

Job Descriptions

Appraisal Institute Committees

2009 (Working Document)

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Board of Directors

General Description

The Board of Directors is the governing body of the Appraisal Institute. In addition to such powers as are set forth in the Bylaws, the Board of Directors shall have and may exercise all of the powers of the Appraisal Institute, subject only to the provisions of the Act, the Articles of Incorporation and the Bylaws.

Reporting

The Board of Directors has the final authority in all matters relating to the Appraisal Institute.

Composition

The Board of Directors consists of:

- The officers of the Appraisal Institute
- The Chair and Vice Chair of each Regional Committee
- One Associate Member in good standing elected by the Board of Directors
- The Chief Executive Officer of the Appraisal Institute. (The CEO does not have voting privileges on the Board of Directors, but does have floor privileges.)

The Officers shall serve terms on the Board of Directors commensurate with their terms as Officers.

Members of the Board of Directors elected by the Regions shall serve two (2) year staggered terms. Regional elections for each Director's position shall be held in the final year of the incumbent Director's term with the newly elected Director taking office on January 1 of the year following the election.

The Associate Member elected to serve on the Board of Directors shall serve a two (2) year term. Elections for the Associate Member on the Board of Directors shall occur at the Board of Directors meeting in the fourth quarter of the previous year. Members, chapters, and regions shall be notified of the process for nomination. Any Associate Member serving on the Board of Directors shall not have voting privileges regarding proposed amendments to the Admissions Regulations or any other matter that changes the requirements for designation, but such Associate Member shall have floor privileges regarding such matters.

A Director elected by a Regional Committee or the Board of Directors for a full two (2) year term shall be eligible for election to a second consecutive two (2) year term on the Board of Directors. If a Director is elected to fill the unexpired portion of a predecessor's term, he or she shall be eligible for election to two (2) consecutive two (2) year terms on the Board of Directors. Once a Director has served two (2) full consecutive two (2) year terms on the Board, he or she will not be eligible to serve on the Board as a Director elected by a Regional Committee for another two (2) years.

Minimum Qualifications for Members

1. Membership status in good standing
2. Holds the status “continuing education completed” (or if an Associate Member have met current continuing education requirements of the Appraisal Institute for Associate Members).
3. Not subject to a publishable disciplinary action by the Appraisal Institute within the five (5) years prior to the date of election
4. Must meet requirements for experience, prerequisite knowledge, skills, specialized training and work-style characteristics applicable to all governing and implementation body members.

The individual elected to fill the Associate Member position on the Board of Directors cannot hold any Appraisal Institute designation at the time of election.

The CEO, non-voting member of the Board must meet professional qualifications determined by the Board of Directors.

Additional Qualifications for Directors

Must meet requirements outlined in the duties and qualifications document, for example:

- Experienced speaker; articulate, persuasive and credible
- Skilled writer
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Adept at and possesses technical capability for distance communication
- Able to travel on AI business

Duties as Specified in the Bylaws

- Adopt and maintain Regulations and policies governing the nomination and election of members to the Board of Directors by the Regional Committees and policies governing the nomination and election of the Associate Member to the Board of Directors

Ongoing Duties

- Approve organizational mission, goals, strategies and public policies
- Approve and monitor internal policies and governance activities, including but not limited to:
- Acquisition and merger investigations and recommendations for member approval
- Corporate dissolution
- Governing body creation and dissolution
- Hiring the CEO [contract staff]
- Final court of appeals on all disputes (excluding admissions and ethics)
- Establish plans for the Institute and oversee their implementation
- Delegation of Board functional responsibilities [may not delegate Board authority or accountability]
- Using most recent scan data and exception reports, act on new opportunities and threats to existing programs, taking action to:
 1. Add new programs/initiatives to take advantage of emerging opportunities
 2. Adjust or discontinue operating plan programs/initiatives if not producing expected outcomes

3. Reprioritize operating plan programs/initiatives based on new adds, adjustments and exclusions
4. Reallocate resources and revise budgets to accommodate reprioritized programs/initiatives
5. Revise as needed programmatic, governing body and staff outcomes assignments

Draft Charter: Board of Directors	
Staff Liaison: Darlene Grass	
Review latest scanning outcomes, monitor last year's 4th quarter operating plan results, adjust & reprioritize	February Quarterly BOD meeting
Receive the Strategic Planning Committee's recommended strategic plan revisions. Review, adjust as needed and approve the Institute's strategic plan the Institute's mission, goals, strategies and public policies	February Quarterly BOD meeting
Review latest scanning outcomes, monitor 1st quarter results, adjust & reprioritize.	April Quarterly BOD meeting
Receive the report of the Audit Committee and presentation by the independent auditor of last year's audit results. Take action as necessary.	April Quarterly BOD meeting
Review latest scanning outcomes; monitor 2nd quarter operating plan results. Adjust & reprioritize as needed.	July Quarterly BOD meeting
Review scanning outcomes. In that context adjust, reprioritize & approve the SPC proposed 3-yr strategic plan. Prioritize proposed initiatives, monitor 2nd qtr results of current operating plan/budget & adjust.	July Quarterly BOD meeting
Review latest scanning outcomes, monitor 3rd quarter operating plan results. Adjust & reprioritize as needed.	November Quarterly BOD meeting
In the context of latest scanning outcomes review the Finance Committee's recommended programs & initiatives for next years operating plan. Review plans Finance Committee recommends be excluded from the plan.	November Quarterly BOD meeting
Elect the Strategic Planning Committee Chair and members at large. Elect the Associate Member of the BOD	November Quarterly BOD meeting
Approve and monitor internal policies and governance activities, including but not limited to: <ul style="list-style-type: none"> • Acquisition and merger investigations and recommendations for member approval • Corporate dissolution • Governing body creation and dissolution • Hiring the CEO [contract staff] 	Ongoing
Final court of appeals on all disputes (excluding admissions and ethics)	Ongoing
Chapter and Region Oversight <ul style="list-style-type: none"> • Final approval for Chapter and Region creation, boundaries, names, mergers, dissolution and oversight 	Ongoing

<ul style="list-style-type: none">• Ensure a collaborative relationship among Chapters and National and between and among regions and chapters• Assess chapter and region role and effectiveness in facilitating the Institute’s strategic and operating plans• Address compliance and direct remedies with regard to National regulations and policies.	
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Officers

Composition

The elected officers of the Appraisal Institute shall be the President, President Elect, Vice President and immediate Past President. The Vice President shall also serve as Treasurer.

Officers shall be nominated by the Leadership Development and Nominating Committee during the second regular Board of Directors meeting each year. Additional nomination for position(s) nominated by the LDNC may be received from the Board of Directors, provided a written petition signed by at least twenty percent (20%) of the Directors is delivered in writing to the Chief Executive Officer no later than sixty (60) days after the second regular Board of Directors meeting of the year. The election of officers shall occur at the last regularly scheduled Board of Directors meeting each year.

The elected officers shall serve for a term of one (1) year in the office to which he or she has been elected, unless filling a vacancy. The term of office shall commence on January 1 following election to office.

The Vice President shall automatically succeed to the office of President Elect, and the President Elect shall automatically succeed to the office of President. The automatic succession will not occur if good cause is shown and a motion to the contrary is passed by two thirds (2/3) of the Directors voting on the issue at a quorum meeting of the Board of Directors.

Minimum Qualifications

General (all officers)

- Holds one or more AI designations
- Not subject to a publishable disciplinary action by AI within the 5 years prior to appointment or election
- Holds the status "continuing education completed"
- Experienced speaker; articulate, persuasive and credible
- Skilled writer
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Understanding of and commitment to all AI policies, goals and initiatives
- In-depth knowledge of current and pending appraisal standards
- Adept at and possesses technical capability for distance communication
- Able to travel nationally (extensively) and internationally (occasionally) on AI business

Additional Qualifications for President

- Informed and well read to acquire global perspective on valuation and real estate appraisal

- Minimum 2 years experience as chair of an AI national or regional committee
- Working knowledge of Roberts Rules of Order

Additional Qualifications for President-Elect

- Informed and well read to acquire global perspective on valuation and real estate appraisal
- Minimum 1 year experience on the Board or as chair of an AI national committee
- Working knowledge of Roberts Rules of Order

Additional Qualifications for Vice President

- Knowledge of fundamental accounting principles and procedures
- Basic understanding of AI financial management and accounting systems
- Ability to correctly interpret balance sheet, income statement and other financial reporting information in AI formats

Additional Qualifications for Immediate Past President

- Holds position by virtue of previous offices held. Required to maintain minimum requirements

Duties as Specified in the Bylaws

President

- Generally oversee the affairs of the Appraisal Institute and have the general powers and duties usually vested in the Chief Elected Officer of a not for profit association.
- Presides at all meetings of the Members, the Board of Directors and the Executive Committee.
- The President, or his or her designee, shall act as the spokesperson for the Appraisal Institute and shall have the authority to represent the Appraisal Institute consistent with the directives, resolutions and policies of the Board of Directors.
- Acts on behalf of the Appraisal Institute when the Appraisal Institute is the sole voting member of another not for profit corporation.
- Has such other powers and perform such other duties as may be prescribed in these Bylaws and the Regulations or as directed by the Board of Directors from time to time.
- Except as otherwise provided in these Bylaws and the Regulations of the Appraisal Institute, the President shall appoint the Chair and members of committees, boards, and panels, subject to the approval of the Board of Directors.
- May appoint project teams as he or she deems necessary or appropriate from time to time.

