



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

*The Power of
Knowledge and Leadership*

ADVISORY COMMITTEE HANDBOOK

February 2016

International Economic Development Council

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I. Introduction

Welcome to an IEDC Advisory Committee. We are glad you are here and would like to thank you for volunteering your time to support the work of IEDC and its mission to champion the economic development profession. IEDC values your commitment and the economic development community relies on your expertise and engagement in this important committee work.

We hope that you will gain from the experience as much as you contribute to it. The Advisory Committees are an excellent place to network with your peers, engage with the challenges of strengthening our shared profession, and learn about trends and topics that will impact the work that we do.

We have developed this Handbook to help orient you to the role of Advisory Committees in IEDC's work and explain what the committees do. The Handbook also outlines the policies and procedures that govern IEDC Advisory Committees.

IEDC Background Information

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Overview

The International Economic Development Council (IEDC) is a 501(c)(3), Wisconsin Incorporated, non-profit membership organization dedicated to helping economic developers do their job more effectively and raising the profile of the profession. When we succeed, our members create more high-quality jobs, develop more vibrant communities, and generally improve the quality of life in their regions.

Mission

Provide leadership and excellence in economic development for our communities, members and partners.

Core Values

We embrace the following core values. They reflect and support our mission, and guide our decisions, actions and provision of services:

- Social responsibility and a dedication to building healthy, just and competitive communities
- Creation of wealth for individuals, businesses, and communities
- Advancement of both the economic development profession and professional cooperation and collaboration
- Diversity, tolerance and equity

Objectives

A series of objectives for IEDC are set out in the bylaws that include the following:

1. IEDC's long-term effectiveness and growth in a changing, challenging environment depend on the high-impact leadership of a Board of Directors that continuously answers three critical questions:
 - a. Where should IEDC be headed, and what should it become, over the long-term?
 - b. What should IEDC be now and in the short-term?
 - c. How is IEDC performing as a nonprofit association, both financially and programmatically?
2. Develop policies to advance the profession of economic development and serve as a clearinghouse for information on economic problems and solutions.
3. Foster the exchange of ideas and education experiences and offer persons engaged in developing local, regional, state and provincial economies an opportunity for intellectual stimulation and fellowship with their colleagues.
4. Enhance the career growth of professionals employed in the field of economic development and upgrade the professional standards of officials actively involved in economic development.
5. Provide local economic development insights for federal, state, provincial and local officials.
6. Share tested techniques in stimulating economic growth.
7. Undertake and support original research and identify and make maximum use of original and existing research in solving the economic problems of communities and enhancing the profession of economic development.

8. Cooperate with other organizations and agencies with kindred goals.
9. Encourage and guide universities in developing specialized courses and programs on the study of economic problems and solutions.
10. Publicize the activities and reports of the Council and other groups engaged in improving the image of their communities as a place for doing business.
11. Develop accurate facts and statistical data showing that distressed locations are as good as non-distressed locations for many types of business and industrial activities, and that those living in distressed locations can serve as qualified employees.
12. Establish a sound philosophy on community growth and its relationship to metropolitan, county, regional, state, provincial and national economic growth.
13. Incorporate an international focus into professional standards, techniques and solutions, and provide a forum for the dissemination of information among practitioners from different countries.

IEDC Organizational Structure

IEDC is a 501(c)(3) organization, governed by a 55 member Board of Directors. IEDC's Board elects a Chair, a Vice-Chair, and a Secretary-Treasurer to lead the association. The terms of office for these three leadership positions are for one year and there is no automatic elevation at the end of the term.

The Board is organized into the following core committees: Governance, Nominations, Committee on Professional Conduct (CPC), Audit, Performance Oversight and Monitoring (POM), Planning and Business Development (PBD), and External and Member Relations (EMR). These Standing Committees enable the board to manage strategic and policy issues in a comprehensive and timely manner, proactively engage in shaping the organization's decisions, and efficiently monitor IEDC's performance against established benchmarks. Advisory Committees report to one of the following three committees: POM, PBD and EMR.

The purpose of Advisory committees is to allow the Board to break some of the specific functional and policy work of the organization into manageable pieces. Thus the Board governs strategically, while the Committees make recommendations for specific organizational needs. Moreover, the Committees empower volunteers to be an integral part of the organization.

Descriptions of the roles of the Board Standing Committees are detailed below. Advisory Committees report to one of these Board Standing Committees. Descriptions of the Advisory Committees are found later in the document.

