Institute of Management Consultants USA

BOARD OF DIRECTORS
Special Meeting
January 11, 2013

Conference Call
1-605-477-2100
Passcode 646967#
IMC USA
2012-2013 BOARD OF DIRECTORS
Effective January 2013

Chair
David T. Norman CMC®, CBM (2013)
David Norman & Assoc.
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E-mail: dnorman@dnabizbuilder.com

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Email: mark@hrdpress.com

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# 2013 Board of Directors Meeting Schedule

**Subject:** 2013 Board of Directors Meeting Schedule

Please mark your calendars and plan to attend.

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Date</th>
<th>Event Details</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOD –</td>
<td>February 7, 2013</td>
<td>Georgia Chapter Meeting Hilton Garden Inn Atlanta, GA</td>
<td>6:00 p.m. – 8:00 p.m.</td>
</tr>
<tr>
<td></td>
<td>February 8, 2013</td>
<td>Board Meeting Regus (location TBD) Atlanta, GA</td>
<td>9:00 a.m. – 4:00 p.m.</td>
</tr>
<tr>
<td>New Board</td>
<td>May 9, 2013</td>
<td>New Board Orientation Portland, OR</td>
<td>TBD p.m. – TBD p.m.</td>
</tr>
<tr>
<td>Orientation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual</td>
<td>May 9, 2013</td>
<td>Annual Meeting Portland, OR</td>
<td>TBD</td>
</tr>
<tr>
<td>Meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter</td>
<td>May, 2013</td>
<td>Chapter Meeting Portland, OR</td>
<td>TBD</td>
</tr>
<tr>
<td>Meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOD –</td>
<td>May 10, 2013</td>
<td>Portland, OR Regus (TBD)</td>
<td>9:00 a.m. – 4:00 p.m.</td>
</tr>
<tr>
<td>Strategic</td>
<td>July 2013</td>
<td>To Be Determined</td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOD –</td>
<td>August 2013</td>
<td>Conference Call</td>
<td>2:00 p.m. – 5:00 p.m.</td>
</tr>
<tr>
<td>BOD –</td>
<td>October 2013</td>
<td>GROW - TBD</td>
<td>8:00 a.m. – 5:00 p.m.</td>
</tr>
<tr>
<td>Leadership</td>
<td>October 2013</td>
<td>TBD</td>
<td>8:00 a.m. – 5:00 p.m.</td>
</tr>
</tbody>
</table>
The Institute of Management Consultants USA
2012 - 2013 Board of Directors Special Meeting Agenda

January 13, 2013
Conference Call Special Meeting
1-605-477-2100 - Passcode 646967#
Agenda

OFFICERS:  
Chair:  David Norman CMC, CBM  
Vice President:  Loraine Huchler CMC  
Vice President:  Manola Robison CMC  
Vice President:  Donald Scellato CMC, FIMC  
Vice President:  Gayle Carson CMC  
Treasurer:  Don Matheson CMC  
Secretary:  Gail R. McCauley

DIRECTORS:

2013  
Lauren Bloom, Esq. (Outside)  
Cynthia Currence CMC  
Geoff Guilfoyl CMC  
Loraine Huchler CMC  
David T. Norman CMC  
Todd Ordal CMC

2014  
Lee Czarapata CMC  
Judith Light CMC, FIMC  
Don Matheson CMC  
Manola Robison CMC  
Donald Scellato CMC, FIMC

2015  
Dr. Gayle Carson CMC  
Angela Dingle CMC  
Tom Kennedy CMC  
Mark Snow

Immediate Past Chair:  Drumm McNaughton Ph.D., CMC, FIMC  
Chair, Chapter Presidents Council:  Cynthia Currence CMC

GUEST:  Interim Lead ICMCI Trustee  Clint Burdett CMC

SECRETARY:  Gail R. McCauley, Executive Director  
STAFF:  Gail R. McCauley, Executive Director
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4:00 p.m. Eastern</td>
<td>Call to Order – David Norman CMC, Chair</td>
</tr>
<tr>
<td></td>
<td>Roll Call – Gail McCauley, Executive Director</td>
</tr>
<tr>
<td></td>
<td>Declaration of a Quorum</td>
</tr>
<tr>
<td></td>
<td>Opening Remarks – David Norman CMC, Chair</td>
</tr>
<tr>
<td></td>
<td><strong>Executive Session</strong></td>
</tr>
<tr>
<td></td>
<td>ICMCI Resolutions 1 - 9</td>
</tr>
<tr>
<td></td>
<td>• Provision for secret ballot</td>
</tr>
<tr>
<td></td>
<td>• Provision for withdrawal of a candidate</td>
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<tr>
<td></td>
<td>• Member in Good Standing</td>
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<tr>
<td></td>
<td>• Conflict of Interest Policy</td>
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<td></td>
<td>• Contracts Approval Policy</td>
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<td></td>
<td>• ICMCI Academic Fellow</td>
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<tr>
<td></td>
<td>• Adoption of Treasurer’s Report 2011/12</td>
</tr>
<tr>
<td></td>
<td>• Appointment of ‘Executive Director’</td>
</tr>
<tr>
<td></td>
<td>• Adoption of proposed budgets for 2012/13 and 2013/14</td>
</tr>
<tr>
<td></td>
<td><strong>Acceptance of Resignation of Director(s)</strong></td>
</tr>
<tr>
<td></td>
<td>• Cynthia Currence CMC resignation - currently serving as CPC Chair and therefore already serves on the board</td>
</tr>
<tr>
<td></td>
<td>• Rick Hubbard CMC</td>
</tr>
<tr>
<td></td>
<td><strong>Disclosure – International Training Engagement – using IMC curriculum</strong></td>
</tr>
<tr>
<td></td>
<td>Immediate Past Chair McNaughton</td>
</tr>
<tr>
<td></td>
<td>VP Professional Learning Scellato</td>
</tr>
<tr>
<td>5:00 p.m. Eastern</td>
<td><strong>Adjournment</strong></td>
</tr>
</tbody>
</table>
Board Meeting Date: January 11, 2013

Committee/Group: ICMCI Trustees

Submitted By: Loraine Huchler CMC & Clint Burdett CMC

Board Action/Deliberation Requested:

Following the ICMCI Annual Meeting in Orlando, FL on October 6th, ICMCI has released a ballot with the following resolutions for a vote by our Trustees. The IMC USA BOD must approve the vote on these resolutions (Table 1) prior to the due date of the ballot. We believe that there is value in additional discussion about communicating the recommendations for increased transparency and accountability of ICMCI to ExCom, the executive committee of ICMCI. Our Trustees have suggested several recommendations as shown below. Detailed supporting documents attached.

Opinion of the USA Trustees

- We agree with resolutions numbers 1 through 7 and recommend approval these resolutions without reservation.
- We believe that resolution number 8, Executive Director, is a challenging task, in terms of the process and likelihood of finding a qualified candidate in the short timeframe as well as establishing a sustainable revenue model to fund his or her salary and expenses.
- We believe that resolution 9, the budget, has a high degree of uncertainty in the revenue projections from the breakthrough strategy (BTS) projects for the budget year 2012–2013. Approval of a budget is foundational for the smooth functioning of ICMCI; however, approval indirectly indicates approval of the Breakthrough Strategy projects.

We voiced these concerns at the annual ICMCI meeting in Orlando. We also believe that all of these resolutions will ultimately pass.

We believe that a “yes” vote on all resolutions, despite our reservations about the success of resolutions 8 and 9, would be the most appropriate action, confirming our support for ExCom and the organization. Even though we believe that most of the BTS projects will fail to meet their goals, especially their revenue goals, this show of support would place the burden on the project leads to deliver results.

However, we believe that there are some reasonable actions that ExCom could and should deliver to the trustees to provide greater transparency about the progress of the projects as we move
towards the end of the three-year period and about the disposition of unspent funds in the projects.

We are planning to propose that ExCom implement the following actions:

1. Provide a report to all of the trustees on a quarterly basis (January, April, July, October) showing progress towards project milestones, funds spent and funds remaining for each BTS project.
2. In January, disclose the status of both current and projected unspent funds during the remainder of the three year BTS period. It is imperative that project lead disclose their plans and budgets now, to allow project leads to project the timing of their expenditures and use funds in the best interest of the organization. We are open to the possibility that ExCom will authorize an extension of the previously assessed / allocated BTS funding for some projects to allow a rational conclusion of the activities; however, the new end date of the project should be forecast and (as a suggestion) be no longer than one additional year. We believe that the most appropriate disposition of unspent funds is to either reallocate them to other BTS projects or reserve them for future projects. We do not support converting these unspent BTS funds to operating funds.
3. Should ExCom wish to reallocate funds from one BTS project to another, we recommend that ExCom adopt the following guidelines, pursuant to future implementation as policy:
   a. For reallocation of less than 10% of the annual BTS funding, a simple majority of ExCom is required
   b. For reallocation of 10% or greater, but less than 15% of the annual BTS funding, a super-majority (2/3) of all members of ExCom is required
   c. For reallocation of 15% or greater of the annual BTS funding, a simple majority of Trustees shall be required

We request that ExCom report to the Trustees and work towards a workable governance model that provides transparency and accountability of ExCom to the Trustees.

We, the Trustees, are requesting that the board review this information and provide comments regarding the will of the board regarding casting our ballots.
<table>
<thead>
<tr>
<th>Resolution</th>
<th>Name</th>
<th>Additional Information</th>
<th>Source Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provision for secret ballot</td>
<td>That investigation be made into an appropriate IT tool to enable voting on candidates standing for election to the ExCom to be handled by secret ballot, i.e. the votes cast will be on an anonymous basis.</td>
<td>Appendix A in Attachment: Nov 12 issue to IMCs Resolutions and Appendices A and D.pdf</td>
</tr>
<tr>
<td>2</td>
<td>Provision for withdrawal of an Excom candidate</td>
<td>That a process change be made to enable candidates standing for election to the ExCom to have the right to withdraw their candidacy within a seven day period of its submission.</td>
<td>Attachment: NSPC Report final presented in Orlando.ppt</td>
</tr>
<tr>
<td>3</td>
<td>Member in Good Standing</td>
<td>That the policy proposed be accepted. <em>Members in good standing (i.e. member Institutes that meet their financial obligations) shall have all of the rights and privileges of members; delinquent members shall lose some or all of their privileges of membership.</em></td>
<td>Attachment: Proposed Member in Good Standing revised appeal process.pdf Approved policy document (for reference): 008a Definition of Member in Good Standing - October 08, 2011.pdf</td>
</tr>
<tr>
<td>4</td>
<td>Conflict of Interest Policy</td>
<td>That the policy be adopted. <em>To protect the ICMCI’s interests when it or any of its Executive Committee (ExCom), Trustees, or Committee Members is contemplating entering into a transaction or arrangement that might benefit the private interest of an ExCom Member, Trustee, or Committee Member.</em></td>
<td>Attachment: Annual meeting appendix B Conflicts of Interest Policy.pdf</td>
</tr>
<tr>
<td>5</td>
<td>Contracts Approval Policy</td>
<td>That the policy proposed be adopted. <em>All contracts, financial agreements and arrangements that may create a future financial or legal obligation for ICMCI are subject to the review and approval requirements set forth in this policy.</em></td>
<td>Attachment: Annual meeting Appendix C - Contracts Approval Policy.pdf</td>
</tr>
<tr>
<td>6</td>
<td>ICMCI Academic Fellow</td>
<td><em>Creation of a recognition of achievement in Academia by ICMCI.</em></td>
<td>Appendix D in Attachment: Nov 12 issue to IMCs Resolutions and Appendices A and D.pdf</td>
</tr>
<tr>
<td>7</td>
<td>Treasurer’s Report 2011/12</td>
<td>A balanced budget based on revenue projections for fees (member Institute dues) and profits from the implementation of the Breakthrough Strategy projects.</td>
<td>Attachment: 2011 2012 Treasurer Report Member in Good Standing Resolution.pdf</td>
</tr>
<tr>
<td>8</td>
<td>Executive Director</td>
<td>That the process to recruit to this post be taken forward on the basis of the job description previously published and in line with budget to be agreed (and as per the budget)</td>
<td>Attachment: Design of a Professional Secretariat 2012 03 06.pdf Projected expense included in Attachment: Nov 12 Issue to IMCs Budget Proposal 2012-2014.pdf</td>
</tr>
</tbody>
</table>
| 9          | Budgets for 2012/13 and 2013/14 | That the draft budgets for 2012/13 and 2013/14 be adopted as revised subsequent to the Orlando meeting. *The fee proposal which is the basis of the budget is:*  
• CMC-membership €2.00 per (F)CMC members (same as last year)  
• Normal members €1.10 (same as last year)  
• Corporate members €1.10 (same as last year)  
• 3% % addition in each year on the Basic fee | Attachment: Nov 12 Issue to IMCs Budget Proposal 2012-2014.pdf Attachment: Nov 12 Issue to IMCs project management plan breakthrough pilots 2012-2013.pdf |
November 2012

Resolution 1 – Provision for secret ballot – put forward by Nominations and Succession Planning Committee

That investigation be made into an appropriate IT tool to enable voting on candidates standing for election to the ExCom to be handled by secret ballot, ie the votes cast will be on an anonymous basis.

Proposed by Angelo Kehayas
Seconded by Clint Burdett

Resolution 2 – Provision for withdrawal of a candidate – put forward by Nominations and Succession Planning Committee

That a process change be made to enable candidates standing for election to the ExCom to have the right to withdraw their candidacy within a seven day period of its submission.

Proposed by Richard Harris
Seconded by Anuj Bhargava

Resolution 3 – Member in Good Standing – put forward by Membership Committee

That the policy proposed (and as contained in Appendix A) be accepted.

Proposed by Jans Willem Kradolfer
Seconded by Brian Ing

Resolution 4 – Conflict of interest policy

That the policy proposed (and as contained in Appendix B) be adopted.

Proposed by Angelo Kehayas
Seconded by Cristian Welsh Miguens

Resolution 5 – Contracts approval policy

That the policy proposed (as contained in Appendix C) be adopted.

Proposed by Jans Willem Kradolfer
Seconded by Angelo Kehayas
Resolution 6 – ICMCI Academic Fellow

That the proposal (as contained in Appendix D) be adopted.

