.
- All of the above qualifications must be met at the time of application submission deadline.
- After two consecutive two (2) year terms as a member-at-large on the Executive Committee, no person may be a candidate to the Executive Committee member at large position until two (2) years have passed from his or her second term.

*Chapter President requirement can be waived depending on the amount of service for the Institute.

**Service as the Regional Vice President and/or Presidential Liaison does qualify as part of the four (4) year service on the Board of Directors requirement.

5.9.1.2 All of the above qualifications must be met at the time of application submission deadline.

5.9.1.3 Past Presidents qualify to serve on the Executive Committee as a result of previous election.

5.9.1.4 After two consecutive two (2) year terms as a member-at-large on the Executive Committee, no person may be a candidate to the Executive Committee member at large position until two (2) years have passed from his or her second term.

5.9.1.5. **No nomination by petition may be submitted unless four (4) of the five (5) criteria are met.**

### Finance Committee/Treasurer-Elect

#### 5.10. Finance Committee

5.10.1. Description

5.10.1.1. The Finance Committee reviews and approves the Institute’s annual operating plans developed by various other committees in accordance with the Institute’s strategic plan and reserve policy. The committee reviews the actual financial performance of the Institute in comparison to the annual budget. The committee reviews the Institute’s Reserve Policy and recommends any necessary changes. The committee reviews the Institute’s risk insurance coverage and recommends any needed changes. The committee is also responsible for maintaining appropriate investments of Institute funds in accordance with established policies.

5.10.2. Composition

5.10.2.1. The Finance Committee shall consist of a Treasurer/Chairman, Treasurer-Elect/Vice Chairman and Immediate Past Treasurer; President, President-Elect, First Vice President as ex-officio voting members; Presidential Liaisons and President-Elect Liaisons as ex-officio non-voting members; the Chief Executive Officer and Chief Financial Officer of the Institute as ex-officio non-voting members; a representative from the Society of Fellows (optional) as an ex-officio non-voting member; and four at-large members serving staggered two-year terms, two (2) appointed by the
President and two (2) appointed by the President-Elect (as defined in the Bylaws Article VII Section 4).

5.10.2.2. The CCIM Institute President and President-Elect appointed presidential liaisons shall serve as ex-officio, non-voting members of the Finance Committee.

### 5.4.2.3 8.5 Treasurer-Elect

8.5.1 The Treasurer-Elect must be a voting member in good standing and meet the following criteria*

- CCIM/Member in Good Standing
- Demonstration of operational experience of multi-million dollar budget demonstrating appropriate skills, responsibilities, capabilities and outcomes.
- Interview with the Governance Committee
- A background check with full access to national databases including but not limited to a financial credit check, etc (Department of Homeland Security)
- Familiarity with Generally Accepted Accounting Principles for accounting
- Member or past member of Finance Committee
- Knowledge of structure and staff of CCIM Institute

* The Governance Committee may ask for clarification on any and all information.

### Elections

8.2. Elections

8.2.1. All elections will be time certain on the Board of Director’s agenda and all other Board business will be suspended at that time. The preliminary Board of Directors agenda will be made available to members thirty (30) days in advance of the meeting by posting on the CCIM Institute website or by request to staff.

8.2.2. The presiding officer will announce the opening and closing of the election polls.

8.2.3. The presiding officer may vote at the time of the election and that vote will be given to the Governance Committee Chair. This vote will be held and only counted in the event of a tie.

8.2.4. Those candidates who have met all the criteria will be noted in bold type on all election ballots.

8.2.5. Once the elected member(s) has taken office, the corresponding election ballots shall be destroyed by staff.

8.2.6. Vacancies shall be filled in accordance with the Bylaws:

- Board of Directors Article V Section 13
- Officers Article VI Section 14
- Executive Committee Article VII Section 1.5

8.2.7. Applications

8.2.7.1. Executive Committee Application – Past Presidents qualify to serve on the Executive Committee.

8.2.7.2. Individuals considering running for the position of First Vice President, Treasurer Elect or Executive Committee must complete an application and
then interview with the Governance Committee prior to formally confirming their candidacy for the position. The Governance Committee may ask for clarification on any and all information.

8.2.7.3. A background check with full access to national databases (such as Department of Homeland Security) on Treasurer-Elect and First Vice President will be required in the application to the Governance Committee.

8.2.7.4. All applications may be accepted electronically.

First Vice Presidents

8.4. First Vice President Candidates

8.4.1. All First Vice President candidates shall be given time prior to the election in order to answer questions which have been prepared by the Governance Committee and provided to them at least two (2) weeks prior to the Board of Directors meeting in a public forum in which additional questions shall be taken from the floor.

8.4.2. Required to be a voting member in good standing and meet the following qualifications:

- **Voting Member in good standing**
  - Have been at least one (1) of the following: Chapter President and/or a graduate of the JWL Leadership Development Academy
  - Have attended at least six (6) of the last eight (8) CCIM Institute business meetings
  - Current member of the Board of Directors or no longer than two (2) years removed (at time of application) and having served at least four (4) years as an elected member of the Board of Directors in the member-at-large position within the past eight (8) years.
  - Chaired a national committee and served on one (1) of the following key committees: Finance; Education, Member Services; Governance and Strategic Planning (or their predecessors).

8.4.3. Highly Recommended Qualifications:

- Served as Finance Committee Chair
- Served as a Presidential Liaison
- Served on other professional REALTOR® organizations, local and national
- Other information such as, additional professional organizations and commercial real estate business activities
- Served as Regional Vice President and/or Regional First Vice President

An amendment was duly made, seconded, and approved to remove section 8.2.4 from the Elections section:

8.2.4. Those candidates who have met all the criteria will be noted in bold type on all election ballots.
A motion was duly made, seconded, and approved to revise section 8.4.2 from the First Vice President section (changed indicated in bold):

- Current member of the Board of Directors or no longer than two (2) years removed (at time of application) and having served at least four (4) years as an elected member of the Board of Directors in the member-at-large position within the past eight (8) years.

A motion was duly made, seconded, and approved the following revisions as recommended by the Election Criteria Task Force Report:

**ARTICLE VII COMMITTEES**

**First Vice President**

**NOMINATIONS FOR FIRST VICE PRESIDENT:** The Governance Committee shall post the name of at least one nominee for the office of First Vice President for the coming year at least one week prior to ballots being sent to Directors. Each nominee for First Vice President must be a voting member in good standing. Names in addition to those nominated by the Governance Committee may be placed in nomination by petition for the First Vice President at such meeting, provided, however, that no nomination will be accepted by petition unless that person has previously been submitted by a voting member to the Governance Committee for consideration. Applications for the office of First Vice President must be received in the Chicago Headquarters Office on or before March 31 of the year in which the election is to occur, unless this provision is temporarily suspended by the Supermajority Vote of the Board of Directors. Consistent with the procedures above, any nomination by petition for the office of First Vice President must be endorsed by at least ten (10) members of the Board of Directors; no Director shall endorse more than one nominee's written candidacy for any office. Nominations by petition must be submitted to the Chicago Headquarters office at least two weeks prior to ballots being sent to the voting members.

**Treasurer-Elect**

**NOMINATIONS FOR TREASURER-ELECT:** The Governance Committee shall post the name of at least one nominee for the office of Treasurer-Elect for the coming year at least one week prior to ballots being sent to Directors. Each nominee for Treasurer-Elect must be a voting member in good standing. Names in addition to those nominated by the Governance Committee may be placed in nomination by petition for the Treasurer-Elect, provided, however, that no nomination will be accepted by petition unless that person has previously been submitted by a voting member to the Governance Committee for consideration. Applications for the office of Treasurer-Elect must be received in the Chicago Headquarters Office on or before February 4 of the year in which the election is to occur, unless this provision is temporarily suspended by the Supermajority Vote of the Board of Directors. Consistent with the procedures above, any nomination by petition for the office of Treasurer-Elect must be endorsed by at least ten (10) members of the Board of Directors; no Director shall endorse more than one nominee's written candidacy for any office.

**Executive Committee**

**NOMINATIONS FOR EXECUTIVE COMMITTEE:** The Governance Committee shall post
the names of at least four nominees from among the Board of Directors for two (2) year terms to
the Executive Committee and such others as may be necessary to fill any vacancies, at least one
week prior to ballots being sent to Directors. Each nominee must be a voting member in good
standing. Names in addition to those nominated by the Governance Committee may be placed in
nomination by petition, provided, however, that no nomination may be made by the Governance
Committee nor will be accepted by petition unless that person has previously submitted to the
Governance Committee for consideration a completed application due on or before March 31 of
the year in which the election is to occur, unless this provision is temporarily suspended by a
Supermajority Vote of the Board of Directors. Any nomination by petition for the office of
Executive Committee member must be accompanied by a written endorsement signed by at least
three-(3) ten (10) members of the Board of Directors; no Director shall endorse more than one
nominee's written candidacy for any office. Nominations by petition must be submitted to the
Chicago Headquarters office at least two weeks prior to ballots being sent to the voting members.

Board of Directors

NOMINATIONS FOR BOARD OF DIRECTORS: The Governance Committee shall post the
names of at least sixteen (16) nominees for three (3) year terms to the Board of Directors and
such others necessary to fill any vacancies at least one week prior to ballots being sent to the
voting members. Each nominee for Director must be a voting member in good standing. Names
in addition to those nominated by the Governance Committee may be placed in nomination by
petition for the office of Director at such meeting, provided, however, that no nomination may be
made by the Governance Committee nor will be accepted by petition unless that person has
previously submitted to the Governance Committee for consideration a completed application
due on or before March 31 of the year in which the election is to occur. Any nomination by
petition for the office of Director must be accompanied by a written endorsement signed by at
least ten (10) voting members; no voting member shall endorse more than one nominee's written
candidacy for any office. Nominations by petition must be submitted to the Chicago
Headquarters office at least two weeks prior to ballots being sent to the voting members.

A motion was duly made and seconded to accept the following revisions as recommended by the
Election Criteria Task Force Report:

5.1. Audit Committee
5.1.1. Description
5.1.1.1. The Audit Committee assists the Board of Directors in reviewing financial
information; reviewing the internal control regarding finance, accounting, legal
compliance and ethical practices established by the Management (Management
refers to staff and elected leadership). The committee should evaluate the
efforts of the independent accountants and internal auditors. Responsibilities
include constructing an open communicative channel between the committee,
external and internal audit, as well as, the Board of Directors and Management.
5.1.1.2. The Audit Committee shall serve as an independent and objective party.
5.1.2. Composition
5.1.2.1. The Audit Committee will be composed of five six (6) members. The Audit Committee shall be comprised of a chair (selected by the committee),
vice chair (selected by the committee), and four (4) members at-large. All
members will serve staggered three (3) year terms. The vice chair shall have served on the Audit Committee for one year prior to service as the vice chair.

5.1.2.2. All members of the Audit Committee should be experienced in financial and accounting practices, and at least one member should possess finance and accounting expertise.

5.1.2.3. Highly recommended for committee members, but not required:
- strong financial background, such as, CPA or has held a CPA
  OR
- served on an audit committee for a financial institution or for a major company
  OR
- served as the CEO, COO or CFO of a major company.
  OR
- strong legal background.
- At least one member shall have previous knowledge of the Institute’s financials, such as a past treasurer or a past president.

