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ISA Committee Manual

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Preface

ISA has a long tradition of members helping other members.

Nowhere in our organization is this more clearly demonstrated than through the volunteer efforts of our many committees. They play a vital role in contributing to the benefits and programs that our membership enjoys. It is due to the hundreds of volunteer hours generously donated each year by committee members that ISA can continue to expand and refine its educational offerings, produce annual conferences, provide members with recognition and valuable benefits, generate publicity and useful promotional tools, and facilitate member networking through the website forum.

This manual is intended to explain the structure of the standing committees, as well as the policies and procedures that each committee should follow in fulfilling their responsibilities. It is intended to be a helpful reference tool for committee chairs, vice-chairs and members when questions arise about how ISA should function.

- **Please note: the symbol “■” followed by bolded text indicates highly important information.**

Section 1

General Committee Information

Roles and Responsibilities

The ISA committees, the ISA Office staff, and the ISA board of directors must interact effectively for the Society to succeed and grow.

The Role of the Board of Directors

The role of the ISA board of directors can be summed up in one word - **OVERSIGHT**. In reality, the board of directors is in place to assure that all ISA activities align with the mission of the Society, as well as ISA policies, and the organizational strategic plan. These elements set the direction for the future of ISA.

One of the primary roles of the board of directors is the review and adoption of the annual budget as presented by the treasurer and the executive director. The board is responsible for examining each proposed budget item and for determining its priority.

The Responsibilities of the Board of Directors

The board of directors shall:

- Set direction in accordance with the strategic plan of ISA.
- Make and define policies, procedures, and governance.
- Define roles, responsibilities, and relationships.
- Approve budget to align with the strategic plan.
- Approve and prioritize projects and activities to align with the strategic plan.
- Appoint task forces to study issues and recommend appropriate actions.

The Role of the Volunteer Committees

As representatives of and conduits to the real world of our membership, committees serve both the members and the organization, providing a training field for future leaders and ensuring group participation in problem solving, planning, and growth.

Effective committees unify, represent, motivate, coordinate, consolidate, and most important, they communicate. They function best when their members are selected appropriately and they have a clearly defined mission, strong leadership, and competent staffing.

Each committee is assigned a member of the board of directors to serve as its board liaison (see specific roles of the board liaison on following pages).

The Responsibilities of the Volunteer Committees

The volunteer committees shall:

- Offer advice and feedback, as the voice of the membership, to the board of directors and ISA Office staff.
- Draft and propose programs that support the goals and objectives of the Society's strategic plan.
- Make recommendations to the board of directors.
- Work with the ISA Office staff to determine financial budget of programs.
- Work with the ISA Office staff to communicate effectively and efficiently with the membership.

The Role of the ISA Office Staff

The ISA Office staff strives to serve as a resource to both the board of directors and our committees, providing logistical support within the limits of staffing levels. The ISA Office staff is answerable to and is employed by the executive director. The executive director is answerable to and employed by the ISA board of directors, and is an ex-officio member of all committees.

The executive director is responsible for assigning a staff liaison to each committee and is there to facilitate the communication process. The staff liaison assignments are subject to change and therefore a staff liaison listing is made available to each committee chair on an annual basis.

The Responsibilities of the ISA Office Staff

The ISA Office staff shall:

- Implement policies established by board of directors.
- Collaborate with leadership in setting direction, governance, accountability, etc.
- Offer professional management and policy advice.
- Provide adequate financial analysis to aid decision-making.
- Keep Society's mission central for all relationships.
- Understand and inform committee chairs about policies and procedures.
- Provide financial analysis and support for committee program initiatives.
- Implement or coordinate programs recommended by committees and approved by the board of directors.

The Role of the Board Liaison

Committees are directly responsible to the board of directors. For this reason, the board liaison is in place as a key element in maintaining smooth and appropriate lines of communication between the committees, the board and/or staff. The liaison is the focal point for all communication to or from the committee.

Because of geographical distribution of the ISA membership, committees are able to meet in person only once each year at the annual conference. This makes the use of email, telephone, US Postal Service, and the Internet imperative. Email has proven to be the most effective method for committee communication.

The intent of this guideline is not to restrict open communication, but rather to develop an effective pattern of interaction wherein all parties can be confident that the utmost integrity and respect is observed and that the best interests of ISA are being advanced at all levels.

The Responsibilities of the Board Liaison

The board liaison shall:

- Act as the committee's voice to the board of directors.
- Maintain frequent communication with committee chair.
- Provide appropriate, courteous communication between the committee, board, and ISA Office staff.
- Know the ISA strategic plan, policies and procedures.
- Understand the mission, purpose, and interactions of the committee.
- Confirm compliance of any program and/or budgetary proposal with the ISA strategic plan,

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- policies, and procedures, with cost-analysis and other input from the ISA Office staff.
 - Present any committee-recommended program and/or budgetary requests to the board, in the form of a motion.
 - Receive and transmit quarterly and annual committee reports to the board (see “Important Dates & Deadlines” included in Supplemental Information at the end of this section.)
 - Report back to the committee any pertinent information from the board of directors meetings, following the approval of the minutes of that meeting.
 - Provide leadership and guidance to the committee, with discretion and objectivity in the best interest of ISA.

Duties

Board Standing Committees

- **The board liaison is to be copied on all committee communication.**

The committee chair must be in frequent contact with the board liaison to ensure that the liaison has a complete understanding of the committee's activities and intent. Therefore, committee chairs are responsible for keeping the board liaison and the ISA Office staff liaison informed of committee interactions. The staff liaisons will keep the appropriate board liaison informed of staff-initiated communication.

- **Committees must provide a written update of committee activities to their board liaison prior to each board of directors meeting.**

This informational report (with copies to the staff liaison) will serve as a foundation for the annual written report to be presented by the committee chair at the Committee Reports to the Board meeting at conference. These reports will help to ensure a full understanding of committee activities by the ISA board of directors.

- **The committee chair is responsible for delivering to the board liaison the Annual Committee Report no later than 30 days prior to the annual conference.**

The committee chair will distribute copies of this report to each member of the committee at the committee meeting held during conference.

As committees communicate internally they will have ideas that need to be "checked" against ISA policy, the strategic plan and long-range goals. This will be accomplished with the assistance of the board liaison.

Project proposals impacting the general membership need to be thorough and submitted in writing. When completely formulated these proposals are passed to the ISA Office where the executive director and his staff can complete a cost analysis of the project proposal. When costing is completed the project proposal is returned to the committee for final consideration and committee approval. The proposal is then ready to be presented to the ISA board of directors by the committee's board liaison.

Any policy additions or changes that might be associated with or result from a committee's proposed project are to be addressed at the time of the board liaison's presentation.

Committees may also offer comments, advice, or suggestions to the board of directors at any meeting via their board liaison.

As the term suggests, “standing board committees” are fully answerable to and serve at the pleasure of the board of directors.

- **Committees may NOT commit to expenditure of funds beyond their budget.**
- **Committees may NOT express opinions or represent positions in the name of the Society unless specifically authorized by the board of directors.**

Board Liaison

- **The board liaison is not a member of the committee and will not participate as a committee member in committee discussions or decisions.**

The board liaison is responsible for REPORTING (defined in the journalistic sense, i.e., who, what, when, where, why and how) all news of committee activities at each meeting of the board. Board meetings are normally held on a quarterly basis throughout the year, with the specific schedule provided to each newly appointed committee chair and vice-chair.

The committee is urged to solicit advice or direction from the board liaison at any time with regard to maintaining compliance with ISA policy. Such advice is not to be construed as board approval nor is the liaison to be placed in an adversarial position by being asked to enter into committee discussions or offer personal opinion. The board liaison should encourage (motivate) committee members and, at the request of the committee, suggest alternative considerations when the committee has reached an impasse.

Prior to bringing any committee recommendation, or formal motion before the ISA board of directors, the board liaison will check with the ISA Office to determine if said recommendation and/or motion are in compliance with ISA policy.

- **All committee reports and requests for board action must be submitted to the board liaison no later than two (2) full weeks prior to the scheduled board of directors meeting.**

The board liaison needs to have an in-depth knowledge and understanding of the committee's activities, goals, and intents. In order to ensure this level of understanding the board liaison should be copied on all written communication within the committee. When necessary, the board liaison is bound to the highest level of confidentiality with regard to committee activities, including but not limited to the contents of ethics complaints and the progress of these actions.

The board liaison submits to the full board all formal motions on behalf of the committee. Such motions may entertain requests for project approval, for policy addition/revision, or for procedural changes. The board liaison also presents to the board of directors any comments, advice or suggestions from the committees.

The board liaison must receive a complete written report from the committee chair before each meeting of the board to explain and/or clarify the full report. This communication from the committee chair may be in the form of a letter, fax, or email and need not be lengthy or formal. It is advisable that both the committee chair and the board liaison keep copies of quarterly board reports in order to expedite the preparation of the Annual Committee Report to be presented thirty (30) days before the annual conference.