Proposed by Calvert Markham
Seconded by Rob Wagenaar

Resolution 7 – Adoption of Treasurer’s Report 2011/12

Proposed by Brian Ing
Seconded by Clint Burdett

Resolution 8 – Appointment of ‘Executive Director’

That the process to recruit to this post be taken forward on the basis of the job description previously published and in line with budget to be agreed (and as per the budget at Resolution G).

Proposed by Jan Willem Kradolfer
Seconded by Gerd Prechtl

Resolution 9 - Adoption of proposed budgets for 2012/13 and 2013/14

That the draft budgets for 2012/13 and 2013/14 be adopted (see detailed budget papers attached) (ie as revised subsequent to the Orlando meeting)

Proposed by Jan Willem Kradolfer
Seconded by Tim Millar
Supporting Materials

• Resolutions 1 and 2
Nominations and Succession Planning Committee
Report for Annual Business Meeting of ICMCI 2012
Orlando

Remembering our Constitution

Section 5. Nominations and Succession Planning Committee The nominations and succession planning committee will be a standing committee of the Council responsible for managing an open nominations and election process for elected officers. The committee shall be headed by the immediate past chair (or a past chairman) and composed of four other trustees (including the current Chairman). The slate of officers will be mailed to all members of the Board of Trustees sixty days before the date of the biennial Congress.
Committee Members

- Francesco D’Aprile (Italy) Chair ExCom – Ex Officio Member
- Peter Sorensen (Denmark) Past Chair - ExCom
- Angelo Kehayas (South Africa) Past Vice Chair ExCom
- Salwah Bamieh (Jordan) Trustee IMC Jordan
- Aneeta Madhok (India) Immediate Past Chair, ExCom, Chair of NSPC

Special Invitee: Shin Liat – (Singapore) Past Vice Chair ExCom for talent scouting in the Far East

Improvements Proposed

- Search for an appropriate IT tool (Survey Monkey?) to provide for anonymous casting of votes to uphold the principle of secret balloting
- Provision for 7 days period for withdrawal of nominations by any candidate
## Schedule of Events 2012-13

<table>
<thead>
<tr>
<th>Item</th>
<th>Days before Business Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSPC Chair to write to existing ExCom seeking their interest to serve another term</td>
<td>290</td>
<td>13/12/12</td>
</tr>
<tr>
<td>ExCom Members to confirm to Nominations Committee (NSPC)</td>
<td>250</td>
<td>22/01/13</td>
</tr>
<tr>
<td>ICMCI Chairman to advise all Trustees of members of NSPC and call interested persons seeking advice</td>
<td>240</td>
<td>01/02/13</td>
</tr>
<tr>
<td>NSPC Chair to confirm date sequence of events to NSPC and ExCom</td>
<td>220</td>
<td>21/02/13</td>
</tr>
<tr>
<td>NSPC to agree nominations forms</td>
<td>190</td>
<td>23/03/13</td>
</tr>
<tr>
<td>Post nominations form on web</td>
<td>180</td>
<td>02/04/13</td>
</tr>
<tr>
<td>Send nominations form to all members with note from NSPC Chair</td>
<td>170</td>
<td>12/04/13</td>
</tr>
<tr>
<td>Sec. send cut calls for nominations and supporting form from members associations</td>
<td>130</td>
<td>22/05/13</td>
</tr>
</tbody>
</table>

## Schedule of Events (contd.)

<table>
<thead>
<tr>
<th>Item</th>
<th>Days before Business Meeting</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSPC Chair reminder to all Trustees of pending elections and nomination deadlines</td>
<td>120</td>
<td>01/06/13</td>
</tr>
<tr>
<td>Reminder of pending closure in 15 days for ExCom nominations</td>
<td>90</td>
<td>01/07/13</td>
</tr>
<tr>
<td>Sec. final reminder of nomination deadline in 5 days</td>
<td>80</td>
<td>11/07/13</td>
</tr>
<tr>
<td>NSPC to review nominations they are received from MOS</td>
<td>80</td>
<td>11/07/13</td>
</tr>
<tr>
<td>Nominations close</td>
<td>75</td>
<td>16/07/13</td>
</tr>
<tr>
<td>Based on receipt of final nomination list, NSPC to discuss applications and suitability, agree positions and suggest changes if necessary</td>
<td>73</td>
<td>18/07/13</td>
</tr>
<tr>
<td>All nominations forms must go to Sec. who numbers and circulates them to NSPC upon receipt.</td>
<td>73</td>
<td>18/07/13</td>
</tr>
<tr>
<td>NSPC to discuss any issues</td>
<td>72</td>
<td>19/07/13</td>
</tr>
<tr>
<td>NSPC to discuss next NSPC</td>
<td>71</td>
<td>20/07/13</td>
</tr>
<tr>
<td>Agree on slate of officers</td>
<td>71</td>
<td>20/07/13</td>
</tr>
<tr>
<td>If election is to be held (i.e. more nominations than positions),</td>
<td></td>
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<tr>
<td>NSPC Chair to announce election via Secretariat</td>
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<td></td>
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<tr>
<td>NSPC Chair will announce slate of officers</td>
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<td></td>
</tr>
<tr>
<td>Event Description</td>
<td>Number</td>
<td>Date</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>NSPC to review current process including experience of implementing last congress recommendations and agree any changes and advise ExCom in writing of proposed changes. Seek ExCom support prior to preparation of formal proposal to coming Congress</td>
<td>70</td>
<td>21/07/13</td>
</tr>
<tr>
<td>Sec. will send out proxy ballot by email (announce scrutineers)</td>
<td>65</td>
<td>26/07/13</td>
</tr>
<tr>
<td>Recommend changes to by laws with wording etc (in association with item 13)</td>
<td>53</td>
<td>07/08/13</td>
</tr>
<tr>
<td>Reminder that voting closes in 15 days</td>
<td>45</td>
<td>15/08/13</td>
</tr>
<tr>
<td>Reminder of election deadline and dispatch of record set of ballot papers</td>
<td>35</td>
<td>25/08/13</td>
</tr>
<tr>
<td>Voting closes</td>
<td>30</td>
<td>30/08/13</td>
</tr>
<tr>
<td>Vote counting</td>
<td>28</td>
<td>01/09/13</td>
</tr>
<tr>
<td>Announce results by email</td>
<td>26</td>
<td>03/09/13</td>
</tr>
<tr>
<td>Propose changes to by laws if any to Congress</td>
<td>8</td>
<td>21/09/13</td>
</tr>
<tr>
<td>Formally announce result at 2013 Business meeting</td>
<td>0</td>
<td>29/09/13</td>
</tr>
</tbody>
</table>
Supporting Materials

• Resolutions 3
Member in Good Standing Policy

The approved policy’s appeal process
The existing policy states:

“Procedure for review by member
Any member who is dissatisfied with decision communicated by ICMCI secretariat shall have a 30 days period in which to make an appeal to the Membership Committee for review of the matter. The Membership Committee may make recommendations for reviewing the matter within one month of receiving such a request and communicate with the member in this regard."

Proposed principles and process

- After ExCom has reviewed and acted upon an MC recommendation, the decision will be communicated to the member. The member has a calendar month to appeal the decision.

- In the event of an appeal being lodged, an Appeal Judge will be identified, with the following characteristics:
  - The Judge cannot have been involved in the case to this point. In practice, this means that the Judge cannot be current a member of ExCom or the MC or (if the MC recommendation was based in part upon a QAC review) the QAC; the Judge cannot be a member of or closely associated with the member in question; and the Judge cannot have been materially involved in any issues that gave rise to the MC recommendation.
  - If possible, the Judge should be the most recent ICMCI past Chair who is eligible and able to serve in the role. The current ICMCI Chair shall be responsible for contacting and engaging this person. If no past Chairs are eligible, able and willing to serve, then another former ExCom member still in good standing as a CMC (ideally but not necessarily a Trustee) will be recruited.

- Once the Appeal Judge has been selected, the ICMCI Chair will communicate his/her name and contact information to the appellant (with cc: to the Appeal Judge and the MC Chair), along with a copy of this process and a deadline for the submission of appeal documentation, if any is to be provided. The appellant shall have up to one calendar month to assemble and submit any further appeal documentation. To be considered, all such documentation must be in written form, in English, and sent via e-mail to the Appeal Judge, the ExCom Chair and the MC Chair.

- Once the appellant has declared the appeal documentation to be complete, or once one calendar month has elapsed since the deadline was communicated, the Appeal Judge will review the materials, including documentation from the Membership Committee, and reach its verdict. The Appeal Judge has up to one calendar month in which to reach his/her decision.

- The Appeal Judge’s job is to review the MC’s recommendation and ExCom decision, and assess, based upon the documentation of the case, whether there is sufficient evidence of a material error to warrant over-turning the decision. The Appeal Judge’s job is not to re-assess the evidence and rationales (i.e., not to “re-try the case”) but to review it to see (a) whether the process used was reasonable and consistent with policy and the objectives of ICMCI, and/or (b) whether new facts have been brought forward sufficient to negate the original decision’s rationale.

- The Appeal Judge’s decision options are either (a) to let the original membership decision stand; or (b) to reverse the original decision and reaffirm the “member in good standing” status of the appellant, in which case the Appeal Judge needs to record a clearly defined finding of fact and process that explains its rationale.

- In the case of an Appeal Judge being unable or unwilling to reach a decision within the month allowed, the appeal will be deemed to have failed.
• The Appeal Judge's conclusions will be advisory in nature; the ultimate responsibility for the appeal review rests with the MC. However, the MC must treat the Appeal Judge's report and conclusions with great respect. The Judge's decision (and its rationale, in the case of a reversal) must be recorded in the MC records, and considered in any future review of the member's status.

• The Appeal Judge must communicate his/her decision to the appellant, with cc: to ExCom and the MC.
ICMCI Member in Good Standing Policy

Proposed revision to the Appeal Process – October 1, 2012

Background

At the 2011 Taipei Congress, a draft “Member in Good Standing” (MGS) policy (see http://www.icmci.org/download/?id=17660928) was discussed and the Policy was subsequently distributed to all Trustees for a mail vote, and unanimously approved.

The Taipei MGS policy made provision for member appeal of a Membership Committee (MC) decision to downgrade or exit a member. However, with the benefit of additional review time (and the necessity to apply the process with KAMC earlier this year), the Membership Committee believes that the appeal process described is not satisfactory – the MGS policy suggests that the appeal would be heard by the body (MC) that made the original decision, not by an independent reviewer.

Accordingly, this revised appeal process is being put forward as a proposed edit to the policy as approved working draft, in the belief that it is superior to the Taipei MGS policy, and will be fairer to appellants.

The approved policy’s appeal process

The existing policy (as per the link above) states, “Procedure for review by member
Any member who is dissatisfied with decision communicated by ICMCI secretariat shall have a 30 days period in which to make an appeal to the Membership Committee for review of the matter. The Membership Committee may make recommendations for reviewing the matter within one month of receiving such a request and communicate with the member in this regard.”

Proposed principles and process

- After ExCom has reviewed and acted upon an MC recommendation, the decision will be communicated to the member. The member has a calendar month to appeal the decision.

- In the event of an appeal being lodged, an Appeal Judge will be identified, with the following characteristics:
  - The Judge cannot have been involved in the case to this point. In practice, this means that the Judge cannot be current a member of ExCom or the MC or (if the MC recommendation was based in part upon a QAC review) the QAC; the Judge cannot be a member of or closely associated with the member in question; and the Judge cannot have been materially involved in any issues that gave rise to the MC recommendation.
  - If possible, the Judge should be the most recent ICMCI past Chair who is eligible and able to serve in the role. The current ICMCI Chair shall be responsible for contacting and engaging this person. If no past Chairs are eligible, able and willing to serve, then another former ExCom member still in good standing as a CMC (ideally but not necessarily a Trustee) will be recruited.
• Once the Appeal Judge has been selected, the ICMCI Chair will communicate
his/her name and contact information to the appellant (with cc: to the Appeal Judge
and the MC Chair), along with a copy of this process and a deadline for the
submission of appeal documentation, if any is to be provided. The appellant shall
have up to one calendar month to assemble and submit any further appeal
documentation. To be considered, all such documentation must be in written form, in
English, and sent via e-mail to the Appeal Judge, the ExCom Chair and the MC
Chair.

• Once the appellant has declared the appeal documentation to be complete, or once
one calendar month has elapsed since the deadline was communicated, the Appeal
Judge will review the materials, including documentation from the Membership
Committee, and reach its verdict. The Appeal Judge has up to one calendar month in
which to reach his/her decision.

• The Appeal Judge's job is to review the MC's recommendation and ExCom decision,
and assess, based upon the documentation of the case, whether there is sufficient
evidence of a material error to warrant over-turning the decision. The Appeal Judge's
job is not to re-assess the evidence and rationales (i.e., not to "re-try the case") but
to review it to see (a) whether the process used was reasonable and consistent with
policy and the objectives of ICMCI, and/or (b) whether new facts have been brought
forward sufficient to negate the original decision's rationale.

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decision stand; or (b) to reverse the original decision and reaffirm the "member in
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record a clearly defined finding of fact and process that explains its rationale.

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the month allowed, the appeal will be deemed to have failed.

• The Appeal Judge's conclusions will be advisory in nature; the ultimate responsibility
for the appeal review rests with the MC. However, the MC must treat the Appeal
Judge's report and conclusions with great respect. The Judge's decision (and its
rationale, in the case of a reversal) must be recorded in the MC records, and
considered in any future review of the member's status.

• The Appeal Judge must communicate his/her decision to the appellant, with cc: to
ExCom and the MC.
Definition of Member in Good Standing
Proposal for Consideration of Board of Trustees
At
ICMCI Biennial Congress, Taipei, 2011

International Council
of
Management Consulting Institutes (ICMCI)

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Background
Definition of Member in Good Standing
Continuation, Upgrading, Standing Down members and Exit Policy
Operating Policy and Governance guidelines
- Decision making
- Communication of status
- Procedure for review
- Governance Guidelines
BACKGROUND
At various times in the discussions within ICMCI, the issue of what constitutes a member comes up for debate and discussion. The current understanding of what constitutes a member is limited to those institutes which meet the standard as defined by the Quality Assurance Committee (QAC) and is only about the existence and governance of an institute and its capacity to meet standards of CMC certification.