President-Elect

- Presides at meetings of the Members, the Board of Directors and the Executive Committee in the event the President is for whatever reason unable to preside and shall act for the President in other matters when the President is unable to act.
- Has such other powers and perform such other duties as may be prescribed in these Bylaws and the Regulations and as directed by the Board of Directors or the President from time to time.

Vice President

- Serve as Chair of the Finance Committee
- Has such other powers and duties as may be prescribed in these Bylaws and the Regulations and as directed by the Board of Directors or the President from time to time

Ongoing Duties

Executive Committee

General Descriptions

The Executive Committee oversees development and implementation of the Institute's strategic plan and annual operating plan/budget

Reporting

The Executive Committee reports to the Board of Directors.

Composition

The Executive Committee is composed of the elected officers (President, President Elect, Vice President and Immediate Past President) and the Chief Executive Officer, who shall serve as a nonvoting member. If a vacancy for whatever reason occurs in the position of immediate past President, such position shall be filled by the prior Immediate Past President for the unexpired portion of the previous incumbent's term.

Minimum Qualifications for Members/Chair

See previous section concerning "Officers"

Minimum Qualifications for CEO

Non-voting, paid employee – professional qualifications determined by the Board of Directors.

CEO Duties as Specified in Bylaws

The Chief Executive Officer shall have the general powers and duties of management usually vested in the position of chief executive officer of a not for profit association. The CEO oversees office operations and staffing, manages the execution of the Appraisal Institute's strategic and operating plans and represents the Appraisal Institute at the direction of the Board of Directors or the President, consistent with the directives, resolutions, and policies of the Board of Directors.

The Chief Executive Officer shall also serve as and perform all of the functions of corporate secretary of the Appraisal Institute. The Chief Executive Officer shall be an administrative officer of the Appraisal Institute and shall hold this position for the term of his or her employment or until such time as he or she retires, resigns or is removed by the Board of Directors.

Committee Duties as Specified in the Bylaws

- 1) Monitor implementation of strategic and operating plans and take appropriate actions to advance such implementation;
- 2) Develop and monitor relationships with external parties consistent with the directives and policies of the Board of Directors;

- 3) Advise, counsel and evaluate the Chief Executive Officer; and
- 4) Perform such other duties as may be assigned to it by the Board of Directors.

The Executive Committee may also act on behalf of the Appraisal Institute between meetings of the Board of Directors provided that, in the judgment of the Executive Committee:

- 1) It is imprudent or impractical to defer taking such action until the Board of Directors can meet;
or
- 2) There is an emergency that requires the Executive Committee to act on behalf of the Board.

However, the Executive Committee may not take any action that is inconsistent with any action previously taken by the Board of Directors and must report any action it takes to the Board of Directors. The Board of Directors shall decide whether to ratify such actions.

Short-Term Duties

Ongoing Duties

- Monitor strategic and operating plan implementation
- Advise and counsel the CEO
- Evaluate CEO's performance
- Oversee and participate in building external relationships
- Public appearances as Institute spokespersons
- Work with the Board of Directors for Chapter and Region oversight
- Ensure a collaborative relationship with National and relationships between and among regions and chapters
- Assess chapter and region role & effectiveness in facilitating the Institute's strategic and operating plan
- Address compliance and direct remedies with regard to National regulations and policies
- Emergency action on behalf of the Board, subject to Board ratification

Draft Charter: Executive Committee	
Staff Liaison: Darlene Grass	
Prior to each Board meeting review status or exception reports for annual operating plan. Consult with staff regarding recommended adjustments and strategies for addressing plan exceptions. Craft officer recommendations for Board consideration.	February 2005, April 2005, July 2005, November 2005
Using the quarterly exception report and ad hoc input from member governing bodies and staff, monitor and troubleshoot strategic and operating plan progress. Advise and consult with committee and project team chairs and with staff to help eliminate member and/or staff performance issues, group interface difficulties, resource deficits and other problems that are impeding forward progress.	Ongoing. At least quarterly upon receipt of the quarter's exception report to the Board
Evaluate CEO's Performance	Last Quarter
Collaboratively serve as AI spokespersons for audiences input to AI goals and programs.	Ongoing
Advise and counsel the CEO	Ongoing
Oversee and participate in building external relationships	Ongoing
Work with the Board of Directors for Chapter and Region oversight <ul style="list-style-type: none"> • Ensure a collaborative relationship with National and relationships between and among regions and chapters • Assess chapter and region role & effectiveness in facilitating the Institute's strategic and operating plan • Address compliance and direct remedies with regard to National regulations and policies 	Ongoing
Evaluate the role of chapter and regions in delivering member value. Recommend to the Board restructure, realignment or other study options the officers deem appropriate.	2005
Emergency action on behalf of the Board, subject to Board ratification	As needed

Nominating Committee

General Description

The Nominating Committee generally is responsible for interviewing, evaluating and nominating qualified candidates for Vice President, any other vacant national officer positions, and the Association Member position(s) on the national Board of Directors.

Reporting

The Nominating Committee reports to the Board of Directors.

Composition

The Nominating Committee is composed of the Immediate Past President and one (1) member from each Region elected by the Regional Committee in each Region. The Immediate Past President shall serve as the Chair of the Nominating Committee without a vote.

Members of the Nominating Committee shall serve one (1) year terms commencing on the January 1st following their election and may not serve again for six (6) years.

Members of the Nominating Committee may not serve concurrently on other national Appraisal Institute boards and committees. *(Region may request an exception to be approved by the Executive Committee for anyone who is serving concurrently as a Board member or third Regional Director.)*

Minimum Qualifications for Committee Members

- 1) Adept at and possesses technical capability for prompt Internet communication including the ability to access and respond to e-mail.
- 2) Served at least one (1) year as Chapter President, two (2) years of service as a regional representative, or two (2) years of service on a national committee or on the national Board of Directors;
(Region may request an exception to be approved by the Executive Committee.)
- 3) Hold an AI designation;
- 4) Be a Member in good-standing;
- 5) Completed the Membership Profile
- 6) Not have been subject to a publishable disciplinary action by AI within the 5 years prior to appointment or election; and
- 7) Holds the status “continuing education completed”.

Desirable qualifications for Member

- 1) Meet requirements for experience, prerequisite knowledge, skills, specialized training and work-style characteristics applicable to all governing and implementation of body members.

Duties

- 1) Interview and evaluate candidates for Vice President and for any other vacant Officer Positions;
- 2) Identify key issues for the written questionnaire that candidates for Vice President and for any other vacant Officer position(s) must complete;
- 3) Identify key issues for the oral interviews of candidates for Vice President and for any other vacant Officer position(s);
- 4) Solicit input from the membership, chapters and regions on the candidates for Vice President and for any other vacant Officer position(s) prior to finalization of the Nominating Committee's decision;
- 5) Issue an annual call for nominations for Vice President, and any other vacant Officer position(s), and an Associate Member position(s) of the Board of Directors;
- 6) Nominate for Board of Directors consideration an individual (or two (2) individuals if there is a deadlock after three (3) consecutive votes between the same candidates) for Vice President and for any other vacant Officer position(s)
- 7) Submit nomination (or two (2) nominations if there is a tie vote as noted above) for Vice President to the Board of Directors at its second regular meeting, with the rationale for its decision, unless a vacancy in the office of Vice President occurs during the course of a Vice President's term, in which case the nomination(s) for Vice President and rationale shall be submitted to the Board of Directors as soon as practicable after notice of the impending vacancy is received or after the vacancy occurs;
- 8) Submit nomination (or two (2) nominations) if there is a tie vote as noted above) for any other vacant Officer position(s) to the Board of Directors, with the rationale for its decision, to the Board of Directors as soon as practicable after notice of the impending vacancy is received or after the vacancy occurs;
- 9) Nominate for Board of Directors consideration one (1) or more Associate Members for election to the Associate Member position(s) on the national Board of Directors;
- 10) Develop and implement nominating processes, including:
 - a. Reviewing candidates' past performance in governance and implementation roles, and
 - b. Assisting General Counsel in identifying conflicts of interest;
- 11) Recommend to the Board of Directors adjustments to the national election processes, as necessary;
- 12) Sign and strictly abide the Committee/Panel/Project Team Response Form, and Confidentiality Statement and Pledge;
- 13) Adhere to the AI Confidentiality Policy;
- 14) Adhere to the AI Committee Executive Session Policy;
- 15) Adhere to all the requirements of the Bylaws, Regulations, policies and procedures of AI;
- 16) Encourage diversity among individuals serving within the national governance structure; and
- 17) Perform such other duties as may be assigned to it by the Board of Directors.

Audit Committee

General Descriptions

The audit committee oversees the reporting process and internal controls of the Appraisal Institute.

Reporting

The Audit Committee reports to the Board of Directors.

Composition

The Audit Committee is composed of five (5) members elected by the Board of Directors.