- **The board liaison should report information from the board back to the committee immediately following the approval of the minutes for each board meeting.**
- **The board liaison may recommend dismissal of the committee chair upon determination of negligence of duties.**

Leadership and guidance will be provided with discretion and objectivity in the best interest of the Society. However, should the board liaison determine that a committee chair and/or vice-chair is being negligent in the performance of his/her duties, the board liaison will have the authority to issue

up to two (2) letters of warning to the chair and/or vice-chair. The first letter will be kept in the board liaison's personal file with a copy made to the president of the board. If a second letter is necessary, this letter will be copied to the entire board and to the ISA Office. Should the negligence continue beyond these two letters of warning, the ISA board of directors will be called upon to consider the situation and will advise the president of their recommendation. The final decision to maintain or dismiss the chair and/or vice-chair will rest with the president of the board.

Conversely, should a committee chair or vice-chair determine that the board liaison is remiss in the performance of his/her duties a complaint may be filed with the president of the board, who will intercede to restore the committee-board liaison relationship.

Committee Composition & Appointments

Each bylaw-designated standing board committee shall consist of a chair, a vice-chair, and at least three (3) additional committee members. The president of the board of directors is an ex-officio member of each committee, except the Nominating Committee. The executive director is an ex-officio member of all committees.

The opportunity to serve on any standing committee should be offered to all interested ISA members in good standing.

Appointment of Committee Chairs

- The president of the board of directors shall appoint the chair and vice-chair of each committee, subject to the approval of the board by simple majority.
- The president may consult with the current chair and the committee board liaison for appointment suggestions, and may take into consideration the succession of the vice-chair at the appropriate time. However, the board president has the option not to follow this suggested succession
- The president shall submit appointment recommendations to the board for approval forty-five (45) days prior to the annual conference. It is the board's policy, whenever possible, to fill each committee chair position at least thirty (30) days prior to the annual conference.
- The committee chair shall select at least three (3) other committee members.
- The committee chair shall advise the ISA Office of the names and positions of all committee members.

Term of Office

- The committee chair shall serve for a term of one (1) year, at the pleasure of the board.
- The chair may serve two (2) consecutive terms if so appointed. It will usually be desirable for the vice-chair to assume the role of chair upon completion of the sitting committee chair's term(s) of office.
- The president may, on a case-by-case basis, request the chair serve for a period of more (or less) than two (2) years if the board deems it to be in the best interest of the Society.
- A new chair assumes the position upon the completion of the first committee meeting at the annual conference. The outgoing and incoming chairs will co-chair the meeting. The incoming chair will attend the post-conference Committee Reports to the Board meeting.

Vacancies

Vacancies in the membership of any standing committee may be filled by appointment or selection, made in the same manner as provided in the case of the original appointments.

Qualifications of Committee Members

- Each committee member shall be an ISA member in good standing.
- Affiliate Members and Retired Members may serve on committees in an advisory capacity, but may not vote.
- A person must be a member of a committee prior to a meeting to be eligible to vote. (Many interested parties attend committee meetings at the annual conference; they are considered to be observers and may not vote.)
- **The following committees must be chaired, and vice-chaired by a Certified Member:**
 - Appraisal Studies
 - Designation & Review
 - Specialty Studies
- Preference will be given to the appointment of Certified Members as chairs of the following specialty committees:
 - Antiques & Residential Contents
 - Fine Art
 - Gemstones & Jewelry
 - Machinery & Equipment
- **It is ISA policy that only Certified Members may develop or review certification exam material, or review appraisals submitted for certification.**

If the chair of a specialty committee is not a Certified Member, the chair will nominate a Certified Member in the specialty to represent the committee in all matters that may involve access to certification course or exam material. The nominations will be submitted to the appropriate committee. That committee will forward the nomination, with comments, to the executive director and to the appropriate board liaison. If the appropriate committee chair, the executive director and the appropriate board liaison do not reach a consensus; the board liaison will refer the matter to the president.

Duties of Committee Chairs

The committee chair shall:

- Be the principal organizer and contact person of the committee, and is responsible for the overall operation of the committee. Subject to the direction of the board of directors, the chair shall have general supervision and direction of the committee members.
- Establish short- and long-term committee goals that support the mission of the Society and are in compliance with the organizational strategic plan.
- Recruit and supervise committee volunteers.
- Recommend vice-chair candidates for the president's consideration.
- Train the vice-chair to assume the chair's position.
- Maintain communications with the board liaison and the ISA Office.
- Promote the Society and the work of the committee.
- Oversee the submission of articles and news notes to the ISA Office for publication in the Society's quarterly newsletter.
- Submit a quarterly written update of committee activities to their board liaison two (2) weeks prior to each board of directors meeting.

This informational report (with copies to the staff liaison) will serve as a foundation for the annual written report to be presented by the committee chair at the Committee Reports to the Board meeting at conference. These reports will help to ensure a full understanding of committee activities by the ISA board of directors.

- Submit the Annual Committee Report to the board liaison no later than thirty (30) days prior to the annual conference.
- Prepare and submit an annual budget request to the ISA Office.
- Ensure that all expense reimbursement requests submitted to the ISA Office are appropriate and within budgetary limits, to include an itemized statement form accompanied with receipts/supporting documents.
- Submit nominations for awards, “Certificates of Excellence” and “Certificates of Appreciation” to the Awards Committee.
- Preside over the first committee meeting at the annual conference. When a new chair is being installed, both co-chair the meeting and the newly appointed chair assumes his/her position at the conclusion of the meeting.
- Attend the post-conference Committee Reports to the Board meeting with the board of directors
- Maintain committee files and pass those files, along with a complete debriefing, on to the incoming chair. Records belong to ISA, not to an individual member.
- Make every effort to attend the annual conference. If a chair cannot attend, he/she will appoint a representative. The ISA Office is to be advised no less than thirty (30) days prior to conference. The representative who attends the full post-conference meeting receives a stipend at the end of the day.

Duties of Committee Vice–chairs

The vice-chair shall perform such duties and have such other powers as shall be assigned to him/her by the chair of the committee. Further, in the absence of the chair or in the event of his/her inability or refusal to act, the vice-chair shall perform the duties of the chair and when so acting, shall have all the powers of and be subject to all the restrictions upon the chair.

Committee Procedures

Making Recommendations to the Board

- Committee discussions that result in recommendations for action shall be presented to the board liaison with a copy to the executive director.
- If a committee recommendation requires board action, the board liaison will consider the recommendation and will be responsible to submit a formal motion to be presented as an agenda item to the board at their next meeting. The board liaison may call upon the executive director for assistance in developing the written, formal motion. Urgent matters may be handled more expeditiously.
- If the board does not accept the committee’s recommendation(s), the chair may request further consideration by the board liaison.
- **The board liaison is responsible for reporting back to the chair with the results of the board’s resolution on the motion presented.**
- If board action is not required, the board liaison and the executive director will consult on possible administrative action.

Participation in Budgeting Decisions

- The ISA annual budgets reflect a fiscal year that extends from January 1 through December 31.
- Unused budgeted funds do not roll over into the following fiscal year's budget.
- The executive director shall solicit from each committee chair a Committee Budget Worksheet, generally in the month of August. The worksheet requests the budget amounts sought for the completion of the committee's work for the following year.
- Each committee chair should provide a rationale for the amounts requested and return the worksheet by the given deadline.
- The board of directors, with input from the executive director, in consideration of project priorities and in response to the overall financial posture of the organization, may adjust the requested amount. The final ISA annual budget for each committee may reflect this adjustment, whether higher or lower.

Reimbursement of Expenses

Committees may not exceed their budget without obtaining written prior permission from the executive director and/or treasurer. Committee expenditures in excess of their budgetary allowance for which no prior approval has been obtained, will not be reimbursed.

- Committee expenses should be submitted for reimbursement at the completion of a project, or on a quarterly basis. All reimbursement requests must be submitted for processing by the ISA Office before the end of the fiscal year, (i.e., December 31st.)

Mediation

From time to time the communication process may be hindered by personality conflicts, poor interpersonal skills, or ignorance of ISA policies and procedures. Remedial steps are provided for conflict resolution should such a hindrance develop.

- The committee chair may bring the communication hindrance issue to the attention of the board liaison, or
- The executive director may approach the board liaison for intercession. If this stage of intercession is unsuccessful, the matter is taken to the president of the board for mediation. If the difficulty is still unresolved, the entire board of directors is to be the final panel for settlement of the issue.

Annual Conference Responsibilities (General)

Committees meet during the annual conference. The meeting schedule is published on the ISA website at www.isa-appraisers.org/conference and in the conference program.

Limited space is available for second meetings timeslots, if necessary. However, it is advised that you contact the ISA Office at least thirty (30) days prior to the event in order to reserve such space.

Annual Committee Reports are to be submitted to the assigned board liaison thirty (30) days prior to the conference. Reports should be submitted by email, with a copy to the ISA Office.

Newly appointed committee chairs assume their duties at the end of the first committee meeting during conference. They will represent their committees at the Committee Reports to the Board meeting on the last day of the conference.