However, there have been many reasons for this definition of membership being questioned. While there is a path defined for inclusion of new members, there is no provision for standing down full members to provisional status or for exiting members who may have disengaged for some reason or the other.

The bylaws of ICMCI empower the Membership Committee thus:

Article IA, Section 3: The membership committee will be a standing committee of the Council responsible for the development of the membership, and the processing of all member applications for presentation to the Chairman and ultimately the Board.

The bylaws further define one essential task for the Membership Committee as:

Article V, Section 3. Every three years member institutes shall reconfirm that they continue to meet the membership qualifications of ICMCI. If a member no longer meets the membership qualifications, the membership committee will review and recommend appropriate action to the Executive Committee.

This document has been created to enable the Membership Committee to meet its purpose as defined in the bylaws as well as the need of the emergent situation. It defines the criteria for “member in good standing” and a procedure for review of membership of each institute, with a view to fulfilling the above purpose and task.

DEFINITION OF ‘MEMBER IN GOOD STANDING’
A Member of ICMCI is considered a member in good standing if it meets the following criteria:
1. In case of full members
   a. The QAC has undertaken an assessment or triennial re-assessment not less than six months after it becomes due, and has reported to the Membership Committee that the member has reached all standards for full membership.
   b. All members who have indicated interest and readiness to undertake an assessment by QAC, but the QAC has not been able to conduct an assessment or find an assessor.
c. All payments due have been paid to ICMCI. In case of dues outstanding, it is permitted to extend date of payment up to six months from due date, beyond which further extension cannot be granted.

d. The trustee/member is responding to correspondence and casting votes when required to do so.

2. In case of provisional members:
   a. The QAC has undertaken an assessment and has reported to the Membership Committee that the member has reached all standards provided for provisional membership.
   b. All payments due have been paid to ICMCI. In case of dues outstanding it is permitted to extend date of payment up to six months from due date, beyond which further extension cannot be granted.
   c. Provisional membership will consider lapsed, if a member does not adequately and appropriately respond to communication for a six month period.
   d. Provisional members are urged to work towards full membership within three to five years period after being admitted as a provisional member.

CONTINUATION, UPGRADING, STANDING DOWN MEMBERS AND EXIT POLICY

The Membership Committee will undertake an annual review of all members based on

1. QAC reports submitted on each country assessed.
2. Secretariat submissions on payments due and correspondence with Member.
3. Data generated by ExCom members in liaison with assigned member country

The Annual exercise of reviewing membership issues shall result in recommendations for each member institute. The recommendations should fall in six categories:

1. Continue as a member in good standing
2. Stand down from full member to provisional status
3. Upgrade from provisional member to full member
4. Exit member Institute from ICMCI membership
5. Enter institutes as Provisional Member
6. Recommendations for action to bring member to status of “member in good standing”
The recommendations of the Membership Committee are to be submitted to ExCom for final decision. This should be undertaken at least once a year and at most once a quarter.

**OPERATING POLICY AND GOVERNANCE GUIDELINES**

**Decision Making**
The Membership Committee shall undertake an annual review of all issues of membership continuation, upgrading, standing down and exiting members shall be assessed by the Membership Committee based on
1. QAC assessment reports
2. Demonstrated, communicated engagement of the member with ICMCI matters
3. Review of accounts receivables, and communication history for each member

The Membership Committee should satisfy itself that the members being recommended for standing down and exiting, have been given sufficient opportunity for clarifying their stance in the matter by the ICMCI secretariat. The Membership Committee shall make recommendations for ExCom action. The final decision rests with the ExCom.

**Communication of change in status**
Change in status of member institute will be communicated by email and letter to the member by the secretariat/Chair after ExCom decision in the matter. The changed status will lead to changes on the website at the expiry of a 30 days period since the communication.

**Procedure for review by member**
Any member who is dissatisfied with decision communicated by ICMCI secretariat shall have a 30 days period in which to make an appeal to the Membership Committee for review of the matter. The Membership Committee may make recommendations for reviewing the matter within one month of receiving such a request and communicate with the member in this regard.

**Governance Guidelines**
The Membership Committee shall make recommendations for inclusion of this policy framework within the bylaws and governance documents, to the Governance Task Force.

Aneeta Madhok, CMC
Chairperson Membership Committee
Chairperson, ICMCI
October 08, 2011
Supporting Materials

• Resolutions 4
The purpose of the Conflicts of Interest Policy is to protect the ICMCI’s interests when it or any of its Executive Committee (ExCom), Trustees, or Committee Members is contemplating entering into a transaction or arrangement that might benefit the private interest of an ExCom Member, Trustee, or Committee Member. This policy is intended to supplement but not replace any applicable international or national laws governing conflicts of interest applicable to not-for-profit organizations.

ExCom Members, Trustees, and Committee Members owe a duty of loyalty to the ICMCI and their Member institutes which requires that in serving the ICMCI they act not in their personal interests or in the interests of others, but rather solely in the interests of the ICMCI and their Member institutes.

There could be a time wherein the ExCom members, Trustees, and Committee members are faced with an actual conflict of interest between their roles as directors of ICMCI and representing the interests of their Member institutes. In situations similar to this, the meeting agenda and/or the person involved will be clear in which capacity he/she is acting.

ExCom Members, Trustees, and Committee Members must have undivided allegiance to the ICMCI’s and their Institute’s mission, and may not use their positions as ExCom Members, Trustees, or Committee Members, information they have about the ICMCI, or the ICMCI’s property, in a manner that allows them to secure a pecuniary benefit for themselves or others, unless this Conflicts of Interest Policy has been complied with. Business transactions of the ICMCI in which an ExCom Members, Trustees, or Committee Members has an interest are not necessarily prohibited, but they will be subject to close scrutiny. Such proposed transactions will be reviewed carefully to determine that they are in the best interests of the ICMCI and that they will not lead to conflict of interest. For the purposes of this policy, an ExCom Member, Trustee, or Committee Member has an interest in a proposed transaction if the ExCom Member, Trustee, or Committee Member has a material financial interest in it, or has a substantial financial interest in any organization involved in a proposed transaction with the ICMCI or holds a position as trustee, director, general manager or principal officer in any such organization.

ExCom Members, Trustees, or Committee Members are expected to make full disclosure to the best of their knowledge of any dual interest in a proposed transaction by submitting a report to the Secretary of the ICMCI supplying any reasons why the transaction might not be in the best interest of the ICMCI. In matters requiring prior approval of the Governance Committee of the Board of Trustees, the Secretary will forward copies of this disclosure report to the Committee before its consideration.
ExCom Members, Trustees, or Committee Members will, upon their election and annually thereafter for so long as they are ExCom Members, Trustees, or Committee Members, provide a statement to the ICMCI regarding potential and actual conflicts of interest in such form as is recommended by the Secretary and approved by the Board of Trustees.

Definitions

1. Interested Person
   Any ExCom member, Trustee, or member of a committee with Board-delegated powers who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest
   A person has a financial interest if the person has, directly or indirectly, through business, investment or family –
   
   (a) An ownership or investment interest in any entity with which the ICMCI has or is contemplating a transaction or arrangement, or
   
   (b) A compensation arrangement with the ICMCI or with any entity or individual with which the ICMCI has or is contemplating a transaction or arrangement, or
   
   (c) A potential ownership or investment interest in, or compensation arrangement with any entity or individual with which the ICMCI has or is contemplating a transaction or arrangement, or
   
   (d) A fiduciary or other obligation or interest to or in any entity or individual with which the ICMCI has or is contemplating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as material gifts or favors or consideration.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest, but the onus is on the ExCom member, Trustee, or Committee Member to disclose any potential conflict of interest so the determination can be made.

Procedures and Standards

1. Duty to Disclose
   In connection with any actual or possible conflicts of interest, an interested person must disclose the existence and nature of his or her financial interest to the Governance Committee.
2. Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest, the interested person will leave the Governance Committee meeting while the financial interest is discussed and voted upon. The remaining Trustees or committee members will decide if a conflict of interest exists.

3. Procedure for Addressing the Conflict of Interest

(a) The Secretary will, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(b) After exercising due diligence, the Governance Committee will determine whether the ICMCI can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.

(c) If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Governance Committee will determine by a majority vote of the disinterested Trustees whether the transaction or arrangement is in the ICMCI’s best interest and for its own benefit and whether the transaction is fair and reasonable to the ICMCI and will make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

4. Violations of the Conflicts of Interest Policy

(a) If the Governance Committee has reasonable cause to believe that a person covered under this policy has failed to disclose actual or possible conflicts of interest, it will inform such person of the basis for such belief and afford the person an opportunity to explain the alleged failure to disclosure.

(b) If, after hearing the response of the person and making such further investigation as may be warranted in the circumstances, the Governance Committee determines that the person has in fact failed to disclose an actual or possible conflict of interest, the Committee will refer this to the Board of Trustees for action.

(c) The Board will take appropriate corrective and disciplinary action, which may, among other things, include at the Governance Committee’s sole discretion cancellation or modification of the transaction or arrangement, recovery of or institution of actions to recover benefits received by the person and, if applicable, removal of the person from the ExCom, Board Trustees, or Committee.

Records of Proceedings

The minutes of the Governance and Board of Trustee meetings will contain –
(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board’s decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and notes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the matter.
INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES
EXECUTIVE COMMITTEE’S, TRUSTEES’S, or COMMITTEE MEMBER’S
ANNUAL STATEMENT RELATIVE TO CONFLICT OF INTEREST

This statement is made pursuant to the policy of the Board of Trustees of the International Council of Management Consulting Institutes which I have read, that each Trustee or Committee Member shall disclose to the Secretary of any possible conflict or duality of interest that may exist in connection with a Trustee’s or Committees Member’s interest in the Council.

I acknowledge that I have received a copy of the Conflict of Interest Policy, have read and understand the policy and agree to comply with the policy.

The following is a list of all persons or entities personally known to me to be currently engaged in transactions with the ICMCI in which I have a financial interest as defined in the Council’s Conflict of Interest Policy.

________________________________________

________________________________________

________________________________________

In the event that any matter comes to my attention regarding a transaction or arrangement in which I have or would have a financial interest, I will promptly notify the Secretary of the Council of the existence of such interest.

________________________________________
Signature of Trustee or Committee Member

________________________________________
Name of Trustee or Committee Member

________________________________________
Date
Supporting Materials

- Resolutions 5
International Council of Management Consulting Institutes  
Contracts Approval Policy  
Effective: TBA

Supersedes Trustee Resolution dated 1/15/2000 stating that all ICMCI contracts over $1,000 must be approved by the Chair or Treasurer in advance.

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**Preamble**

The Officers, Trustees, and Committees of ICMCI may enter into contracts from time to time in order to fulfill the mission of ICMCI in providing services to its members. The purpose of this policy is to specify authorization, review and approval requirements for all contracts and agreements, written or verbal, that may create a future financial or legal obligation for ICMCI, including those for professional services, procurement relationships, license agreements and other services, to make certain they are valid and adequately limit ICMCI’s financial and legal exposure.

ICMCI Committees are branches of the International Council of Management Consulting Institutes. They are subject to all rules, regulations, policies, directions and oversight of the Institute as established by the ICMCI’s Board of Trustees.

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**Policy**

All contracts, financial agreements and arrangements that may create a future financial or legal obligation for ICMCI are subject to the review and approval requirements set forth in this policy. Whenever an ICMCI officer, Committee chair, special event coordinator, Secretariat employee, or any member of ICMCI proposes to enter a contractual agreement or other binding financial arrangement, such person shall act according to the policy and procedure
guidelines contained herein. Such individuals who incur a financial or legal obligation on ICMCI without complying with this policy may be held responsible for any liability that may occur as a result.

Contractual obligations subject to this policy include but are not limited to the following:

Banking and borrowing arrangements, including credit cards issued for ICMCI. Such arrangements are generally prohibited, but may be considered under specific, pre-approved circumstances.

Commercial contracts whose value was not included in the ICMCI approved budget.

Vendor purchasing arrangements that grant discounts or preferences to members to acquire goods or services from third parties.

All contracts or agreements containing indemnification clauses, sharing of intellectual property owned by ICMCI or other language that could significantly adversely affect ICMCI or conflict with national policy.

Verbal agreements comprising any financial or legal obligation on the part of ICMCI.

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Procedure

Guidelines and thresholds for contract and financial commitment approvals for all contracts by ICMCI’s organization and Committees are as follows:

<table>
<thead>
<tr>
<th>Level</th>
<th>Terms</th>
<th>Authorized Approval Level</th>
<th>Other Requirements Prior to Contract Finalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Up to €10,000, pre-authorized in approved annual ICMCI budget</td>
<td>Committee Chair, or ICMCI Officer</td>
<td>ICMCI Treasurer or Chair, and Secretariat must confirm pre-approved status. Provide copy of contract documentation to Secretariat. Escalate to authority level 2 if: Expense is not budgeted Agreement involves any financing arrangement or is multi-year Vendor purchasing arrangement grants a</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Approval Requirements</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Over €10,000, any multi-year contract, banking/borrowing arrangement, vendor purchasing arrangement, or unusual contract language *</td>
<td>Approval required by Executive Committee (ExCom) of ICMCI Board of Trustees if not preapproved / in ICMCI budget. For those items, a report to the Trustees must be made within 1 week of contract approval and execution. Legal review if any listed conditions exist or if the value of the contract exceeds €25,000.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Over €25,000</td>
<td>Legal review and approval by ICMCI Board of Trustees</td>
<td></td>
</tr>
</tbody>
</table>

* Large contracts (above €10,000) shall not be split into two or more contracts of under €10,000 to avoid authorized approvals.

**Budget Status Review**

For all contracts, the contracting ICMCI ExCom member or Committee Chair shall verify the pre-approved status of a budgeted item with the ICMCI Treasurer or Secretariat prior to making any commitment, verbal or otherwise, with an outside party. The availability of funds is a deciding factor, and some items considered standard at the beginning of the year may be deferred or denied based upon ICMCI’s financial status. The contracting member shall provide a copy of the contract documentation to ICMCI’s Secretariat prior to finalization of the agreement.

**Approval**

If the ICMCI Treasurer or Secretariat confirms that the contracted item is pre-authorized per budget, the contract may be approved as provided in the approval table above. The Secretariat shall escalate the contract review to include the ICMCI Treasurer if any question remains
regarding the availability of funds, or whether approval of the item is contingent upon another event. The ICMCI Treasurer shall then seek additional approval as deemed necessary or required.