Governance Committee

The Governance Committee is responsible for: continuous development of the Board's governing capacity; the recommendation of By-Laws revisions for Board adoption as appropriate; Board human resource development (including advising the Nominating Committee); the coordination of Board and standing committee operations; and the maintenance of the Board and CEO working relationship. The Governance Committee is essentially a committee responsible for the management and coordination of the Board as IEDC's governing body.

It shall be headed by the Board Chair and consists of: the Vice-Chair, the Secretary/Treasurer, the Chairs of the Planning and Business Development, Performance Oversight/Monitoring, and External/Member Relations Committees, the Past Chair, and the President & CEO.

The Governance Committee is empowered to take action on behalf of the full Board, but only in true emergency situations. The Governance Committee is not intended to function as an independent Board.

Nominating Committee

The Nominating Committee is comprised of three (3) members of the Board, each of whom is a past chair of the organization or a predecessor. The members are appointed by the Chair, subject to approval by the Board, in advance of the annual meeting to nominate both Directors and Officers for election at the annual meeting.

Audit Committee

The Audit Committee's primary function is to assist the Board in fulfilling its oversight responsibilities with respect to the audit of the organization's books and records. This includes: the recommendation or retention of external auditors; and an understanding of the organization's internal controls as they apply to risk assessment and the overall scope of the audit. The Committee has annual discussions with the auditor, reviews the annual audit report, and recommends its approval or modification to the full Board at IEDC's Annual Conference.

Committee on Professional Conduct (CPC)

The Committee on Professional Conduct is responsible for reviewing and investigating complaints of ethical violations by members who are individuals and individuals employed by members that are entities, and for determining sanctions, if any, if the allegations are proved, pursuant to policies and

procedures as adopted from time to time by the Board of Directors for enforcement of the Code of Ethics and published to the members.

Performance Oversight and Monitoring (POM)

The Performance Oversight/Monitoring Committee is accountable for overseeing IEDC's operational and financial performance and the updating of operational policies and systems. It oversees and considers recommendations from the following advisory committees: Education and Certification Advisory Committee, the Excellence in Economic Development Awards Advisory Committee, and the AEDO Committee. POM meets in person three times a year at the IEDC Annual, Spring Technical and Leadership Conferences and has several conference calls throughout the year.

Planning and Business Development (PBD)

The Planning and Business Development Committee is accountable for developing and leading the Board's participation in all IEDC planning, including annual budget preparation, and for overseeing the development of IEDC's financial resources. It oversees and considers recommendations from the following advisory committees: the International Advisory Committee and the Sustainability Advisory Committee. PBD meets in person three times a year at the IEDC Annual, Spring Technical and Leadership Conferences and has several conference calls throughout the year, with at least three during the summer to oversee the budget development process.

External and Member Relations (EMR)

The External and Member Relations Committee is responsible for clarifying IEDC's desired public image in the eyes of key stakeholders, for overseeing the formulation of strategies to promote the image, for maintaining effective communication and working relationships with key stakeholder organizations, for recommending policy positions in the governmental relations/legislative arena, and for overseeing the formulation of strategies to promote active volunteer involvement in IEDC affairs. It oversees and considers recommendations from the following advisory committees: Higher Education Advisory Committee, Member Development Advisory Committee, Public Policy Advisory Committee and Young Professionals Advisory Committee. EMR meets in person three times a year at the IEDC Annual, Spring Technical and Leadership Conferences and has several conference calls throughout the year.

IEDC staff is organized into the following Departments:

- ***Executive*** oversees the management of the organization as a whole.
- ***Knowledge Management and Development (KMD)*** oversees all content and intellectual property of the organization including conference programming, training course curricula, legislative and policy, advisory services and research, clearinghouse, international activities and

the Accredited Economic Development Organization (AEDO) program. KMD personnel provide the staff liaisons for the following Advisory Committees: Public Policy, AEDO, International, Sustainability, BEDCs, and Education and Certification (shared with MMS).

- **Marketing, Member Services and Meetings** (MMS) manages meeting logistics, membership relations, marketing, the CEcD certification program, sponsorship and building partnerships with stakeholders. MMS personnel provide the staff liaisons for the following Advisory Committees: Awards, Membership, and Education and Certification (shared with KMD).
- **Finance and Administration** is responsible for accounting, budget, human resources and IT.