General Committee Supplemental Information

Important Dates & Deadlines

Newsletter

The ISA newsletter, *Professional Appraisers Information Exchange* (PAIE), is published on a quarterly basis. Submission dates for articles are:

- Spring Issue February 1st
- Summer Issue May 1st
- Fall Issue August 1st
- Winter Issue November 1st

Quarterly Committee Reports

Quarterly Committee reports are to be submitted to the board liaison, with copy to the ISA Office, no later than two (2) weeks prior to a board of directors meeting. A schedule of the board of directors meetings is provided to all newly appointed committee chairs.

Annual Committee Reports

The Annual Committee Report is to be submitted to the board liaison, with a copy to the ISA Office, no later than thirty (30) days preceding the annual conference.

Other

Important Contact Information

Updated contact information for the ISA Office staff, board of directors, committee chairs, and chapter presidents can be found on the ISA website at: www.isa-appraisers.org.

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Section 2

ISA Standing Committees – Missions, Goals, Structures and Procedures

Antiques & Residential Contents Committee

Mission

To advance the professionalism and effectiveness of personal property appraisers in the Antiques and Residential Contents (ARC) specialty.

Goals

- Strengthen the Antiques & Residential Contents specialty by increasing its membership and encouraging those members to participate in ISA's activities and educational programs.
- Serve as an information conduit between the members and the association, and interact with industry-related groups.
- Maintaining a clear focus on specialty members.
- Provide on-going member support.
- Maintain well-defined roles, relationships, and responsibilities with the board, staff and members.
- Encourage goodwill among members by promoting a positive attitude concerning all ISA activities.

Committee Structure

- Chair
- Vice-chair
- Secretary
- Liaison to the Specialty Studies Committee
- Liaison for public relations
- Members-at-large

Duties

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Fill all necessary positions within the specialty by the end of annual conference.
- Inform each committee volunteer of his/her, responsibilities for the coming year.
- Be vigilant for opportunities to improve and promote the specialty or ISA.
- Review and approve all reports, and articles for publication submitted by committee volunteers prior to being finalized.

The vice-chair shall:

- Assist the chair with committee responsibilities and related activities.
- Attend the committee meeting(s) at the annual conference.
- Serve in numerous capacities, as recommended by the chair, to ensure exposure to all specialty-related activities while preparing to assume the position of the chair.

The secretary shall:

- Record minutes at the committee meeting(s) at the annual conference and assist in the preparation of the Annual Committee Report to be presented to the board of directors at its post-conference

meeting.

- Write or solicit articles for the ISA newsletter to inform the ARC membership of specialty activities, news or specialty subject items of broad interest.

The liaison to Specialty Studies Committee shall:

- Liaise with the Specialty Studies Committee to develop a review process for course revisions, updates and additions.
- Keep ARC committee and related specialty members informed of ARC-related projects.

The liaison for public relations shall:

- Assist the staff liaison by recommending; soliciting, or writing ARC-related articles for publication.
- Keep the ISA Office staff liaison informed of ARC projects.

The members-at-large shall:

- Assist with ARC-related activities at annual conference and throughout the year.
- Work on special projects as requested by the ARC chair.

General Operating Procedures

- Assist in review of specialty courses in cooperation under the supervision of the Specialty Studies Committee.
- Mentor new ARC members as necessary.
- Liaise with other committees to keep current with ISA projects that may impact the ARC specialty.
- Encourage professional development through writing, lecturing, and education in specialty or appraisal studies.
- Submit reports and articles for publication on specialty-related topics.
- Undertake new tasks assigned by the chair, as committee needs arise throughout the year.
- Inform the executive director and board liaison of committee business and concerns throughout the year.

Appraisal Studies Committee

Mission

To provide superior education for personal property appraisers by developing, maintaining and teaching courses in appraisal studies and related material.

Goals

Committee Structure

- Chair
- Vice-chair
- Course writers
- On-site instructors
- Distance Education instructors
- Committee members

Duties

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Be vigilant for opportunities to improve and promote the committee or ISA.
- Arrange the annual review and update of the courses and exams with the ISA Office.
- Determine if oral exams are required on an individual basis, and arrange for those exams to be taken.
- Accumulate any suggestions for course or exam changes and forward them to the writers for consideration in the annual revision.
- Review and resolve any conflicts or problems with instructors, students, or exams.
- Send all new “Certified Members” a letter on behalf of the committee.
- Serve on the Professional Development Team (PDT), along with the Designation & Review Committee chair, the Specialty Studies Committee chair, and the ISA staff member who sits as the ISA Office liaison to the team.

The vice-chair shall:

- Assist the chair.

On-site instructors shall:

- See following Instructor Policy.

Course writers shall:

- Review any suggested changes, distribute them to the committee for comment, and with the chair take any content changes to the board of directors, through the board liaison, for approval.

Committee members shall:

- Serve as resources in appraisal principles, theory and methodology.
- Assist the committee as required.

General Operating Procedures

- The Appraisal Studies Committee is responsible for the training and periodic performance review of all on-site and distance education (DE) appraisal studies instructors.
- The Appraisal Studies Committee will conduct an annual review and update, if required, of the courses and the exams. Any changes shall be distributed to the committee for comment; major changes, including theory or the ISA standard, require the approval of the board of directors.

Instructor Policy

Approved November 16, 1998

The Appraisal Studies Committee proposes the following criteria for the selection of On-site Course Instructors. In addition to a thorough understanding of the Course, potential instructors must possess good communication skills. A good instructor must be able to assist the student in understanding how the Course concepts apply to real-world situations. A good instructor is not expected to memorize the Courses, but have a thorough enough understanding of their contents and layouts to be able to direct the student to where in the materials their question may be answered. They must also read any additional reading that would be required, such as the IRS forms for the Core Course instructors; a list of this material can be supplied upon request.

ISA On-site Instructor Qualification Criteria and Payment

Instructor Pre-requisites

- Must be an ISA member in good standing.
- Must maintain CAPP designation.
- Must complete *Core Course in Appraisal Studies* (current edition.) (Requalification Course is not sufficient.)
- Must have successfully completed the course they want to teach with 80% or more, unless it is a first-time-offered course.

Additional Requirements

- Must be computer literate.
- Must be familiar with using Microsoft Word or be able convert to a format they can use and convert back to Word. This is for the exchange of research and writing assignments among instructors.
- Must be active on the ISA Forums. Instructors should make themselves available on the electronic forums for answering questions or clarifying problem topics. It is the Instructors' responsibility to step in when noticing that message threads about Course concepts are incorrect or misleading.
- Must be willing to contribute some personal unpaid time for course topic writing assignments. The instructors may find that a particular topic needs further explanation based on responses from students or due to changes in laws (IRS, etc.) or societal (ISA, USPAP, etc.) standards.
- Must be willing to complete pre- and post-course assignments as directed by Appraisal Studies Committee as appropriate. These can take the form of simply checking with a scheduled speaker to verify availability or communicating information about the course to the ISA Office.
- Must be willing to conduct a periodic review of course material. Review of course material is an on-going project. Instructors may find it necessary to review a particular topic of study to make certain that is thorough and accurate based on changes in laws, etc.
- Must be willing to take on and complete in a timely manner research assignments associated with course writing. The instructors work as a team and must be able to rely on each other's performance and diligence.
- Must be willing to work in coordination with course writers, chair of Appraisal Studies, and the ISA Office to keep course and exams up to date. The ISA Office tracks the effectiveness

of exam questions to help identify which questions and/or topics may require clarification or greater emphasis during teaching.

Review and Selection

When new instructors are required, information on standards will be published to all members. If time is not allowed for sending out to all members in a newsletter or notice, the ISA Office will make every effort, using the ISA forum and chapters and chairs, to make the information known. A task force consisting of the chairs of the following committees will review applications: Appraisal Studies in consultation with two Certified Members. The chair of Appraisal Studies as well as either a senior instructor in the appropriate course or a person very knowledgeable in the subject will interview each candidate. The Instructor Review Task Force will report their recommendations to the board of directors for approval.

Termination of Instructor Services

An instructor's services may be terminated for the following reasons:

- He/she is no longer a member in good standing.
- He/she does not meet the membership level requirements.
- He/she resigns the position.
- Student critiques are consistently below the standard of other instructors, and the instructor has been advised of the weaknesses and provided an opportunity to rectify them but has not done so.
- The Instructor Review Task Force recommends and the board of directors approves the termination based on sub-standard performance.
- The demand for the course has diminished and fewer instructors are required, in which case the instructors with the highest performance evaluations will be retained.

Payment for Instructors

- Please contact the ISA Office for current instructor compensation.

Appraisal Studies Committees Supplemental Information

New Course Development

A primary function of the committee is to research the feasibility of new course topics. ISA needs to add more appraisal knowledge courses to its curriculum.

Establish working teams within the specialty committees to do a task, skills, and knowledge (job) analysis; requires coordination with the specialty committees.