If the contract or verbal agreement meets the circumstances requiring escalation to authority level 2 as provided in the approval table above, the Secretariat and/or Treasurer will escalate the contract review to include the Executive Committee (ExCom) of the Board of Directors and legal counsel if so required.

**Signature**

The approving party shall sign the contract on behalf of ICMCI only after all required prior reviews and approvals have been completed as stated in the table above. All reviews, authorizations and approvals shall be documented in writing and retained by ICMCI’s Secretariat.

**Legal Review**

Contracts in any of the following categories must be reviewed by ICMCI’s legal counsel for proper terms and conditions:

- Multi-year agreements
- Pre-authorized banking and/or borrowing arrangements
- Vendor purchasing arrangements
- Arrangements in conflict with other ICMCI policies
- Agreements containing language (such as an indemnification clause) that could significantly adversely affect ICMCI
- All contracts creating a potential obligation over €25,000.

The contracting member must submit the subject contract to ICMCI’s Secretariat for coordination with legal counsel. ICMCI Committees are responsible for legal fees related to their contract reviews.

**Final Copy**
The responsible party for any contract subject to this policy is required to provide a copy of the signed contract and supporting approval documentation to ICMCI Secretary and the Secretariat within one week of execution.
Supporting Materials

- Resolutions 6
ICMCI Academic Fellow

Introduction
The designation ICMCI Academic Fellow is intended to be a mark of distinction to recognise academics who have contributed to the study and teaching of management consultancy. It is awarded by ICMCI to suitably qualified individuals.

The appointment of ICMCI Academic Fellows will be by ExCom on the recommendation of the Nominations and Succession Planning Committee. It is envisaged that a new body will be established, namely a Fellowship Panel, selected from among ICMCI Academic Fellows which will take a part in the approval of prospective Fellows.

The appointment process will be as follows:

1. Candidates for Academic Fellow can be nominated only by ICMCI member institutes (IMCs). Normally those nominated will be from an academic institution in that country, but from time to time IMCs can sponsor nominees from non-IMC member countries if they have good reason so to do.

2. In their nomination, the nominating IMC will provide information about how the candidate meets the criteria for becoming an Academic Fellow. They should also provide information about how the candidate will contribute to the management consulting profession through their Fellowship. Finally, they should also identify the benefits that appointment as an ICMCI Academic Fellow might confer on the candidate.

3. Nominations for Academic Fellow should be submitted to the Nominations and Succession Planning Committee, which oversees the process from application to decision and notification of the nominating IMC.

4. The Nominations and Succession Planning Committee will refer the application to the Fellowship Panel, who will validate the academic credentials and reputation of the candidate and state if the candidate in their view meets the criteria for Academic Fellowship.

5. The Nominations and Succession Planning Committee will receive the recommendation of the Fellowship Panel and based on this, and any other considerations they consider relevant, recommend to ExCom whether or not the candidate should be admitted to Academic Fellowship.

6. ExCom will decide whether or not to admit the candidate to Academic Fellowship. Other factors may be considered other than merit alone in accepting or rejecting a candidate, notably the value that the candidate can bring to the IMC and ICMCI, and the value that Academic Fellowship can bring to the candidate, or if the limits on numbers would otherwise be exceeded.

7. Where a candidate is not immediately accepted, ExCom may indicate that the candidate is not suitable, or that the candidate should be nominated again at some time in the future (for example, if their experience appears limited).

8. ExCom is not required to publish its reasons for the acceptance or rejection of a candidate.

9. Appointment as an ICMCI Academic Fellow is for 5 years.

10. Appointments may be renewed for further terms, subject to the approval of the sponsoring IMC and the agreement of the Nominations and Succession Planning Committee.

11. There will be a maximum number of 10 Academic Fellows per IMC and a maximum 100 within the ICMCI wide organisation.

12. Appointments may be terminated at the request of the Academic Fellow; if the latter’s personal circumstances change so that he/she is no longer eligible (eg is no longer a practicing academic); or if circumstances arise (eg a breach of ethical conduct) under which, were the Academic Fellow a consultant, he/she would have breached the code of conduct of the sponsoring IMC.
Fellowship Panel
The Fellowship Panel will be formed of up to five Academic Fellows appointed by the Nominations and Succession Planning Committee. Their period of office will be up to three years, but will terminate sooner if they cease to be Fellows.

Until the Fellowship Panel is formed, their role will be performed by the Links to Academia task force.

The key tasks of the Fellowship Panel are:
- To provide a link between ICMCI and Fellows at large
- To propose and support activities that ICMCI might undertake in respect of Fellows
- To approve the nomination of new candidates as Fellow

Recognition of Fellows
It is expected that nominating IMCs will do much to publicise the accolade of ICMCI Academic Fellow for a successful nominee. ICMCI itself should recognise the appointment of an ICMCI Academic Fellow through:

13. Announcement and, if the Fellow is present, investiture at an ICMCI meeting. If the Academic Fellow cannot be present, then they might be invested by an ExCom member attending an IMC’s national meeting.
15. A message from ICMCI and the IMC to the Academic Fellow’s own academic institution informing them of this honour that has been conferred.
16. An invitation to address an ICMCI meeting (and this would naturally be at an investiture, but failing that, on another occasion).
17. Listing on the ICMCI web site, with links to their own web site (for example, the academic institution where they work).

Eligibility criteria for appointment as an ICMCI Academic Fellow

18. The candidate must hold a position at a recognised academic institution, specifically a publicly accredited university within the same country as the nominating IMC. Exceptionally an IMC may nominate a candidate from a country that does not have a member of ICMCI.
19. The candidate should have been engaged in research and/or teaching an external or internal management consulting field for a minimum of five years.
20. Evidence of experience would be derived from a current curriculum vitae which would detail undergraduate/graduate classes taught; published academic papers; conference presentations; curriculum development (both academic and for commercial courses); management consulting engagements/retainers; related industry seminars. Such academic experience track records would also have to demonstrate tangible engagement with the management consulting profession.
21. The candidate can demonstrate external recognition outside their educational institution.
Supporting Materials

• Resolutions 7
Treasurer Report 2011 – 2012
Member in Good Standing Resolution

International Council of Management Consulting Institutes (ICMCI)

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1. Treasurer’s introduction 2
2. General information 3
3. ICMCI Balance Sheet as per June 30, 2012 and 2011 4
4. Explanation on Balance sheet 5
5. ICMCI P&L 2011-2012 7
7. CEN Project 12
8. Breakthrough Strategy 13
1. Treasurer’s introduction

Herewith we present you the report of the year 2011-2012 on the finances of ICMCI. You will find a Balance Sheet and P&L of 2011-2012 as well as financial notes related to the amounts shown in the financial statements.

The financial year 2011-2012 was the second year out of three for applying the Breakthrough Strategy (BS) financing scheme (as approved in 2010 in Jordan) and was the first year when most of the projects developed under the Breakthrough Strategy have started to use funds in order to achieve their goals.

It has to be stated that there is a certain delay between the revenues (both regular and related to BS), invoiced closed to the end of the period (in May/ June 2011 for the year 2010/ 2011 and in March/ April 2012 for the year 2011/ 2012) and the expenses, incurred quasi-uniformly over the period. The potential cash problem is resolved by the accumulated reserves while the actual policy drives to high level of accounts receivables at the end of the period. The situation may be deteriorated by a substantial increase in expenditures as result of accelerating the activities related to BS.

Applying the resolution regarding the members in good standing, as approved in Taipei in 2011, together with the prudence principle, determined the write-off of debts from a number of member IMCs, coordinating also with the Membership Committee. Letters were sent to all debtors (exceeding the regular 45 days period for payment) in August 2012, special supplementary correspondence being organized with those in breach of Member in good standing resolution.

The CEN project was finalized and, as shown in the approved budget for 2011/2012, the differences were invoiced and mostly collected from all participating European members.

This year was also the moment of transferring the ICMCI Secretariat from MOS in The Netherlands to CMI in UK. While the regular secretariat work moved from January 1st, 2012, the accounting and payment function was transferred starting with July 1st, 2012.

The budget for next period, based on the plans of the ExCom and attempting to solve some of the procedural issues mentioned above, will be proposed in a separate document.
2. General Information

Accounting principles
The official currency of ICMCI is Euros (€). The fiscal year of ICMCI is from July 1 through June 30. The accounts are maintained on an accrual basis.

Working on improvements

In July 2012, the financial department has moved to the UK, being the perfect time to work further on the improvements suggested in the PWC report in 2011.

These suggested improvements are:

- Projects like the CEN projects need not only be presented as a separate activity, we also need to make a provision on the balance sheet so there is an insight over the years on the financial progress of the project. In this way the finances are transparent to all. This advice was also given by our financial committee.
  - *With the administration of the Breakthrough Strategy Project (BSP) this was implemented in the administration in June 2011.*

- We will work out a working process in which the completeness of the sales can be better checked. This is mostly applicable on the billing of the ‘other’ income such as assessments, certificates and pins.

- The treasurers report needs to be more specific on some items:
  - Include information on off-balance sheet liabilities (if any)
  - Include the appropriation of income and whether the profit/loss was added to/charged against equity
  - Include more information on debtors and implement a stricter regime on outstanding receivables (already in progress).
  - Mentioning the currency in which the balance sheet and income statement are denominated.
### 3. ICMCI Balance Sheet as per June 30, 2012 and 2011

*(in €x1)*

<table>
<thead>
<tr>
<th></th>
<th>June 30th, 2012</th>
<th>June 30th, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current accounts</td>
<td>56,001</td>
<td>7,105</td>
</tr>
<tr>
<td>Deposit accounts</td>
<td>41,170</td>
<td>40,282</td>
</tr>
<tr>
<td><strong>Total Cash</strong></td>
<td>97,171</td>
<td>47,387</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>115,506</td>
<td>125,818</td>
</tr>
<tr>
<td>Provision for doubtful rec.</td>
<td><strong>(22,176)</strong></td>
<td><strong>(1,450)</strong></td>
</tr>
<tr>
<td><strong>Total Accounts Receivable</strong></td>
<td>93,330</td>
<td>124,368</td>
</tr>
<tr>
<td>Accrued Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash to be received</td>
<td>3,258</td>
<td>660</td>
</tr>
<tr>
<td>Pins</td>
<td>654</td>
<td>744</td>
</tr>
<tr>
<td>VAT</td>
<td>0</td>
<td>8,602</td>
</tr>
<tr>
<td><strong>Total Accrued Assets</strong></td>
<td>3,912</td>
<td>10,006</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>194,413</strong></td>
<td><strong>181,761</strong></td>
</tr>
</tbody>
</table>

|                                |                 |                 |
| **LIABILITIES & EQUITY**       |                 |                 |
| Equity                         |                 |                 |
| Opening Bal Equity             | 61,309          | 75,654          |
| Net Income                     | 13,530          | **(14,125)**    |
| **Total Equity**               | 74,839          | 61,529          |
| Provisions                     |                 |                 |
| Provision Breakthrough Strategy| 105,110         | 94,330          |
| **Total Provisions**           | 105,110         | 94,330          |
| Accounts Payable               |                 |                 |
| Accounts Payable               | 8,200           | 13,334          |
| **Total Accounts Payable**     | 8,200           | 13,334          |
| Accrued Liabilities            |                 |                 |
| Accrued Liabilities            | 6,264           | 12,568          |
| **Total Accrued Liabilities**  | 6,264           | 12,568          |
| **TOTAL LIABILITIES & EQUITY** | **194,413**     | **181,761**     |
4. Explanation on Balance sheet

**Cash**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN Amro - RC Euro's</td>
<td>€ 55,561</td>
</tr>
<tr>
<td>ABN Amro - RC USD</td>
<td>€ 440</td>
</tr>
<tr>
<td>ABN Amro - Deposit Euro's</td>
<td>€ 41,170</td>
</tr>
</tbody>
</table>

**Accounts Receivable**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>€ 97,171</td>
</tr>
</tbody>
</table>

A considerable part of the Accounts receivable consists of the outstanding invoices of the Breakthrough Strategy both in year one (issued June 2011) as in year two (issued May 2012).

After discussions with all debtors, provisions for doubtful accounts were made as follows (Euros):

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Receivable</td>
<td>115,506</td>
</tr>
<tr>
<td>Provision for doubtful rec.</td>
<td>(22,176)</td>
</tr>
<tr>
<td><strong>Total Accounts Receivable</strong></td>
<td>93,330</td>
</tr>
</tbody>
</table>

Some members of ICMCI are late in paying their dues to ICMCI, despite several reminders. In order to have an accurate view of the accounts, we have made provisions for doubtful accounts as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount (Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS</td>
<td>13,640.95</td>
</tr>
<tr>
<td>Membership fee</td>
<td>7,287.11</td>
</tr>
<tr>
<td>Assessment fee</td>
<td>634.10</td>
</tr>
<tr>
<td>CEN</td>
<td>614.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>22,176.16</td>
</tr>
</tbody>
</table>

The breakdown on institutes is as follows:

<table>
<thead>
<tr>
<th>Country</th>
<th>Amount (Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech Republic</td>
<td>3,256.49</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>2,698.94</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>3,071.87</td>
</tr>
<tr>
<td>Greece</td>
<td>3,773.64</td>
</tr>
<tr>
<td>Kazakhstan</td>
<td>1,113.63</td>
</tr>
<tr>
<td>Bosnia</td>
<td>4,798.14</td>
</tr>
<tr>
<td>Latvia</td>
<td>3,463.45</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>22,176.16</strong></td>
</tr>
</tbody>
</table>
**Accrued Assets**  € 3,912
The Q3 and Q4 Dutch 2010 VAT was not eligible for refunding. MOS has corrected the invoices over that period (€3,258). This amount will be settled with MOS for their last invoices.