At its second regular meeting each year, the Board of Directors shall hold an election for those Audit Committee positions whose terms end that year.

The elected members of the Audit Committee shall serve two (2) year staggered terms beginning on January 1 following election to office. The Chair of the Audit Committee shall be selected annually by the Audit Committee members.

Minimum Qualifications

- Currently serving on the Board of Directors when elected with at least one (1) year remaining on their Board term or have been elected by their Regional Committees to serve another term on the Board of Directors commencing the following year. Executive and Finance Committee members may not serve concurrently on the Audit Committee.
- Knowledge of fundamental accounting principles and procedures
- Basic understanding of AI financial management and accounting systems
- Ability to correctly interpret balance sheet, income statement and other financial reporting information in AI formats
- Knowledge of AI regulations and procedures
- Holds one or more AI designations
- Active, good-standing designated membership status
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications

Past service on a financial governing body for a professional membership organization of comparable size

Duties as Specified in the Bylaws

- 1) Receive monthly financial reports from the Finance Committee;
- 2) Recommend independent auditors to the Board of Directors;
- 3) Cause an annual audit of Appraisal Institute accounts to be made;
- 4) Recommend as appropriate that an audit be made on the accounts of entities under the Appraisal Institute's control;
- 5) Conduct and/or oversee investigations to protect the integrity of the Appraisal Institute;
- 6) Oversee the Appraisal Institute's management and internal control structure and financial reporting processes;
- 7) Recommend policies and actions to protect the financial integrity of the Appraisal Institute and entities under its control;
- 8) Evaluate threats to the Appraisal Institute's corporate assets and make appropriate recommendations;
- 9) Inform the Board of Directors when Boards, committees or other bodies have not complied with Appraisal Institute regulations and procedures;
- 10) Review potential conflicts of interest of individuals serving in the national governance structure with counsel and make appropriate recommendations to the Board of Directors;
- 11) Otherwise act in accordance with Audit Committee Policies and Procedures approved by the Board of Directors; and
- 12) Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

- Interact with independent auditors, chief staff officer, staff vice presidents and legal counsel to develop and oversee financial and operating controls.
- Develop and recommend financial and operational oversight procedures, controls and reporting systems for Board approval, including independent audit criteria, automated and manual record keeping systems, firewalls and internal oversight processes
- Monitor to ensure compliance with established controls
- Recommend an audit firm for Board approval and monitor audit firm's performance
- Review independent audit and accompanying management letter and make appropriate recommendations for Board approval to ensure fiscal integrity (see appendices for audit review processes)
- Review with staff management and independent auditors the effect of any regulatory and accounting initiatives that could potentially effect the organization's financial policies and/or reporting
- Evaluate potential financial risks and legal exposure, recommending appropriate action to the Board
- Evaluate potential threats to AI's intangible corporate assets including the organization's image and reputation, recommending appropriate action to the Board
- Evaluate potential conflicts of interest for sitting governance participants, recommending appropriate action to the Board.

Admissions and Designation Qualifications Committee

General Description

The ADQC is responsible for determining and administering qualifications for Appraisal Institute membership admissions and designations.

The ADQC shall have the broad responsibilities relating to following matters as set forth in Regulation No. 7: the trends in the appraisal profession and real estate markets; the requirements for Appraisal Institute designations and the value of Appraisal Institute designations in the marketplace; the admissions processes; continuing education requirements for all members; and programs to encourage Associate Members to fulfill the requirements for Appraisal Institute designation and assistance to Associate Members in doing so.

The ADQC shall focus on performing business functions applied similarly regardless of designation, but can flexibly accommodate the professional differences unique to each designation.

Reporting

The Admissions and Designation Qualifications Committee shall report to the Board of Directors.

Composition

The Admissions and Designation Qualifications Committee shall consist of a Chair and ten (10) members at large, all of whom shall be Designated Members of the Appraisal Institute. The ten (10) members shall include members who have a practice that is primarily residential in nature and members who have a practice that is not primarily residential in nature.

Regions may nominate individuals from their Regions who meet the requirements of the appropriate job descriptions to serve for terms commencing in 2005.

Minimum Qualifications for Members

- Holds one or more AI designations
- Membership status in good-standing
- Holds the status “continuing education completed”
- Not subject to a publishable disciplinary action by AI within past 5 years prior to appointment
- At time of appointment, actively engaged in appraisal practice as defined by USPAP
- Previous service in one or more of the following AI roles: Board of Directors, demo grader, experience reviewer, instructor, or service on AI Councils or Admissions, Appeals, Education or International Committees.

- Meets requirements for experience, prerequisite knowledge, skills, specialized training and work-style characteristics applicable to all governing and implementation body members.).

Desirable Qualifications for Members

Previous experience related to AI's associate members including guidance, mentoring, education and admissions.

Minimum Qualifications for Chair

- Able to serve simultaneously as chair of ADQC and as a voting member of the Strategic Planning Committee
- Holds one or more AI designations
- Membership status in good-standing
- Not subject to a publishable disciplinary action by AI within past 5 years prior to appointment
- Holds status "continuing education completed"
- Meets established requirements for experience, skills, knowledge and work-style characteristics for the position
- Minimum 1 year experience as an AI national committee, project team or panel member

Desirable Qualifications for Chair

- Experience as a committee or project team chair for AI or any not-for-profit organization
- Chapter committee and/or officer experience
- Previous experience related to AI's associate members including guidance, mentoring, education and admissions

Duties as Specified in Regulation 7

- 1) Review and analyze trends in the appraisal profession and real estate markets; review and analyze the requirements for Appraisal Institute designations and the value of Appraisal Institute designations in the marketplace; and review and analyze the effectiveness of admissions processes;
- 2) Recommend to the Board of Directors membership admissions requirements, policies and procedures; monitor the appropriateness application and effectiveness of admissions requirements, policies and procedures; and recommend to the Board of Directors adjustments to admissions requirements, policies and procedures as appropriate;
- 3) Recommend to the Board of Directors continuing education requirements, policies and procedures for members; monitor appropriateness of, compliance with and effectiveness of such requirements, policies and procedures; and recommend to the Board of Directors adjustments to continuing education requirements, policies and procedures as appropriate;
- 4) Identify, recommend and oversee development of programs to encourage Associate Members to fulfill the requirements for Appraisal Institute designation and to provide appropriate assistance to Associate Members in doing so;
- 5) Recommend positions to the Board of Directors relating to certification and licensing matters under the jurisdiction of the Appraiser Qualifications Board (AQB) of The Appraisal Foundation; in consultation with the President, ensure that the Appraisal Institute is represented at AQB meetings where certification and licensing matters are addressed; and in consultation with the

President, ensure that Appraisal Institute positions regarding certification and licensing matters are presented to the AQB.

Ongoing Duties

Scanning and External Responsibilities

- Review and analyze the value of AI designations in the marketplace
- Review all scanning input of relevance to the designations, designation and admissions processes (e.g. AQB/USPAP requirements, legal counsel/Ethics and Standards Committee recommendations). As necessary, recommend to the Board revisions to the admissions and designation qualifications policy.
- Monitor practice quality among the profession as a whole, identify practice issues and recommend to the Board as necessary revisions to the education requirements for designation and continuing education requirements to retain designation

Education Committee Interface

ADQC may recommend that the Board mandate specific continuing education topics as requirements for designation. Subject to Board approval, such topics will be referred to the Education Committee for development. The Education Committee may develop other continuing education topics, as determined by scanning and market research, and may recommend mandated AI CE topics to the ADQC for consideration.

- In each calendar quarter, review the Education Committee's scanning data and conclusions to assess impact on designation education qualification requirements
- Consider AI CE requirements recommendations from the Education Committee
- Consult with the Education Committee to coordinate education program and examination content with designation/advanced requirements
- Ratify Education Committee decisions on approved curriculum of college/university master's or other formal education degree programs for AI education qualifications equivalency.

Designation Qualification Requirements

- Monitor overall designation qualification requirements and recommend to the Board adjustments as necessary
- Recommend to the Board paths to designation; determine content for and ensure creation of education materials and design mentoring programs to encourage and assist associate members along that path (form project teams as necessary to accommodate special initiatives and resulting workloads)

Designation Education Qualification Requirements

Recommend to the Board revisions as necessary to the education qualification requirements and compliance monitoring processes for designation and number of hours of continuing education required to retain designation. In addition, recommend to the Board the following:

- Required number of hours/cycle
- What topics are creditable toward a cycle; communicate that information to the Education Committee for topic delivery

- How programs can be taken; communicate that information to the Education Committee as delivery guidelines (e.g., online education is acceptable, but correspondence courses are not)
- Mandatory topics that members must take in a cycle Monitoring/tracking members' compliance with AI CE requirements (i.e., have met the minimum number of hours in creditable topics + have met the USPAP requirement + have met the Business Ethics requirement)

Experience Credit Screening

- Recommend to the Board revisions to policies/procedures related to experience credit screening
- Monitor credit screening effectiveness and recommend corrective action to the Board as necessary.
- Recommend revisions as necessary to the duties/qualifications for National Experience Screener

Examination and Demonstration Reports and Report Alternatives

Monitor the effectiveness and recommend to the Board revisions as necessary to the policies and procedures related to examination requirements

Procedural Protocols

Recommend to the Board uniform procedural rules to monitor admission to designation and AI CE requirements.