Purpose

First, the essential elements of skill and knowledge will be used to build the appraisal studies Certified Appraiser of Personal Property (CAPP) exams, enough psychometrically sound questions should be developed so that we have 2-3 versions of the exam, and everyone is not taking the same examination year after year. Each year new questions can be developed and vetted, so that the exams are evolving and changing with the times as new methodology, resources, standards and findings come about.

Second, the knowledge gained in this job assessment will give author(s) the core competencies around which to build new courses for ISA. In essence, it will define what the courses need to teach, and the learning objectives that provide course direction.

- Establish test question writing teams
- Establish teams to review outside courses and seminar programs in specialty fields
- Work actively with the Professional Development Team (PDT) to revise the ISA certification program
- Develop a specific procedure for formal review
- Function as the “overseer” of appraisal course and exam content
- Participate in the process of identifying potential new instructors for appraisal courses when current instructors step down

Awards Committee

Mission

To acknowledge members' contributions in differing categories of endeavor, which enhance ISA's image and the appraisal profession.

Goals

- Recognize the contributions of ISA members to the growth and betterment of the Society.
- Encourage volunteerism through rewards bestowed on members who have made exceptional contributions of time and talent to the society.

Committee Structure

- Chair
- Vice-chair
- Two (2) representatives from each specialty committee (Accredited or Certified Members)

Duties

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Be vigilant for opportunities to improve and promote the committee or ISA.
- Coordinate with the ISA Office the insertion of annual awards nominations ballots in the newsletter.
- Contact the committee chairs for their lists of members to receive certificates of appreciation or excellence.
- Organize ballots and supporting documentation received for award nominees.
- Recommend vice-chair candidates for the president's consideration.
- Submit nominations for awards, "Certificates of Excellence" and "Certificates of Appreciation" to the Awards Committee.
- Participate in the awards ceremony at the Annual Awards Banquet.

The Vice-chair shall:

- Assist the chair

The Committee representatives shall:

- Serve for a one-year term.
- Review the award nominations and supporting documentation.
- Vote to select award recipients for each category for which nominations were received.

General Operating Procedures

- The Awards Committee is responsible for coordinating the peer nominations of deserving members who have made significant contributions to the ISA during the past year.
- Upon receipt of a nomination any references to the nominee's name, specialty or chapter location

is removed from the ballot.

- Each ballot and any supporting documentation are distributed to the committee members.
- After review, all ballots are graded on a zero (least qualified) to ten (most qualified) basis and returned to the chair.
- The chair tallies the results, and informs the vice-chair of the winners.
- The chair notifies the ISA Office of the final nominees for the Service Awards and certificates a minimum of 45 days before annual conference.
- The chair solicits lists from other committees and leaders of persons deserving of either a “Certification of Appreciation” or “Certification of Excellence.”
- The Awards Committee chair & vice-chair coordinates with the ISA Office and Conference Program Committee chair to form an agenda for the banquet; this agenda will be distributed to the president and others as needed no later than two (2) weeks prior to conference.

The ISA Office will:

- Provide the list of outgoing committee chairs, board members, and chapter presidents.
- Coordinate with the Appraisal Studies chair to determine the number of CAPP certificates to be presented.
- **Order the award plaques and arrange for their delivery to the conference site.**
- **Generate all necessary certificates.**
- Arrange for the evening’s logistical support, e.g., photographer’s set-up.
- Provide the awards chair with a list of outgoing committee chairs, board members, and chapter presidents in her/his registration packet.
- Create “Certificates of Excellence” for those involved in the conference planning.

Suggested Order of Awards and Presenters

1. CAPP Certificates (Appraisal Studies Committee chair)
2. Outgoing chapter presidents (Awards Committee chair)
3. Certificates of Excellence (Awards Committee chair)
4. Service Awards (Awards Committee chair)
5. Individual Awards: Lamp of Knowledge; Media; Marketing, ARC, FA, G&J, M&E; Legislation; Publication, ARC, FA, G&J, M&E; Distinguished Service, ARC, FA, G&J, M&E; Leadership; Outstanding Member
6. Chapter of the year (Awards Committee chair)
7. President’s Award (sitting president)
8. Lifetime Achievement (Awards Committee chair)

Chapter Networking Committee

Mission

To facilitate coordination and communication between the chapters of ISA in order to help and strengthen each chapter.

Goals

- Communicate with each chapter representative on a regular basis.
- Encourage and facilitate communication between chapters
- Send quarterly reports to the ISA board of directors regarding the state of the chapters.
- Encourage the chapters when they need help.
- Offer advice when sought regarding chapter matters
- Support the ISA goals, the board of directors, and the ISA Office
- Assist the chapters in conforming to the bylaws and requirements of ISA
- Actively encourage the growth in professionalism in ISA members

Structure

- Chair
- Vice-chair
- Chapter presidents

Duties

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Maintain communication with chapter representatives, the board of directors, and the ISA Office staff.

The vice-chair shall:

- Assist the chair as requested.
- Assume the duties of the chair in his/her absence.

General Operating Procedures

- Every chapter sets the goal to become the Chapter of the Year.
- Chapter presidents regularly share best practices, program/speaker information, chapter activities, etc., via email or the ISA Forum.
- Chapter presidents or secretaries send chapter meeting minutes to committee chair and the ISA Office; these minutes will be useful in preparing committee reports.
- Chapter presidents or other assigned person disseminates information from the ISA Office and board liaison to the chapters.

Conference Program Committee

Mission

To develop a program that will advance the professionalism and effectiveness of personal property appraisers.

Goals

- Provide superior education opportunities for personal property appraisers.
- Challenge ISA members to grow professionally.
- Provide an information conduit for members to develop networking groups and capabilities.

Staff Role

- The executive director is charged with oversight of the annual conference, ensuring that volunteers meet timelines, and that the individual programs provide a balanced educational conference with broad interest to personal property appraisers.
- The executive administrative assistant is the staff liaison for all communications and published materials.

Committee Structure

- Chair
- Vice-chair
- Program coordinator(s)
- Tour coordinator(s)

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Coordinate closely with the executive director and/or designated staff liaison.
- Allocate the total budget for speaker funding.
- Maintain close oversight and supervision of proposed programs to ensure a high-quality, balanced and coordinated conference presentation that best serves the members.
- Establish and maintain a tracking system to ensure that timelines are maintained.
- Maintain close liaison with program and tour coordinators.
- Ensure that the board liaison and the ISA Office are advised of progress and in particular any delays in maintaining the timeline.
- Consult with the ISA Office during the program approval process.

The vice-chair shall:

- Assist the chair.
- Assume the duties of the chair in his/her absence.
- Suggest exhibitors and sponsors who meet the diverse needs of the members.
- Maintain frequent communication with the ISA Office.

The program coordinator(s) shall:

- Recommend a strong speaker program to the Conference Program Committee chair that meets the diverse interests of the members, making use of curators and specialists in the conference city.
- Receive approval for recommended speakers/activities from the Conference Program Committee chair before finalizing.
- Maintain close liaison with the committee chairs.
- Maintain close liaison with the ISA Office.

The tour coordinator(s) shall:

- Recommend a strong tour program that meets the diverse interests of the members, making use of museums, curators, specialists and historical sites in the conference city.
- Consult with the ISA Office to arrange transportation and meals and as a resource for tour options.
- Maintain close liaison with the committee chairs.
- Maintain close liaison with the ISA Office.

General Operating Procedures

- Constant, effective communication between the committee and the ISA Office is essential. The committee should keep the ISA Office staff liaison informed of all planning, and ensure that the ISA Office has a copy, either printed or digital, of all conference-related correspondence. The board liaison should also be copied on all documents.
- Successful event planning is time-sensitive. When timeline targets are not met the next steps in conference planning are delayed. Such delays severely impact promotional efforts.
- Effective promotion and public relations are critical to increasing attendance. All suggestions for marketing will be considered by the ISA Office and undertaken as appropriate.
- The committee should advise the ISA Office of any special requirements for conference as soon as they are known.