- **Accounts payable**  € 8,200
  This consists of
  - Declarations to be paid  € 5,433
  - VAT Q2 2012  € 2,767

- **Accrued Liabilities**  € 6,264
  These are liabilities not yet booked in the administration at June 30, but need to be taken into account into the P&L of 2011-2012.
  - MOS Invoice extra hours  € 2,000
  - Ooa (Dutch IMC) pin sale  € 264
  - Expenses BS Finance group  € 4,000
5. ICMCI P&L 2011-2012  
*(in €x1)*

<table>
<thead>
<tr>
<th></th>
<th><strong>ACTUAL</strong></th>
<th><strong>BUDGET</strong></th>
<th><strong>ACTUAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Membership Dues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fees</td>
<td>200</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>64,082</td>
<td>62,000</td>
<td>57,680</td>
</tr>
<tr>
<td>Write off debts</td>
<td>7,287-</td>
<td>4,000-</td>
<td>4,517-</td>
</tr>
<tr>
<td><strong>Total Annual Membership Dues</strong></td>
<td>56,995</td>
<td>58,400</td>
<td>53,563</td>
</tr>
<tr>
<td>Member Assessment Fees</td>
<td>4,400</td>
<td>4,400</td>
<td>4,400</td>
</tr>
<tr>
<td>Write off debts</td>
<td>634-</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Membership Assessment Fees</strong></td>
<td>3,766</td>
<td>4,400</td>
<td>4,400</td>
</tr>
<tr>
<td><strong>Total Fixed revenues</strong></td>
<td><strong>60,761</strong></td>
<td><strong>62,800</strong></td>
<td><strong>57,963</strong></td>
</tr>
<tr>
<td><strong>Flexible revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution Yearly Meeting</td>
<td>7,134</td>
<td>7,800</td>
<td>2,735</td>
</tr>
<tr>
<td><strong>Total Contribution Yearly Meeting</strong></td>
<td>7,134</td>
<td>7,800</td>
<td>2,735</td>
</tr>
<tr>
<td><strong>Miscellaneous Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pins</td>
<td>250</td>
<td>1,000</td>
<td>1,390</td>
</tr>
<tr>
<td>Signed CMC Certificates</td>
<td>1,650</td>
<td>1,500</td>
<td>1,810</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>4,354</td>
<td>2,500</td>
<td>4,278</td>
</tr>
<tr>
<td><strong>Total Miscellaneous Income</strong></td>
<td>6,254</td>
<td>5,000</td>
<td>7,478</td>
</tr>
<tr>
<td><strong>Other Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>889</td>
<td>1,000</td>
<td>690</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>889</td>
<td>1,000</td>
<td>690</td>
</tr>
<tr>
<td><strong>IAF Accreditations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation fees</td>
<td>2,214</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>6,682-</td>
<td>2,500-</td>
<td>65-</td>
</tr>
<tr>
<td><strong>Total on IAF Accreditation</strong></td>
<td>4,468-</td>
<td>2,500-</td>
<td>65-</td>
</tr>
<tr>
<td><strong>Total Flexible revenues</strong></td>
<td><strong>9,809</strong></td>
<td><strong>11,300</strong></td>
<td><strong>10,838</strong></td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>70,569</strong></td>
<td><strong>74,100</strong></td>
<td><strong>68,801</strong></td>
</tr>
</tbody>
</table>
### EXPENDITURES

#### Fixed expenditures

**Marketing & Communications**
- Other marketing expenses: 2011: 93, 2012: 2,000, 2011: -


**Executive Committee**

**Total Executive Committee**: 2011-2012: 9,086, 2010-2011: 9,800, 2011: 5,231

**Executive Office**


**Internet / website**
- Development cost: 2011: - 1,000, 2012: -


**Treasury Expense**


#### Flexible expenditures

**Events**
- Events: 2011: - 1,000, 2012: -

**ILO Project**
- ILO Project: 2011: - 149

**Other ExCom costs**
- Other ExCom costs: 2011: 5,251, 2012: - 4,390

**Other Expenditures**

**Total other Expenditures**: 2011-2012: 5,390, 2010-2011: 2,750, 2011: 6,749

**Total Flexible expenditures**: 2011-2012: 5,390, 2010-2011: 2,750, 2011: 6,749


<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2011-2012</th>
<th>BUDGET 2011-2012</th>
<th>ACTUAL 2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CEN PROJECT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEN contribution European Members</td>
<td>19,700</td>
<td>16,700</td>
<td>-</td>
</tr>
<tr>
<td>CEN costs</td>
<td>1,121-</td>
<td>6,967-</td>
<td></td>
</tr>
<tr>
<td>Write off Debts</td>
<td>614-</td>
<td>4,498-</td>
<td></td>
</tr>
<tr>
<td><strong>Net Income on CEN PROJECT</strong></td>
<td>17,965</td>
<td>16,700</td>
<td>11,465-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Breakthrough Strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakthrough Strategy cotribution (year 1)</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Revenue Breakthrough Strategy</strong></td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditures Breakthrough Strategy</td>
<td>75,580</td>
<td>194,988</td>
<td>5,670</td>
</tr>
<tr>
<td>Write off debts</td>
<td>13,641</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BSG provision</td>
<td>10,780</td>
<td>94,988-</td>
<td>94,330</td>
</tr>
<tr>
<td></td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Net Income on Breakthrough Strategy</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Retained Net Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Retained ICMCI Net Income is composed of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Income from ICMCI activities</td>
<td>4,435-</td>
<td>140</td>
<td>2,660-</td>
</tr>
<tr>
<td>Net Income for the CEN Project</td>
<td>17,965</td>
<td>16,700</td>
<td>11,465-</td>
</tr>
<tr>
<td>Net Income on Breakthrough Strategy</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Retained Net Income</strong></td>
<td>13,530</td>
<td>16,840</td>
<td>14,125-</td>
</tr>
</tbody>
</table>

This Retained Net Income is incorporated in the Equity on the Balance sheet.

**REVENUES**

Application fee  €  200
In the fiscal year 2011/2012 one new members applied for membership: Lithuania.

Membership Dues  € 64,082
The membership dues are slightly higher than the budget. When the budget was composed we have made a conservative estimate of the membership fee.

Write off debts on membership dues  € -7,287
In 2011, the Resolution on "Members in good standing' was adopted in the Taiwan Congress. We have been extra critical on outstanding debts, a component of the resolution. Some of our members did not meet their financial obligations towards ICMCI, not even after several reminders, so it was decided to make a provision for doubtful accounts.

Contribution on Yearly meeting  € 7,134
For the Taiwan Congress an agreement was made for BMCA to pay ICMCI a royalty fee per participant, not only of the ICMCI Annual Meeting, but also for participants of the Pre Congress Seminar.

IAF Observer status  € -4,468
IMC USA has had a surveillance audit on their IAF accreditation and was invoiced € 2,214. ICMCI received and paid the costs of the auditor (€ 2,000)
In September 2011, ICMCI was internally audited. The costs of that audit were € 3,582. The other costs consist of cost made for attending the IAF meeting in 2012 (€ 1,100) Mr. Clint Burdett was ICMCI’s representative in that meeting.
EXPENDITURES

Marketing Costs € 259
Unfortunately it was not possible to register a European trademark for the CMC. The costs made (€ 166) were for finalizing the dossier. The other marketing expenses (€ 93) were made for the Meridian Awards presented at the Taiwan Congress. The budgeted costs for the CEN marketing were not spend.

Executive Committee € 9,086 (fixed expenses) € 5,251 (flexible expenses)
The ICMCI reimbursed travel by our Chairperson to the ExCom meeting in the Netherlands, the travel to the Taiwan Congress, to the ExCom meeting in London, and travel to Riga, Kiev and Brussels.

For the other Executive Officers their travel and stay in London and Budapest (non European ExCom members) for a face to face meeting was reimbursed. Also the costs for the meeting venues were booked on this cost center.

For the regular ExCom and other meetings we use the Webex tool. Costs of the subscription were € 839.

Executive office € 48,715
In January 2012 we have moved our Secretariat to the UK. The financial administration was kept in Nijkerk until June 30, 2012.
Despite of this move, the costs were realized only just above budget.

Internet/Website € 653
Hosting is included in the technical maintenance as well as technical support, updates and upgrades of software. We have had the World map adjusted with the new members.

Swiss Lawyer € 2,576
Costs were made for keeping a formal address in Switzerland.

Fiscal Costs € 1,704
These costs were made for the tax statement 2010/2011.

Swiss VAT € 5,515
Since we are subjected to the Swiss VAT law, we pay 8% VAT on services invoiced to ICMCI.

Other Expenditures € 139
In these costs the cost price of the pins sold (€ 80) was booked and the registration fee of the Swiss Chamber of Commerce (€ 49)
7. CEN project

The total costs for the CEN project is separately funded. Due to the initial European character of the activity only European countries are charged. In June 2012, at the end of project, a small result in favor for ICMCI remains as can seen in the schedule beneath.

---

### Profit and loss statement CEN Project

<table>
<thead>
<tr>
<th></th>
<th>Total Budget 2006-2012</th>
<th>Accumulated Actual 2006 t/m June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEN contribution European Members 2006</td>
<td>€ 7,000</td>
<td>€ 7,000</td>
</tr>
<tr>
<td>CEN contribution European Members 2009</td>
<td>€ 18,300</td>
<td>€ 18,608</td>
</tr>
<tr>
<td>CEN contribution European Members 2010</td>
<td>€ 9,000</td>
<td>€ 19,700</td>
</tr>
<tr>
<td>CEN contribution European Members 2011</td>
<td>€ 9,000</td>
<td>€ (5,112)</td>
</tr>
<tr>
<td>CEN contribution European Members 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Write off debtors</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>€ 43,300</td>
<td>€ 40,196</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EXPENSE:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel and general expenses 2006-2007</td>
<td>€ 1,460</td>
<td>€ 1,460</td>
</tr>
<tr>
<td>Travel and general expenses 2007-2008</td>
<td>€ 4,640</td>
<td>€ 4,640</td>
</tr>
<tr>
<td>Travel and general expenses 2008-2009</td>
<td>€ 3,245</td>
<td>€ 3,245</td>
</tr>
<tr>
<td>Travel and general expenses 2009-2010</td>
<td>€ 2,500</td>
<td>€ 1,624</td>
</tr>
<tr>
<td>Travel and general expenses 2010-2011</td>
<td>€ 2,500</td>
<td>€ 2,661</td>
</tr>
<tr>
<td>Travel and general expenses 2011-2012</td>
<td>€ 259</td>
<td>€ 259</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>€ 40,800</td>
<td>€ 38,839</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated net income on CEN project</strong></td>
<td>€ 2,500</td>
<td>€ 1,357</td>
</tr>
</tbody>
</table>

---

After collecting all the amounts (still to be received two payments) the surplus will be shared among the participating IMCs, based on their total contribution.
8. Breakthrough Strategy

As mentioned, the activities for implementing the Breakthrough Strategy were designed in the last part of financial year 2010-2012 and started to be implemented after discussions in Taipei. More adjustments were agreed by ExCom in London meeting in December 2011 and continued to be reported and monitored by the ExCom during all period.

The expenditures types were as follows:

- Third parties services, including project management and specialized studies and reports;
- Meeting costs;
- Transport costs

Over 90% was used for third parties support, studies and specialized reports, as presented by each coordinator for the BS activities.

The summary of incomes and expenditures under the BS chapter is shown in the table below (values in Euros):
<table>
<thead>
<tr>
<th>Euros</th>
<th>July 2010 - June 2011</th>
<th>July 2011 - June 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<td>Actual</td>
</tr>
<tr>
<td>Incomes</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>BS Fees</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td>5,670</td>
<td>5,670</td>
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<tr>
<td>General support</td>
<td>5,670</td>
<td>5,670</td>
</tr>
<tr>
<td>Links to Academia</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Upgrading CMC Standards</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Large Firms Initiative</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Global CMC Community</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Governance</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>25Th Anniversary</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ICMCI comes to IMC</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internal costs</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bad debts</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>94,330</td>
<td>94,330</td>
</tr>
<tr>
<td>Accumulated surplus/ deficit</td>
<td>94,330</td>
<td>105,110</td>
</tr>
</tbody>
</table>

Provisions for future expenditures under the BS were made amounting to 105,110 Euros, compared to 94,330 Euros at the end of June 2011.
Supporting Materials

- Resolutions 8
ICMCI - Breakthrough Strategy

Design of a Professional Secretariat

6 March 2012

Design of a Professional Secretariat

Objectives and Approach
Objectives

- Design a possible infrastructure for ICMCI to be realized in 3-5 years:
  - What are the duties, functions and key tasks
  - What competences should be fulfilled by the to-be-engaged professionals
  - Describe positions
  - Describe a structure
  - Describe the organization
  - What money is needed for this infrastructure?

Approach

- Skype meetings of the Task Group
- Surveys to selected IMC Secretariats
- Interviews and research on 8 international Secretariats
Duties, Functions and Key Tasks

- It is helpful to differentiate three levels of complexity of organizational accountability and authority:
  - Duties – at the highest level, what are the duties of the organization? This helps to differentiate between the global and national duties.
  - Functions – what are the functions for which an International Secretariat should be accountable?
  - Key Tasks – what are the key tasks that the Secretariat must carry out (grouped by Functions) to carry out its Duties?
Duties

- An international organization can consider duties to differentiate where work is done:
  - Which duties are carried out at the **international** level?
  - Which duties are carried out at the **national** level?
  - For those duties out at the national level, what global coordination or support is required?

---

International vs. National Duties

**OVERVIEW**

- **International Duties - globally**
  - Develop global CMC brand
  - Advocate for global standards
  - Grow global brand by creating and nurturing IMCs
  - Monitor quality of certification and effectiveness of IMCs
  - Coordinate and Facilitate best practices

- **National Duties – within country**
  - Promote CMC brand
  - Advocate for national regulations
  - Develop and deliver programs
  - Grow CMC membership
  - Professional development of management consultants
  - Provide benefits to CMCs
Duties – ICMCI Secretariat

- Act as the central global body for the activities of the ICMCI and the promotion of the global CMC brand.
- Advocate for global standards for the management consulting industry.
- Develop standards for the CMC brand that must be reached at a minimum by every IMC in its CMC certification programs.
- Develop and promote an IMC presence in every country for the enhancement of the management consulting profession and proliferation of CMCs.
- Support IMCs in the development of management consulting standards and the development / certification of CMCs within their borders.

Duties – ICMCI Secretariat

- Encourage and co-ordinate between IMCs the exchange of knowledge and the proliferations of best practises across IMCs.
- Assist IMCs to maximize CMC certification of management consultants.
- Act as the official representative of the collective of IMCs in the global community.
- Monitor the quality of CMC certification and the effectiveness of IMCs in attaining national objectives.
Duties - IMC

- Act as the national body for the promotion of the CMC brand within the country.
- Develop and advocate for management consulting standards and regulations within the country, and foster high standards.
- Develop and deliver programs for management consultants / CMCs
- Provide professional development for management consultants and CMCs.
- Maximize the certification of CMCs within the country.
- Organize effectively for the delivery of programs within the country.