Panels under ADQC

Experience Review Panel

Demonstration Appraisal Grading Panel

Narrative Examinations Grading Panel

Comprehensive Examination Panel

Draft Charter: Admissions and Designations Qualifications Committee	
Staff Liaison: Carrie Vann	
<p>Produce a comparative analysis of designation value perceptions among audiences important to achieving AI's mission and goals. Audiences should include, but are not limited to:</p> <ul style="list-style-type: none"> • Clients - those who contract for real estate appraisal services • AI leadership (those who hold governance or program/project implementation positions) • Real Estate Appraisers who hold an AI designation • Real Estate Appraisers who do not hold an AI designation but are actively pursuing one. • Real Estate Appraisers who do not hold an AI designation and show no signs of wanting one. • Organizations that establish or influence real estate appraisal standards. <p>Use existing studies and analysis by other committees and project teams to augment direct scanning/research by the ADQC for this comparative analysis.</p>	<p>Before October 2005 BOD meeting</p>
<p>Draw conclusions from the designation value comparative analysis and develop recommended actions for consideration by the Board</p>	<p>Before or at the October 2005 Board meeting.</p>
<p>Consultation and advice to RAPT and GAPT as needed</p>	<p>Ongoing; as needed</p>
<p>Consultation and advice to Joint GAPT & RAPT project team to examine post-designation specialty requirements and determine whether changes should be made to Regulation No. 10</p>	<p>Ongoing; as needed</p>
<p>Scanning and External Responsibilities</p> <ul style="list-style-type: none"> • Review and analyze the value of AI designations in the marketplace • Review all scanning input of relevance to the designations, designation and admissions processes (e.g. AQB/USPAP requirements, legal counsel/Ethics and Standards Committee recommendations). As necessary, recommend to the Board revisions to the admissions and designation qualifications policy. • Formalize the scan/research information and procedures that will be required to effectively monitor practice quality among the profession as a whole. • Identify practice issues and recommend remedial strategies 	<p>Ongoing; as scan/research indicates the need</p> <p>2005</p> <p>Ongoing; as scan/research indicates the need</p>
<p>Education Committee Interface</p> <p>ADQC may recommend that the Board mandate specific continuing education topics as requirements for post designation. Subject to Board approval, such topics will be referred to the Education Committee for development. The Education Committee may develop other continuing education topics, as determined by scanning and market research, and may</p>	<p>Ongoing; as scan/research indicates the need</p>

<p>recommend mandated AI CE topics to the ADQC for consideration.</p> <ul style="list-style-type: none"> • In each calendar quarter, review the Education Committee’s scanning data and conclusions to assess impact on designation education qualification requirements • Consider AI CE requirements recommendations from the Education Committee • Consult with the Education Committee to coordinate education program and examination content with designation/advanced requirements • Ratify Education Committee decisions on approved curriculum of college/university master's or other formal education degree programs for AI education qualifications equivalency. 	
<p>Designation Qualification Requirements</p> <ul style="list-style-type: none"> • Monitor overall designation qualification requirements and recommend to the Board adjustments as necessary • Graphically chart for Board approval the paths to designation. Adjust existing education materials and design enhanced mentoring programs to encourage and assist associate members along that path (<i>form project teams as necessary to accommodate special initiatives and resulting workloads</i>) • Mandatory topics that members must take in a cycle 	<p>Ongoing; as scan/research indicates the need</p>
<p>Designation Education Requirements</p> <ul style="list-style-type: none"> • Recommend to the Board any revisions the committee deems necessary to: <ul style="list-style-type: none"> ○ Advanced/designation education requirements ○ compliance monitoring processes for designation ○ number of hours of continuing education required to retain designation. • Recommend to the Education Committee the following: <ul style="list-style-type: none"> ○ Required number of hours/cycle ○ What topics are creditable toward a cycle; ○ Delivery guidelines for how programs can be taken; (e.g., online education may be acceptable, but correspondence courses may not be) 	<p>Ongoing; as scan/research indicates the need</p>
<p>Experience Credit Screening</p> <ul style="list-style-type: none"> • As necessary, recommend to the Board revisions to policies/procedures related to experience credit screening • Monitor credit-screening effectiveness and, where necessary, recommend corrective action to the Board. • As necessary, recommend revisions to the duties/qualifications for National Experience Screener 	<p>Ongoing; as scan/research indicates the need</p>
<p>Examination and Demonstration Reports and Report Alternatives</p> <ul style="list-style-type: none"> • Monitor the effectiveness and as necessary recommend to the Board revisions to the policies and procedures related to examination requirements 	<p>Ongoing; as scan/research indicates the need</p>
<p>Procedural Protocols</p>	<p>Ongoing; as</p>

<p>Recommend to the Board adjustments to procedural rules for monitoring admission to designation and AI CE requirements.</p>	<p>scan/research indicates the need</p>
<p>Chair - Serve as a voting member of the Strategic Planning Committee to:</p> <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	<p>Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005</p>

Appraisal Standards Committee

General Descriptions

The purpose of the Appraisal Standards Committee is to monitor and influence the creation and administration of national and international appraisal practice standards.

Reporting

The Appraisal Standards Committee reports to the Board of Directors.

Composition

The Appraisal Standards Committee shall consist of a Chair and ten (10) members at large, all of whom shall be Designated Members of the Appraisal Institute.

Minimum Qualifications for Members

- In-depth knowledge of appraisal standards (USPAP) and where applicable IVSC standards
- Holds one or more AI designations
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Skilled writer
- Experienced speaker; articulate, persuasive and credible
- ASB-certified instructor

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as chair of the Appraisal Standards Committee and as a voting member of the Strategic Planning Committee
- Meets requirements specified by the ASB and/or IVSC
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- In-depth knowledge of current and pending appraisal standards
- Experienced speaker; articulate, persuasive and credible
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Chair

- Previous service with one or more standards organizations
- ASB-certified instructor

Powers & Duties as Specified in the Regulation 7

1. Review and analyze information relating to services appraisers provide, standards and ethics for the profession and appraisal practice issues where further guidance may be beneficial;
2. Seek input from appropriate Appraisal Institute and external bodies and individuals on standards and ethics for the appraisal profession;
3. Develop positions on exposure drafts of standards and ethics impacting the appraisal profession both in the United States and world-wide;
4. Recommend to the Board of Directors amendments to the Appraisal Institute Code of Professional Ethics and Standards of Professional Appraisal Practice;
5. Provide general guidance to the Appraisal Institute membership on professional practice issues; and
6. Perform such other duties as may be assigned to it by the Board of Directors.

Additional Powers and Duties of Committee Chair

- Serve as a voting member of the Strategic Planning Committee
- Ensure, in consultation with the President, that an Appraisal Institute representative:
 1. Attends meetings of the Appraisal Standards Board of The Appraisal Foundation and presents Appraisal Institute positions to such Board;
 2. Attends meetings of the International Valuation Standards Committee and presents Appraisal Institute positions to such Committee; and
 3. Interfaces with other entities establishing standards and ethics impacting the appraisal profession.
 4. Present AI positions on Exposure Drafts and on other issues to the ASB.
 5. Bring other ASB issues to the AI Appraisal Standards Committee and other appropriate Institute governing bodies for consideration and comment.
 6. Develop AI positions on Exposure Drafts and on other issues to the IVSC.
 7. Bring relevant IVSC and ASB issues to and obtain feedback from other appropriate Institute governing bodies for consideration and comment.
 8. Interface with other relevant standards organizations

Ongoing Duties

1. Comment on ASB and IVSC Exposure Drafts
2. Develop positions relating to exposure drafts and other ongoing work of the ASB and the IVSC, suggesting to those bodies concepts and initiatives which have been approved by the Institute's Board

Draft Charter: Appraisal Standards Committee	
Staff Liaison: Brendan Donnelly	
Comment on ASB and IVSC Exposure Drafts	
Develop positions relating to exposure drafts and other ongoing work of the ASB and the IVSC, suggesting to those bodies concepts and initiatives which have been approved by the Institute's Board	
Chair or designee available to attend meetings of the Appraisal Foundation's Appraisal Standards Board (ASB)	
Chair or designee to present AI positions on Exposure Drafts and on other issues to the ASB.	
Chair or designee to bring other ASB issues to the AI Appraisal Standards Committee and other appropriate Institute governing bodies for consideration and comment.	
Develop AI positions on Exposure Drafts and on other issues to the IVSC.	
Provide input to AI's representative to the IVSC	
Bring relevant IVSC and ASB issues to and obtain feedback from other appropriate Institute governing bodies for consideration and comment.	
Interface with other relevant standards organizations, including (with the Valuation for Financial Reporting project team) FASB, GASB, PCAOB, and other similar valuation standards-setting bodies.	
Chair - Serve as a voting member of the Strategic Planning Committee to: <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

Diversity Committee

General Descriptions

The purpose of the Diversity Committee is to actualize Institute-wide cultural change, making diversity integral to every aspect of AI.

Reporting

The Diversity Committee reports to the Board of Directors.