5.1.2.4. A maximum of one committee member can come from outside the CCIM Institute, if desired. (Recommended that most members are outside the Board of Directors or the committee structure.)

5.1.2.5. Candidates for Audit Committee are to be recommended to the CCIM President for appointment as identified by the Governance Committee. These candidates would best meet the qualifications as set by the Governance Committee.

5.1.2.6. Members of the audit committee shall not be excluded from participation on other committees, boards or task forces. They shall, however, abstain from participating in discussions or votes on any matter that may be or has been discussed by the audit committee.

5.1.3. Review Period
5.1.3.1. The structure of the Audit Committee and its responsibilities to be reviewed every five years by the Governance Committee.

The motion was referred to the Audit Committee for changes which will be referred to the Governance Committee and then the Board of Directors.

ELECTIONS

The meeting was suspended in order to hold the CCIM Board of Directors elections. Mr. Mack explained the election process. Bob Holland, CCIM, Chair of the Teller’s Committee, read the candidates’ names for the 2013 First Vice President and 2013 CCIM Technologies, Inc. Board of Directors elections and, if necessary, the elections of vacant positions of the 2013 CCIM Institute Board of Directors and Executive Committee elections.

The following individuals performed the duties of the Teller’s Committee. The committee includes representatives of Jay W. Levine Leadership Development Academy and CCIM staff:
- Eavan Travers, CCIM
- Eric Layne, CCIM
Kim Baker, CCIM

**FIRST VICE PRESIDENT ELECTION**
For the First Vice President election, the following individuals applied and were approved as candidates:

1. Paul Lynn, CCIM
2. Mark Macek, CCIM
3. Douglas A Sawyer, CCIM

At this time all Board of Directors members were instructed to open the sealed envelope they had received prior to the meeting and complete the ballot.

**CCIM TECH BOARD OF DIRECTORS ELECTION**
For the CCIM Technologies, Inc. Board of Directors election, the following individuals applied and were approved as candidates:

1. Miriam Campos-Root, CCIM
2. Nick Miner, CCIM
3. Don Sebastian, CCIM
4. Mark Van Ark, CCIM
5. Robin Webb, CCIM

At this time all Board of Directors members were instructed to complete the ballot.

**CCIM EXECUTIVE COMMITTEE VACANCY ELECTION**
For the Executive Committee election, the following individuals applied and were approved as candidates:

1. Barbara Ann Monahan, CCIM
2. James D. Verro, CCIM

At this time all Board of Directors members were instructed to complete the ballot.

**CCIM INSTITUTE BOARD OF DIRECTORS ELECTION**
For the CCIM Board of Directors election, the following individuals applied and were approved as candidates:

1. Carmen Austin, CCIM
2. Karlos McGhee, CCIM

At this time all designee members in good standing were instructed to complete the CCIM Board of Directors ballot.

Mr. Koch reconvened the Board of Directors meeting.

**RPAC REPORT**
Cynthia Shelton, CCIM, gave an update on RPAC donations and the work done by RPAC. Mrs. Shelton recognized major RPAC donors from the CCIM Institute.
EDUCATION FOUNDATION OF THE CCIM INSTITUTE
Sandy Shindleman, CCIM, Education Foundation President, gave the report. The Foundation has had another busy year with introducing our new initiative on Real Estate Gifting. This new program identified all CCIMs as a valuable local market resource for other not-for-profits, charities and foundations in their ability to accept donations of real property. The Foundation is positioned as a “service partner for the vast world of philanthropy.

The Foundation did expand our presence and involvement with ARES (American Real Estate Society) on behalf of the Foundation and the CCIM Institute. The Foundation continues to offer scholarships not only to individuals through our chapters and named endowed scholarships, but also continue to pursue visibility with major universities with scholarships to deserving students.

The voluntary $25 dues check off, at the time of Institute member’s annual renewal, was down significantly in 2012. We cut our expenses for administration dramatically in July and revised our budget to insure a break-even for the year. We continue to rely on fundraising in order to administer the Foundation, the scholarships, relationships and new initiatives. Please remember to think of the Foundation when you are preparing your own estate planning and in your annual gifting to charities. (Full report addendum C)

Mr. Shindlemann recognized two new name endowed scholarships. One is named for Soozi Jones-Walker, CCIM and one is named for Skip Duemeland, CCIM.

AUDIT COMMITTEE REPORT
Ross Fisher, CCIM, Audit Committee Chair gave the report. The committee has held several meetings and is continuing to carry out their work. Gary Heinfeld, CCIM will be the 2014 Audit Committee Chair.

STRATEGIC PLANNING COMMITTEE
Wayne D’Amico, CCIM, Strategic Planning Committee Chair gave the report. Mr. D’Amico read the CCIM Mission Statement to the board: To ensure the CCIM designation is the Global Standard for professional achievement in the commercial real estate.

Informational items:
1. The CEO will attempt to utilize his monthly CEO report as the basis for reporting on the Institute’s Strategic Plans.
2. The CEO will collect all past efforts involving dash boards and KPI’s and propose further metrics tools for analysis of the Institute’s Strategic efforts.
3. The use of the Institute’s Mission Statement will be included on all possible Institute communications.
4. The committee suggests that at the beginning of all committee meetings the CCIM Mission Statement be read aloud immediately following the Anti-Trust Statement.

TREASURER’S REPORT/FINANCE COMMITTEE
Craig Blorstad, CCIM, 2012 Treasurer, gave the report for the Finance Committee.

Recommendations:
A motion was duly made, seconded and approved the FY 2013 Budget of revenue $10,697,232 and net income of $135,722. The FY 2013 Budget results in a Reserve Contribution of 1.3% of revenue and requires Board of Directors approval by a super majority, two-thirds vote.

EXECUTIVE COMMITTEE
Mr. D’Amico gave the report for the Executive Committee. The presidential liaisons presented the following recommendations from the line committees as approved by the Executive Committee:

COMMITTEE REPORTS – PRESIDENTIAL LIAISONS
Don Sebastian, CCIM, as presidential liaison of the Professional Standards Committee, Designation Committee and International Activities Committee reported the recommendations for each committee as approved by the Executive Committee.

a) Designation Committee
   • There were no policy recommendations. Informational Items only.

b) International Activities Committee
   • There were no policy recommendations. Informational Items only.

c) Professional Standards Committee
   A motion was duly made, seconded and approved to approve in conjunction with the Designation Committee the removal of the qualifier from CCIM apparel and allow non-CCIM’s open use of CCIM apparel. The focus will be on the CCIM Designation and the PIN with an emphasis that only CCIM’s can wear the pin.

Lou Nimkoff, CCIM, as presidential liaison of the Member Services Committee (overseeing Regional Activities Subcommittee, Chapter Activities Subcommittee, and Legislative Affairs Subcommittee) and Networking Advisory Board reported the recommendations for each committee as approved by the Executive Committee.

d) Member Services Committee (overseeing Regional Activities Subcommittee, Chapter Activities Subcommittee, and Legislative Affairs Subcommittee)
   • There were no policy recommendations. Informational Items only.

e) Networking Advisory Board
   • There were no policy recommendations. Informational Items only.

Carmela Ma, CCIM, as presidential liaison of the Education Committee (overseeing Course Chairs Subcommittee, University Outreach Subcommittee, Subcommittee on Instructor Policies and Procedures and Ward Center for Real Estate Studies Subcommittee) and Education Marketing Committee reported the recommendations for each committee as approved by the Executive Committee.
A motion was duly made, seconded and approved to approve the conferring of *specialist* to CCIM member designees who complete a custom education curriculum and demonstrate learned skills for a specific professional area. Examples include a *Development Specialist* or *Leasing Specialist*. Recognition of the specialist shall be defined and brought back to the Executive Committee for approval.

The following member abstained from voting: Karl Landreneau, CCIM

A motion was duly made, seconded and approved to approve the business plan for the Education Consultant (Addendum G).

The following member abstained from voting: Karl Landreneau, CCIM

g) Education Marketing Committee
   - There were no policy recommendations. Informational Items only.

**ELECTION RESULTS**
Mr. Holland announced the results of the First Vice President, CCIM Technologies, Inc. Board of Directors, Executive Committee Vacancy and CCIM Institute Board of Directors Vacancy elections. (Winners indicated in bold.)

First Vice President:
1. **Mark Macek, CCIM**  46
2. Doug Sawyer, CCIM  22
3. Paul Lynn, CCIM  14

Executive Committee:
1. **James D. Verro, CCIM**  38
2. Barbara Ann Monahan, CCIM  36

CCIM Technologies, Inc. Board of Directors:
1. **Nick Miner, CCIM**  60
2. **Robin Webb, CCIM**  60
3. **Don Sebastian, CCIM**  52
4. **Mark Van Ark, CCIM**  51
5. Miriam Campos-Root, CCIM  45

CCIM Board of Directors:
1. **Karlos Stephon McGhee, CCIM**  80
2. Carmen Austin, CCIM  36

**OTHER BUSINESS**
Ernest Brown, CCIM discussed the Automatic Mandatory Chapter Membership Task Force and ask for the work of the task force to be continued.

A motion was duly made, seconded and approved to recommend the Automatic Mandatory Chapter Membership issues be forwarded to the administrative level to produce a business plan that will be forwarded back to the Executive Committee and the appropriate task forces by the April 2013 mid-year meetings.

Mr. Koch gave special thanks to the Board of Directors and staff.

EXECUTIVE SESSION
The Board of Directors went into executive session and asked that only the Executive Committee and Board of Directors members who had complete the Non-disclosure Agreement remain in the room.

A motion was duly made and seconded and the Board of Directors approved the motion.

There being no further business, Mr. Koch adjourned the Board of Directors meeting without objection.

Action Items:
1. To complete the Automatic Mandatory Chapter Membership issues business plan to be forwarded back to the Executive Committee and the appropriate task forces by the April 2013 mid-year meetings.

These documents are attached in the following addendum.

Addendum A
New Statement of Policy: SBA’s 504 Refinancing Loan Program

Addendum B
2013 New Business Plan for New Ward Center Staff Position

Addendum C
Independent Instructor Contractor policy and procedure

Addendum D
2013 New Business Plan for Ongoing Maintenance of CCIM’s Designation Education Curriculum

Addendum E
Conflict of Interest Task Force Report

Addendum F
Addendum A

SBA 504 Loan Refinancing Program

Background
The Small Business Administration (SBA) offers several loan programs to qualifying small businesses. The 504 or Certified Development Company (CDC) Loan Program supports U.S. for-profit small businesses by offering financing tools to build upon successful growth and development. Loan support of small business has the option of producing higher occupancy of commercial real estate. Subsequently the community benefits by job creation and a broader tax base. The loans are long-term with fixed rates that tend to offer significant savings to the borrower. Loans require the business owner to put at least ten percent down. Typically eligible projects for the 504 Loans include land and building occupancy, machinery and/or equipment purchases.

The Small Business Jobs Act of 2010 temporarily extended the 504 Loan Program for wider refinancing options. This extension was advantageous because it offered another lending opportunity for existing commercial real estate. On September 27, 2012, refinancing opportunities enacted by the Small Business Jobs Act expired.