Duties - IMC

- Promote management consulting, including promotion of the CMC designation within the country.
- Act as the official representative of the collective of CMCs within the country.
- Ensure the quality of CMC certification with respect to global standards.
Generic Functions

- Organization typically have the following functions:
  - Core Functions:
    - Develop products and services
    - Market and sell products and services
    - Deliver products and services
  - Support Functions
    - Finance
    - Human Resources
    - IT

---

Generic Functions

- For a global Not For Profit organization, we would expect two additional functions:
  - Core Functions:
    - Develop products and services
    - Market and sell products and services
    - Deliver products and services
  - Support Functions
    - Finance
    - Human Resources
    - IT
    - Legal / Policy Development / Governance Support
    - Revenue Generation
ICMCI Key Tasks

- The following are proposed as Key Tasks for the ICMCI Secretariat.
- They have been grouped under the proposed Functions.
- Once Functions are agreed, they can be staffed (placed into a position description and assigned to a person, or outsourced)

ICMCI Key Tasks

- **Develop Products and Services**
  - Develop global products and services
    - Global standards
    - Member benefits (of global nature)
    - Knowledge Base
  - Develop new IMC organizations (expand the brand)
  - Support quality and enhancement of IMC products and services
  - Research
  - Knowledge transfer and networking amongst IMCs
ICMCI Key Tasks

- **Marketing Products and Services**
  - Communications
  - Promote CMC brand globally
  - Website development and management

- **Deliver Products and Services**
  - Global Conference
  - Support National Conferences
  - Member professional development (with global unique added value)
  - Monitor quality of CMC designations by IMCs against global standards
  - Coordinate and facilitate best practices amongst IMCs

---

ICMCI Key Tasks

- **Finance and Administration**
  - Organization finances and budgeting
  - Facilities procurement and management

- **Human Resources**
  - Staffing
  - Volunteer engagement

- **IT**
  - PC Support to Secretariat
  - Support for Website
ICMCI Key Tasks

- **Legal / Policy Development / Governance Support**
  - Support to ExComm and its committees
  - Relationships with other international organizations
  - Advocacy
  - Coordinate standardization of regulations that impact management consulting
  - Maintain constitutional records (secretariat functions)

---

ICMCI Key Tasks

- **Revenue Generation**
  - Work with other functions at ICMCI Secretariat to maximize revenue generation
  - Identify new and innovative ways of creating revenue globally
  - Work with IMCs to generate trans-national revenues
  - Collaborate with IMCs to share best practices and help them maximize revenue generation opportunities
Goals and Objectives

- Goals and Objectives would need to be defined as part of a strategic planning exercise for ICMCI. An example might be:
  - Goal 1. Establish management consulting as a profession globally
    - 1A. Establish the global standard for CMC certification.
    - 1B. Establish template regulations for management consulting at national level.
    - 1C. Determine relevant markets not covered by IMCs and establish partnerships
    - etc.

Design of a Professional Secretariat

Competencies
Competencies

- Following is a list of core competencies that one would expect to see in an international secretariat.
- These can be assigned to roles once the design of the Secretariat is approved.
- Many competencies would be shared, but one would expect the Secretary General to embody them all. The following are therefore written from that perspective.

Competencies – Secretary General

- **Vision** - Create and communicate a compelling and inspired sense of core purpose. This is based on the vision of the future created with and approved by the ExComm.
- **Business Model** – Attain the Vision for the organization by focusing in on the key products and services, markets, and delivery systems.
- **Strategy** – Translate the Vision and the Business Model into a plan of action that strategically positions ICMCI and provides a clear set of goals with a road map for achieving them.
Competencies – Secretary General

- **Culture.** Understand and emulate the dynamics of a global organization, the cultural mix necessary for success, and reflect this in the staffing of the Secretariat. Understands the not-for-profit environment.

- **Leadership.** Build an effective team at the Secretariat in a not-for-profit environment and work with a blend of volunteers and staff to accomplish objectives.

- **Management.** Know and understand organizational and management systems and be able to use them effectively.

---

Competencies – Secretary General

- **Flexibility.** Ability to adapt to changing circumstances and environmental shifts.

- **Risk Management.** Ability to identify risks, calculate risk – benefit ratios, and take acceptable risks without jeopardizing the organization.

- **Communication.** Articulate, multilingual, exceptional oral and written skills. Ability to create a common vision and inspire collaboration and support.

- **Decisive.** The ability to analyze issues and make decisions, often with incomplete information.
Competencies – Secretary General

- **Business Acumen**
  - Knowledge about trends, practices, and regulations affecting the management consulting
  - Can use effective strategies and tactics that work in the consulting industry
  - Established track record as a management consultant – can garner respect in the industry

- **Financial Acumen.** Understands finances, and can balance the revenue and expenses of a not-for-profit enterprise. Can balance investment in revenue generation and returns to ensure financial health and organizational stability.

Competencies – Other positions

- Competencies of other positions to be developed as they are approved
Design of a Professional Secretariat

Positions and Structure

ICMCI

Suggested Governance Structure

IMCs → Annual Meeting

CMCs, Other Members

ExComm

Board Committees

Secretary General

Staff Organization

Volunteer Support
ICMCI Secretariat

**Secretary General**

- Program Development
- IMC Relations
- Revenue Generation

**Admin Support**

- Finance
- Human Resources
- IT
- Governance Support

**Note:**
- Each function would not require a full-time staff to start, but expertise would be required for all functions.
- Core competencies should be engaged employees.
- The Secretary General should be the first employee.

---

**Design of a Professional Secretariat**

**Secretariat Description**
Secretariat Description

- The description of the Secretariat will be developed once the Duties, Functions and Key Tasks have been approved.

Design of a Professional Secretariat

Estimated Budget
ICMCI Secretariat Budget

- This section will be developed in the next phase of work, and in collaboration with Finance working group colleagues

- Salaries:
  - Secretary General
  - Other Staff

- Facilities

- Governance Support

- Support Services (probably outsourced)
Supporting Materials

- Resolutions 9
Budget 2012-2013 and 2013-2014

International Council of Management Consulting Institutes (ICMCI)

Revised version after Orlando Annual Meeting
1. **Preamble**

This document represents the update of the Budget proposal as presented to the participants in the Annual Meeting held in Orlando in October 2012. The proposal was improved with the outcomes of the extensive discussions held in the Annual Meeting and with the team responsible for implementing the Breakthrough Strategy. Main principles considered were as follows:

- Focusing on financing the projects adding more value to the members;
- Providing strong support to the potentially revenue generating projects, part of the BTS, either directly (financing) or indirectly (financing support function, such as Executive Director). These projects are Greenhouse IMC, CMC International, CMC Conference (immediately) as well as Large Firms Initiative, Endorsed Qualification Scheme (on a longer run);
- Giving support to the Executive Secretary project, by ensuring the conditions for selecting the executive and finance its first year of activity. The remuneration scheme will have two components. The fixed one amounting 50 K euros is included into the budget proposal split into two parts: 4 months in 2012-2013 and 8 months in 2013-2014. The variable part is not included in the budget, being a part from the supplementary revenues generated under his coordination (not forecasted in the budget either).
- No supplementary financial efforts are considered from the member IMCs after the third year of BTS implementation;
- The spending of the money allocated for the BTS will continue in the financial year 2013-2014.

The budget proposal is for two years, the reasoning being as follows:

- Formal reasoning, for ensuring proper functioning of the financial component.
- Financing projects over one year period.
- Better financial planning for ICMCI and its members.
- Introducing longer term financial planning.

As result, the adjusted budget proposal is incorporating most of the proposals expressed during the Orlando Annual Meeting, focuses on revenue generating options and does not involve any supplementary BTS contribution from the members, granting the frame for a sustainable improved financial model of ICMCI.
2. General Introduction

As stated, the Breakthrough Strategy is meant to lead the ICMCI at a new level in its development. The finance function should follow the trend and support the activities, for the benefit of the members and continue development of the organization. In this respect we propose a draft budget for two financial years, namely 2012/2013 and 2013/2014. There are several reasons determining us to make such proposal:

- Formal reasoning, since the budget is formally approved only after the 90 days consultation period, namely in January or February, while the expenditures starts in July previous year. More, the delay between revenues and expenditures as shown in Treasurer Report is to be considerably diminished.
- The breakthrough strategy is seeking for a more professional drive of ICMCI, including a long term financial planning and introducing projects longer than one financial period. The finance group constituted with the BS task forces worked mainly in the area of preparing a long term financial sustainability.
- A better financial planning for its members is to be considered, transparency and good use of funds as well as demonstrated benefits for the member IMCs as result of their financial contribution are other components.
- A good link between the period where special funding was raised for the Breakthrough Strategy and the future format of ICMCI financing, ensuring continuation of projects over several financial periods.

The regular ICMCI budget has only minor differences compared with last year. The main difference concerns the use of fees to fund the Breakthrough Strategy Program. In 2010 Trustees allowed us to charge 3 times €100,000 for that reason, the financial year 2012/2013 being the last approved. The expenditures under the BS activities started very late in June 2011 (when just little above 5 k Euros were spent) and continued in 2011/2012 when the expenditures was less than 80 K Euros. The projects to be financed under BS, as they were developed by the task forces, discussed and agreed in Taipei last year and continued in Orlando this year will continue to be implemented in 2012/2013 and some of them will go beyond (such as the Professional Executive Director/ Secretary General). This latest project is seen as a pilot project to be organized for one year, the procurement procedure being planned to take place in the next future and the goal is to have the position in place starting March, latest April 2013.

Continuing the policy of inflation adjustment for the basic fee we propose an increase by 3% for the year 2012/2013 and a similar amount for 2013/2014, approximating the inflation in the so called high income countries.
For those members who were not compliant with the provisions regarding the financial conditions for Member in good standing, based on the prudence principle, no revenues were forecasted.

The fees for financing the BS will be determined proportionally to the regular fees up the approved value of 100,000 Euros. The reserves created in the first two years from the BS financing, after writing-off debts were considered for financing the BS projects. Based on the projects proposed and implemented by various working groups in the BS, including the establishment of a pilot professional Executive Di-
rector, (part time with an adequate travel budget), we propose to expand the use of the funds financing the BS for the financial year 2013/2014.

Furthermore we have budgeted conservative but realistically, taking into account the reality of past years. Basically there is no need to create more reserves, so a neutral ending of the year would be perfect.

The fee proposal which is the basis of the budget is:

- CMC-membership €2.00 per (F)CMC members (same as last year)
- Normal members €1.10 (same as last year)
- Corporate members €1.10 (same as last year)
- 3% % addition in each year on the Basic fee

November 6th, 2012,

Treasurer Sorin Caian
3. Membership fees 2012-2014

**Basic Fee**

For each of the years 2012-2013 and 2013-2014 we propose to implement a 3% inflation correction on the basic fee.

Implementing the inflation correction on the basic fee results in the following:

- **For 2012-2013**
  
<table>
<thead>
<tr>
<th>Income Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Income Countries (HIC)</td>
<td>€667.40</td>
</tr>
<tr>
<td>Upper Middle Income Countries (UMC)</td>
<td>€600.67 = 90% of HIC</td>
</tr>
<tr>
<td>Lower Middle Income Countries (LMC)</td>
<td>€533.92 = 80% of HIC</td>
</tr>
<tr>
<td>Low Income Countries (LIC)</td>
<td>€467.18 = 70% of HIC</td>
</tr>
</tbody>
</table>

- **For 2013-2014**
  
<table>
<thead>
<tr>
<th>Income Category</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Income Countries (HIC)</td>
<td>€687.42</td>
</tr>
<tr>
<td>Upper Middle Income Countries (UMC)</td>
<td>€618.69 = 90% of HIC</td>
</tr>
<tr>
<td>Lower Middle Income Countries (LMC)</td>
<td>€549.94 = 80% of HIC</td>
</tr>
<tr>
<td>Low Income Countries (LIC)</td>
<td>€481.20 = 70% of HIC</td>
</tr>
</tbody>
</table>