Composition

The Diversity Committee shall consist of a Chair and six (6) members at large. The members at large of the Diversity Committee may be Appraisal Institute members or non-members.

Minimum Qualifications for Members

- Understanding of and commitment to AI diversity goals and policies
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Holds one or more AI designations
- Previous service on a diversity committee of a similar professional membership organization
- Direct involvement with diversity initiatives by a similar professional membership organization

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as Chair of Diversity Committee and as a voting member of the Strategic Planning Committee
- In-depth knowledge of and commitment to AI diversity goals and policies
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Chair

- Previous service on a diversity committee of a similar professional membership organization

- Direct involvement with diversity initiatives by a similar professional membership organization.

Duties as Specified in Regulation 7

1. Review and analyze information relating to diversity issues in the Appraisal Institute and the appraisal profession;
2. Recommend to the Board of Directors policies relating to diversity in the Appraisal Institute and the appraisal profession;
3. Recommend to the Strategic Planning Committee programs to enhance diversity within the Appraisal Institute and the appraisal profession;
4. Proactively seek governance and program participation from the diversity of Appraisal Institute membership;
5. Work with appropriate bodies and individuals to enhance knowledge of and commitment to the Appraisal Institute's diversity policies and programs;
6. Monitor the Appraisal Institute's diversity programs and policies and recommend revisions to such programs and policies as appropriate; and
7. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

- Recommend diversity policies for board approval
- Recommend diversity initiatives for consideration by the Strategic Planning Committee
- Proactively seek institute program participation from the full diversity of Institute membership
- Proactively seek institute governance participation from the full diversity of Institute membership
- Monitor compliance with explicit diversity policy
- Work with the Leadership Development and Nominating Committee to support volunteer commitment to the Institute's diversity goals.
- Work with the CEO to support staff commitment to furthering Institute diversity goals.
- Mentor and guide regions and chapters to support grass roots member commitment to furthering Institute diversity goals

Additional Chair's Duties

Serve as a voting member of the Strategic Planning Committee.

Draft Charter: Diversity Committee	
Staff Liaison: Alison Gerlach	
Recommend diversity policies for board approval	
Recommend diversity initiatives for consideration by the Strategic Planning Committee	
Proactively seek institute <i>program participation</i> from the full diversity of Institute membership	
Proactively seek institute <i>governance participation</i> from the full diversity of Institute membership	
Monitor compliance with explicit diversity policy	
Work with the Leadership Development and Nominating Committee to support volunteer commitment to the Institute's diversity goals.	
Work with the CEO to support staff commitment to furthering Institute diversity goals.	
Mentor and guide regions and chapters to support grass roots member commitment to furthering Institute diversity goals	
Chair - Serve as a voting member of the Strategic Planning Committee to: <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

Education Committee

General Description

The purpose of the Education Committee is to ensure availability of quality education that enhances the quality of appraisers' professional practice from the beginning of their career until retirement. The Education committee crafts overall education strategies to address all education needs: Qualification education, continuing education, and designation/advanced education.

Reporting

The Education Committee reports to the Board of Directors.

Composition

The Education Committee shall consist of a Chair and ten (10) members at large, all of whom shall be Designated Members of the Appraisal Institute.

Minimum Qualifications for Members

- In-depth knowledge of AI education policies, procedures and control processes
- General knowledge of admissions and designations requirements
- General knowledge of appraisal standards
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds one or more AI designations
- Holds status "continuing education completed."

Desirable Qualifications for Members

Previous service with similar professional membership organizations including in any of the following:

Education needs assessment Education program development
Education committee service Faculty or instructor
Education administration

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as chair of Education Committee and as a voting member of the Strategic Planning Committee
- In-depth knowledge of AI education policies, procedures and control processes
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Membership status in good standing.

- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Chairs

Previous service with similar professional membership organizations including:

Education needs assessment Education program development
 Education committee service Faculty or instructor
 Education administration

Powers & Duties as Specified in Regulation 7

1. Review and analyze information relevant to creating appraiser education strategies, including, but not limited to, market needs, course and seminar performance, instructor performance generally, areas for enhancement of appraiser education and customer needs and satisfaction;
2. Recommend to the Board of Directors education programming strategies for qualifying, continuing and advanced education needs;
3. Monitor Appraisal Institute courses and seminars to ensure that they fulfill education strategies and qualifications specifications;
4. Interface with the Admissions and Designation Qualifications Committee to ensure that education program and examination content meet qualification requirements;
5. Review the curriculum of the formal education degree programs of universities, including master's degree programs, for equivalency with Appraisal Institute education qualifications, subject to ratification by the Admissions and Designation Qualifications Committee;
6. Recommend positions to the Board of Directors relating to education matters under the jurisdiction of the Appraiser Qualifications Board (AQB) of The Appraisal Foundation; in consultation with the President, ensure that the Appraisal Institute is represented at AQB meetings where education matters are addressed; and, in consultation with the President, ensure that Appraisal Institute positions regarding such education matters are presented to the AQB;
7. Recommend to the Board of Directors policies, procedures and programs for qualification and development of instructors, and monitor implementation of such policies, procedures and programs; and
8. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

ADQC Interface

ADQC may mandate specific continuing education topics as requirements for designation. Those topics are referred to the Education Committee for development. The Education Committee may develop other continuing education topics, as determined by scanning and market research, and may recommend mandated CE topics to the ADQC for consideration.

- Provide ADQC with the Education Committee's scanning data and conclusions so that ADQC can assess their impact on designation education qualification requirements

- Based on overall education strategies, recommend where appropriate changes in designation-specific CE requirements to the Admissions and Designation Qualifications Committee
- Discuss examination expectations with the Admissions and Designation Qualifications Committee to coordinate education program and examination content with qualification requirements.
- Review and approve curriculum of college/university master's or other formal education degree programs for AI education qualifications equivalency; subject to ratification by the Admissions and Designation Qualifications Committee.
- Determine member needs, wants and preferences for education
- Using conclusions drawn from scanning and needs research, provide analysis input and suggestions to meet education programming needs.
- Together with Strategic Planning Committee and other bodies, identify education programs to be sunset and choose education program endeavors to be undertaken/included in the annual operating plan/budget for the coming year 1) new programs to be designed 2) existing programs to be enhanced 3) "ready" programs to be delivered
- Analyze member needs assessment/satisfaction and other scanning research; draw conclusions and suggest education programming strategies for qualifying, continuing and advanced education programming:
 - Classroom seminars
 - Specialty courses (i.e. the 600 and 700 series)
 - Online seminars
 - Other offerings which meet appraiser education needs as determined from scanning and market research
- Create policies, procedures and programs to qualify instructors for AI education
- Monitor and manage the deployment and performance of qualified instructors for AI education
- Develop and monitor CE credit granting protocols
- Note: Monitoring member CE credits is an administrative staff function. Committee, with Board approval sets the policies. Staff devises/committee approves procedures, and staff administers them.
- Ensure that AI is represented at and obtains feedback from meetings of the Appraisal Foundation's Appraisal Qualifications Board (AQB) and that, in consultation with the President AI positions are represented to that body.

Additional Chair's Duties

- Serve as a voting member of the Strategic Planning Committee.

Draft Charter: Education Committee	
Staff Liaison: Jimmy Driskill	
<p><u>Continuing Education</u></p> <ul style="list-style-type: none"> • ADQC Interface ADQC may mandate specific continuing education topics as requirements for advanced education. Those topics are referred to the Education Committee for development. The Education Committee may develop other continuing education topics, as determined by scanning and market research, and may recommend mandated CE topics to the ADQC for consideration. Provide ADQC with the Education Committee’s scanning data and conclusions so that ADQC can assess their impact on designation education and CE requirements • Based on overall education strategies, recommend where appropriate changes in designation-specific CE requirements to the Admissions and Designation Qualifications Committee 	
<p><u>Advanced Education</u></p> <ul style="list-style-type: none"> • Provide ADQC with the Education Committee’s scanning data and conclusions so that ADQC can assess their impact on designation education requirements • Discuss examination expectations with the Admissions and Designation Qualifications Committee to coordinate education program and examination content with requirements • Review and approve curriculum of college/university master's or other formal education degree programs for AI education qualifications equivalency subject to ratification by the Admissions and Designation Qualifications Committee. 	
<p>Analyze member needs assessment/satisfaction and other scanning research; draw conclusions and suggest education programming strategies for qualifying, continuing and advanced education programming:</p> <ul style="list-style-type: none"> ▪ Classroom seminars ▪ Specialty courses (i.e. the 600 and 700 series) ▪ Online seminars ▪ Other offerings which meet appraiser education needs as determined from scanning and market research 	
<p>Create policies, procedures and programs to qualify instructors for AI education</p>	
<p>Monitor and manage the deployment and performance of qualified instructors for AI education</p>	
<p>Develop and monitor CE credit granting protocols <i>Note: Monitoring member CE credits is an administrative staff function. Committee, with Board approval sets the policies. Staff devises/committee approves procedures, and staff administers them</i></p>	
<p>Review Comp Exam to ensure it meets requirements for Body of Knowledge for advanced education</p>	<p>End 2nd quarter 2005</p>
<p>Coordinate with Comp Exam Panel, adjusting the exam to meet changing</p>	<p>With every change</p>

requirements for advanced education Body of Knowledge	Education Committee adopts
Ensure that AI is represented at and obtains feedback from meetings of the Appraisal Foundation's Appraisal Qualifications Board (AQB) and that, in consultation with the President, AI positions are represented to that body.	
<p>Chair - Serve as a voting member of the Strategic Planning Committee to:</p> <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

Finance Committee

General Descriptions

The Finance Committee creates financial policy for Board approval, oversees financial outcomes and recommends remedial action for Board consideration.