Summary Comparison of Jobs Act 504 Refinance Program with Permanent 504 Refinance Program

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<thead>
<tr>
<th>Under Jobs Act</th>
<th>Permanent 504 Refinance Program</th>
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<tr>
<td>Refinancing for business expenses (working capital)</td>
<td>Allowed</td>
</tr>
<tr>
<td>Percentage of 504 Loan that could include refinancing</td>
<td>All of 504 Loan=40% (typical 504 loan breakdown 40% from SBA, 50% from private lender, 10% from borrower)</td>
</tr>
<tr>
<td>Job Creation</td>
<td>Business expansion is NOT required</td>
</tr>
<tr>
<td>Start-up Business</td>
<td>Eligible</td>
</tr>
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Currently, there are two bills in Congress, S. 2364 and H.R. 2950 that would extend the SBA Loan Refinancing Program created under the Small Business Jobs Act until September 2013.

Position Statement
The CCIM Institute supports the SBA 504 Loan Refinancing Program and Congressional action to extend refinancing options through the Small Business Jobs Act. The SBA Loan Refinancing Program helps to ensure small business flourish through uncertain economic times. Extending this program will provide more time for private capital to return to the market.

(Created 10/12)
Addendum B

CCIM INSTITUTE
2013 New Business Plan for New Ward Center Staff Position

Date: July 30, 2012

Committee Chairman: Jeff Engelstad, CCIM

Presidential Liaison: Carmela Ma, CCIM

Staff Liaison: Terry Cunningham, VP Education

Project Name: Ward Center new staff position – Special Programs Coordinator

Project Type:
- [x] Cost Recovery
- [ ] Other

Source of Funds:
- [x] Operating Budget
- [ ] Development

If Development, indicate % below
- [ ] Education %
- [ ] General %

Financial Alternatives:

Detailed Description/Use of Funds:
CCIM’s Ward Center professional development education initiative has steadily grown since its formation in 2007. In 2008 the program provided 20 education offerings to 300 members and prospects. In 2012 it is scheduled to provide 50+ offerings to 1,000+ members and prospects.

Funds for additional staff were initially built into the program business plan, resulting in two additional hires in 2008; one position was repurposed and the other eliminated following Institute restructuring in 2009.

The program is currently supported by a single CCIM staff member. To continue growing CCIM’s ongoing professional education initiative, additional staff support is needed, particularly as a new Specialty Track Education program is scheduled to launch in early 2013. This program is designed to serve as an additional member benefit by providing CCIMs with specialist recognition within a professional area, such as development or investment analysis.

The Special Programs Coordinator would report to the Director of the Ward Center for Real Estate Studies and assist in the development and delivery of non-designation education programming.

The major duties of this position include:

1. Provide support for design and development of CCIM Specialty Tracks
education program:

- Work with subject matter experts (SMEs) and collaborate with the CCIM Education Staff to build curricula for specialist education program, including coordination of education contacts within allied professional associations offering complementary education programs.
- Develop project outlines and schedule projects
- Coordinate research studies to determine member interest in content and delivery methods.
- Schedule Specialty Tracks Task Force meetings and calls as needed to discuss programs and planning; summarize in writing all group meetings and calls

2. Provide support for delivery of non-designation education programs, including:

- Processing and reporting course evaluations
- Liaison with continuing education (CE) and Member Services departments as needed regarding non-designation education-related services
- Creation of course sites on CCIM’s eCampus.
- Scheduling of web conferences, course deliveries and instructor training
- Coordinate communication between subject matter experts and other CCIMs.
- Conduct interviews with vendors and perform additional research as needed.

<table>
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<th>Anticipated Lifespan:</th>
<th>Ongoing</th>
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<td>Key Performance Indicators</td>
<td></td>
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<td>Budget Detail</td>
<td></td>
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The job description was grade by CCIM’s Human Resources Department as follows:

Grade 5
Minimum Salary: $34,548
Median Salary: $43,186
Maximum Salary: $51,823

We request initial funding for a $40,000 annual salary in 2013 with 5% projected increases in 2014 and 2015. Fringe benefits for 2013
are estimated at 35%, increase to 42% in 2014 (due to addition of pension contributions at the one-year employment mark) and are projected to be 45% of salary in 2015.

<table>
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<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tr>
<td>Salary</td>
<td>$40,000</td>
<td>$42,000</td>
<td>$44,100</td>
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<tr>
<td>Benefits</td>
<td>$14,000</td>
<td>$17,640</td>
<td>$19,845</td>
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<tr>
<td>Total:</td>
<td>$54,000</td>
<td>$59,640</td>
<td>$63,945</td>
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Benefits:

- Supports CCIM’s Strategic plan related to designation promotion and excellence in ongoing continuing professional education.
- Supports development of Ward Center specialty tracks program and expansion of non-designation education programming.

Start Date: January 1, 2013
End Date: Ongoing
Developmental Cost Recovery Plan: N/A
Developmental Cost Recovery Schedule: N/A
Project Alternatives:

Budget Committee: ☐ Approved ☐ Denied ☐

Date __/__/__ Tracking #

Executive Committee: ☐ Approved ☐ Denied ☐

Date __/__/__

Board of Directors: ☐ Approved ☐ Denied ☐

Date __/__/__
Addendum C

CCIM Independent Contractor Instructor Policies

Nothing in this document should be construed as creating a contractual obligation. All information contained herein is provided for the purpose of describing general procedures followed by the CCIM Institute in the administration of its education program.

All instructors on the CCIM Institute’s approved Contractor List of Instructors are independent contractors and are certified to teach the CCIM Institute education courses. CCIM Institute, its officers, directors and employees shall have no obligation or liability to these instructors or their heirs, administrators, assigns or creditors, or any other party for workmen’s compensation, federal and state payroll taxes, unemployment taxes, minimum wages, social security assessments or similar taxes, benefits or liabilities. Instructors are not eligible to participate in any benefits available to employees of the CCIM Institute and shall have no authority to bind the CCIM Institute to any contract or agreement whatsoever.”

Updated 10/02/2012
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1. **INSTRUCTOR EVALUATION SUBCOMMITTEE**

1.1. The Instructor Evaluation Subcommittee is responsible for setting and maintaining procedures for recruiting, screening, and evaluating prospective instructors as well as evaluating the performance of current CCIM instructors teaching designation courses.

1.2. The subcommittee reports to the Education Committee.

2. **INSTRUCTOR CLASSIFICATIONS AND ASSIGNMENTS**

2.1. Following are the classifications of instructor:

   2.1.1. Workshop Leader (classroom format)
   
   2.1.2. Junior Instructor (classroom format)
   
   2.1.3. Senior Instructor (classroom format)
   
   2.1.4. Lead Online Instructor (instructor-led online format)
   
   2.1.5. Instructor In Training (instructor-led online format)

2.2. CCIM shall, at its sole discretion determine criteria for offering assignments to instructors, which may include those set forth below. Notwithstanding anything in this Manual, CCIM may ask any individual to undertake an instructor assignment and may decline to offer an assignment to any individual, at its discretion.

2.3. Courses taught a minimum of 45 days preceding CCIM Institute business meetings will count toward status changes.

3. **GENERAL INSTRUCTOR RESPONSIBILITIES**

3.1. All CCIM instructors are responsible for upholding the following standards:

   3.1.1. To refrain from personal or commercial solicitations to attendees at CCIM courses. Solicitation is meant to include any promotion from the platform, distribution of promotional materials in the classroom or solicitations of attendees by use of student lists. No printed or illustrative materials shall be tendered by the speaker except that which has direct bearing on the subject. Introductions should be limited to name, professional accomplishments in organized real estate, company and geographical location.

   3.1.2. To be aware that all CCIM Institute course materials are copyrighted. No portion of them may be reproduced for use outside the CCIM Institute in any form, whether printed or electronic, without express permissions of the CCIM Institute. Request for permission to reprint course materials should be made in writing to the Vice President of Education, and should include the purpose for which the reprint is intended.

   3.1.3. In order to assist students on-site, instructors should be fully conversant with the CCIM Education program and to be as fully conversant with the Designation program details as
possible. If questions arise about the designation process with which the instructor is not fully conversant, he/she should refer the student to the appropriate Staff in Chicago.

3.1.4. To be competent in the care and use of audio-visual equipment and media used in CCIM Education programs.

4. **AUDITING**

4.1. A course audit is defined as “full attendance at the course, have platform time as appropriate, and pass the exam.

4.2. Expenses will be paid for course audits if the audit is requested by the Institute; audits which are requested by the instructor, however, will receive no such reimbursement (registration fee of course will be waived).

4.3. For Senior instructors to become certified in a new core course, the instructor must audit the classroom course.

5. **ATTAINMENT OF WORKSHOP LEADER STATUS (WSL)**

5.1. This category is granted to CCIM members who have just completed the instructor screening process or to Junior Instructors in one course who wish to become certified in a second core course. All new instructors are classified as Workshop Leaders, and all have their first three assignments in CI101, unless their own talents and/or the needs of the program dictate another course.

5.2. This process for attaining WSL status is outlined as follows:

5.2.1. Audit the course

5.2.2. First assignment: very little teaching responsibility as third instructor.

5.2.3. Second and third assignments: teach as full-fledged member of the teaching team as a Workshop Leader.

5.3. Upon completion of the three teaching assignments, the Workshop Leader with satisfactory student ratings may be eligible to be certified as a Junior Instructor in the assigned course. WSLs may be asked to complete additional teaching assignments due to special circumstances, such as complexity of course material, changes in course material, number of days actually taught, sections of course actually taught, etc. In these cases, satisfactory student/instructor composite ratings must be attained in order to be certified as a Junior Instructor.

6. **WORKSHOP LEADER RESPONSIBILITIES**

6.1. Workshop leaders are responsible for the following tasks:

A. To audit the instructional portion of the program as conducted by the Senior Instructor and Junior Instructor.

B. To participate in critique sessions as called by the Senior Instructor.

C. To be alert to comments from students about the program or course material and relay these comments to the Senior Instructor.

D. To help the On-Site administrator, if requested, on the morning of registration.

E. To complete instructor critiques and invoice forms and send promptly to the CCIM Institute.
7. **ATTAINMENT OF JUNIOR INSTRUCTOR STATUS**

7.1. A Junior Instructor must be able to teach the majority of sections of a course, have an understanding of the subject matter, a proven understanding of the course, strong critiquing capabilities and good platform skills.

7.2. A workshop Leader with satisfactory student ratings will be considered eligible for certification as a Junior instructor after auditing the course once and teaching the course three times.

8. **JUNIOR INSTRUCTOR RESPONSIBILITIES**

8.1. Junior instructors are responsible for the following tasks:
   A. To cooperate with the Senior Instructors in taking responsibility for assigned materials to be presented at the course.
   B. To proficiently cover those segments of the course for which they are responsible, including visuals, examples, case studies and handouts.
   C. To help the Senior Instructor and the On-Site Administrator in the correction of any physical or equipment problems that may arise.
   D. To cooperate with the Senior Instructor by accepting any additional assignment on-site they can perform.
   E. To help in critiquing the program as it progresses, including the acceptance of constructive help from the Senior Instructor, and being alert to comments on the program from the students.
   F. To help other Junior Instructors and Workshop Leaders.
   G. To help with on-site administration duties, if necessary.