**Invoicing the membership fees**

As mentioned in the Treasurer report, in the last years invoicing was late, generating a gap between the incomes and related expenditures. In order to start adjusting this gap, we suggest that the regular invoice will be issued in December while the BS fee will be issued in March.
4. **Draft Budget 2012-2014**  
* (In € x 1)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Fixed revenues</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Annual Membership Dues</td>
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<tr>
<td>Application Fees</td>
<td>400</td>
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<td>200</td>
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<tr>
<td>Membership Fees</td>
<td>64,184</td>
<td>62,315</td>
<td>64,082</td>
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<td>Write off debts</td>
<td>(1,500)</td>
<td>(1,000)</td>
<td>(7,287)</td>
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<td>Total Annual Membership Dues</td>
<td>63,084</td>
<td>61,715</td>
<td>56,995</td>
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<td>Member Assessment Fees</td>
<td>6,000</td>
<td>6,000</td>
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<td>Total Membership Assessment Fees</td>
<td>6,000</td>
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<td><strong>Total Fixed revenues</strong></td>
<td><strong>69,084</strong></td>
<td><strong>67,715</strong></td>
<td><strong>60,761</strong></td>
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<tr>
<td>- Flexible revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution Yearly Meeting</td>
<td>5,000</td>
<td>4,000</td>
<td>7,134</td>
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<td>Write off debts</td>
<td></td>
<td></td>
<td>0</td>
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<td>Total Contribution Yearly Meeting</td>
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<td>4,000</td>
<td>7,134</td>
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<tr>
<td>Miscellaneous Income</td>
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<td>Pins</td>
<td>500</td>
<td>500</td>
<td>250</td>
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<td>Signed CMC Certificates</td>
<td>2,000</td>
<td>1,750</td>
<td>1,650</td>
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<tr>
<td>Miscellaneous Income</td>
<td>1,000</td>
<td>1,000</td>
<td>4,354</td>
</tr>
<tr>
<td>Total Miscellaneous Income</td>
<td>4,750</td>
<td>4,750</td>
<td>6,254</td>
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<tr>
<td>Other Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>1,000</td>
<td>1,000</td>
<td>889</td>
</tr>
<tr>
<td>Total Other Income</td>
<td>1,000</td>
<td>1,000</td>
<td>889</td>
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<td>IAF Observer stat</td>
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<tr>
<td>Accreditation fees</td>
<td></td>
<td></td>
<td>2,214</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>(1,500)</td>
<td>(1,500)</td>
<td>(6,682)</td>
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<tr>
<td>Total on IAF Accreditation</td>
<td>(1,500)</td>
<td>(1,500)</td>
<td>(4,468)</td>
</tr>
<tr>
<td><strong>Total Flexible revenues</strong></td>
<td><strong>9,250</strong></td>
<td><strong>8,250</strong></td>
<td><strong>9,809</strong></td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>78,334</strong></td>
<td><strong>75,965</strong></td>
<td><strong>70,570</strong></td>
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<tr>
<td>--------------------------</td>
<td>------------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
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</tr>
<tr>
<td><strong>- Fixed expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>250</td>
<td>250</td>
<td>0</td>
</tr>
<tr>
<td>Meridian-news letter</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>European trademark</td>
<td>0</td>
<td>0</td>
<td>166</td>
</tr>
<tr>
<td>Other marketing expenses</td>
<td>500</td>
<td>500</td>
<td>93</td>
</tr>
<tr>
<td>Total Marketing &amp; CMC Branding</td>
<td>750</td>
<td>750</td>
<td>259</td>
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<tr>
<td><strong>Executive Committee</strong></td>
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<td></td>
</tr>
<tr>
<td>Chairperson’s costs</td>
<td>5,000</td>
<td>5,000</td>
<td>4,461</td>
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<tr>
<td>ExCom meetings</td>
<td>10,000</td>
<td>10,000</td>
<td>4,625</td>
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<tr>
<td>Total Executive Committee</td>
<td>15,000</td>
<td>15,000</td>
<td>9,086</td>
</tr>
<tr>
<td><strong>Executive Office</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>42,000</td>
<td>42,000</td>
<td>47,212</td>
</tr>
<tr>
<td>Travel &amp; accommodation costs</td>
<td>2,500</td>
<td>2,500</td>
<td>0</td>
</tr>
<tr>
<td>Dues and Subscriptions</td>
<td>800</td>
<td>800</td>
<td>770</td>
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<td>Postage and Delivery</td>
<td>500</td>
<td>500</td>
<td>360</td>
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<tr>
<td>Stationary - Purchase</td>
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<td>300</td>
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<tr>
<td>Printing and Reproduction</td>
<td>300</td>
<td>300</td>
<td>180</td>
</tr>
<tr>
<td>Telephone &amp; Fax</td>
<td>100</td>
<td>100</td>
<td>24</td>
</tr>
<tr>
<td>Total Executive Office</td>
<td>46,500</td>
<td>46,500</td>
<td>48,715</td>
</tr>
<tr>
<td><strong>Internet / website</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development cost</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technical Maintenance cost</td>
<td>550</td>
<td>550</td>
<td>575</td>
</tr>
<tr>
<td>Operation Maintenance Cost</td>
<td>2,500</td>
<td>400</td>
<td>78</td>
</tr>
<tr>
<td>Total Internet / website</td>
<td>3,050</td>
<td>950</td>
<td>653</td>
</tr>
<tr>
<td><strong>Treasury Expense</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank &amp; Credit Card Costs</td>
<td>1,200</td>
<td>1,200</td>
<td>1,107</td>
</tr>
<tr>
<td>Swiss Lawyer</td>
<td>3,000</td>
<td>3,000</td>
<td>2,576</td>
</tr>
<tr>
<td>Accountant / Fiscal cost</td>
<td>1,500</td>
<td>1,500</td>
<td>1,704</td>
</tr>
<tr>
<td>Swiss VAT</td>
<td>6,500</td>
<td>6,000</td>
<td>5,514</td>
</tr>
<tr>
<td>Total Treasury Expense</td>
<td>12,200</td>
<td>11,700</td>
<td>10,901</td>
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<tr>
<td><strong>Total Fixed expenditures</strong></td>
<td><strong>77,500</strong></td>
<td><strong>74,900</strong></td>
<td><strong>69,614</strong></td>
</tr>
<tr>
<td><strong>- Flexible expenditures</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Events</td>
<td>0</td>
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</tr>
<tr>
<td>ILO Project</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other ExCom Costs</td>
<td>500</td>
<td>500</td>
<td>5,251</td>
</tr>
<tr>
<td>Other Expenditures</td>
<td>200</td>
<td>200</td>
<td>139</td>
</tr>
<tr>
<td><strong>Total Flexible expenditures</strong></td>
<td><strong>700</strong></td>
<td><strong>700</strong></td>
<td><strong>5,390</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>78,200</strong></td>
<td><strong>75,600</strong></td>
<td><strong>75,004</strong></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>CEN PROJECT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEN contribution European Members</td>
<td>0</td>
<td>0</td>
<td>19,700</td>
</tr>
<tr>
<td>CEN costs</td>
<td>0</td>
<td>0</td>
<td>(1,121)</td>
</tr>
<tr>
<td>Write off Debts</td>
<td></td>
<td></td>
<td>(614)</td>
</tr>
<tr>
<td><strong>Net Income on CEN PROJ.</strong></td>
<td>0</td>
<td>0</td>
<td>17,965</td>
</tr>
<tr>
<td><strong>Breakthrough Strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breakthrough Strategy fee</td>
<td>0</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Revenues from reversed BS provision</td>
<td>51,000</td>
<td>54,109</td>
<td>0</td>
</tr>
<tr>
<td><strong>Revenues Breakthrough Strategy</strong></td>
<td>51,000</td>
<td>180,400</td>
<td>100,000</td>
</tr>
<tr>
<td>Breakthrough Strategy expenditures</td>
<td>51,000</td>
<td>154,109</td>
<td>89,220</td>
</tr>
<tr>
<td>BS provision</td>
<td>0</td>
<td>0</td>
<td>10,780</td>
</tr>
<tr>
<td><strong>Expenditures Breakthrough Strategy</strong></td>
<td>51,000</td>
<td>154,109</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Net Income on Breakthrough Strategy</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Income from ICMCI activities</td>
<td>134</td>
<td>365</td>
<td>(4,434)</td>
</tr>
<tr>
<td>Net Income for the CEN Project</td>
<td>0</td>
<td>0</td>
<td>17,965</td>
</tr>
<tr>
<td>Net Income on Breakthrough Strategy</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Retained Net Income</strong></td>
<td>134</td>
<td>365</td>
<td>13,531</td>
</tr>
</tbody>
</table>
5. Notes to the budget

REVENUES

Membership fee
Income from Membership fee is based on a small raise of the basic fee (inflation correction of 3%), not considering the members in bad financial position (prudent approach) for which provisions for doubtful accounts were made for the year 2011-2012.

Smaller provisions for doubtful accounts were also considered for next two financial periods.

Member assessment fee
Twelve assessments are budgeted, considering the three year period due for re-assessments; this is a cautious prognosis.

Miscellaneous Income
Although our new website provides better sponsor possibilities than before our volunteer board has no time to put any effort to find (a) sponsor(s), so we have again not yet budgeted any income. As usual we do expect any income from selling pins and signing, by the ICMCI Chair, individual CMC-certificates.

IAF accreditation
We have conservatively budgeted no income.

Expenditures

Marketing & Communication costs

Minor amounts were considered as special budget lines in order to ensure minimal resources. More resources may be found under BS special budget in various projects.

Executive Committee

For the ICMCI chairperson we have budget for pro-active representative activities and travelling. Based on the recent developments (in 2011-2012 two face to face meetings were held in Netherlands and in London covered by the regular budget while another meeting was partially covered by the BS budget in Budapest) for ExCom we have budgeted two yearly face-to-face meetings. A first one was already organized in Bonn, late August 2012.
All other ExCom meetings are executed through Webex, an online meeting tool.

Executive Office

In 2011 a new contract for secretarial services was tendered and the secretariat was transferred to CMI in London starting with January 1st, 2012 while the financial
function moved starting July 1\textsuperscript{st}, 2012. The amounts were included as per the contract signed after the open selection process. Special budget lines were included for travel and participation of the administrative secretariat to the annual meeting, in order to better liaise with the members and improve efficiency of services rendered.

**Website**

While a major work on website is planned under the Breakthrough Strategy Program, considering also a component of a new CMC Global utility (thus the zero value for development costs), resources for maintenance work and operational support after renewing of the website are allocated in this line.

**Swiss Lawyer/Tax Expert**

Since we need to have to pay VAT in Switzerland, we need an expert to do the filing on our behalf. The VAT is calculated for all goods and services acquired by ICMCI.
6. **Breakthrough Strategy Program (BSP)**

As accepted in 2010 at the Congress in Jordan and confirmed later by the Member Institutes, ICMCI has a budget of €300,000, each year €100,000 for 3 consecutive years, starting with 2010-2011 and until 2012-2013, dedicated to develop and implement the Breakthrough Strategy.

The speed of implementation was low in the first two years, at the end of June 2012 the total amount allocated to the BS program and not used being of 105 k Euros out of 200K revenues but since it is the first time in its existence that ICMCI undertakes such a massive effort to renew its strategy, the delay is rather normal. It is also the first time that ExCom has to run a program in this field with sizable money connected to it.

In this moment most of the amounts shown in the BS budget are clearly allocated (as it can be seen in the presentations of the group leaders/ responsible for implementing the various projects under BS program), many of them being already started and implemented in a high degree until the annual meeting in Orlando. Details for all projects under BS were made available for Orlando Annual Meeting.

We strongly believe that some of the revenue generating projects (such as CMC Conference, Greenhouse IMC or CMC International) will produce tangible results until next Congress in South Africa.

The last major project, which will take some considerable resources in organizing and implementing, is the temporary establishment, under a so called pilot project, of a Executive Director function starting with March/ April 2013 for a one year period with the possibility to extend if the value brought to ICMCI and its members will convince that the benefits exceed costs and such venture worth continuing. The remuneration scheme included in the budget consists of 50K Euros fixed part while a variable part will be included in executive’s contract, as percentage of the extra revenues which will be generated under its coordination. Some travel expenditures is added into the budget.

The table below provides a full picture of the implementation of BS program as well as a proposed planning for the next period, in line with the policy discussed within ExCom and elaborated with the contribution of each group responsible and adjusted with the inputs gained during the Annual Meeting in Orlando.

The team coordinating the BTS projects has prepared conservative revenue estimates for the second year of the budget proposal which were not included into the forecast. The estimates are as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Revenue (Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse IMC</td>
<td>10,000</td>
</tr>
<tr>
<td>CMC International</td>
<td>10,000</td>
</tr>
<tr>
<td>Annual CMC conference</td>
<td>10,000</td>
</tr>
<tr>
<td>Endorsed qualification scheme</td>
<td>5,000</td>
</tr>
</tbody>
</table>

12
We expect that in the next year Congress in Johannesburg we will have a clear picture regarding the revenues from the BTS projects as well as the obligations related to the success fee for the Executive and include them in the adjusted budget for 2013-2014.

Within the limits of the BSP budget we believe it must be possible for ExCom to decide for another partitioning of the cost items. This is inherent of the nature of the BSP. A special position (10,000 Euros), as unallocated reserve was added to the budget.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned</td>
<td>Actual</td>
<td>Planned</td>
<td>Actual</td>
<td>Planned</td>
</tr>
<tr>
<td><strong>Incomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BS Fees</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General support</td>
<td>5,670</td>
<td>5,670</td>
<td>49,692</td>
<td>49,692</td>
<td>39,409</td>
</tr>
<tr>
<td>Links to Academia</td>
<td>-</td>
<td>-</td>
<td>1,300</td>
<td>1,300</td>
<td>6,000</td>
</tr>
<tr>
<td>Upgrading CMC Standards</td>
<td>-</td>
<td>-</td>
<td>8,835</td>
<td>8,835</td>
<td>9,200</td>
</tr>
<tr>
<td>Support for IMCs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Large Firms Initiative</td>
<td>-</td>
<td>-</td>
<td>4,634</td>
<td>4,634</td>
<td>15,000</td>
</tr>
<tr>
<td>Branding</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Finance</td>
<td>-</td>
<td>-</td>
<td>4,949</td>
<td>4,949</td>
<td>-</td>
</tr>
<tr>
<td>Global CMC Community</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>Governance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>25Th Anniversary</td>
<td>-</td>
<td>-</td>
<td>3,670</td>
<td>3,670</td>
<td>6,000</td>
</tr>
<tr>
<td>ICMCI comes to IMC</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>PR &amp; Project Communication</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Greenhouse IMC</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CMC International</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CMC Conference</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Executive Director/ Professional Support</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21,500</td>
</tr>
<tr>
<td>Internal costs/ unallocated reserve</td>
<td>-</td>
<td>-</td>
<td>2,500</td>
<td>2,500</td>
<td>3,000</td>
</tr>
<tr>
<td>Bad debts</td>
<td>-</td>
<td>-</td>
<td>13,641</td>
<td>13,641</td>
<td>3,000</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>94,330</td>
<td>94,330</td>
<td>10,779</td>
<td>10,779</td>
<td>(54,109)</td>
</tr>
<tr>
<td>Accumulated surplus/ deficit</td>
<td>94,330</td>
<td>105,109</td>
<td>51,000</td>
<td>51,000</td>
<td>(0)</td>
</tr>
<tr>
<td>Not allocated surplus</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>51,000</td>
</tr>
</tbody>
</table>

**Total** 300,000 200,000
BREAKTHROUGH PILOTS 2012-2013

Date: 16-11-2012
To: All board members and trustees of the IMCs
From: ICMC’s ExCom

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1. INTRODUCTION

The first two years of ICMCI’s breakthrough effort have been used to explore ideas and possibilities and develop well considered plans for improving and expanding the value ICMCI adds to its members. Eight projects were initially defined within the breakthrough program:

- Links with Academia
- Support for IMCs
- Large Firm Initiative
- CMC Global Community
- World wide Branding
- Finance
- Governance
- Recruitment of professional executive manager.