Reporting

The Finance Committee reports to the Board of Directors.

Composition

The Finance Committee shall consist of a Chair and six (6) members, all of whom shall be Designated Members of the Appraisal Institute. The Chair shall be the Vice President of the Appraisal Institute. At least two (2) of the members must also be members of the Board of Directors with at least one (1) year remaining on their Board terms at the time they assume their positions on the Finance Committee. The other four (4) members shall be members at large.

Minimum Qualifications for Members

- Knowledge of fundamental accounting principles and procedures
- Basic understanding of AI financial management and accounting systems
- Skilled at assessing the impact significance of proposed AI actions to manage corporate financial risk.
- Ability to correctly interpret balance sheet, income statement and other financial reporting information in AI formats
- Working knowledge of AI priority projects and committee duties/activities to properly evaluate budget needs and requests.
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Past service on a financial governing body for a professional membership organization of comparable size.
- Other professional accounting/investment experience

Minimum Qualifications for Chair (in addition to those for members)

- Holds one or more AI designations
- Knowledge of fundamental accounting principles and procedures
- Basic understanding of AI financial management and accounting systems

- Skilled at assessing the impact significance of proposed AI actions to manage corporate financial risk.
- Ability to correctly interpret balance sheet, income statement and other financial reporting information in AI formats
- Working knowledge of AI priority projects and committee duties/activities to properly evaluate budget needs and requests.
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Powers & Duties as Specified in Regulation 7

1. Recommend to the Board of Directors financial policies relating to, but not limited to, financial reserves, investments, reimbursements, compensation and financial goals;
2. Monitor financial policies and recommend to the Board of Directors revisions of such policies as appropriate;
3. Review the staff prepared draft annual operating budget for the coming year to ensure that such draft budget complies with strategic plan priorities, financial policies and financial goals and make appropriate revisions;
4. Recommend to the Board of Directors a final operating budget after review and revision of the staff prepared draft annual operating budget and report to the Board of Directors those programs not funded and the amount of funding for new programs;
5. Evaluate and assess the Appraisal Institute's financial status and performance, as well as financial risks, on a quarterly and annual basis at minimum;
6. Report to the Board of Directors the Appraisal Institute's financial status, financial performance, financial risks and significant variances from the annual operating budget; and
7. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

1. Conduct quarterly and annual reviews to evaluate financial risks and assess the Institute's financial status and performance.
2. Recommend adjustments to financial policies for Board approval including those for national, regional and chapter reserves, investments, reimbursements, compensation, financial goals and reporting.
3. Review staff's final draft of the annual operating plan for the coming year. Ensure it complies with strategic plan priorities and Institute financial policies. Recommend a final plan/budget to the Board, including appendices which identify rejected programmatic or financial endeavors and rationale for rejection.
4. Oversee AI designated or special funds

Draft Charter: Finance Committee	
Staff Liaison: Olivia Carreon	
Financial Risk Management: <ul style="list-style-type: none"> Review and evaluate financial risks and assess the Institute's financial status and performance. 	Quarterly
Financial Policy <ul style="list-style-type: none"> Review existing financial policies and goals to identify any needed changes Recommend adjustments to financial policies, including those for national, regional and chapter reserves, investments, reimbursements, compensation, financial goals and reporting. for Board approval 	Quarterly
Quarterly Operating Plan Financial Adjustments <ul style="list-style-type: none"> Review recent scan results, and financial impacts of funding adjustments to existing and newly proposed programs/projects 	Quarterly
Annual Operating Planning <ul style="list-style-type: none"> Review & adjust staff's 1st draft of next year's operating plan/budget and, in the context of strategic goal plan priorities and established financial policies and goals, prepare operating plan and budget recommendations for Board consideration Review and adjust the final draft of next year's operating plan/budget and, in the context of strategic goal plan priorities and established financial policies and goals, prepare recommendations for Board consideration. Recommend a final plan/budget to the Board including appendices, which identify rejected programmatic or financial endeavors and rationale for rejection. 	Prior to the summer Board meeting Prior to the autumn Board meeting
Oversee to ensure appropriate management and reporting for AI designated or special funds	Ongoing

Government Relations Committee

General Descriptions

The Government Relations Committee proactively advocates on behalf of AI members to influence public policy positions, governmental and regulatory actions affecting appraisers. It seeks to be an effective influence with legislative and regulatory bodies to foster positive results and eliminate or mitigate negative impacts on the appraisal profession and the publics it serves.

Reporting

The Government Relations Committee reports to the Board of Directors.

Composition

The Government Relations Committee shall consist of a Chair and one (1) member from each Region.

The members of the Government Relations Committee may be Appraisal Institute members or non-members. The members of the Government Relations Committee may serve no more than three (3) consecutive two (2) year terms.

Minimum Qualifications for Members

- Understanding of and commitment to AI public policies, legislative and regulatory initiatives
- Basic understanding of federal and state governmental structures and legislative procedures
- Basic knowledge of development and enforcement processes employed by governmental regulatory bodies which exert influence or control over the appraisal profession and/or its practitioners
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Holds one or more AI designations
- Relationships or contacts within federal and/or state legislative and regulatory bodies
- Previous political action or public policy experience in a similar professional membership organization
- Previous fund raising experience

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as chair of the Government Relations Committee and as a voting member of the Strategic Planning Committee

- Commitment to AI public policies, legislative and regulatory initiatives
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Chair

- Previous service on a government relations or public policy committee of a similar professional membership organization
- Direct involvement with legislative or regulatory initiatives by a similar professional membership organization

Powers & Duties as Specified in Regulation 7

1. Recommend to the Strategic Planning Committee legislative, regulatory and other initiatives relating to the appraisal profession;
2. Except where provided otherwise, develop positions relating to legislative, regulatory and other proposals and actions relating to the appraisal profession consistent with the policies and directives of the Appraisal Institute;
3. In consultation with the President, ensure that the Appraisal Institute is represented at governmental activities that impact the appraisal profession, and that the Appraisal Institute positions regarding legislation, regulation and other proposals impacting the appraisal profession are presented before governmental entities;
4. Provide input to the Appraisal Standards Committee on matters relating to The Appraisal Foundation's Appraisal Standards Board and provide input to the Education Committee and Admissions and Designation Qualifications Committee on matters relating to The Appraisal Foundation's Appraiser Qualifications Board as appropriate;
5. Recommend to the Board of Directors policies and initiatives regarding the Appraisal Institute's relationships with governmental entities and other external appraisal regulatory bodies; and
6. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

The Government Relations Committee, and specifically its staff support, is responsible for monitoring state legislation and regulation: identify needs, which are fed into the strategic planning process, resulting in initiatives funded and administered as part of the AI annual operating plan.

- Continually scan the legislative and regulatory environment to identify potential impacts on appraisal practice.
- Formulate, for Board approval, policies regarding the Appraisal Institute's relationships with governmental entities
- Suggest AI's legislative and regulatory initiatives through the strategic planning process, and recommend interim actions

- Maintain a government/regulatory “critical issues” document, update it as new issues arise and circulate updates to the Board of Directors. When new issues arise for inclusion as critical issues:
 - Act on those issues to the extent provided for under the Committee’s authority in bylaws, regulations, policy and committee assignments from the annual operating plan.
 - Refer time-critical new action to the Board of Directors for approval
 - Refer other new action recommendations through the strategic planning process.
- In consultation with the President, represent Institute positions before governmental and regulatory agencies
- Solicit personal PAC voluntary contributions from the membership
- Select PAC fund recipients

Additional Chair’s Duties

Serve as a voting member of the Strategic Planning Committee.

Ongoing Staff Support Duties

- Monitor and evaluate proposed and pending legislation and regulations of interest and importance to appraisers and report findings to all appropriate audiences
- Develop relationships with federal and state regulatory and legislative agencies and encourage such agencies to use AI as their resource for decisions
- Advocate Appraisal Institute positions with federal and state regulatory and legislative agencies
- Develop programs to solicit personal PAC voluntary contributions

Draft Charter: Government Relations Committee	
Staff Liaison: Bill Garber	
Continually scan the legislative and regulatory environment to identify potential impacts on appraisal practice.	
Formulate, for Board approval, policies regarding the Appraisal Institute's relationships with governmental entities	
Suggest AI's legislative and regulatory initiatives through the strategic planning process, and recommend interim actions	
Maintain a government/regulatory "critical issues" document, update it as new issues arise and circulate updates to the Board of Directors. When new issues arise for inclusion as critical issues: <ul style="list-style-type: none"> o Act on those issues to the extent provided for under the Committee's authority in bylaws, regulations, policy and committee assignments from the annual operating plan. o Refer time-critical new action to the Board of Directors for approval o Refer other new action recommendations through the strategic planning process. 	
In consultation with the President, represent Institute positions before governmental and regulatory agencies	
Solicit personal PAC voluntary contributions from the membership	
Select PAC fund recipients	
Chair - Serve as a voting member of the Strategic Planning Committee to: <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

International Relations Committee

General Descriptions

The purpose of the International Relations Committee is to sustain a viable program of international scanning and involvement by the Appraisal Institute as needed to support AI's strategic plans.