9. **ATTAINMENT OF SENIOR INSTRUCTOR STATUS**

9.1. A Senior Instructor must be able to teach all sections of a course, have proven depth of understanding of the subject matter, a proven understanding of the objectives and the flow of the course, a strong critiquing ability for self, peers and team, proven platform skill excellence, understanding the designation courses program as a whole and be able to manage a team of instructors.

9.2. A Junior Instructor, who is not already a Senior Instructor in another course, will be eligible for consideration as a Senior Instructor after teaching the course a minimum of three times including all of the modules at least once as a Junior and having taught a fourth time as the Acting Senior in Charge provided that at least three senior instructors who taught with the Junior have recommended a status change to Senior Instructor be approved by the Instructor Evaluation Committee. Senior Instructors in another course do not have to teach the fourth time as the Acting Senior in Charge.

9.3. Senior Instructors in charge at a course are referred to as the *Senior in Charge* and the second senior is referred to as the *Senior Instructor*.

9.4. Criteria for monitoring and achievement as a Senior Instructor include:
   A. A recommendation letter for Senior Instructor status must be submitted by at least 3 Senior Instructors who have recently taught with the Junior Instructor and the instructors having completed an Acting Senior assignment as required by the Instructor Evaluation Subcommittee with an acceptable level of results. (Demonstrating this management capability is not required of instructors who are already Senior Instructors in another core course.)
B. Instructor to Instructor evaluations from the instructors who taught with the Junior Instructor.

C. Demonstrate in depth knowledge of all course material which includes having taught all sections/modules of the course a minimum of one time with an acceptable level of results.

9.5. A Senior Instructor in one course will be eligible for consideration as a Junior Instructor in a second course after submitting a request to CCIM Institute that demonstrates real estate experience or other qualifications appropriate to the course content. Upon approval, the instructor would then audit the new course once before teaching the course three times, including all modules at least once, as a Junior Instructor with recommendations from the three senior instructors in charge that a change in status to Senior Instructor be approved by the Instructor Evaluation Committee.

10. SENIOR INSTRUCTOR RESPONSIBILITIES

10.1. Senior instructors are responsible for the following tasks:

A. To accept responsibility for the successful presentation of the prescribed course.

B. To coordinate with the other instructors at least three weeks before the course presentation and arrange for their teaching assignments in terms of segments and time. Contact should be done by phone and confirmed in writing.

C. To inspect facilities before the start of the course and, in cooperation with the On-Site Administrator, to correct any inadequacies that may exist as far as feasible.

D. To present segment(s) of the course for which they are responsible, effectively setting an example of good preparation and delivery.

E. To monitor presentations made by other instructors.

F. To arrange for and lead critique sessions during the course to help other members of the instructor team perform at their best level of capability. This includes making constructive commentary to the other instructors for improvement.

G. To be alert to comments from the students for the purpose of adjusting the presentation of the program for maximum effectiveness.

H. To ensure that instruction thoroughly covers course learning objectives.

I. To report in writing to the Education Committee Chairperson any significant comments about the course and its contents or presentation.

J. To pack all excess materials, such as books, for shipment back to the warehouse according to the instruction sheet provided.

11. CERTIFICATION REQUIREMENTS FOR CCIM DESIGNATION COURSES

11.1. Junior and Senior instructors may only contract courses at their current instructor status. All instructors must be contracted for a course in order for the course evaluation to be considered as a valid evaluation.

11.2. CI 104: An instructor must be a senior in CI 101, and be approved by the Instructor Evaluation Subcommittee before being eligible to audit and teach CI 104 three times as a Junior Instructor including all modules at least once with the three seniors in charge recommendations that a change in status to Senior Instructor be approved by the Instructor Evaluation Committee.

11.3. CI 102 and CI 103: A Junior Instructor in CI 101 may be eligible for consideration as a junior instructor in CI 102 and CI 103 after the following conditions have been met:
A. The Junior Instructor has successfully completed at least one CI 101 assignment after earning junior instructor status (earning an acceptable student rating).
B. The instructor audits the new course once with the approval of staff.
C. The instructor attends any scheduled training events associated with the new course.

12. INSTRUCTOR LED ONLINE COURSES

12.1. Eligibility Requirements online instructors include the following:

12.1.1. An instructor must be certified as a senior in a classroom-based course in order to obtain certification as a Lead Online Instructor (LOI) for the web-based equivalent.

12.1.2. The Instructor must have an acceptable average rating of their courses in the CCIM classroom-based courses for which he/she is certified.

12.1.3. CDEI designation (Certified Distance Education Instructor). As of January 1, 2009, instructor(s) associated with distance education courses being submitted for ARELLO and/or IDECC (re)certification will be required to have the CDEI™ designation. Instructors that have not earned the CDEI™ designation will not be permitted to be listed as the instructor for ARELLO or IDECC certified courses. ARELLO-IDECC requires a qualified instructor to be associated with every certified course. Instructors are responsible for paying all fees associated with obtaining and maintaining this certification.

12.1.4. The Instructor must audit a course at the student level, in one CCIM instructor-facilitated online core course.

12.1.5. Previous experience teaching/presenting in an online environment using virtual classroom (such as Blackboard Collaborate) or web-based meetings software (such as WebEx or Go To Meetings) is strongly preferred. (i.e. online teaching for another organization, facilitating and/or leading a webinar).

12.1.6. In recognition of the added technical challenges involved with online instruction, a prospective online instructor is expected to demonstrate technical readiness including but not limited to: troubleshooting problems, preparing and uploading presentations available to students, uploading supplemental materials into CCIM’s learning management system and course site, communicating with students via email, the course discussion board, and the course announcement area.

12.1.7. Demonstrated experience using CCIM’s LMS to supplement their classroom based instruction. During a course prior to teaching online for the first time, online instructors must have supplemented face-to-face classes by performing at least three out of the five following LMS system activities:

12.1.7.1. Initiated online communication with students via the LMS email system.

12.1.7.2. Posted an introductory note to students inside the discussion board to welcome students and encourage them to introduce themselves pre-class.

12.1.7.3. Customized the eCampus course template to include additional resources (such as links to timely, topical articles) to enhance student learning.

12.1.7.4. Tracked student access to pre-course materials inside of 30 days prior to the class start date.
12.1.7.5. Posted supplemental information to support student understanding of core concepts during the four-day class.

12.1.8. Online instructors must provide their own hardware (including PC/MAC and an integrated headset/microphone and web camera compatible with CCIM’s virtual classroom platform), software (including, but not limited to, a version of Microsoft Excel with the ability to run and demonstrate macros-based functions) and have a reliable high speed internet connection.

13. **ONLINE INSTRUCTOR IN TRAINING RESPONSIBILITIES**

13.1. Online Instructors in Training are responsible for the following tasks:

   13.1.1. To accept assignments of teaching segments by the Lead Online Instructor.

   13.1.2. To participate in all virtual classroom sessions associated with a course.

   13.1.3. To participate in post session “debriefings” as called by the Lead Online Instructor.

   13.1.4. To be alert to comments from students communicated through online discussion boards and/or virtual classroom chat sessions relating to the program or course material and relay these comments to CCIM online education staff and the Lead Online Instructor.

   13.1.5. To be competent in technical requirements of the course as specified by the Lead Online Instructor

13.2. An Instructor in Training may be considered eligible as a Lead Instructor as follows:

   13.2.1. **Step One:** Participation in Online Instructor Boot Camp. This immersive, web-based program will expose instructors to the various technologies and teaching methodologies used in CCIM’s online education program. Instructors must demonstrate both technical and instructional competency before moving on to the next step.

   13.2.2. **Step Two:** This first online teaching assignment involves both observation and instruction as outlined below:

      13.2.2.1. Observe sessions 1 – 4. May be interactive during office hours or in charge of case study during the course– TBD by the instructors, based the Instructor in Training’s professional expertise.

      13.2.2.2. Tag team teach at least 2 virtual sessions

      13.2.2.3. Teach at least 1 solo session, with Lead Instructor observing.

      13.2.2.4. Upon successful completion of this assignment (determined by instructor, staff and student evaluations) the Instructor in Training may progress to Step Three.

   13.2.3. **Step Three:** In the second online teaching assignment, the Instructor in Training facilitates all 10 virtual classroom sessions.

      13.2.3.1. A Lead Online Instructor will participate as the Teaching Assistant to provide support and feedback to the Instructor in Training with regard to delivery of content, visual presentation and interactivity.
13.2.3.2. A minimum student/instructor composite rating for all online teaching assignments must be attained in order to be promoted to Lead Online Instructor (to be determined by the Instructor Evaluation Subcommittee).

13.2.3.3. CCIM distance learning staff will observe instructor performance and provide feedback with regard to use of technology to create a constructive interactive learning environment. Guidance with technology and presentation format will be included.

13.3. Upon successful completion of the steps outlined in Section 13.2, the Online Instructor In Training may be considered eligible as a Lead Online Instructor in the assigned course or given a second opportunity to complete Step Three.

14. LEAD ONLINE INSTRUCTOR RESPONSIBILITIES

14.1. Lead Online Instructors are responsible for the following tasks:

14.1.1. To satisfy the learning objectives set by CCIM Institute for the Course as outlined in the course material

14.1.2. To participate in all virtual classroom sessions associated with a course.

14.1.3. To participate in post session “debriefings” as needed with Instructor in Training, or as called by CCIM staff.

14.1.4. To be alert to comments from students communicated through online discussion boards and/or virtual classroom chat sessions relating to the program or course material and relay these comments to CCIM online education staff and the Lead Online Instructor.

14.1.5. To manage classroom functionality components including, but not limited to, preparing and uploading visual presentation aids, making archived presentations available to students, uploading supplemental materials into LMS system course site, and communicating with students via email, the course Discussion Board, and the course Announcements area

14.1.6. To create supplemental multimedia materials (video recordings, audio recordings, etc.) for student use as needed

14.1.7. To be competent in technical requirements of the course as specified by the CCIM Institute Distance Learning Policies.

14.2. A Lead Online Instructor who has not taught an online course for a period of one year or cannot demonstrate proficiency in the current technology must participate in CCIM-sponsored technical training to keep current with the education technologies employed in distance learning courses and maintain his/her LOI status.

14.3. Lead Online Instructors who are certified in more than one core course must review the second course in which they wish to become online certified. A review could include observation of live or archived sessions. Written feedback must be provided to the LOI and staff as documentation of the review. (i.e. if you are a CI101 and CI102 instructor and have attained LOI status in CI101, you simply need to review CI102 to become a LOI in that course).

15. ONLINE BOOTCAMP FOR NEW ONLINE INSTRUCTORS
15.1. CCIM may conduct periodic training “boot camps” to train new online instructors.

15.2. Priority is given to instructors who:

1. Achieve an acceptable average rating for all core classroom-based courses for which he/she is certified.

2. Audit a course at the student level, in one CCIM instructor-facilitated online core course and provide feedback at the end of each session to the LOI and staff.

3. Document previous experience teaching/presenting in an online environment using virtual classroom (such as Blackboard Collaborate) or web-based meetings software (such as WebEx or Go To Meetings) is strongly preferred. (i.e. online teaching for another organization, facilitating and/or leading a webinar).