Annual Conference Timeline (Committee and ISA Office share tasks)

One-two months following current-year conference

- Review upcoming conference city assets and resources (Committee)
- Develop conference seminar theme, if any (e.g., area- or culture-specific topics) (Committee)
- Develop a list of topics that support the conference theme (Committee)
- Research tours and/or activities (Committee)
- Develop list of potential presenters (Committee)
- Assemble a team of local volunteers for various conference needs (e.g., first-time attendee welcome event) (Committee)

Two-three months following current-year conference

- Recommend conference sponsors and/or exhibitors (Committee/ISA Office)
- Begin to solicit conference sponsors and/or exhibitors (ISA Office)
- Choose general session speakers (Committee)

- Select specialty speakers (Committee)

Seven/eight months prior to upcoming conference

- Confirm conference theme and slogan in consultation with the ISA Office (Committee)
- Begin reviewing and revising conference flyer & registration form (ISA Office)
- Review and revise letters/forms to be sent out (ISA Office)
- Ascertain needs for tours (e.g., lunch options, transportation) (Committee/ISA Office)

Six months prior to upcoming conference

- Call for awards nominations in the PAIE (ISA Office)
- Begin developing press releases and website updates (ISA Office)
- Finalize program sessions and speakers (Committee)
- Send confirmation letters to speakers, with request for biography, picture, and all audio/visual equipment requirements (ISA Office)
- Finalize flyer and registration forms (printed and online) (ISA Office)

Five months prior to upcoming conference

The entire program must be finalized before these events take place. (Committee/ISA Office)

- Begin marketing to members (mailings, email, website, blog, newsletter article) (ISA Office)
- Ascertain site needs (ISA Office)
- Assess transportation needs, research providers and secure contracts (ISA Office)
- Issue press releases (ISA Office)
- Market to area businesses as appropriate (ISA Office)
- Request AAA, ASA, and NAA to promote conference to their membership (ISA Office)

Four months prior to upcoming conference

- Fill any blanks in session program or tours (Committee)
- Determine award styles (the actual award itself, not recipients) (ISA Office)
- Continue marketing (ISA Office)

The ISA Office will:

- Provide conference supplies (certificates, portfolios, stickers, etc.).
- Finalize exhibitors and sponsors.
- Determine needs for printing (handouts) from speakers.

Three months prior to upcoming conference

The ISA Office will:

- Finalize transportation, newsletter details, awards.
- Issue second press release.
- Reconfirm speakers with conference update.
- Determine menus for provided meals.

Two months prior to upcoming conference

The ISA Office will:

- Finalize conference program booklet.
- Work with committee chairs to determine schedule for committee meetings.
- Create/review Awards certificates, optional third press releases, and conference report.

One month prior to upcoming conference

The ISA Office will:

- Reconfirm speakers.
- Print badges, and all other material.
- Finalize and print all handouts.
- Create required scripts and itineraries.

Conference Program Committee Supplemental Information

Program coordinators should obtain the speaker program schedule chart from the conference chair or the ISA Office. It is important to follow the speaker program schedule. If you have a two hour presentation you want to schedule, you need to fit it into the program in such a way that it doesn't interfere with the breaks. If a speaker is available only at certain times, let the ISA Office know. The ISA Office will work with your program assignments unless there is a problem/conflict with equipment needed.

- Secure speakers to complete the two days of break-out lectures – the timing of offerings will determine the number of speakers needed.

The committee will determine with the ISA executive director the number of days of tours to be offered, depending on the opportunities that are available and the cost of each tour. Tour coordinators should work closely with the ISA Office to determine the specific needs for each tour, such as transportation and lunch locations.

Awards and Certificates

- About four (4) months prior to conference, begin to keep a running list of those who should receive awards or "Certificates of Appreciation" for their conference participation, as well as for other things; this will save you time and energy later on. The Awards Committee has announced they will accept nominations for awards and certificates throughout the year, with December 31 as the prescribed deadline.
- All volunteers and other special helpers should receive certificates of recognition. The Awards Committee has determined there will be two levels of certificates. One will be a "Certificate of Appreciation," and one will be a "Certificate of Excellence" for members who have performed above standard volunteer levels.
- Service Awards are given to volunteer leaders when they have completed their terms. Distinguished Service is only awarded to members who have donated their time and/or expertise far above what would be normally expected.

Speakers

- A list of possible speaking candidates is developed in the 30-60 days following the completed annual conference. Be sure to choose a variety of topics and speakers. It is important to review programs from previous conferences to avoid duplications. Check to see if the committee chair can provide any leads for local speakers in your specialty. Museums are a good source of speakers and can also provide leads to local authorities.
- The committee chair is responsible for ensuring that speaker compensation stays within the approved budget.
- Any compensation offered to and agreed upon with a speaker must be communicated to the ISA Office immediately. Compensation might include a speaker fee, airfare, a comped night in the conference hotel, or meals; none of these are required compensation offerings.
- After the initial contact and agreement, the ISA Office will send a confirmation letter to the speaker. We will also send a request for biographical information and a short synopsis of the presentation, and an audio/visual requirements request form. We will request that the material be returned to us within two (2) weeks, and will create a tickler file to facilitate follow-up.
- Coordinators should have a minimum of two (2) back-up speakers, either local non-members or members who are attending conference, in case of emergency.
- Be sure your program conforms to the speaking schedule timeline sent to you by the conference

chair or the ISA Office. This provides members multiple opportunities to hear speakers relevant to their professional needs, and it gives members of all specialties the same window of opportunity to get together for networking and visiting the exhibitor/sponsor space.

- Keep in regular contact with your speakers by notes or phone calls – it is a long period of time between the date they make the commitment and the date the conference will be held. Remind them two (2) months before conference of their upcoming commitment and make a final phone check one or two weeks before the conference.
- The ISA Office will ask if speakers have handouts to accompany their presentations that need to be copied. All handout materials must be submitted to the ISA Office in a timely fashion to allow adequate time for copying. Speakers who do not submit their handouts to the ISA Office on a timely basis will be responsible for their own handout copies.
- The ISA Office will re-check for any special audio/visual needs beyond those listed on the Audio/Visual Requirement form sent with the initial contact letter.

Introducing Speakers

The ideal introducer is someone who understands how a well-prepared introduction can set the mood and bridge transitions in the program. They should also be comfortable giving presentations before a group. This is not a role to give to the timid, nor should you give it to an egomaniac who wants to hog the limelight from the presenter. It's the job of the introducer to ensure the audience understands who is about to speak, and that they provide an appropriate welcome.

The first rule for speaker introductions is to never leave them to chance.

The introductions are a mini-speech with an opening, a body and a conclusion. The opening should grab the audience and communicate the importance of the topic. The body should indicate why the speaker was selected to speak. You may allude to the topic in generalities. The conclusion should lead into the actual presentation the speaker will give. Weave the speaker's name throughout the introduction and end the introduction with a repeat of the speaker's name. ("Please help me welcome Dr. Stanley Livingston".)

To develop the best introduction, first get a bio from the speaker. While humor and personal anecdotes can make for polished introductions, balance is the key word here. Avoid using humor that patronizes the speaker, or the profession. Some speakers may come armed with prepared introductions. Be sure to edit *their* introductions to reflect the purpose, theme and objectives of our presentation and listeners.

Tips:

- Never give an introducer the speaker's preprinted resumé from which to read. Chances are he/she will read it verbatim and bore the heck out of the audience.
- Never expect an introducer to just wing it. They may end up babbling and looking foolish. Script the entire introduction.
- Find out the proper pronunciation of the speaker's name. Review this and other information with the introducer prior to the event. Schedule a rehearsal if wanted.
- The stage should never be left empty. Encourage your introducer to greet the speaker with a handshake, and then quickly leave the stage without walking in front of the speaker.
- If the introduction is being done at a podium, the introducer should remain there until the speaker has joined him on stage.
- Remind the introducer to lead the applause before and after presentation.
- Above all, don't allow the introducer to become carried away. Set a specific amount of time for the introduction. One to three minutes is usually adequate. He or she should say what needs to be said, then sit down and enjoy the presentation.

Designation & Review Committee

Mission

To review the qualifications of members applying for certification and requalification under ISA's credentialing programs, which are dedicated to enhancing the professionalism of personal property appraisers.

Committee Structure

- Chair
- Vice-chair
- Volunteer members (by invitation only)

Job Descriptions

Excellent member service should be a major focus of committee activity at all times. It ranks right up there with the primary committee function of reviewing appraisal reports submitted for CAPP credential approval.

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Select and vet members of the Designation & Review (D&R) Review Panel.
- Ensure that all D&R procedures are in compliance with current ISA credentialing Policies.
- Serve as a member of the ISA Professional Development Team (PDT), along with the Appraisal Studies Committee chair, The Specialty Studies Committee chair, and the ISA staff member who sits as the ISA Office liaison to the team. The staff liaison to these three committees also sits in on conference call discussions or other PDT meetings on occasion.
- Be present at all discussion meetings, whether by telephone or in person, unless his/her absence is absolutely unavoidable.

The vice-chair shall:

- Assist chair with:
 - Proposed revisions to materials and procedures to clarify and expedite the function of D&R.
 - Responses to member questions and concerns regarding the role of D&R in the Certified Appraiser of Personal Property (CAPP) program.
 - Review of reports and PDP packages.
- Be very knowledgeable about all the policies and procedures of the committee functions.
- Sharpen his/her appraisal reviewing skills to the utmost.
- Be intimately familiar with the checklists and requirements for report reviews.
- Stand ready to relieve the chair at any given time should the need arise.
- Stay apprised of PDT activities in the event he/she needs to fill in for the chair at any given time, and to facilitate rotation to the chair position later on.

Reviewers:

- May or may not be members of the committee. ISA Board directors may be reviewers but may not be committee members.
- Should be Certified Members, although the chair may waive this requirement, if necessary, to

provide the best service to a candidate, depending on the specialty area of submission. Reviewers must have taken the updated version of the *Core Course in Appraisal Studies* or a review in compliance with the ISA Requalification Policy.