Reporting

The International Relations Committee reports to the Board of Directors.

Composition

The International Relations Committee shall consist of a Chair, three (3) at large members who are Members of the Appraisal Institute and up to six (6) members who are the Appraisal Institute's representatives to international organizations and who are members of the Appraisal Institute.

Minimum Qualifications for Members

- Adept at and possesses technical capability for distance communication
- Able to travel internationally on AI business
- Informed and well read to acquire global perspective on valuation and real estate appraisal
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Holds one or more AI designations and/or international designations
- Multilingual
- Relationships or contacts within relevant international organizations

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as chair of the International Relations Committee and as a voting member of the Strategic Planning Committee
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Adept at and possesses technical capability for distance communication
- Able to travel internationally on AI business
- Informed and well read to acquire global perspective on valuation and real estate appraisal
- Membership status in good standing.

- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Chair

- Multilingual
- Relationships or contacts within relevant international organizations

Powers & Duties as Specified in the Regulation 7

1. Review and analyze information relating to international markets and opportunities for the Appraisal Institute, Appraisal Institute members and the appraisal profession;
2. Recommend to the Strategic Planning Committee international programs, initiatives and liaisons;
3. Recommend to the Board of Directors policies relating to international issues;
4. Identify and recommend initiatives to embrace the cultural diversity among appraisers world-wide;
5. Monitor effectiveness of international programs and initiatives, and monitor internationally offered educational programs and publications to identify any cultural or language issues;
6. In consultation with the President and within the approved budget, ensure that the Appraisal Institute is represented at appropriate international meetings and events; and
7. Perform such other duties as may be assigned to it by the Board of Directors

Ongoing Duties

- Oversee and direct the implementation of AI's International Policy
- Identify liaison opportunities between AI and international valuation and valuation related organizations, defining outcomes for the liaison effort and recommending them, through the Strategic Planning process, to the Board for approval and funding
- In consultation with the ADQC and Education Committees, review internationally offered AI courses, seminar and publication offerings to facilitate problem resolution (e.g. cultural and linguistic differences and translation issues)
- Review staff-drafted market research into specific international markets, draw conclusions and provide input to the strategic planning process as to future opportunities
- Identify and recommend initiatives to embrace and assimilate the full spectrum of cultural diversity among appraisers world-wide
- Serve as ambassadors of AI to various countries as directed by the Board or at the request of the President. Assignments made to qualified individuals as needed by the President.

Draft Charter: International Relations Committee	
Staff Liaison: Bill Endsley	
Oversee and direct the implementation of AI's International Policy	
Identify liaison opportunities between AI and international valuation and valuation related organizations, defining outcomes for the liaison effort and recommending them, through the Strategic Planning process, to the Board for approval and funding	
In consultation with the ADQC and Education Committees, review internationally offered AI courses, seminar and publication offerings to facilitate problem resolution (e.g. cultural and linguistic differences and translation issues)	
Review staff-drafted market research into specific international markets, draw conclusions and provide input to the strategic planning process as to future opportunities	
Identify and recommend initiatives to embrace and assimilate the full spectrum of cultural diversity among appraisers world-wide	
Serve as ambassadors of AI to various countries as directed by the Board or at the request of the President. Assignments made to qualified individuals as needed by the President.	
Chair - Serve as a voting member of the Strategic Planning Committee to: <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. • Take SPC planning assistance/reaction requests to the committee for response 	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

Leadership Development & Training Committee

General Description

The Leadership Development and Training Committee is responsible for identifying, developing, implementing and overseeing leadership training, development, and mentoring programs throughout the Appraisal Institute. It also recommends to the Board qualifications for national director and committee positions, and evaluates candidates for national director and committee positions.

Reporting

The Leadership Development and Training Committee reports to the Board of Directors.

Composition

The Leadership Development and Training Committee is composed of one (1) member from each Region elected by the Regional Committee in each Region. The members of the Committee shall elect a Chair of the Leadership Development and Training Committee among its members.

Members of the Leadership Development and Training Committee shall serve two (2) year staggered terms commencing on the January 1st following their election and may serve no more than two (2) consecutive two (2) year terms. Regional Committees in even numbered Regions shall hold their elections for these positions in even numbered years and odd numbered Regions shall hold their elections for these positions in odd numbered years.

Members of this committee may not serve concurrently on other national Appraisal Institute boards and committees. *(Region may request an exception to be approved by the Executive Committee for anyone who is serving concurrently as a Board member or third Regional Director.)*

Minimum Qualifications for Committee Members

- 8) Adept at and possesses technical capability for prompt Internet communication including the ability to access and respond to e-mail;
- 9) Served at least one (1) year as Chapter President, two (2) years of service as a regional representative, or two (2) years of service on a national committee or on the national Board of Directors;
(Region may request an exception to be approved by the Executive Committee.)
- 10) Hold an AI designation;
- 11) Be a Member in good-standing;

- 12) Completed the Membership Profile;
- 13) Not have been subject to a publishable disciplinary action by AI within the 5 years prior to appointment or election; and
- 14) Holds the status “continuing education completed”.

Desirable qualifications for Member

- 1) Meet requirements for experience, prerequisite knowledge, skills, specialized training and work-style characteristics applicable to all governing and implementation body members.

Committee Duties

- 1) In cooperation with staff, identify, develop, implement and oversee leadership training, development, and mentoring programs throughout the Appraisal Institute;
- 2) Recommend to the Board of Directors qualifications for national director and committee positions;
- 3) Evaluate candidates for national director and committee positions, with the exception of candidates for the Associate Member on the Board of Directors and the Associate Member elected to the Strategic Planning Committee, to determine whether they hold the required and desirable qualifications;
- 4) Recommend to the Board of Directors:
 - Adjustments to the knowledge, skills and experience criteria for each appointed volunteer position within the national governance structure, and
 - Adjustments to the processes used by the Board, Officers, Committee and Project Team Chairs to measure individual volunteer performance and to provide performance information to the LDTC for use in selecting future candidates for appointed offices;
- 5) Ensure security, confidentiality, and appropriate use of the volunteer profile database;
- 6) Issue an annual call for nominations and nominate candidates for all vacancies for Appraisal Institute appointed positions;
- 7) Create and/or acquire leadership development training resources;
- 8) Create and implement experience paths and mentoring programs to enhance volunteer performance;
- 9) Mentor members who are potential or active governance participants to encourage and build leadership skills;
- 10) Identify individuals to mentor Associate Members through the designation process;
- 11) Create and implement methods to acknowledge excellence in volunteer service to the Appraisal Institute;
- 12) Determine types of information needed for a database of volunteer skills, knowledge, experience and areas of interest for use in identifying candidates for appointed positions (Staff will create and manage the database to LDTC specifications); and
- 13) Design processes by which the Officers, Board, Committee and Project Team chairs can measure individual volunteer performance and provide such information to the LDTC for use in evaluating candidates for appointed positions.
- 14) Encourage diversity among members serving within the governance structure;
- 15) Sign and strictly abide the Committee/Panel/Project Team Response Form;

- 16) Adhere to the AI Confidentiality Policy;
- 17) Adhere to the Committee Executive Session Policy;
- 18) Adhere to all the requirements of the Bylaws, Regulations, policies and procedures of AI; and
- 19) Perform such other duties as may be assigned to it by the Board of Directors.

Committee Chair's Duties

1) Operational Role:

- Scanning & Planning
 - Communicate the committee's perspective to the Strategic Planning Committee;
 - Articulate the strategic plan and resulting operating plan assignments to the committee; and
 - Prepare, with staff liaison, the committee's work plan for the year.
- Monitor & Adjust:
 - Monitor committee member assignments;
 - Monitor committee progress;
 - Adjust work plan and assignments as necessary; and
 - Manage committee members' work and behavior.

2) Managerial Role:

- Adapt committee's work plan to changing circumstances and new information:
 - Rethink focus and direction (within annual operating plan parameters);
 - Rethink approaches when work isn't progressing;
 - Reallocate or adjust people resources; and
 - Reallocate the committee's budgeted funds.

3) Work with Staff Liaison as a team to:

- Scan as background to aid committee discussions and decisions:
 - Chair identified research/scan needs; and
 - Staff conducts research/scans and presents findings.
- Plan – Chair & Liaison collaboratively plan committee work:
 - Chair for content;
 - Liaison for administration; and
 - Jointly for calendaring.
- Implement & Monitor Committee Work:
 - Liaison drafts everything;
 - Chair reviews, adjusts and approves;
 - Liaison distributes to committee;
 - Liaison manages processes and paperwork; and
 - Chair manages committee members.
- Adjust to ensure productive, on-target committee outcomes:
 - Chair and liaison review committee progress regularly;
 - Collaboratively identify problems and adjustment options; and
 - Collaboratively apply adjustments.