4. Demonstrate technical readiness in the following areas: troubleshooting LMS and/or Excel technical issues; preparing and uploading presentations available to students on a LMS course site; uploading supplemental materials into LMS course site; and communicating with students via email, the course discussion board, and the course announcement area.

15.3. In addition to the above criteria, the online course schedule is another filter applied to the credentials of training participants. Each trainee will be assigned an online course following successful completion of the boot camp. The first instructor in training assignment will be scheduled no later than three months following the end of the training.

16. INSTRUCTOR EVALUATION

16.1. Twice a year, during the Institute’s business meetings, the Subcommittee conducts a performance review of ¼ of the Approved Contractor List.

16.2. The Instructor Evaluation Criteria form lists criteria used for evaluating each instructor’s two year performance. The form is also used for reviewing changes in status requested by instructors.
Instructor Evaluation Criteria

(2-Year Performance Review)

1) **Classroom Performance**
   Student Evaluations – 50% *(score from 0 - 5)*  
   *(See 5-Point scale below to determine point value)*

2) **CCIM Involvement**
   Instructor Activities – 10% *(score from 0 - 1)*
   National – 10% *(score from 0 – 1)*
   Chapter – 5% *(score from 0 - .5)*

3) **Real Estate Practitioner** – 15% *(score from 0 – 1.5)*

4) **Technical Proficiency** – 10% *(score from 0 – 1)*

   **Total Score:** ____________________

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**ARTICLE II**  Scale Used for Scoring Student Evaluations

*(5-Point Scale)*

<table>
<thead>
<tr>
<th>Student Classroom Rating</th>
<th>Scale Ratios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 4.29</td>
<td>1.5</td>
</tr>
<tr>
<td>4.29 – 4.42</td>
<td>2</td>
</tr>
<tr>
<td>4.43 – 4.56</td>
<td>2.5</td>
</tr>
<tr>
<td>4.57 – 4.64</td>
<td>3</td>
</tr>
<tr>
<td>4.65 – 4.70</td>
<td>3.5</td>
</tr>
<tr>
<td>4.71 – 4.78</td>
<td>4</td>
</tr>
<tr>
<td>4.79 – 4.85</td>
<td>4.5</td>
</tr>
<tr>
<td>4.86 +</td>
<td>5</td>
</tr>
</tbody>
</table>

16.3. The following criteria will be utilized in determining the score to be assigned for each item:

16.3.1. **Classroom performance** – 50%
   Student ratings for each instructor’s course over the past 2-year period will be ranked in relation to all other instructors teaching each course. The composite rating for the instructors’ courses will be used in assigning the points for the classroom performance. (Note: Once an instructor is promoted to Junior status his/her WSL ratings are no longer included in the two year review ratings).
16.3.2. **CCIM Involvement** – 20% (Chapter – 5%; National 10%; Instructor Activity 10%)

16.3.2.1. **Chapter**: Credit will be given if the instructor is a current paid member, in good standing of their local chapter and receives a written recommendation from their chapter president that they are actively involved on a local level.

16.3.2.2. **National**: Credit will be given for any of the following activities:
- Active member of one CCIM committee or task force and attends meetings regularly
- Attended two of the last three National meetings
- Serve in a National Leadership position

16.3.2.3. **Instructor Activity**: Credit will be given for any of the following activities
- Attended the last Instructor Training Seminar in the previous year
- Made a major contribution to the CCIM education program
- Demonstrated a cooperative attitude, such as: Proactively creating training opportunities for instructors who might not otherwise be afforded said opportunities, such as, when Senior Instructors are asked by Licensed Course Sponsors to secure the services of a second instructor, they strongly consider utilizing the service of an instructor in need of additional teaching experience

16.3.3. **Real Estate Practitioner** – 15%
Instructors are expected to spend a minimum of 750 hours per year engaged in the performance of real estate related activities. Instructors will be asked to submit a CCIM Independent Contractor Activities Report For Past Two Years in support of these criteria.

16.3.4. **Technical Proficiency** – 10%
The CCIM Institute recognizes the need to stay current in the business and on the cutting edge of technology as important instructor criteria. Instructors will be asked to submit an annual resume of activities that supports examples of technology proficiency that include but are not limited to:
1. Evidence of training they received to improve their computer and/or presentation skills.
2. Evidence of training others in computer and/or presentation techniques.
3. Participating in course re-writes or revisions,

The Subcommittee will also review evaluation of technical/presentation skills received from other instructors and from students.
CCIM INDEPENDENT CONTRACTOR
ACTIVITIES REPORT FOR PAST TWO YEARS

Instructor: ___________________________ Course/s taught: ___________________________

CLASSROOM PERFORMANCE

1. Describe your teaching highlights and innovations during the past two years:

2. List activities to Stay Current and Updated:
   6. Course concepts:
      B. Technology:
      C. Teaching:
      D. Presentation Skills:

3. I would like to attain/maintain my certification in the following course(s) during the coming year:
   
   - CI 101 ______
   - CI 103 ______
   - CI 102 ______
   - CI 104 ______

REAL ESTATE PRACTICE

1. Of my total gross income from all sources, the indicated percentages came from the following real estate activities:

   % Brokerage (sales acquisition) activities
   % Consulting activities
   % Development activities
   % Financing activities
   % Leasing activities
   % Management activities
   % Other real estate activities (teaching)

This past year I have devoted about ________% of my working time on real estate activities as listed above. Approximately ________% of my time is involved in non-real estate activities.

2. Major Activities in Past Year

3. Trends in Business Practice over Past 2 Years:
4. New Opportunities and Challenges in Next 2 Years

CCIM INVOLVEMENT (For past two years)

1. National Committee Membership

2. National Leadership Positions

3. Special Service (Projects, Task Forces, Awards, other R.E. Teaching)

4. I am a member in good standing of the ___________________ CCIM Chapter/s.

My Chapter/s meets _____ times per year. I have attended _____ Chapter meetings in the past two years.

A. In the past two years I have held the following leadership position/s in my Chapter/s:

ADDITIONAL COMMENTS:

Dated:

Please email one copy of this report to the CCIM Institute c/o: JCOPLAN@CCIM.COM.

16.4. Instructor to Instructor Evaluation Forms

16.4.1. The Senior Instructor is to complete an evaluation form for each instructor on the team.

16.4.2. Instructors are encouraged to discuss their evaluations with each other prior to signing off.

16.4.3. The Junior Instructor and Workshop Leader are to evaluate each other, as well as the Senior Instructor.

16.4.4. The Junior Instructor and the Workshop Leader are to complete evaluations of the Senior Instructor’s management performance. Students also complete an evaluation form online before beginning the exam. Student ratings are recorded in the CCIM database.

16.4.5. Evaluation forms are made available to the Education Committee if needed.

16.4.6. Copies of the evaluation are forwarded to the Senior instructor with whom the Instructor will teach.
### Commercial Investment Real Estate Institute

**Instructor-To-Instructor Evaluation**

<table>
<thead>
<tr>
<th>Instructor Evaluated:</th>
<th>Rank:</th>
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<tbody>
<tr>
<td>Location:</td>
<td>Rank:</td>
</tr>
</tbody>
</table>

Evaluator:

At the end of this course, please assess the above named instructor using the following scale:

- **5** I strongly agree:
  - Instructor demonstrated strong and positive skills in this area at all times.
- **4** I agree:
  - Instructor demonstrated strong and positive skills in this area most of the time but needs some improvement.
- **3** I moderately agree:
  - Instructor demonstrated strong and positive skills in this area some of the time but needs a great deal of improvement.
- **2** I disagree:
  - Instructor occasionally demonstrated good skills in this area but was weak most of the time.
- **1** I strongly disagree:
  - The instructor was very weak in this area at all times.

#### INSTRUCTIONS

- Use No. 2 Pencil
- Correct Mark
- Incorrect Marks

---

### Rate the Senior in Charge

**Level of Preparation**

(Ability to plan and organize course materials, resources, and fixtures)

- **1.** This senior instructor coordinated with me prior to class so we could instruct as a team.
- **2.** This senior instructor had all materials ready for distribution and use during the course.
- **3.** This senior instructor had the room set up in a comfortable learning environment before class.
- **4.** This senior instructor's performance indicated he/she was well prepared for this class.
- **5.** This senior instructor provided me with balanced assignments and a chance to grow.
- **6.** This senior instructor provided me with daily guidance through effective critiquing.

<table>
<thead>
<tr>
<th>Agree or Disagree</th>
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<tbody>
<tr>
<td><strong>5</strong></td>
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</table>

### Delivery of Instruction

(Ability to credibly present and disseminate information)

- **1.** This instructor came well prepared for his/her assigned portions of the course.
- **2.** This instructor demonstrated effective podium skills when presenting to the class.
- **3.** This instructor's pace of delivery was consistent with the participants' level of learning.
- **4.** This instructor used presentation visuals throughout the course.
- **5.** This instructor used technical tools to aid in their delivery, not dominate it.
- **6.** This instructor's performance indicates he/she is an advocate of diverse learning/teaching techniques.
- **7.** This instructor balanced lecture with group activity and discussion.

<table>
<thead>
<tr>
<th>Agree or Disagree</th>
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<td><strong>5</strong></td>
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### Management of Time and Content

(Ability to present content while addressing the needs of participants)

- **1.** This instructor answered questions and discussed issues while keeping an schedule.
- **2.** This instructor knew when to take breaks and energize the class with quick exercises.
- **3.** This instructor was prompt about starting class after breaks and lunch.

<table>
<thead>
<tr>
<th>Agree or Disagree</th>
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### Intangibles

(Ability to relate to the class on a personal basis as a mentor or coach)

- **1.** This instructor demonstrated his/her expertise by answering impromptu questions.
- **2.** This instructor displayed enthusiasm for his/her assigned topic through personal energy and a positive attitude regarding comments and questions from participants.
- **3.** This instructor demonstrated good listening skills by paraphrasing questions.
- **4.** This instructor helped participants apply concepts by relating them to the "real world."
- **5.** This instructor was supportive and encouraging to all participants.
- **6.** This instructor was personable and fulfilled the instructional role of a "learning coach."

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<th>Agree or Disagree</th>
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Assessing Daily Instructor Skills

As the evaluated instructor delivers his/her material, keep track of their performance by assessing their skills for each part of the course outline they teach by using the following 5-point scale:

5 I strongly agree: Instructor demonstrated strong and positive skills in this area all the time.
4 I agree: Instructor demonstrated strong and positive skills in this area most of the time but needs some improvement.
3 I moderately agree: Instructor demonstrated strong and positive skills in this area some of the time but needs a great deal of improvement.
2 I disagree: Instructor occasionally demonstrated good skills in this area but was weak most of the time.
1 I strongly disagree: The instructor was very weak in this area at all times.

Be constructive in your assessments. However, "GOOD JOB" and "WELL DONE" are not enough information for adequate professional development. You can add greater value to your colleague's skills by being specific.