IEDC's core services include:

- Professional Development including four conferences annually, training courses, networking, webinars, an awards program and the Certified Economic Developer (CEcD) program that unifies and sets the standard of excellence for the discipline.
- Advisory Services and Research, which provides a wealth of knowledge through reports, white papers, handbooks and technical assistance to support economic development in communities of all sizes.
- In-depth analysis in the premiere publication of the discipline - *Economic Development Journal* - and a bi-monthly survey of economic development news and federal updates in the *Economic Development Now* e-newsletter
- Legislative Affairs which monitors federal activity impacting the field of economic development and engages our membership in policy advocacy activities
- The Accredited Economic Development Organization (AEDO) program which provides organizations with independent feedback on their operations and recognizes excellence in local economic development efforts.

II. IEDC Advisory Committees and Peer Exchange Committees

IEDC currently has nine Advisory committees and two Peer Exchange Committees. The number and scope of advisory committees can change from time to time in conjunction with the evolving needs of the organization and as directed by the IEDC Board of Directors.

The Advisory Committees are:

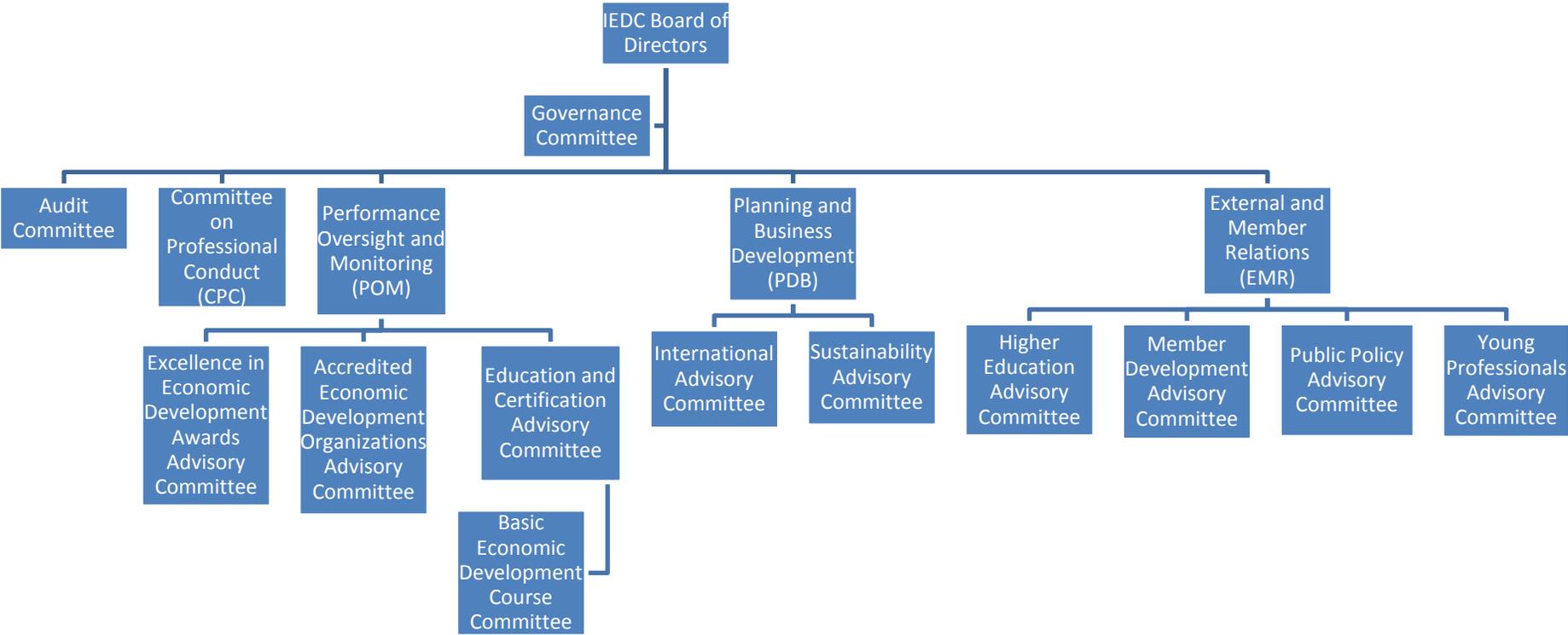
- Excellence in Economic Development Awards Advisory Committee
- Basic Economic Development Course (BEDC) Committee
- AEDO Accreditation Delivery Advisory Committee
- Education and Certification Advisory Committee
- Higher Education Advisory Committee
- International Advisory Committee
- Member Development Advisory Committee
- Public Policy Advisory Committee
- Sustainability Advisory Committee
- Young Professionals Advisory Committee

The Peer Exchange Committees include:

- State and Regional Associations
- State Economic Development Directors

Each Advisory committee is composed of a maximum of 35 volunteer members. The exceptions are the Basic Economic Development Course (BEDC) Committee that is composed of all Course Directors, and the Peer Exchange Committees that are composed of participating state and regional associations and state economic development directors because of the inherent nature of membership of these Advisory Committees.