- Review the two appraisals submitted by candidates, using the *Review Considerations* form.
- Mark a checklist for required items for each of the appraisals.
- Complete a Recap of Reviewers Findings form.

Designation & Review Committee Supplemental Information

Certification Processes

D&R is responsible for the processing of applicant submissions in accordance with the most current standards taught in our manual from the Appraisal Studies Committee to support that objective.

Step I: Complete all requirements for ISA AM

Step II: Apply for the certification program through the ISA Office and pay the fee.

Applicant:

The applicant will receive a copy of the Certified Appraiser of Personal Property (CAPP) information package upon requesting program enrollment information. This package includes:

- Introduction to CAPP form letter.
- Application form.
- Member Level Requirements document.
- Certification Requirements document.

The applicant must submit the CAPP application with a fee. After it has been determined that the applicant has passed all requirements for the program, the applicant and the chair of D&R will be contacted by the ISA Office.

ISA Office:

Approved applicants are assigned a processing number based on the year they enroll, and where they fall in the line of student enrollments for that year (e.g., first enrollee of 1999 is 01-99, second is 2-99, etc.) The numerical sequence restarts each January first as the year rolls over. A copy of the approved application with the processing number noted on it is sent to the chair of D&R.

The ISA Office sends the applicant a formal acceptance letter into the certification program along with a packet of informational material outlining all program requirements including procedures for submitting appraisal reports for review.

Designation & Review (D&R):

Open a processing file on each applicant accepted into the CAPP program.

Step III: Take and successfully complete the comprehensive certification exam

Applicant:

The applicant may complete the CAPP exam by sitting with a proctor, completing the exam at the testing session of an *ISA Requalification Course*, or at a testing session for the *ISA Core Course in Appraisal Studies*.

ISA Office:

The ISA Office will send the completed exam to three reviewers. Two of three reviewers must pass both sections of the exam for successful completion. If the applicant fails one or more sections of the exam, that portion must be taken again. In either case, the applicant and the chair of D&R will be informed by the ISA Office. The exam must be successfully completed before the applicant can move on to the appraisal review portion of the program.

Step IV: Submit documentation of required professional development credits

Applicant submits to the ISA Office.

The ISA Office reviews the documentation and works with the applicant to fulfill this requirement.

Once the requirement is fulfilled, the ISA Office notifies the applicant and the chair of D&R.

Step V: Submit documentation of required hours of appraisal experience

Applicant submits to the ISA Office.

The ISA Office reviews the documentation and works with the applicant to fulfill this requirement.

Once the requirement is fulfilled, the ISA Office notifies the applicant and the chair of D&R.

Step V: Appraisal Review Process

Applicant:

Following the guidelines provided in the CAPP acceptance packet, the applicant submits two appraisal reports (one Summary, and one Self-Contained) in triplicate to the ISA Office.

ISA Office:

The ISA Office notifies the chair of D&R upon receipt of a submission, and requests the names of three reviewers to receive the appraisals for review.

The ISA Office mails packages to the three reviewers chosen by the chair of D&R, each containing:

- Letter of general instructions.
- A request that reports be returned within a specified time.
- Notification that the appraisals can be re-assigned if reviewer has conflicts.
- One self-contained and one summary appraisal, with checklists for each.
- Recap of Reviewer's Findings form.

D&R:

- Assign reviewers for the required appraisal packages when they are received in the ISA Office.
- Check comments received from reviewers to recognize troublesome areas for applicants that could be addressed by the Appraisal Studies Committee.
- Look for common reviewer mistakes that should be addressed in reviewer sessions.
- Note and submit to the ISA Office staff any changes for D&R materials.
- Notify each applicant by telephone about reviewers' findings; send a letter of completion of D&R to applicant on personal stationery, not ISA letterhead, and a copy to the ISA Office staff.
- Return two (2) appraisal reports and recap of reviewers' findings to applicant; send one copy to the ISA Office for archives.

Reviewers:

Reviewers send sample appraisals directly back to the chair of D&R. (The Recap of Reviewer's Finding form should remain anonymous so that it can be returned to the applicant with the reviewer identity protected). It is important that reviewers identify themselves on a separate page, or by inserting their business card, when they return the appraisal package to the chair of D&R, so that the chair may track progress of each appraisal. The applicant's assigned code number should be included on all correspondence.

NOTE: If the reviewers find the appraisal resubmissions unsatisfactory, the chair of D&R may refer the applicant to a mentor. The chair may also assist in bringing the process to successful closure by discussing the appraisal in more depth with the reviewer, mentor and applicant. At times, the chair of the Appraisal Studies committee might be brought into the discussion to reach a determination on the relevance and weight that should be given to individual findings of unsatisfactory work product.

Unsuccessful appraisal review*Applicant:*

If an applicant does not pass the appraisal review process, the applicant resubmits to the ISA Office (Only up to two (2) resubmissions are allowed).

If two (2) reviewers find an appraisal unsatisfactory; two (2) copies of the corrected appraisal are resubmitted and are sent to the same reviewers. If three (3) reviewers find an appraisal unsatisfactory, three (3) copies of the corrected appraisal are resubmitted. They are sent to the same reviewers. The committee chair must notify the ISA Office of which reviewers receive revised reports when only two (2) resubmissions are required.

ISA Office:

Receives amended appraisal reports from applicant and sends them to the appropriate reviewers along with a copy of the previous reviewer comments.

D&R:

If two (2) reviewers find an appraisal unsatisfactory; two (2) copies of the corrected appraisal are resubmitted and are sent to the same reviewers. If three (3) reviewers find an appraisal unsatisfactory, three (3) copies of the corrected appraisal are resubmitted. They are sent to the same reviewers. The committee chair must notify the ISA Office of which reviewers receive revised reports when only two (2) resubmissions are required.

If appraisals need to be resubmitted, the applicant is advised by telephone and encouraged regarding the main areas of adjustment required. At this time a mentor may be suggested.

Recommend CAPP mentoring for applicant if appropriate.

Successful appraisal review*D&R:*

If appraisals are satisfactory, the applicant is notified by telephone and advised that a letter of completion from D&R will be forthcoming, and the ISA Office should be notified immediately. The letter notifying the applicant of completion of D&R is to be written on the stationery of the chair of D&R. The ISA Office is notified by voice mail or email and then receives a copy of the letter.

Depending on whether the reviewers write directly in the report, one to three copies are returned to the applicant. The ISA Office receives one copy of each of the final appraisals for their professional development/certification files. The ISA Office should always receive a final copy of the approved appraisal for the files. If all three copies pass but have notes on the appraisals themselves, then a

copy of the pages containing notes in the least annotated report should be made to send to the applicant, and the report sent to the ISA Office. The ISA Office needs copies of ALL the reviewer findings for the files (initial plus any related to revised reports) once the applicant has completed the appraisal review process.

ISA Office:

If the applicant has completed all other portions of the certification process, the ISA Office sends a CAPP package to the members once formal notification of D&R approval is received.

New CAPP packages contain:

- A new membership certificate reflecting Certified Member status.
- A CAPP pin.
- A copy of the requalification (recertification) requirements.
- A sample news release for use in publicizing the achievement (this is just a bare outline structure for use in putting together a PR article; the CAPP should fill in all the relevant personal information).
- A congratulatory letter from the executive director.
- A copy of the certification requirements for second and subsequent certifications.
- A CAPP camera-ready logo sheet.
- A copy of the amended by-laws regulating use of the ISA logo.
- A copy of the ISA order form for use in ordering a certified embossing seal and/or bulk orders of the *Be Certain Of its Value* (BCOV) brochures.

Requalification Review Procedures

Members, Accredited Members, and Certified Members obtain the Requalification information package from the ISA Office.

The applicant submits application for requalification and fee along with acceptable documentation of completion for all the required elements of requalification to the ISA Office. All items are to be submitted at the same time.

Applicants are responsible for maintaining their own files of documentation for requalification, and should keep a permanent record of all activities submitted for credit over the years.

The ISA Office reviews the requalification professional development credits and assigns credit values. When an applicant requests credit for unusual activities or publications, the items in question will be submitted for specialty team review or to the chair or vice-chair of D&R for evaluation and credit assignment.

If the applicant's requalification package cannot be approved, ISA Office staff will notify him/her. The ISA Office staff will work with the applicant to help him/her achieve the required requalification credits.

Review teams will notify the chair of Designation & Review and the ISA Office staff of the credits assigned to specialty activities requiring specialty review. When the applicant's package is approved, he/she will be notified by the ISA Office staff.

Ethics Committee

Mission

To ensure that ISA members exhibit the highest level of ethical behavior.

Goals

- Develop and implement procedures for processing ethics complaints.
- Review the *ISA Code of Ethics* periodically.