<table>
<thead>
<tr>
<th>Day</th>
<th>Topic From Course Outline</th>
<th>Duration</th>
<th>Rating</th>
<th>Remarks</th>
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</table>

Additional comments about this instructor


Signature of Evaluated Instructor

Signature of Evaluator
16.5. Report of Performance Evaluation

16.5.1. Each Instructor reviewed will receive a copy of the Instructor Evaluation Subcommittee’s performance evaluation of each of the above criteria following the business meetings.

16.5.2. If the Instructor’s total points is less than the historically acceptable 8.0 point total, the instructor will be aware of the area(s) that need improvement.

16.5.3. With regard to the student ratings for classroom performance, the average of the ratings the instructor received for each of the courses the instructor teaches is recorded and separately related to the median of the average ratings achieved by all instructors teaching each of the instructor’s courses providing a basis for comparison of the instructors classroom performance with the instructor’s peers.

16.5.4. Responsibility for gathering all pertinent data from all sources on instructor performance rests with Staff.

17. REMOVAL FROM THE APPROVED CONTRACTOR LIST

17.1. An instructor who is removed from the Approved Contractor List for whatever reason will be notified immediately of the action by CCIM Institute staff, appropriately recognized for the instructor’s contributions to the CCIM Institute’s educational program and strongly encouraged to maintain their involvement in the CCIM Institute and its programs.

18. INTRO COURSE POLICY

18.1. A Senior in any core course may teach the CI Intro course alone subject to the maximum allowable number of students for a one instructor course. Junior instructors and Workshop Leaders can only teach the CI Intro course with a Senior Instructor.

19. CORE CONCEPTS REVIEW (CCR)

19.1. All Instructors who are certified as Senior in two core courses (CI 101 – CI 104) are eligible to teach CCR when the following criteria are met:

19.1.1. Five years with Senior status in each of their core courses
19.1.2. Student evaluations higher than median level in their core courses
19.1.3. Must audit CCR before teaching it.

20. TRAINING FOR NEW OR REVISED MATERIAL

20.1. All instructors must attend the training session held for the revised material (usually at regularly-scheduled meetings) or audit the course at their own expense prior to being scheduled to teach the course.

21. 20 DAY TEACHING RULE

21.1. Instructors are limited to 20 teaching days per calendar year.

21.2. All core courses (CI 101 – CI 104) delivered in either Classroom format or one week session of instructor-led Online instruction (two instructor –facilitated online sessions) and Executive format are defined as 4-day teaching assignments under the 20 Day Teaching Rule. CCR instruction is a 2-day teaching assignment.
21.3. Instructors teaching a Tag Team classroom format will have only the days actually spent teaching the course count toward their allowed teaching days; (i.e. an instructor teaching only half of the 4-day class will have only two days accrue toward his/her total).

21.4. Exceptions to the 20 Day Teaching Rule:
   21.4.1. Intro classes and Robert L. Ward classes are exempt from the 20 Day Teaching Rule.
   21.4.2. Auditing courses for training purposes will not count toward the 20 day total.
   21.4.3. Instructors who conduct training programs at an Instructor Seminar or at either of the two business meetings will not have these days counted toward their 20 day limit.
   21.4.4. Any Instructor with 20 days already under contract who is asked by the Chicago Office to teach in excess of the 20 day limit due to an emergency situation (i.e. where all other avenues have been exhausted) will be granted an exemption to this policy for those emergency teaching days upon approval of the CCIM Institute CEO.

21.5. Instructors who exceed 20 teaching days without such an exemption shall be removed from the Approved Instructor Independent Contractor List.

22. CERTIFICATION IN A SECOND CORE COURSE
   22.1. Instructors wishing to become certified in a second core course must submit a request to the Instructor Evaluation Subcommittee chair (through CCIM Staff) that demonstrates real estate experience or other qualifications appropriate to the course content.

23. LICENSED DELIVERY COURSE ASSIGNMENTS
   23.1. Selection of instructors for Licensed Delivery Course Assignments is entirely at the option of the licensee, and all negotiations shall be conducted between the two parties involved.
   23.2. Any Senior Instructor can utilize the services of any instructor approved by CCIM who is certified in the course involved as his/her second instructor, but the Senior must be present at all sessions of the course (this requirement is not necessary, of course, in cases where the second instructor is certified as a Senior in the course).

24. COURSES HELD OUTSIDE THE U.S.
   24.1. Only Senior Instructors may teach CI courses outside the U.S. and Canada. However, a Junior Instructor who is a senior in one other Core Course may teach as second instructor at international offerings, if that position cannot be filled by a Senior Instructor.

25. ELIGIBILITY CRITERIA FOR CCIM DESIGNATION COURSE INSTRUCTORS
   25.1. The profile of the instructor group should ideally reflect the makeup of the CCIM Institute.
   25.2. CCIM may decline to contract with an individual or company for instructor services for any reason, which need not be disclosed.
   25.3. Eligibility criteria for application to serve as an instructor have been established as follows:
      25.3.1. Be actively involved in a full-time career in the commercial real estate industry or academia and be a practitioner who is involved either as a principal or advisor to principals in the marketing, transfer, leasing, financing, or development of commercial real estate held for appreciation or the production of income, or used in a trade or business. As examples, individuals may function in one or more of the following roles.
1. Licensed real estate brokers and salespersons that specialize in real estate, other than single-family home sales to users.
2. Corporate real estate officers or employees.
3. Government real estate officers or employees.
4. Officers and employees of development organizations whose principal business is real estate development.
5. Professional real estate portfolio managers, advisors, or asset managers.
6. Fee consultants to principals.
7. Mortgage bankers or brokers. Owners/Investors acting on their own behalf.
8. Sales Managers or Supervising Brokers.

25.3.2. Be a consistent CCIM contributor to organized real estate (e.g., Local Board, State Association, and/or National Association of Realtors, CCIM Chapter, CCIM Institute).

25.3.3. Demonstrate experience teaching business skills to adult professionals.

25.3.4. Applicant is a CCIM designee in good standing.

26. APPLICATION PROCESS FOR NEW INSTRUCTORS

26.1. The Instructor Evaluating Subcommittee may, at its sole discretion, establish cut-off dates by which applications must be received for consideration in any given review cycle.

26.2. The Instructor Evaluation Subcommittee will establish an application process which may require the following.

26.2.1. Make application using the approved application form.

26.2.2. Applications must be complete. The burden is entirely on the applicant to provide a complete application. At its discretion, the Instructor Evaluation Subcommittee may request that applicants submit a presentation video as part of the package.

26.2.3. When the application is received it is reviewed by the Instructor Evaluation Subcommittee Staff Liaison to determine that it is complete.

27. SCREENING PROCESS FOR NEW INSTRUCTORS

27.1. Instructor Evaluation Subcommittee Members may conduct telephone interviews with applicants.

27.2. The following are some questions that may be asked.

27.2.1. Determine the nature of the applicants business and experience level by reviewing two or three of the candidate’s transactions completed within the past two years. Do they reflect the concepts and tools taught in the CI courses?

27.2.2. Determine the level of the applicant’s activity within the local business community by calling contacts from his/her transactions or persons shown on the application as having knowledge of applicant’s expertise. Determine applicant’s involvement in community organizations by securing comments from contacts within these organizations.

27.2.3. Determine the level of applicant’s involvement in Local Chapter Activities by contacting the Chapter President (instructors are strongly encouraged to hold membership in their Local CCIM Chapter).

27.2.4. Contact should also be made with any CCIMs in the applicant’s geographical area to determine level of teaching expertise, if known, or business community image.

27.2.5. Explain the time commitment in teaching for the CCIM Institute and obtain applicant’s agreement. If he/she reports to someone else within the organization, obtain the supervisor’s agreement as well.

27.2.6. Determine the reasons for applicant’s desire to teach for the CCIM Institute.
27.2.7. Thoroughly explain the process for the audition and subsequent screening/training which occurs for successful applicants.

27.2.8. At the conclusion of the interview process and verification calls, the Instructor Member will complete a report for submission to the CCIM Institute to either recommend that the applicant be invited to audition or not, as the case may be.

28. AUDITIONS FOR NEW INSTRUCTORS

28.1. Auditions may be held before the Instructor Evaluation Subcommittee, who will be responsible for selecting candidates for the New Instructor Screening/Training Seminar.

28.2. The purpose of this New Instructor Screening/Training Seminar is to:

28.2.1. Provide applicants with the opportunity to showcase their teaching techniques, using CCIM course content.

28.2.2. Review and critique applicant’s teaching ability with the aid of videotaped presentations.

28.2.3. Review applicant’s instructional strengths and weaknesses in personal interview sessions.

28.3. Candidates will be rated on an objective scale. Categories to be rated include: Knowledge of the Subject, Evidence of Preparation, Practical Application, Quality of Presentation, Enthusiasm for Subject, Poise, Time Use, Use of Examples/Illustrations, Use of Visuals, Use and Understanding of applicable technological tools, as included in the Behavioral Anchored Rating Scale document below:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Does Not Meet</th>
<th>Meets</th>
<th>Exceeds</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Presents the information</strong></td>
<td>Presents all information in a way that does not convey which information is most important</td>
<td>Spends the most time on the most important course information</td>
<td>Spends the most time on most important course information, emphasizing why it is important</td>
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<td></td>
<td>Uses inappropriate # of visuals; OR visuals are inappropriate or unclear.</td>
<td>Uses appropriate # of visuals; visuals are clear and appropriate</td>
<td>Uses appropriate # of visuals, visuals are interesting, clear, and appropriate. They enhance the presentation.</td>
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<td></td>
<td>Provides no definitions for key terms</td>
<td>Provides definitions for 70% of key terms</td>
<td>Provides definitions for 100% of key terms</td>
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<td></td>
<td>Demonstrates an insufficient understanding of key concepts presented</td>
<td>Demonstrates acceptable understanding of key concepts and specific points.</td>
<td>Demonstrates impressive grasp of key concepts and specific points.</td>
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<tr>
<td><strong>Creates Presentation Impact</strong></td>
<td>Speaks in a monotone without enthusiasm</td>
<td>Modulates voice and tone that conveys emphasis and interest</td>
<td>Conveys enthusiasm for material</td>
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<td></td>
<td>Tends to read from notes/slides; little eye contact</td>
<td>Reads notes/slides fewer than three times; makes eye contact</td>
<td>Doesn’t read from notes/slides; makes continuous eye contact</td>
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<td></td>
<td>Displays little self confidence;</td>
<td>Displays self confidence for 90% of the presentation;</td>
<td>Displays impressive self confidence for 100% of presentation</td>
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<td></td>
<td>Fidgets, breathes heavily, uses “like” or “um” excessively</td>
<td>Sparingly uses “like” or “um”; rarely fidgets</td>
<td>Speaks deliberately and purposefully; doesn’t use “like” or “um”</td>
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<tr>
<td><strong>Paces and Manages Time</strong></td>
<td>Jumps around the concepts; material doesn’t flow</td>
<td>Presents the concepts in a logical sequence; material flows</td>
<td>Presents the concepts in a logical sequence; material flows and continually builds on prior material</td>
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<td></td>
<td>Covers less than 50% of key concepts in allotted time</td>
<td>Covers 80% of key concepts in allotted time</td>
<td>Covers 100% of key concepts in allotted time</td>
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<td></td>
<td>Speaks too quickly/slowly</td>
<td>When speaking too quickly/slowly, makes adjustments</td>
<td>Paces the presentation perfectly; speaks at an appropriate rate</td>
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<tr>
<td><strong>Illustrate Concepts with Real World Examples</strong></td>
<td>Provides inappropriate or no real world examples to illustrate concepts from his/her real estate experience</td>
<td>Provides one real-world example that illustrates the concept from his/her real estate experience</td>
<td>Provides multiple real-world, related examples to illustrate each concept from his/her real estate experience</td>
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<td></td>
<td>Neglects explaining the importance of key concepts’ practical application to real estate business</td>
<td>Explains the general importance of key concepts’ practical application to real estate business</td>
<td>Explains the importance of students applying key concepts to real estate business by relating it to how the audience would use them with clients.</td>
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<tr>
<td><strong>Creates the Environment</strong></td>
<td>Furrows brow while presenting the subject matter; isn’t comfortable presenting the topic</td>
<td>Is observably comfortable with the subject matter</td>
<td>Demonstrates composure and energy (smiles) for the subject matter while presenting</td>
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</table>
28.4. At the conclusion of the New Instructor Screening/Training Seminar, CCIM may select instructor candidates to progress to the next stage (Workshop Leader).