Advisory Committees perform specific functions that support the work of IEDC and are one of IEDC's core mechanisms for engaging volunteers in the organization's activities. Each Advisory Committee reports to a Board Standing Committee, and makes recommendations for Board action in specific functional areas. Those recommendations may be a response to an issue brought to the Committee by a board request, a member request, or may be initiated by the Committee itself. The Committees operate at the board's discretion. Advisory Committee members, like Board members, must adhere to IEDC's Conflict of Interest Policy, its Sexual Harassment Policy and its Code of Ethics (See Appendices). Below is an organizational chart that helps explain how the advisory committees are organized.



In sum, the Advisory Committees are an integral feature of the management of IEDC activities and provide the following value to the organization:

- 1) They serve as one of the more important mechanisms for soliciting membership engagement for IEDC;
- 2) They provide an important training ground and recruitment pool for economic development leadership and future board members; and
- 3) They do critical work in reviewing, recommending and overseeing core IEDC functional activities.

Peer Committees

In addition, IEDC has two peer-exchange committees: one composed of the leaders of state and regional economic development associations and a second composed of State economic development heads. These committees do not have a specific set of functions that feed into the governance of IEDC, but rather provide a useful forum for peers to come together to learn from each other and find new and innovative ways to strengthen the practice of economic development.

Committee Membership Eligibility

To serve on an Advisory Committee, an individual must be an IEDC member and listed as such in the organizational roster of members. If an individual would like to serve on a committee and works for an organization which is a member but that person is not an active member of the organization's roster list, then the individual must be added to the organizations roster for active membership. Either the organization can add the person as an additional member or the individual must purchase their own individual membership.

Board members cannot serve on advisory committees. Should an advisory committee member be selected for the IEDC board, then he or she is required to resign from the Advisory Committee. Alternatively, if an IEDC Board member would like to join an Advisory Committee, he or she must resign from the Board.

Exceptions to these policies are the BEDC committee membership, which is restricted to BEDC course directors and the peer exchange committees, which are restricted to the state and regional associations and state economic development directors.

Observer Status

Committees can add representatives from complementary professional associations to their committee to facilitate their work and strengthen their knowledge base. These individuals can participate in meetings, share knowledge and ideas, make recommendations but cannot vote directly on issues where a vote is required. These representatives are extra to the committee, and should not be included in the 35 membership maximum. Board members also can observe on Advisory Committees on a limited basis.

Advisory Committee Descriptions

Excellence in Economic Development Awards Advisory Committee

This committee makes recommendations for enhancing the Excellence in Economic Development Awards and conducts the judging for the awards. Members must be able to participate in the judging in Washington DC. This committee reports to the Board’s Performance Oversight and Monitoring Committee. The Awards Committee meets at least 4 times throughout the year. It meets two times in person—once in DC after the awards judging and once at Annual Conference. It also meets two times via conference call (with the option for a 3rd at the end of the year)

AEDO (Accredited Economic Development Organization) Advisory Committee

This committee oversees applications for AEDO, conducts the AEDO process, and makes recommendations for AEDO status and improvements of the process. This committee reports to the Board’s Performance Oversight and Monitoring Committee. The AEDO Committee meets in person at the annual conference and via conference call as needed—specifically when a new or reaccreditation application is received. This averages out to be quarterly throughout the year.

BEDCs—the Basic Economic Development Course Directors Committee

This committee, composed of the BEDC Course Directors, functions as an organized group to share information and enhance the BEDC program. Any policy action must be referred to the Education and Certification Advisory Committee. Activities of the Committee may include profiling and sharing best practices among BEDC Course Directors related to program and instructor development, advising potential BEDCs and/or newly accredited BEDCs, alerting staff to contacts that may potentially serve as champions of a new BEDC within a state that currently does not have one, and acting as ambassadors to boost awareness of the accreditation program. The BEDC committee reports to the Education and Certification Advisory Committee, which reports to the Board of Director’s Performance Oversight and Monitoring Committee (POM). POM oversees the accreditation of new BEDCs and other programs as well as the subsequent reaccreditation activity. The BEDC Committee meets four times a year: an in person meeting at the annual conference and three conference calls throughout the year.