Committee Structure

- Chair
- Vice-chair
- Three (3) Panel chairs
- Six (6) Panel members
- Two (2) alternates

Ethics Review Panel

- Is composed of a chair and two committee members
- Provides the initial review of all allegations of possible unethical conduct to determine whether there is reasonable cause to believe that such conduct is a violation of the *ISA Code of Ethics*.
- Forward to the Ethics Hearing & Discipline Panel for action any complaint found to have merit

Ethics Hearing & Discipline Panel

- Is composed of a chair and two committee members
- Sets and holds hearings
- Determines the appropriate disciplinary action in the event of a finding of an ethics violation.

Ethics Appeal Panel

- Is composed of a chair and two committee members
- Hears, upon request of any party, any case in which the decision by the Ethics Hearing & Discipline Panel would be adverse to that party

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Not serve on a panel.
- Oversee processing of ethics complaints.
- Oversee chairs of the Ethics panels.
- Submit quarterly committee reports to the committee's board liaison as required.
- Submit an annual report to the committee's board liaison as required.

- Complete and return to the ISA Office the annual budget worksheet request form.
- Review and submit reimbursement request within budgetary limits.
- Submit nominations for awards, “Certificates of Excellence” and “Certificates of Appreciation” to the Awards Committee.
- Attend the post-conference Committee Reports to the Board meeting with the board of directors.

The vice-chair shall:

- Perform duties as assigned by the committee chair.
- Serve as chair of the Hearing & Discipline Panel.
- Assume the duties of chair in cases of inability to perform his/her duties.

The panel members shall:

- Perform duties as required by their panel assignments.

The alternates shall:

- Perform duties as requested when regular panel members are unable, for whatever reason, to carry out their assignment.

General Operating Procedures:

The committee receives notice of possible ethics violations from the executive director. The complaint is then passed to the Ethics Review Panel where it is reviewed and either dismissed or sent on the Ethics Hearing & Discipline Panel.

In regard to trademark infringement issues: The committee requests that they receive a copy of the complaints and a copy of the response from the ISA Office. While these issues do not come under the purview of the Ethics committee, they are or can be ethical matters and the committee should be aware of such complaints.

The Ethics Hearing & Discipline Panel will set and hold hearings and, in the event of finding of violation, determine the appropriate disciplinary action.

The Appeal Panel will hear, upon request of any party, any case in which the decision by the Ethics Hearing & Discipline Panel would be adverse to that party. More detailed information on the process is contained in the *ISA Code of Ethics Disciplinary Procedures*, available on request from the ISA Office.

- **Confidentiality is of utmost importance to the Ethics committee. No complaints or resolutions thereof are to be discussed outside of the panel or committee framework. Public announcements will be made following detailed guidelines in the *ISA Code of Ethics Disciplinary Procedures*.**

Fine Art Committee

Mission

To advance the professionalism and effectiveness of personal property appraisers in the Fine Art (FA) specialty.

Goals

- Strengthen the Fine Art specialty by increasing its membership and encouraging those members to participate in ISA's activities and educational programs.
- Serve as an information conduit between the members and the association, and interact with industry-related groups.
- Maintain a clear focus on specialty members.
- Provide on-going member support.
- Maintain well-defined roles, relationships, and responsibilities with the board, staff and members.
- Encourage goodwill among members by promoting a positive attitude concerning all ISA activities.

Specialty Structure

- Chair
- Vice-chair
- Secretary
- Liaison to the Specialty Studies Committee
- Liaison for public relations
- Members-at-large

Job Description

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Be vigilant for opportunities to improve and promote the specialty and ISA.
- Fill all necessary positions within the specialty by the end of annual conference.
- Inform each specialty volunteer of his/her responsibilities for the coming year.
- Review and approve all reports and articles for publication by specialty volunteers prior to being finalized.

The vice-chair shall:

- Assist the chair with specialty responsibilities and related activities.
- Attend the committee meeting at the annual conference.
- Serve in numerous capacities, as recommended by the chair, to ensure exposure to all specialty-related activities while preparing to assume the position of the chair.

The Secretary shall:

- Be responsible for the recording of the minutes at the committee meeting at the annual conference and assist in the preparation of the committee report to be presented to the board of directors at

Committee Reports to the Board meeting.

- Write or solicit articles for the ISA newsletter to inform the FA membership of specialty activities, news, or specialty subject items of broad interests.

The liaison to Specialty Studies Committee shall:

- Liaise with the Specialty Studies Committee to develop a review process for course revisions, updates and additions.
- Keep FA specialty informed of FA-related projects.

The liaison for public relations shall:

- Assist the staff liaison by recommending, soliciting, or writing FA-related press releases and articles for publication.
- Keep the staff liaison informed of FA projects.
- Inform the specialty of any FA-related projects the staff liaison needs assistance with and of any pertinent deadlines.

The members-at-large shall:

- Assist with FA-related activities at annual conference and throughout the year.
- Work on special projects as requested by the committee chair.

General Operating Procedures

Specialty members:

- Attend the committee meeting during annual conference.
- Assist in review of specialty courses in cooperation with and under the supervision of the Specialty Studies Committee.
- Mentor specialty members as necessary.
- Liaise with other committees to keep current with ISA projects that may impact the specialty.
- Encourage professional development through writing, lecturing, and education in specialty or appraisal studies.
- Submit reports and articles for publication pertinent to FA to the chair for approval prior to being finalized.
- Perform new tasks assigned by the chair to specialty volunteers as specialty needs arise throughout the year.
- Inform the executive director and board liaison of specialty business and concerns throughout the year.

Gemstones & Jewelry Committee

Mission

Advance the professionalism and effectiveness of personal property appraisers in the Gemstones & Jewelry (G&J) specialty.

Goals

- Strengthen the Gemstones & Jewelry specialty by increasing its membership and encouraging those members to participate in ISA activities and educational programs.
- Serve as an information conduit between the members and the association, and interact with industry-related groups.
- Maintain a clear focus on specialty members.
- Provide on-going member support.
- Maintain well-defined roles, relationships, and responsibilities with the board, staff and members.
- Encourage goodwill among members by promoting a positive attitude concerning all ISA activities.

Committee Structure

- Chair
- Vice-chair
- Liaison for public relations
- Liaison to the Specialty Studies Committee
- Committee member

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Be vigilant for opportunities to improve and promote the specialty or ISA.
- Represent ISA at the Council of Jewelry Appraisal Organizations (CJAO).
- Fill all necessary positions within the specialty by the end of annual conference.
- Inform each specialty volunteer of his/her responsibilities for the coming year.
- Review and approve all reports and articles for publication prior to being finalized.

The vice-chair shall:

- Assist the chair in the above activities.
- Act as a liaison between ISA and the media and trade press.
- Develop and encourage others to develop articles for the newsletter.
- Report to the chair and vice-chair.

The liaison for public relations shall:

- Assist the staff liaison by recommending, soliciting, or writing G&J-related press releases and articles for publication.

- Keep the staff liaison informed of G&J projects.
- Inform the G&J specialty of any specialty-related projects the staff liaison needs assistance with and of any pertinent deadlines.

The liaison to Specialty Studies Committee:

- Represent G&J to the Specialty Studies Committee.
- Report to the chair and vice-chair.

Committee members (all other Gemstones & Jewelry specialty members)

- Assist the committee as needed.
- Report to the chair and vice-chair.
- Alert chair to new developments and/or situations within the Gemstones & Jewelry industry as they are discovered.
- Assist with G&J-related activities at annual conference and throughout the year.
- Work on special projects as requested by the G&J chair

General Operating Procedures

Specialty members:

- Attend the committee meeting during annual conference.
- Assist in review of specialty courses in cooperation with and under the supervision of the Specialty Studies Committee.
- Mentor specialty members as necessary.
- Liaise with other committees to keep current with ISA projects that may impact the specialty.
- Encourage professional development through writing, lecturing, and education in specialty or appraisal studies.
- Submit reports and articles for publication pertinent to G&J to the chair for approval prior to being finalized.
- Perform new tasks assigned by the chair to specialty volunteers as specialty needs arise throughout the year.
- Inform the executive director and board liaison of specialty business and concerns throughout the year.
- Work and cooperate with the ISA Office.

Gemstones & Jewelry Committee Supplemental Information

ISA is a member of the Council of Jewelry Appraisal Organizations (CJAO). The CJAO is a cooperative committee composed of appraisal organizations with members who specialize in the appraisal of jewelry and who are dedicated to teaching ongoing appraisal education, professionalism and high ethical standards to jewelry appraisers.

Machinery & Equipment Committee

Mission

To advance the professionalism and effectiveness of personal property appraisers in the Machinery & Equipment (M&E) specialty.

Goals

- Strengthen the Machinery & Equipment specialty by increasing its membership and encouraging those members to participate in ISA activities and educational programs.
- Serve as an information conduit between the members and the association, and interact with industry-related groups.
- Maintain a clear focus on specialty members.
- Provide on-going member support.
- Maintain well-defined roles, relationships, and responsibilities with the board, staff and members.
- Encourage goodwill among members by promoting a positive attitude concerning all ISA activities.