28.5. Any CCIM who meets the criteria listed in Section 25 may re-apply after an unsuccessful audition.

29. AWARDS

29.1. CCIM administers a variety of awards to honor teaching effectiveness and contributions to CCIM education.

29.1.1. Instructor of the Year (Intro, CI 101, CI 102, CI 103 and CI 104)
   29.1.1.1. Instructors may be nominated more than once. Nominee must have been a senior instructor in the course for at least five years and have taught the course at least twice in 12-month period before nomination.
   29.1.1.2. Staff identifies the three instructors in each course with the highest ratings, and then creates a ballot that is distributed to all instructors certified to teach the particular course.
   29.1.1.3. Only 3 seniors in each course with highest ratings in past 12-month period are eligible to be on a ballot.

29.1.2. Robert L. Ward Instructor of the Year
   29.1.2.1. Nominees must be a senior instructor for at least 5 years; have obtained a minimum average evaluation score that falls within the top 15% of all instructors; and have taught at least twice during the past 12-month period; not have received this award previously.

29.1.3. Peoples’ Choice Award
   29.1.3.1. Recipient must have taught as senior at least twice in past 12-month period and earned the highest student ratings in the past 12-months.
   29.1.3.2. Based on the criteria for this award, CCIM staff sends a list of eligible instructors to a group of past Instructor of the Year award recipients.
   29.1.3.3. The names of three instructors who receive the most votes from previous award recipients are put on the ballot and this ballot is distributed to all instructors.
   29.1.3.4. Staff reviews all ratings and identifies the instructor achieving the highest average score.

29.1.4. Victor L. Lyon Award
   29.1.4.1. Award granted to any individual who has made major contributions to the CCIM education program over an extended period of time. This is not necessarily an annual award.
   29.1.4.2. Past award recipients nominate individual and cite reasons for nomination.
   29.1.4.3. Staff researches nominee background and sends list and information to past recipients.
   29.1.4.4. Past recipients votes and Individual with the highest number of votes wins.

29.1.5. Rising Star Award
   29.1.5.1. Recipient must be a Workshop Leader (WSL) or Junior instructor at time of nomination; not be a senior in any course; have taught at least twice as WSL and/or junior in the past 12-month period; have attained the highest classroom rating among eligible Workshop Leaders/Juniors in the past 12-month period; and have been a Workshop Leader and/or Junior for no more than 3 years.
29.1.5.2. Staff reviews course evaluations/ratings and identifies the highest rated nominee.

29.1.6. Special Contribution Award
   29.1.6.1. Recipient is any person who has made an exceptional contribution to the CCIM courses or education program in the past 12-month period.
   29.1.6.2. Eligibility will be reviewed by staff and by Instructor Evaluation Subcommittee Chair and Vice Chair. This is not necessarily presented on an annual basis.
Addendum D

CCIM INSTITUTE

2013 New Business Plan for Ongoing Maintenance of CCIM’s Designation Education Curriculum

Date: July 25, 2012

Committee Chairman: Jeff Engelstad, CCIM

Presidential Liaison: Carmela Ma, CCIM

Staff Liaison: Terry Cunningham, VP Education

Project Name: Ongoing Core Course Maintenance

Project Type: 

- □ Cost Recovery
- X Other

Source of Funds:

- X Operating Budget
- □ Development

If Development, indicate % below

<table>
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<tr>
<th>Education %</th>
<th>General %</th>
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Financial Alternatives:

Detailed Description/Use of Funds:

Until 2008, CCIM maintained a $60,000 annual operating budget for the maintenance of the core designation curriculum. In 2009, this amount was reduced to $10,000 since course development was primarily funded through the curriculum redesign reserve account. Access to the reserve funding will conclude at the end of 2012.

This business plan requests reinstatement of an annual operating budget to support ongoing course maintenance for both U.S. and international programs throughout 2013 and beyond, to be used as follows:

- Incorporate and review new content updates based on recommendations from Education Consultant.
- Create graphics associated with new content for inclusion in course manuals, online learning resources and PowerPoint presentations.
- Review content for edits resulting from compiled errata
- Provide calculations and scenario answers for feedback in answer sections where missing
- Produce student tutorials for concepts and calculations.
- Edit and enhance test item banks
- Update content based on changes to tax laws (health care tax, FASB, etc.)
- Update course spreadsheets for compatibility with new browsers, operating systems,
and tablet devices.

- Build video library of instructor presentations to supplement online and classroom based course formats.

**Anticipated Lifespan:**

Ongoing

**Key Performance Indicators**

**Budget Detail**

The initial funding request by the Education Committee was for $15,000 for the following courses: Intro, CI 101, CI 102, CI 103, CI 104 and CCR (total of $90,000). Adjustments to this per course amount were made based on work in progress in 2012:

- Currently, CI 103 is in the process of a minor rewrite to update based on current and anticipated changes to financial accounting rules.

- A comprehensive, online item bank will be completed by end of year 2012 for CI 101 – this project will carry through for all core courses with some work required in 2013.

A budget for Intro is not included. It will be recommended that Intro is managed under the auspices of the Ward Center, since it is not a required core course.

The annual program is expected to cost for 2013 is estimated at $40,000, with a breakdown indicated as follows:

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<th>Activities</th>
<th>Expected Costs:</th>
<th>Subtotals</th>
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| CI 101 maintenance  | - tax change impacts to reference manual and spreadsheets  
|                     | - spreadsheet edits to ensure compatibility with iPad devices                   | $5,000    |
| CI 102 maintenance  | - case study rewrites  
|                     | - review new GIS tools and demographic items from CCIM Tech to incorporate into course materials  
|                     | - tax change impacts to reference manual and spreadsheets  
<p>|                     | - spreadsheet edits to ensure compatibility with iPad devices                   | $15,000   |</p>
<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
<th>Amount</th>
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<tr>
<td>CI 103 maintenance</td>
<td>- tax change impacts to reference manual and spreadsheets</td>
<td>$5,000</td>
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<tr>
<td></td>
<td>- spreadsheet edits to ensure compatibility with iPad devices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- new test questions for item bank</td>
<td></td>
</tr>
<tr>
<td>CI 104 maintenance</td>
<td>- tax change impacts to reference manual and spreadsheets</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>- spreadsheet edits to ensure compatibility with iPad devices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- case study enhancements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- new test questions for item bank</td>
<td></td>
</tr>
<tr>
<td>CCR Maintenance</td>
<td>- addition of new learning objectives and associated content</td>
<td>$10,000</td>
</tr>
<tr>
<td></td>
<td>- spreadsheet edits to ensure compatibility with iPad devices</td>
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<td></td>
<td>- adjustments to Comp Exam</td>
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</table>

**TOTAL AMOUNT:** $40,000

**Benefits:**

**Start Date:** January 1, 2013

**End Date:** Ongoing – amounts requested will vary annually based on required work.

**Developmental Cost Recovery Plan:** N/A

**Developmental Cost Recovery Schedule:** N/A

**Project Alternatives:**

**Budget Committee:** □ Approved □ Denied

**Date __/__/__**

**Tracking #**
<table>
<thead>
<tr>
<th>Executive Committee</th>
<th>□ Approved</th>
<th>□ Denied</th>
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<td>Date <strong>/</strong>/__</td>
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<tr>
<th>Board of Directors</th>
<th>□ Approved</th>
<th>□ Denied</th>
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<td>Date <strong>/</strong>/__</td>
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</table>
MEMORANDUM

TO: 2012 CCIM Board of Directors

FROM: Conflict of Interest Task Force
Rhonda West, CCIM, chair, Phil Crane, CCIM, Soozi Jones Walker, CCIM, Bill Mohr, CCIM and Frank Simpson, CCIM.
(Charlie Mack, CCIM and Henry F. White, Jr., non-voting)

RE: Conflict of Interest Policy

DATE: September 14, 2012

The Executive Committee tasked the Conflict of Interest Task Force to review the Conflict of Interest Policy and practice within the CCIM Institute. Attach is the revised and recommended Conflict of Interest Policy.

CCIM Conflict of Interest

ARTICLE III Governing Policy

9. Conflict of Interest
   9.1. Statement of Policy
   • All volunteers, independent contractors, and employees of the CCIM Institute (the “Institute”), shall act in the Institute’s best interest at all times. This includes furthering Institute interests, as defined in the Institute mission statement, rather than personal ones, adhering to the highest standard of good faith and honesty and compliance with all applicable law. This also includes avoiding conflicts and potential conflicts of interest where loyalty to the Institute might be divided between the volunteer, independent contractor, or employee of the Institute and another professional, business, volunteer, or personal activity or responsibility including using influence through debate, vote or action where an individual(s) personally stand(s) to benefit from that action. No volunteer shall engage deliberations (the weighing of options) prior to voting or be a decision-maker with respect to any transaction between the Institute and the volunteer where the volunteer, or a family member or relative, has a direct or indirect interest in that transaction.

   9.2. Definition
   • A conflict of interest may exist when an Institute volunteer(s), employee(s) or an independent contractor participates in the deliberation and resolution of an issue important to the Institute while the individual(s), at the same time, has other professional, business or volunteer responsibilities outside (or inside) the Institute that could predispose or bias the individual(s) regarding the issue. This includes, but
is not limited to, transactions/compensation between the Institute and volunteers or their immediate family, either directly or indirectly.

9.3. Procedures to Avoid Conflicts of Interest or Risk for the Institute

9.3.1. Volunteer and Employee Responsibility. All volunteer members of Institute’s committees and other governing bodies, as well as Institute employees, shall disclose to the Institute any situations or areas of actual or potential conflicts of interest at such time as they arise. A disclosure form, which shall be updated regularly but not less than once a year, must be submitted when a volunteer or employee begins service. Disclosure forms must be completed by existing and future leaders thirty (30) days prior to taking the position (i.e. including, but not limited to, board of director members, committee members, regional officers, elected leadership, etc.). When election or appointment does not allow for thirty (30) days, a disclosure form must be completed before taking the position.