Education and Certification Advisory Committee

The Education and Certification Advisory Committee assists in the development of new CEcD exam content and provides input to help shape the relevancy and content of professional development courses, including advanced courses. The committee monitors complementary and competitive education offerings by outside groups within the economic development industry. The work of this committee will include reviewing CEcD applications in which the candidate's eligibility cannot be clearly determined by staff; disputed "failed" results of the CEcD exam; applications for level two re-certification credits; and applications for Basic Economic Development Course accreditation. The committee will oversee the Re-accreditation of Basic Economic Development Courses on a 3-year cycle. This Committee reports to the Board's Performance Oversight and Monitoring Committee. The Education and Certification Committee meets four times a year: an in person meeting at the annual conference and three conference calls throughout the year.

Higher Education Advisory Committee

This committee will focus on broader engagement between economic developers and the higher education sector, including universities, community colleges and technical colleges. The committee works to build the capacity of economic developers and higher education to work collaboratively to grow jobs, investment and talent in a knowledge-based economy. It reports to the Board's External and Member Relations Committee. The Higher Education Advisory Committee meets six times a year: an in person meeting at the annual conference and five conference calls throughout the year.

International Advisory Committee

This committee provides a venue for networking and knowledge sharing among internationally-active members—both practitioners outside the US and those with an interest in global issues, trends and best practices. Members serve as an advisory committee on international content for IEDC's conferences, professional development courses and research projects. The International Committee reports to the Planning and Business Development Committee. The International Advisory Committee meets six times a year: an in person meeting at the annual conference and five conference calls throughout the year.

Member Development Advisory Committee

This committee focuses on membership development and enhancement including the mentoring and cultivating of new professionals in the economic development profession. It reviews approaches to reach out and communicate to non-members the value of membership in IEDC including reviewing membership development and enhancement programs from other organizations and reviewing the Membership Survey for ideas for the provision of new cost-effective member services. This Advisory Committee reports to the External Member Relations Committee. The Membership Development Advisory Committee meets by conference call throughout the year and in person at the annual meeting.

Public Policy Advisory Committee

This committee monitors and reviews the organization's legislative affairs and federal relations by

establishing a list of key legislative issues to be monitored, recommending strategic and policy actions, and providing guidance and speaker recruitment assistance on the content of the annual Federal Economic Development Forum. The committee reports to the External Member Relations Committee. It makes recommendations to the Board on what policies IEDC should support and the selection of federal leadership awards. Members of the Committee may accompany IEDC Board members and staff as representatives of IEDC to Federal and Congressional offices. The committee meets twelve times a year—twice in person at the Federal Forum and Annual Conference and on monthly conference calls.

Sustainability Advisory Committee

The Sustainability Advisory Committee provides oversight to IEDC's activities in the area of sustainability. Specifically, it helps identify resources to support sustainability projects, serves as forum and expert committee for exploring and deciphering the implications and significance of many emerging sustainability issues for economic development broadly and IEDC projects specifically, and develops criteria for identifying best practices in the area of sustainable economic development. This committee reports to the Planning and Business Development Committee. The Sustainability Advisory Committee meets by conference call throughout the year and in person at the annual meeting.

Young Professionals Advisory Committee

This committee advises IEDC on matters important to young economic development professionals and students of economic development related disciplines. It recommends programming that is relevant to the younger set, assists with communication to this demographic and those interested in supporting young professionals, and provides general guidance to the organization on engaging young people. The Young Professionals Advisory Committee provides an outlet for younger members to become more involved in the organization and reports to the External Member Relations Committee.

The majority of the Young Professionals Advisory Committee's membership must be made up of individuals who are 35 and younger. Membership is also open to more experienced members of IEDC who find this work important.

Peer Exchange Committee Descriptions

State and Regional Associations

This committee brings together the heads of state and regional economic development associations to increase their opportunities to work together to better serve the economic development profession by:

- Sharing access to products, services, and professional information
- Enhancing representation to public and governmental agencies
- Creating a consistent and unified professional image
- Collaborating to enhance financial stability and growth
- Innovating within the profession and raising the visibility of model practices

The heads of state and regional associations meet in person twice a year – once at the Federal Forum and at the annual conference. They have conference calls as needed. Every two years, this group works with IEDC to oversee a salary survey of the economic development profession.

State Economic Development Directors

This committee brings together the Directors of state economic development organizations from public and public-private organizations to increase their opportunities to learn from each other and to work together to better serve the economic development profession. The State Economic Development Directors meeting offers a unique venue to form and foster relationships with fellow state economic developers, and discuss topics of mutual interest. This group meets in person twice a year at the Annual conference and the Federal Forum.