Committee Structure

- Chair
- Vice-chair
- Secretary
- Liaison to the Specialty Studies Committee
- Liaison for public relations
- Members-at-large

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Be vigilant for opportunities to improve and promote the specialty or ISA.
- Fill all necessary positions within the specialty by the end of annual conference.
- Inform each specialty volunteer of his/her responsibilities for the coming year.

The vice-chair shall:

- Assist the chair with specialty responsibilities and specialty-related activities.
- Attend the committee meeting at the annual conference.
- Serve in numerous capacities, as recommended by the chair, to ensure exposure to all committee-related activities while preparing to assume the position of the chair.

The secretary shall:

- Record minutes at the committee meeting during the annual conference and assist in the preparation of the committee report to be presented to the board of directors at the Committee Reports to the Board meeting.

- Write articles for the ISA newsletter to inform the M&E membership of committee news and activities.

The liaison to Specialty Studies Committee shall:

- Liaise with the Specialty Studies Committee to develop a review process for course revisions, updates and additions.
- Keep M&E specialty members informed of M&E-related projects.

The liaison for public relations shall:

- Assist the staff liaison by recommending, soliciting, or writing M&E-related press releases and articles for publication.
- Keep the staff liaison informed of M&E projects.
- Inform the M&E specialty of any M&E-related projects the staff liaison needs assistance with and of any pertinent deadlines.

The members-at-large shall:

- Assist with M&E-related activities at the annual conference and throughout the year.
- Work on special projects as requested by the chair.

General Operating Procedures

Specialty members:

- Attend the committee meeting during annual conference.
- Assist in review of specialty courses in cooperation with and under the supervision of the Specialty Studies Committee.
- Mentor specialty members as necessary.
- Liaise with other committees to keep current with ISA projects that may impact the specialty.
- Encourage professional development through writing, lecturing, and education in specialty or appraisal studies.
- Submit all reports and articles for publication to the M&E specialty chair for approval prior to being finalized.
- Perform new tasks assigned by the chair as specialty needs arise throughout the year.
- Inform the executive director and board liaison of specialty business and concerns throughout the year.

Nominating Committee

Mission

To review qualifications, and nominate qualified candidates to serve on the board of directors.

Goals

Committee Structure

- Chair
- Vice-chair
- Members: three (3) who are committee chairs plus one other member.

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Recruit committee members.
- Appoint a vice-chair.
- Manage and oversee the work of the committee.

The vice-chair shall:

- Perform duties as assigned by the committee chair.
- Assume the duties of chair in any instance of inability to perform his/her duties.

The committee members shall:

- Perform duties as assigned by the committee chair.

General Operating Procedures

- Three seats on the ISA board of directors come open each year.
- Review the applications to insure the necessary criteria are met for the position.
- Serving directors may run for a second term, but they must follow all procedures as a first-term candidate.
- It is desirable to have two (2) candidates for each position, if six (6) qualified candidates are not available, a minimum of four (4) candidates is required.
- If sufficient candidate recommendations are not received, notify the ISA Office to send out another “call for candidates”.
- Any qualified candidate not nominated may be included on the ballot for director by submitting a petition signed by 5% of the members qualified to vote as of June 1st.
- Select the most qualified candidates.
- Submit the names of candidates chosen to the ISA Office to be published and voted on by written ballot.

Time Line

- All dates in this procedure may be administratively adjusted to accommodate holidays and weekends.
- July 15: all candidate recommendations must be received by the committee. The ISA Office will contact nominees with instructions/requirements on candidate statements, photographs, and email statements. Nominating Committee chair may also formally acknowledge the nominees on behalf of the committee.
- August 15: final slate of nominees is announced by the committee, and posted on the ISA Forum by the ISA Office. Nominees are acknowledged by email.
- August 19: nominees' statements and photographs are due at the ISA Office.
- September 1: deadline for any petitioned signatures (if applicable).
- September 15: nominee statements and photographs are included in the Fall issue of PAIE.
- September 22: deadline for nominee email statements to be received at the ISA Office.
- September 23: all nominee email statements received by the deadline are broadcast to ISA members via email.
- September 29: printed ballots, accompanied by nominee statements insert, are mailed to ISA membership.
- October 19: all ballots must be received at the ISA Office.
- October 20: ballots are counted by volunteers at the ISA Office.
- October 23: election results are announced by the ISA Office.

Specialty Studies Committee

Mission

To advance the professionalism and effectiveness of personal property appraisers in their specialty.

Committee Structure

- Chair
- Vice-chair
- Vice-chair from each specialty committee
- One member-at-large from each specialty

Job Descriptions

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Promote the Society and the work of the committee.
- Work in conjunction with committees and members to coordinate efforts and to fit the strategic goals of ISA.
- Serve on the Professional Development Team (PDT), along with the Appraisal Studies Committee chair, the Designation & Review Committee chair, and the ISA staff member who sits as the ISA Office liaison to the team.

The vice-chair shall:

- Assist the chair.
- Assume the duties of the chair in his/her absence.
- Develop and encourage others to develop articles for the newsletter.

The members shall:

- Review and revise procedures for the Certified Appraiser of Personal Property (CAPP) process.
- Exchange information and share ideas.
- Review appeals submitted by CAPP candidates.

General Operating Procedures

Specialty Studies Committee Supplemental Information

New Course Development

A primary function of the committee is to research the feasibility of new course topics. ISA needs additional short product knowledge (appraisal-oriented product knowledge) courses in its curriculum.

- Prepare a survey questionnaire and do a needs and scope assessment for future short specialty course offerings.
- Establish working teams within the specialties to do a task, skills, and knowledge (job) analysis in the specialty areas. This requires coordination with specialty committees.

Purpose

The purpose of this is twofold. First, the essential elements of skill and knowledge will be used to build the generalist exams for that discipline. Ideally, enough psychometrically sound questions should be developed so that we have two or three versions of the exam, and everyone is not taking the same examination year after year. Each year new questions can be developed and vetted, so that the exams are evolving and changing with the times as new methodology, resources, standards and findings come about.

Second, the knowledge gained in this job assessment will give author(s) the core competencies around which to build new courses for ISA. In essence, it will define what the courses need to teach, and the learning objectives that provide course direction.

- Establish test question writing teams within each specialty.
- Establish teams to review outside courses and seminar programs in specialty fields.
- Work actively with the Professional Development Team (PDT) to revise the ISA certification program.
- Develop a specific procedure for formal review of each specialty course and specialty exam on a regular basis (e.g., every two to four years – whatever seems most reasonable. This process involves working closely with the specialty chair/vice-chair to establish balanced review teams).
- Function as the “overseer” of the content of specialty courses.
- Participate in the process of identifying potential new instructors for specialty courses when current instructors step down.

Technology Committee

Mission

To increase the profile of the ISA through electronic means; to remain technologically current and competitive within the marketplace while enhancing member benefits, information exchanges and services; to raise funds through internet marketing programs for support of ISA, the ISA website and ISA forums; and to monitor and recommend state-of-the-art electronic technology which enhances member benefits and operational efficiencies.

Goals

Structure

- Chair
- Vice-chair of planning and implementation
- Vice-chair of marketing
- Forum administrator
- Committees liaison
- Chapters liaison
- Board of Directors liaison
- Members-at-large

Duties

The chair shall:

- Carry out the duties outlined in Section 1 of this manual.
- Make recommendations for short- and long-term plans for the ISA website development to fulfill the ISA mission and mission of the committee.
- Guide the efforts of the committee members regarding suggestions about the maintenance of the ISA website, ISA forums, and other technology activities.
- Be responsible for promoting an environment on both the website and in the forums that appropriately reflects the professionalism of ISA.
- Make recommendations to the board of directors and the executive director concerning website link requests to or from the ISA website.
- Make recommendations to the board of directors and the executive director for web changes, enhancements, member benefits and marketing opportunities.
- If and when requested by the ISA Office staff, assist and aid in the upkeep and periodic review of the membership database classification system.

The vice-chairs shall:

- Assist the chair in his/her program area.
- Vice-chair of planning and implementation shall assume the duties of the chair in his/her absence.
- Vice-chair of planning and implementation shall assist and recommend to the chair in planning and implementing operational changes, enhancements and updates.

- Vice-chair of marketing shall assist and recommend to the chair electronic commerce opportunities which would have the potential to contribute to and to offset the operational cost of maintaining the ISA website.

The forum administrator shall:

- Monitor forum use.
- Suggest updates to forum resources including the Resources and Library sections.

The committees liaison shall:

- Coordinate with ISA standing committees in the development of plans for utilization of the website and forum.
- Review functions of the on-line database.

The chapters liaison shall:

- Provide assistance to the ISA Education Foundation and ISA local chapters wishing to develop websites.
- Assist with the use of technology in chapter membership development and electronic commerce.

The board of directors liaison shall:

- Provide liaison between the committee and the board of directors as outlined in “The Role of the Board Liaison” and “The Responsibilities of the Board Liaison” (Section I of this manual.)

General Operating Procedures