In the course of the first two years, ideas were explored and tested, some project objectives have been realised already, and many new, improved ideas and insights grew. This has led to the decision to rearrange the project efforts. Also because in the third and final year of the breakthrough effort, it is time to for implementation.
Implementation of new activities is an exciting challenge for us. We owe it to our members to use the breakthrough budget responsibly. We must dare to invest in what we are asked to achieve, but not take risks we cannot afford. For this reason, it is decided that we will focus our efforts on a restricted number of priorities. A main criterion in prioritizing has been the expected revenue generating potential of the projects, besides of course the expected added value for IMCs and CMCs.

We will start pilot projects on:

1. **Greenhouse IMC**: An IMC for CMCs in countries where no IMC yet exists
2. **CMC International**: a new designation for CMCs with high level international experience
3. **Annual conference**: A regional conference (in Lithuania, July 2013) as revenue generating activity
4. **Accredited Management Consulting Course**: creating closer links with academia and potential revenue generator
5. **ICMCI Fellow**: a recognition for academics creating higher involvement in ICMCI
6. **Website**: A new website for ICMCI as vehicle for better branding and marketing
7. **Executive director**

In order to manage the implementation of these pilot projects, new working groups or project teams will be created, based on required competencies and availability.

Besides these pilots, there are efforts which have been started in the BTS projects and are also very important for the further development of ICMCI: the large firm initiative, the development of an ISO standard for management consulting, Support for IMCs, and Governance. The CMC global community project and the branding project will merge in the development of the new ICMCI website.

The table below provides an overview of all efforts in the breakthrough program at this stage, ordered in three clusters of priority:

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Revenue Generating</th>
<th>Pilot / Actual Implementation in 2012-2013</th>
<th>Included in Scope for BTS Steering Group and Program Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse IMC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CMC International</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Annual conference</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Accredited Management Consulting Course</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ICMCI Fellow</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New ICMCI website</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive director</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large firm initiative</td>
<td>(eventually)</td>
<td></td>
<td>(eventually)</td>
</tr>
<tr>
<td>ISO standard</td>
<td></td>
<td></td>
<td>(eventually)</td>
</tr>
<tr>
<td>Support for IMCs</td>
<td></td>
<td></td>
<td>(eventually)</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td>(eventually)</td>
</tr>
</tbody>
</table>
The first cluster consists of projects that are expected to generate substantial revenues and that will be implemented in 2012-2013. The second cluster consists of projects that will also be implemented in 2012-2013, but will not generate direct revenues. The third cluster contains of projects that are in the long run also important for ICMCI, but are not yet ready for implementation in 2012-2013. The BTS steering group will for this year focus on the first and the second cluster. For the first cluster the BTS steering group chooses a bold and strong approach, focussed on getting the Greenhouse IMC, the CMC International, the international conference and the Accredited management consulting course scheme up and running before September 2013. The steering group is willing to take some operational risks for that if necessary.

2. PROJECT ORGANISATION

ExCom is responsible for the implementation of the breakthrough strategy in general. Within ExCom, there is a three-person BTS steering group, consisting of Francesco d’Aprile (chair), Sorin Caian (treasurer) and Rob Wagenaar (chair of BTS projects). They are responsible for the day-to-day steering of the pilot projects. Rob Wagenaar leads this team and reports to Excom.

The actual designing of the project implementation plans is delegated to (volunteer) project teams, with an appointed project lead. The team members are recruited on the basis of their capacities and assets in relation to the needs of the project. In each project team, at least one member of ExCom participates. The members of the steering group are not part of the project teams, but may help with the content anyhow. The project leads and teams report directly to the steering group. They are supported, managed and supervised by the program manager, who also acts as linking pin between the project teams and the steering group. The program manager works with the project leads to establish sound project plans; she monitors the progress and the development of the projects in relation to the planning and the objectives, and acts as advisor to the steering group.

3. PLANNING AND PROCEDURES

- The steering group formulates for each pilot project a clear assignment, minimally consisting of a clear formulation of the objectives, the deliverables by March and by September 2013 and preconditions. A draft for these will be provided by the program manager.
- November 7: Inform ExCom on outcomes steering group meeting of November 2 about BTS plan, ask for feedback & resolution
- November 14: Discussion of program plan and pilot assignments in ExCom
- November 15: The project assignments are sent to the project leads
- November 30 (deadline): Each project lead provides a detailed implementation plan for his project, including a substantiated budget request (if necessary), measurable outcomes and a risk management paragraph
• December 10 (deadline): Evaluation of the implementation plans by steering group and decisions on permission for implementation
• The program manager provides an overall progress report for ExCom in January 2013 and again around March 1 2013
• In March 2013, the executive director will start and the program manager will hand over to him.

Use of budget:
• If project budgets are required beyond the budget projections discussed by ExCom in Bonn (august 2012), the steering group will ask for approval from ExCom
• Any actual spending of budget or contracting of third parties needs to be endorsed by the steering group.

Coordination and communication:
• The endorsed implementation plans are published on the ICMCI website, and sent to the trustees
• The project leads report and discuss the progress of their projects with the program manager at least every 2 weeks
• The program manager and the steering group discuss the progress also every 2 weeks

4. PROPOSED PROJECT LEADS AND TEAM MEMBERS

<table>
<thead>
<tr>
<th>Project</th>
<th>Pilot lead</th>
<th>ExCom connection (if not project lead himself/herself)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Greenhouse IMC</td>
<td>Dwight Mihalicz</td>
<td>Tim Millar</td>
</tr>
<tr>
<td>2 CMC International</td>
<td>David Norman</td>
<td>Rob Wagenaar</td>
</tr>
<tr>
<td>3 New ICMCI website</td>
<td>Angelo Kehayas</td>
<td>Richard Harris</td>
</tr>
<tr>
<td>4 Annual conference</td>
<td>Alexandras Abisala</td>
<td>Rob Wagenaar</td>
</tr>
<tr>
<td>5 ICMCI Fellow</td>
<td>Mike Thompson</td>
<td>Calvert Markham</td>
</tr>
<tr>
<td>6 Accredited Management Consulting Course</td>
<td>Calvert Markham (ExCom)</td>
<td></td>
</tr>
<tr>
<td>7 Secretary General</td>
<td>Tim Millar (ExCom)</td>
<td>Aneeta Madhok, Drumm McNaughton, Ilse Ennsfellner, Richard Harris</td>
</tr>
<tr>
<td>8 Large Firm Initiative</td>
<td>Richard Harris (ExCom)</td>
<td></td>
</tr>
<tr>
<td>9 ISO</td>
<td>Ilse Ennsfellner (ExCom)</td>
<td></td>
</tr>
<tr>
<td>10 Upgrading of standards</td>
<td>Calvert Markham (ExCom)</td>
<td></td>
</tr>
</tbody>
</table>
In the remainder of this document, we focus on the 7 projects that have been identified as pilots for implementation in 2012-2013. The other projects will of course also be pushed forward, but for this period the BTS steering group will focus on the implementation projects.

## 5. PILOT PROJECT ASSIGNMENT FORMULATIONS

For each pilot project, a draft project assignment is formulated (separate documents).

The table below summarizes the objectives and the results to be achieved by September 2013.

<table>
<thead>
<tr>
<th>Project</th>
<th>Project Assignment</th>
<th>Results to be achieved &amp; financial targets by March 2013 and by September 2013</th>
</tr>
</thead>
</table>
| Greenhouse IMC | To establish an operational Greenhouse IMC, that fits the following requirements:  
  - Institute for management consultants from countries where no regular IMC (yet) exists  
  - Own legal entity, with own board and own constitution and bylaws  
  - Member of ICMCI, like regular IMCs  
  - Operations (office, but also provision of member services) outsourced to one or more IMC(s)  
  - No financial risk for ICMCI  
  - Revenues split between ICMCI and insourcing IMC(s)  
  - Scheme for setting up normal IMC in countries where GIMC has over 15 members, involving these members and mentors from established IMCs. | By March 2013: Greenhouse IMC ready for operation:  
  - Outsourcing contract for pilot period 2013-2015 between ICMCI and selected IMC is signed;  
  - A database of target people/countries is set up and being filled  
  - List of member benefits, distinguishing between benefits that are provided from March 2013 and benefits that will be provided per 2014 or later;  
  - Documentation for members ready for use; Proposal for creating suitable legal position, including own board, elaborated  
By September 2013:  
  - Greenhouse IMC is up and running  
  - At minimum 100 management consultants have signed on as members of the Greenhouse IMC  
  - Marketing/ membership recruitment plan ready for implementation  
  - Financial plan 2013-2014 ready for endorsement  
  - Profit target for 2013: € 10k |
| **CMC-International** | To design and implement CMC-International as a new membership category, following these requirements:  
- Agreement of PSC on criteria and assessment procedure  
- At least one IMC per region ready to implement the assessment procedure  
- Financial benefits sharing between IMCs who promote the CMC International and ICMCI | By September 2013:  
- At minimum 100 (aspirant) CMC-Int members enlisted  
- Services and other member benefits for the CMC-International members in place, including procedure for managing relations with the members  
- Criteria and assessment procedure for CMC-International in place  
- Financial outlook for 2014 and 2015  
- Profit target for 2013: € 10k  
By March 2013:  
- Draft criteria and assessment procedure for CMC-International sent to QAC for approval  
- Clear financial model, sharing financial benefits with the IMCs who promote this membership |
| **Annual conference** | To organise an international ICMCI conference in July 2013 as a pilot project, generating revenues and operational guidelines for following conferences. Requirements:  
- Real involvement of the local IMC;  
- No financial risks for ICMCI;  
- Find sponsors  
- Make conference count for CPD points;  
- Theme contributing to development of a ‘view of ICMCI’;  
- Involve ICMCI Fellows in conference  
- Create links with and content for new ICMCI website | By September 2013:  
- Profits for ICMCI from international conference in July 2013: € 10k  
- Evaluation of 2013 conference available for 2014 conference  
- Operational manual available for 2014 conference |
| **Accredited Management Consulting Course** | To implement the scheme for accreditation of academic courses in management consulting, leading to mutually beneficial links between ICMCI, academic institutes and the local IMC  
By March 2013:  
- Discussion on endorsement and financial arrangements in progress with at least 2 candidate academic institutes  
By September 2013:  
- At least 2 courses accredited, with clear agreements between the academic institutes, the IMC and ICMCI about the mutual rights and obligations  
- Scheme ready for further use  
- Clear financial agreements for splitting revenues between academic courses, IMC and ICMCI  
- Target profits for 2013: € 5k | |
| **ICMCI Fellow** | To implement the scheme for appointing ICMCI Fellows, resulting in appointment of first ICMCI Fellows following the criteria and considerations proposed by the Links to Academia project team and endorsed in Orlando. | By March 2013:  
- At least 3 candidate ICMCI Fellows proposed to nominations committee  
- Certificate and documentation on Fellows rights and obligations produced  
By September 2013:  
- Installation of first ICMCI Fellows in South Africa, 3 fellows at minimum  
- Content delivered by Fellows on new website |
New ICMCI website

To realise a new ICMCI website that is up to date with 2013 standards concerning image, usage, technology, links with social media, etc. and meeting the requirements specified in the project assignment

By March 2013:
Draft new website ready for discussion and evaluation by project team

By July 2013:
New ICMCI website operational

By September 2013:
Relevant new content available on new website:
- Content provided by ICMCI Fellows
- CMC directory
- CMC International directory
- Support for IMCs wiki
- Attractive pictures and report on International ICMCI conference July 2013
- Upgraded standards documentation
- Contact information to Executive Director

Executive director

To recruit and appoint an executive director for ICMCI, with a clear task description and evaluation criteria

By March 2013:
- Executive director appointed (pilot basis)
- Task description for executive director ready
- Competency profile for executive director ready and applied
- Evaluation plan for pilot appointment ready

6. PROJECT BUDGETS

Note that these project budgets are not available for use automatically, but only on the basis of solid argumentation in the project implementation plans.

<table>
<thead>
<tr>
<th>project</th>
<th>budget indication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Greenhouse IMC</td>
<td>€ 5.000</td>
</tr>
<tr>
<td>2 CMC International</td>
<td>€ 5.000</td>
</tr>
<tr>
<td>3 Annual conference</td>
<td>€ 0</td>
</tr>
<tr>
<td>4 Accredited Management Consulting Course (AMCC)</td>
<td>€ 6.000 (already committed)</td>
</tr>
<tr>
<td>5 ICMCI Fellow</td>
<td>€ 0</td>
</tr>
<tr>
<td>New ICMCI website</td>
<td>€ 15.000</td>
</tr>
<tr>
<td>6 Secretary General</td>
<td>€ 50.000 + % of ICMCI part of profits generated through GIMC, CMC International and AMCC</td>
</tr>
<tr>
<td>PR and project communication</td>
<td>€ 3.000</td>
</tr>
<tr>
<td>Internal costs for projects (travelling, third parties etc)</td>
<td>€ 3.000</td>
</tr>
<tr>
<td>Upgrading of standards</td>
<td>€ 17.750</td>
</tr>
<tr>
<td>Support for IMCs</td>
<td>€ 0</td>
</tr>
<tr>
<td>Large Firm Initiative</td>
<td>€ 15.000</td>
</tr>
<tr>
<td>Governance</td>
<td>€ 0</td>
</tr>
<tr>
<td>Visits to IMCs</td>
<td>€ 3.000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>€ 122.750</td>
</tr>
</tbody>
</table>
7. **COMMUNICATION**

Support from the members and trustees of ICMCI, but also from ExCom, is crucial for success in this phase. To build and keep this support, transparency and frequent and clear communication is necessary. Based on the experience of the first two BTS years, however, we must be aware that mailings and progress reports are poorly read. Our stakeholders read little if any of what we try to communicate. Therefore, we need to make the information even more easily available, easy to find and easy to digest.

From mid-November we will therefore, in coordination with the ICMCI secretariat, start an effort to have direct skype or Webex calls with all IMCs (chairs, executive directors and/or trustees) on the resolutions concerning BTS, explaining the objectives and background, calling for their effort and ambassadorship and explaining/discussing how we propose to share the benefits with IMCs that put their efforts in. This will be a substantial effort, but also very important for our success.

In addition, we propose that all relevant information is made available on the ICMCI website (accessible directly from the homepage), and all stakeholders are notified by email every time new information is uploaded.

Information that should be shared:

- The project assignments
- The endorsed project plans
- The overall project planning for 2013
- All progress reports from the projects
- Names and email addresses of the project leads, program manager and steering group.