How Advisory Committees Function

While each Advisory committee has unique functions and responsibilities, the following activities are common to all and represent the central modus operandi for Advisory Committee activities.

- All committees develop and follow an annual work plan that is approved by the Board and may be supplemented or changed by the Board.
- Advisory committees make policy or program recommendations in their area of work that are delivered through a report from the Advisory Committee Chair to the Board Standing Committee (POM, PBD or EMR) that oversees their work. The Board Standing Committee then approves, rejects or returns with recommendations to the Committee for revision. If the Standing Committee approves the recommendations, they are then passed to the full Board of Directors for final approval. The Board of Directors then approves, rejects or returns with recommendations to the Advisory Committee for revision. If the Board of Directors approves the recommendations, they become organizational policy.
- These recommendations can be in response to a particular Board request, be a part of the Advisory Committee's regular oversight responsibilities, or can be self-initiated. All recommendations made by the committee must be either revenue neutral (meaning they do not add additional cost to the organizational budget) or come with a clear revenue stream(s).
- All committees meet in person at IEDC's annual conference and via conference calls throughout the year.
- All committees can create sub-committees or task forces to facilitate their work.

III. The Role of the Committee Chair

Leadership Tenure

The Committee's Chair and Vice Chair serve for one year, with the option for a second year renewal.

Leadership Selection

The IEDC Board Chair selects the leadership of each Advisory Committee at the start of each calendar year from IEDC membership. Advisory Committee Leadership is not necessarily drawn from the committee membership of the previous year, although they might be.

The Chair and Vice Chair are selected by the IEDC Board Chair.

Responsibilities of the Advisory Committee Chair

The committee chair's primary role is to oversee and guide the work of the committee as developed in a yearly scope of work that is approved by the Board Standing Committee. Core responsibilities include:

1. Draft annual goals for review and approval by the Board standing committees.
2. Develop meeting agendas and lead meetings.
3. Ensure committee work is pursued between meetings.
4. Review and approve committee reports.
5. Assign tasks to committee members.
6. Serve as liaison between the committee and the Board.
7. Report committee activities to the Board through its Standing Committees.
8. Where appropriate, make policy or new service recommendations to the Board through its Standing Committees, with due consideration of operational and fiscal implications of those recommendations.
9. Deliver tasks as directly requested by Board of Directors through its Standing Committees.
10. Attend and report to the Board Standing Committee meeting at the Annual Conference.

Responsibilities of the Peer Exchange Committee Chair

The committee chair's primary role is to facilitate discussion among peers during the committee meetings.

IV. The Role of Advisory Committee Members

Member Tenure

Committee members serve a three year term, after which the member must rotate off that committee. Each year one third of the committee is up for renewal and the same number of new members rotate on per year.

Member Selection

At the end of each year, IEDC puts out a general call for Advisory members, where members can express their desire to join a committee, and identifies their top three committee choices. Advisory Committee members will be chosen based on the number of openings on the committee and member attributes that would help create a diversity of ideas, perspectives, ethnicities, gender, age, global perspectives and geographies. If more IEDC members express an interest in joining a committee than there are positions available, they will be placed on a waiting list and be given priority consideration during the next rotation of members.

A member can serve only on one committee at a time. Upon ending service with one committee, a member may join another committee if room is available. There are several exceptions: 1) if a person from outside the committee is selected as chair or vice chair, they may stay on for the full three years of member tenure; 2) if committee chairs are selected from the existing committee membership and are in their third year of tenure, they may stay up to one year beyond their leadership tenure; 3) the BEDC Committee and its directors—all BEDC directors may serve as long as the BEDC remains accredited by IEDC, and 4) Given the unique position of the BEDC committee membership, BEDC directors may serve on another Advisory Committee.

Committee members should attend a minimum of half of all meetings and conference calls per year and may not miss more than three in succession. If a member faces temporary challenges to meeting this requirement, then they may formally request an excused absence from the Committee Chair or take a leave of absence from the Committee. Barring extenuating circumstances (e.g. medical emergency), the request must be made in a timely fashion (e.g. not after multiple meetings have been missed). If the member does not meet these requirements, the Committee Chair and Vice Chair in working with IEDC staff may choose to remove the member from the Advisory Committee even if their three year tenure is not completed.

Member Responsibilities

1. Make a serious commitment to participate actively in committee work.
2. Volunteer for and willingly accept assignments and fulfill them within reasonable timeliness.
3. Stay informed about committee matters, prepare well for meetings.
4. Get to know other committee members and build a collegial working relationship that contributes to consensus.
5. Accept and agree to the Code of Ethics as a part of their leadership role of the organization.
6. Act on behalf of the organization and not on their own personal interest or that of a related external constituent.
7. Sign and adhere to IEDC's Conflict of Interest and Sexual Harassment Policies.
8. Disclose real or perceived conflicts of interest and recuse themselves on any votes in which that conflict of interest emerges.

V. The Role of the IEDC Staff Liaison

Each Committee is assigned an IEDC Staff Liaison to support their efforts. Staff is supervised by IEDC Senior staff and CEO; the Committee does not supervise staff. The role of the IEDC Staff Liaison is to assist the Chair and the Committee to undertake their tasks in a timely manner. Specifically, the staff liaison fulfils the following tasks:

- Orients new Chair and Vice Chair and supports the Chair to orient new members.
- Assists the Chair crafting the Committee agendas, and review them with the Committee Chair in telephone calls.
- Works with Chair to draft annual goals for Board review.
- Prepares the materials (briefings, etc.) that are needed for the Committee meetings. Such information includes a summary, not minutes, of the previous meeting.
- Facilitates communication between the Committee and IEDC staff, other Committees and the Board.
- Assists the Committee where appropriate in proposing and developing products, services, surveys, research, etc.
- Maintains the waiting list for members who would like to join the Committee. The list will include individuals in order of request to join the Committee (dates will be noted). When there is room for members on the committee, in conjunction with their other attributes, the waiting list will be given priority consideration. Records the participation rate of members and reviews these rates with the Chair every six months.

The above notwithstanding, the Committee Chair will avoid assigning the staff liaison time consuming work, such as elaborately formatted presentations that are not essential to conduct the business of the Committee.

VI. Implementation of Handbook Policies

The policies detailed in this Handbook will go into effect immediately upon Board approval.

In the fall of each year, existing committee chairs will review the current committee lists. The goal will be to identify up to one-third members of the committee to rotate off. Criteria for this first pass should include: 1) those who have not kept up active participation; 2) those who voluntarily choose to leave; and 3) tenure on the committee. As it is the first year, one-third is not mandatory. The next step will be to fill them for the following season. IEDC will undertake a call for Advisory Members during the months of October and November and use that list to populate the Committees. All new members start a three year term.

At the end of the following year, the committee will repeat the process but this time, if the committee has a maximum number of 35, then it will be necessary to rotate off a minimum of 12 people.

At the end of the following year, the rest of the committee members who were originally in place will have been rotated off and these policies will have been fully implemented.

VII. Conclusions

In sum, the role of the Advisory Committees in IEDC’s organizational structure is a critical one. Advisory Committees help IEDC and its Board oversee many of its core functions—Awards, Education, Certification, Public Policy, Membership Development and engage in new content areas or fields of endeavor—international, sustainability, higher education and engagement of young professionals.

Thank you again for your commitment to the economic development community and your willingness to volunteer on an IEDC Committee. We are glad you are here.

VIII. APPENDICES

Appendix 1: IEDC Advisory Member Conflict of Interest Policy

An IEDC Advisory committee member pledges a personal and professional allegiance to the IEDC and acknowledges that the best interests of the organization and its members must prevail over any individual interest of his/her own or those of any other party. This requires each member to pay particular attention to how this duty overlaps with a similar duty owed to their business, employer or another association.

A conflict may exist when an individual participates in the deliberation or resolution of an issue important to the IEDC, while at the same time having other responsibilities that could predispose the individual. Conflicts should always be disclosed and may require ‘recusal’ – stepping back from participation in a matter – or even withdrawal from a post.

Most conflicts can be managed short of withdrawal. However, it is important and legally necessary that all conflicts be managed in a prudent and conservative fashion. Each member will be required to complete a disclosure form when they accept a position with IEDC, and annually thereafter. IEDC also expects each volunteer to:

- abide by the terms of this policy and the disclosure form;
- inform the President & CEO or an IEDC officer if a potential conflict arises during the course of IEDC business, whether or not the conflict was previously disclosed;
- Accept the judgment of IEDC with respect to how best to manage any conflict or appearance of a conflict situation.
- IEDC also requires that its employees report to the President & CEO any conflict, potential conflict, or appearance of conflict that comes to their attention regarding a Board or Advisory Committee member. The President & CEO will use his/her discretion in discussing this information with the affected Board member and the IEDC Governance Committee.
- IEDC exists for its members, and cannot exist without the dedicated involvement of its volunteers. IEDC will work to resolve recognized conflicts in the least intrusive way consistent with sound risk management, tempered by judgment and experience. It recognizes that situations will arise in which a Board member may have potentially conflicting loyalties but can readily resolve those conflicts to perform his or her job fairly and effectively. For true, serious conflicts, the individual will be asked to withdraw voluntarily from the volunteer’s position with the IEDC – or be involuntarily withdrawn. For true but less serious conflicts, disclosure and recusal from debate and/or decision making (such as voting) will typically be sufficient. With minor or potential conflicts, the act of disclosure alone is typically sufficient.

Appendix 2: IEDC Ethics Statement

International Economic Development Council

Code of Ethics

Accepted October 22, 2008

I. Code of Ethics

The following code of ethics was established by the professional economic developers in the International Economic Development Council to ensure a high ethical standard for those involved in economic development.

There may be circumstances where the board may choose to interpret and apply this code to a particular event such as a man-made or natural disaster.

1. Professional economic developers shall carry out their responsibilities in a manner to bring respect to the profession, the economic developer and the economic developer's constituencies.
2. Professional economic developers shall practice with integrity, honesty, and adherence to the trust placed in them both in fact and in appearance.
3. Professional economic developers will hold themselves free of any interest, influence, or relationship in respect to any professional activity when dealing with clients which could impair professional judgement or objectivity or which in the reasonable view of the observer, has that effect.
4. Professional economic developers are mindful that they are representatives of the community and shall represent the overall community interest.
5. Professional economic developers shall keep the community, elected officials, boards and other stakeholders informed about the progress and efforts of the area's economic development program.
6. Professional economic developers shall maintain in confidence the affairs of any client, colleague or organization and shall not disclose confidential information obtained in the course of professional activities.

7. Professional economic developers shall openly share information with the governing body according to protocols established by that body. Such protocols shall be disclosed to clients and the public.
8. Professional economic developers shall cooperate with peers to the betterment of economic development technique, ability, and practice, and to strive to perfect themselves in their professional abilities through training and educational opportunities.
9. Professional economic developers shall assure that all economic development activities are conducted with equality of opportunity for all segments of the community without regard to race, religion, sex, sexual orientation, national origin, political affiliation, disability, age, marital status or socioeconomic status.
10. Refrain from sexual harassment. Sexual harassment is defined as any unwelcome conduct of a sexual nature.
11. Not exploit the misfortune of federally declared disaster-impacted regions. This includes actively recruiting businesses from an affected community.
12. Professional economic developers shall abide by the principles established in this code and comply with the rules of professional conduct as promulgated by IEDC.

Appendix 3: IEDC Sexual Harassment Policy

NON-DISCRIMINATION, ANTI-HARASSMENT POLICY RESOLUTION FOR THE IEDC BOARD (Passed on 05/22/06)

Whereas IEDC has a long established employment policy prohibiting discrimination and harassment in the workplace, and

Whereas the “workplace” for most IEDC staff expands to include conference centers and meeting places where such staff interact with our members, including board members and other IEDC member volunteers, and

Whereas it is important for the board and advisory committee members to lead by example both in terms of our personal conduct while serving as IEDC members and IEDC volunteers, and

Whereas the courts are now grappling with expanded notions of workplace discrimination and harassment, possibly opening up IEDC to legal recourse, therefore

Be it resolved that the members of the IEDC board and advisory committee members agree to comply with the existing Equal Opportunity and Unlawful Harassment policies of IEDC (attached), and

Be it further resolved that members of the IEDC board and advisory committee members will immediately report incidents of harassment of or discrimination against IEDC employees or members that come to their attention to the President or the Chairman, for investigation by the President, and

Be it further resolved that any report by staff of harassment or discrimination by board members or other IEDC member volunteers shall be made to the President who shall investigate the complaint and report results to the Chairman, and

Be it further resolved that the Chairman will then take appropriate action to resolve the complaints that come to the Chairman under these policies, to the satisfaction of the accuser commensurate with the circumstances, and recommend any further actions, as he or she may deem appropriate, to the board, and

Be it further resolved that if, for some reason, the Chairman cannot or will not take action, the Vice Chairman will fulfill that responsibility.

Be it further resolved that the Vice Chairman will fulfill the responsibilities of the Chairman in connection with these policies at the Chairman's request, or if the Chairman recuses him or herself or is otherwise unable to serve.