Professional Ethics and Counseling

General Descriptions

The purpose of the Ethics and Counseling Committee is to administer the AI Code of Professional Ethics by developing policy and procedures and managing cases related to AI's Code of Professional Ethics and the Standards of Professional Appraisal Practice.

Reporting

The Professional Ethics and Counseling Committee reports to the Board of Directors.

Composition

The Professional Ethics and Counseling Committee shall consist of a Chair and four (4) ex officio members. The four ex officio members shall be the Director of Screening and the Chairs of the Appraisal Standards Committee, Ethics Administration Division and Ethics Appeals Panel.

Minimum Qualifications for Members

Note: Qualifications specified for members of the Professional Ethics and Counseling Committee also apply to appointees to the Ethics Administration Division, Appellate Division, Grievance Committee and screening staff.

- Holds one or more AI designations
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Desirable Qualifications for Members

- Familiarity with USPAP

Minimum Qualifications for Chair

- Holds one or more AI designations
- Able to serve simultaneously as chair of the Ethics and Counseling Committee and as a voting member of the Strategic Planning Committee
- Thinks big-picture and long-range
- Ability to translate abstract ideas into tangible statements of desired outcomes
- Membership status in good standing.
- Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
- Holds status "continuing education completed."

Powers & Duties as Specified in Regulation 7

1. Review and analyze information relating to effectiveness of peer review Regulations, policies and procedures and identify common issues relating to services provided by appraisers;
2. Recommend to the Board of Directors Regulations, policies and procedures for peer review proceedings and revisions thereof;
3. Exercise general supervision and control over peer review proceedings;
4. Notify appropriate bodies and individuals where changes to appraiser education and training may be beneficial based on general findings in peer review proceedings;
5. Perform such other duties as provided in the Regulations, procedures and policies governing peer review; and
6. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

- Subject to policy guidelines established by the Board, supervise peer review activities
- Oversee educational alternatives in lieu of counseling
- Screen referrals received by AI which indicate that a Member may have violated AI's Code of Professional Ethics or Standards of Professional Practice
- Adjust as necessary procedures to be followed:
 - in referring cases to the Ethics Administration Division
 - in processing a possible violation of the Standards of Professional Appraisal Practice
 - identifying possible violations of the Code of Professional Ethics which may involve civil or criminal action and should not be processed by the Ethics Administration Division unless and until a final determination of the factual issues involved has been made by the appropriate civil or criminal court.
- Review, amend as necessary and adopt procedural rules prepared by any Division of the Ethics and Counseling Committee.
- Review and evaluate actions taken by the Screening Staff
- Exercise authority to discontinue pending peer review proceedings
- Advise the Education Committee and other appropriate governing bodies concerning possible areas of deficiency in appraisal training so that remedial action can be taken

Ethics Administration Division

- There shall be an Ethics Administration Division of the Professional Ethics and Counseling Committee. The Ethics Administration Division shall be considered a Panel for purposes of this Regulation.
- The Chair and members of the Ethics Administration Division shall be Designated Members of the Appraisal Institute and shall meet the qualifications set forth in this Regulation and shall meet the qualifications established by the Board of Directors.
- The President of the Appraisal Institute shall select one (1) member from each Region to serve as the Ethics Administration Regional Member for such Region. The President may also appoint additional members of the Panel to serve as Assistant Ethics Administration Regional Members for each Region.

- The Chair of the Ethics Administration Division, the Ethics Administration Regional Members and Assistant Ethics Administration Regional Members shall have the duties and responsibilities set forth in Regulation No. 6 and any related procedure manuals and policies.

Ethics Appeal Panel

- There shall be an Ethics Appeals Panel that shall report directly to the Board of Directors. The members of the Ethics Appeals Panel shall be Designated Members of the Appraisal Institute, shall meet the qualifications set forth in this Regulation and shall meet the qualifications established by the Board of Directors. A member of the Ethics Appeals Panel (excepting the Chair) may not concurrently serve on the Professional Ethics and Counseling Committee or Ethics Administration Division.
- The Chair of the Ethics Appeals Panel shall select individuals from the Panel to serve on the Ethics Appeal Boards that conduct appellate proceedings and render decisions on appeals as set forth in the Regulation No. 6 and related policies and procedures.
- The Chair and members of the Ethics Appeals Panel may recommend to the Professional Ethics and Counseling Committee and the Board of Directors changes to the procedures relating the enforcement of the Code of Professional Ethics.
- The Ethics Appeals Panel, its Chair and its members shall also perform such other duties as may be assigned to it by the Board of Directors.

Draft Charter: Professional Ethics & Counseling Committee	
Staff Liaison: Brendan Donnelly	
Subject to policy guidelines established by the Board, supervise peer review activities	
Oversee educational alternatives in lieu of counseling	
Screen referrals received by AI which indicate that a Member may have violated AI's Code of Professional Ethics or Standards of Professional Practice	
Adjust as necessary procedures to be followed: <ul style="list-style-type: none"> ❖ in referring cases to the Ethics Administration Division ❖ in processing a possible violation of the Standards of Professional Appraisal Practice ❖ identifying possible violations of the Code of Professional Ethics which may involve civil or criminal action and should not be processed by the Ethics Administration Division unless and until a final determination of the factual issues involved has been made by the appropriate civil or criminal court. 	
Review, amend as necessary and adopt procedural rules prepared by any Division of the Ethics and Counseling Committee	
Review and evaluate actions taken by the Screening Staff	
Exercise authority to discontinue pending peer review proceedings	
Advise the Education Committee and other appropriate governing bodies concerning possible areas of deficiency in appraisal training so that remedial action can be taken	
Chair - Serve as a voting member of the Strategic Planning Committee to: <ul style="list-style-type: none"> • Represent committee input and ideas to the SPC for recommended programming/projects. Take SPC planning assistance/reaction requests to the committee for response	Estimated 3 SPC meetings per year; with ongoing telephone, e-mail and review/comment follow-1/28-29/05; May 2005; September 2005

Strategic Planning Committee

General Description

The Strategic Planning Committee is responsible for the Appraisal Institute's long range and short term strategic planning.

Reporting

The Strategic Planning Committee reports to the Board of Directors.

Composition

The Strategic Planning Committee shall consist of a Chair and sixteen (16) members. The members of the Strategic Planning Committee shall include two (2) members of the Board of Directors who were elected by their Regions to serve on the Board and who are appointed to the Strategic Planning Committee by the President, six (6) members at large elected by the Board of Directors, one (1) associate member appointed by the President and the Chairs of the following Committees: Appraisal Standards, Admissions and Designation Qualifications, Diversity, Education, Professional Ethics and Counseling, Government Relations and International Relations.

The Chair of the Strategic Planning Committee shall be elected by the Board of Directors at its second regular meeting in the year prior to the commencement of the Chair's term. The Chair of the Strategic Planning Committee shall serve a one (1) year term and may be re-elected.

The two (2) members of the Board of Directors shall serve one (1) year terms on the Strategic Planning Committee and may be reappointed. Such members shall be Designated Members of the Appraisal Institute.

The six (6) members at large shall be Designated or Associate Members of the Appraisal Institute. The at large members shall serve two (2) year staggered terms and may serve no more than two (2) consecutive full two (2) year terms.

The associate member appointed by the President shall serve a two (2) year term and may be reappointed, but shall serve no more than two (2) consecutive full two (2) year terms.

The Chairs of the Committees shall serve on the Strategic Planning Committee for the duration of their service as Chairs of such committees.

Minimum Qualifications for Members

1. Membership status in good-standing

2. Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee. prior to election or appointment to the Strategic Planning Committee
3. If a Designated Member, holds the status “continuing education completed,” or if an Associate Member has met current continuing education requirements of the Appraisal Institute for Associate Members
4. Thinks big-picture and long-range
5. Ability to translate abstract ideas into tangible statements of desired outcomes
6. Meets requirements for experience, prerequisite knowledge, skills, specialized training and work-style characteristics applicable to all governing and implementation body members.

Desirable Qualifications for Members

Previous experience on planning bodies of other organizations

Minimum Qualifications for Chair

1. Holds one or more AI designations
2. Membership status in good-standing
3. Not subject to a publishable disciplinary action by AI in past 5 years prior to appointment/election to committee.
4. Holds the status “continuing education completed”
5. Minimum 1 year experience as an AI committee, project team or panel member

Desirable Qualifications for Chair

1. Previous experience on planning bodies of other organizations
2. Previous AI board experience
3. Chapter committee and/or officer experience

Powers & Duties as Specified in Regulation 7

1. Monitor issues, trends, opinions and other factors that affect or will affect the Appraisal Institute and the appraisal profession;
2. Recommend to the Board of Directors strategic and operating plans, including, but not limited to, mission, goals, strategies, priorities and adjustments thereto; and
3. Perform such other duties as may be assigned to it by the Board of Directors.

Ongoing Duties

- Establish scan content requirements – Issues, trends, impact studies, member and client opinion; anything they need for knowledge-based decision making
- Draw conclusions from scan results
- Identify needed adjustments to mission, goals
- Prioritize goals
- