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To Whom It May Concern:

When I was sworn in as President of the NC Association of Municipal Clerks a few years ago, Camilla was one of our IIMC Region III Directors. She reached out right away and gave me a lot of really useful information, such as when newsletter submissions were due for IIMC, contact information for people within the IIMC organization, etc. She also introduced me to the presidents of the other state associations in our region. Though we didn't all have the same term timeframes, it was good to know my counterparts in the nearby states. We presidents actually shared information about our state associations and were able to learn from what our sister organizations were doing. The clerks profession is generally one of cooperation, of people working in similar work environments offering guidance and encouragement. Camilla embodies that cooperative spirit, and she clearly believes in helping other clerks reach their potential and succeed.

It wasn't the first time I had leaned on Camilla. When our state association was interested in adding Athenian Dialogues to our in-state course offerings, Camilla led us through the entire process. She explained how we would get the program started, and she even offered to lead our first dialogue. I attended it, of course, and it was a wonderful experience. Camilla led a thoughtful discussion, prodding us when we were stuck or hesitant to share our opinion and giving us latitude when we were having good conversation. She got several of our clerks hooked on Dialogues, and we have even had a few become approved as facilitators. We look forward to continuing to grow that program, and we are so grateful that Camilla was able to get it started for us.

When I think of Camilla's leadership style, two words come to mind — example and facilitator. Camilla definitely leads by example. She has high standards for how a municipal clerk can serve a community, and she lives by those standards personally. She is also a facilitator, someone who is able to look at more than one side of a situation and bring people together toward a common goal.

Mostly when I think about Camilla and her various roles as a clerk and in IIMC, I see someone who is committed to learning, to enhancing the role of clerk, and to providing more educational and professional development opportunities. Perhaps most importantly, I see someone who is committed to serving her fellow clerks in whatever capacity she can, including Vice President of the IIMC.

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