9.3.2. Leadership Responsibility. Those responsible for nominating or appointing volunteers to Institute committees, task forces and other governing bodies, as well as those responsible for interviewing and hiring employees, independent contractors and vendors, should be alert for possible conflicts and should thoroughly evaluate all situations before finalizing appointments, nominations or hiring decisions. The Institute’s Professional Standards Committee shall establish training requirements so that volunteers, independent contractors and employees have the opportunity to review and familiarize themselves with this Policy at least annually.

9.3.3. Third Party Responsibility. When Institute volunteers or employees are also engaged in a capacity as vendors, independent contractors or employees of vendors to the Institute or its members, careful review is needed to guarantee that these individuals provide full disclosure and avoid participation in related issues to the Institute. These could include, but are not limited to, personal relationships where an individual or relative stands to benefit by the results of a specific action; a specific vote on an issue benefiting an individual or group of people and using a forum (conference, course, committee, etc.) of the Institute or a position of authority to sell, promote or endorse a product or service. No volunteer shall be involved in deliberating, voting or be a decision-maker with respect to any transaction between the Institute and the volunteer where the volunteer, or a family member or relative, have a direct or indirect interest in that transaction.

9.3.4. Required Action. All volunteer members of Institute committees and other governing bodies, as well as Institute employees, shall disclose any adverse interests at the outset of any discussion by the decision making body pertaining to the business being discussed or any of its products or services. Such individuals may participate in the discussion relating to that business by responding to questions and providing information when asked of them by other members of the body. These individuals shall then remove themselves from the meeting when deliberations take place. However, the Chair may suspend the rule for discussion and information purposes and permit the individual to remain in the meeting unless an objection is raised. In any event, these individuals shall have no vote in the proceedings. This policy covers all Institute committees, task forces, workgroups, etc. at all Institute meetings and at all subsidiary meetings.
9.3.5. **Resolution of Conflicts.** When questions arise about the existence of a conflict or potential conflict at the committee, task force or governing body level, the Chair of that entity shall evaluate the situation and resolve the conflict immediately. If necessary, a vote of the committee, task force or governing body shall be taken in cases of disagreement regarding conflicts. Those who are the subject of the conflict shall excuse themselves from the meeting until the entity’s action to resolve the conflict is completed. A record of such proceedings and the outcome shall be kept as part of the minutes of such meeting.

9.3.6. **Appeals of Conflict Decisions.** The Institute’s Professional Standards Committee (the “Committee”) shall review and address (through disinterested parties) existing, potential and future conflicts with the aim of providing fair and consistent treatment in the handling of conflict situations. After evaluation, the Committee will recommend a course of action to the Institute’s Board of Directors if in session and to the Executive Committee at other times. Should the issue involve an apparent conflict that was not disclosed intentionally and subsequently discovered, the Committee can recommend a course of action that could include, but not be limited to, removal of duties for an Institute leadership position; voiding any transaction that has taken place (i.e. conflict with family); loss, suspension or probation of designation; etc. The Committee will determine whether the assistance of Institute or National Association of Realtors ® (NAR) legal counsel is necessary.

9.3.7. **Confidentiality.** All volunteer members of Institute committees and other governing bodies, as well as Institute employees, must carefully guard the confidentiality of any information that comes into one’s possession and is designated by the Institute as confidential. Confidential information should not be shared with any unauthorized person.

9.3.8. **Volunteer Service on Multiple Committees.** Volunteer members shall be entitled to serve on multiple Institute committees and governing bodies, including subsidiaries wholly owned by the Institute, and that such service on multiple bodies shall not, in and of itself, constitute a conflict of interest.

9.4. **Standard Disclosure Regarding Conflicts of Interest:**

Each volunteer, contractor and staff shall sign a disclosure form stating the following:

*As a volunteer, independent contractor, or employee of the CCIM Institute (the “Institute”), I acknowledge and hereby agree that I shall act in the best interest of the Institute at all times in which I am acting on behalf of the Institute. This includes avoiding conflicts and potential conflicts of interest where my loyalty to the Institute might be divided between my role as a volunteer, independent contractor, or employee of the Institute and another professional, business, volunteer, or personal activity or responsibility. To avoid such conflicts, I agree to promptly disclose situations where it may appear I have conflicting responsibilities to other entities or have a conflict of interest as defined in the CCIM Conflict of Interest Policy. I encourage the Institute to thoroughly review any aspect of potential conflicts that it deems appropriate. I will take all necessary steps (e.g., not serving on committees, withdrawing from my position in the Institute, etc.) if the Institute determines that such steps are necessary to eliminate the conflict and/or to protect against...*
legal liability to the Institute or me arising from the conflict of interest, as may be determined by the board.

Listed below are the potential, current, or future conflicts of interest of which I am aware. Further, I agree to keep this form current by updating it annually as well as updating it whenever additional information pertaining to the matters herein becomes available or the information becomes inaccurate.

1. The following professional, business, volunteer, or personal activities or responsibilities may give rise to a conflict of interest:

2. I am or have a professional, business, volunteer, or personal relationship with the following vendors or independent contractors with which the Institute does business:

3. The following personal relationships (e.g., spouse, relative, friend, etc.) may give rise to a conflict of interest:

4. I have received reportable income/compensation from the Institute and or related entities in the past (not including expense reimbursements) for services.

I have read the CCIM Institute Conflict of Interest Policy and hereby agree to adhere to the terms contained therein. Furthermore, I honestly to the best of my knowledge have accurately completed this Disclosure Statement. Other than as disclosed above, I know of no professional, business, volunteer, or personal activity or responsibility—including vendor relationships—that may give rise to a conflict of interest.
Addendum F

CCIM INSTITUTE
2013 New Business Plan for Education Consultant

Date: July 25, 2012

<table>
<thead>
<tr>
<th>Committee Chairman:</th>
<th>Jeff Engelstad, CCIM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presidential Liaison:</td>
<td>Carmela Ma, CCIM</td>
</tr>
<tr>
<td>Staff Liaison:</td>
<td>Terry Cunningham, VP Education</td>
</tr>
<tr>
<td>Project Name:</td>
<td>CCIM Education Consultant</td>
</tr>
<tr>
<td>Project Type:</td>
<td>□ Cost Recovery</td>
</tr>
<tr>
<td>Source of Funds:</td>
<td>X Operating Budget</td>
</tr>
</tbody>
</table>

If Development, indicate % below

<table>
<thead>
<tr>
<th>Education %</th>
<th>General %</th>
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</thead>
</table>

Financial Alternatives:

Detailed Description/Use of Funds:
The CCIM Education Consultant will work with appointed CCIM’s Education Committee and staff to maintain the quality, continuity, and consistency of all CCIM educational curriculum (including designation and Ward Center courses), as well as assist with CCIM’s University Outreach initiatives. The consultant will participate in planning the long-range vision for the CCIM education program to ensure that the curriculum remains at the forefront of commercial real estate education.

The consultant will devote a total of 25 days per calendar year to CCIM education project work and meetings. The assignment of those hours will be directed in writing by CCIM staff, in consultation with the chair of the Education Committee.

Specific responsibilities will include:
- Work with appointed CCIMs and staff to ensure that the content of the designation curriculum is current, accurate, technologically up to date, and applicable to real estate analysis concepts and techniques. This includes working on course rewrites and revisions.
- Review outlines and materials delivered through CCIM’s Ward Center to ensure consistency with CCIM core course concepts and skills.
- Write, review, or revise exams, hint files, and exam results.
- Review drafts and revisions of materials submitted by CCIM subject matter experts for technical accuracy.
- Develop and deliver presentations to CCIM instructors and CCIM members.
- Collaborate with CCIM University Outreach Committee leadership and staff to create a library of CCIM case studies for use by universities and accessible to CCIM.
designees (in print and via webinar) as a member benefit.

- Work with CCIM instructors and staff to enhance the instructional design of CCIM education programs...
- Help identify additional educational opportunities and resources as needed.

<table>
<thead>
<tr>
<th>Anticipated Lifespan:</th>
<th>Ongoing</th>
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| Key Performance Indicators | Expansion of University contacts/relationships | Student evaluations: satisfaction index | Student and faculty membership numbers |

**Budget Detail**

The annual program is expected to cost $56,500. Expected as follows:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Expected Costs:</th>
<th>Subtotals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in CCIM’s semi-annual business meetings. Travel (2 trips) Consulting Days: 4 total (2 per meeting)</td>
<td>Travel Airfare/ground transportation: $600 Lodging: $250/day Meals: $100/day Total (2 trips): $2,600 Consulting 2 days per business meeting @$1,500/day. Total: $6,000</td>
<td>$8,600.00</td>
</tr>
<tr>
<td>Quarterly, two-day, on-site meetings @ CCIM office or other location/s for curriculum review/content development work (including case study development for University Outreach) Travel (4 trips) Consulting Days: 4 total (2 per meeting)</td>
<td>Travel Airfare/ground transportation: $600 Lodging: $250/day Meals: $100/day Total (4 trips): $5,200 Consulting 2 days per meeting @$1,500/day; 4 meetings Total: $12,000</td>
<td>$17,200.00</td>
</tr>
<tr>
<td>Content review/development work 15 days (or hourly equivalent)</td>
<td>Consulting/Content Development $1,500 per day Total: $22,500</td>
<td>$22,500.00</td>
</tr>
<tr>
<td>Annual Curriculum Review Meeting (2 days) Education Consultant Participation (travel and</td>
<td>Travel (4 participants) Airfare/ground transportation: $600 ($2,400 total) Lodging: $250/day ($2,000 total)</td>
<td>$8,200.00</td>
</tr>
</tbody>
</table>
Other participants (3 – travel only):
Education Committee Chair or Vice Chair
Chair of Course Chairs
Subcommittee or Vice Chair
Education Presidential Liaison

<table>
<thead>
<tr>
<th>Meals: $100/day ($800 total)</th>
<th>TOTAL AMOUNT:</th>
<th>$5,200 Total Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting 2 days @ $1,500/day</td>
<td></td>
<td>$3,000 Total</td>
</tr>
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</table>

**TOTAL AMOUNT:** $56,500

**Benefits:**

- Supports CCIM's Strategic Plan by supporting the following objective: “Confer regularly with leaders in the commercial real estate field to include, among others, Practitioners, Academics, and Business Leaders to understand the latest developments in CRE and the education field.”
- Ensures CCIM education curriculum is accurate and competitive.
- Ensures CCIM education is relevant and inclusive of current issues, topics and skills required for success in commercial real estate.
- Provides additional member benefits via case study development and presentation series.
- Facilitates greater relationships between CCIM Institute and the academic community, potentially translating into greater student and faculty memberships.
- Supports CCIM’s Strategic Plan by supporting the following objective: “Confer regularly with leaders in the commercial real estate field to include, among others, Practitioners, Academics, and Business Leaders to understand the latest developments in CRE and the education field.”

**Start Date:** January 1, 2013

**End Date:** Ongoing

**Developmental Cost Recovery Plan:** N/A

**Developmental Cost Recovery Schedule:** N/A

**Project Alternatives:**

| Budget Committee: |  □ Approved   | □ Denied   | □ |

| Date __/__/__ | Tracking # |

| Executive Committee: |  □ Approved | □ Denied | □ |
Board of Directors: 

☐ Approved  ☐ Denied  ☐

Date __/__/__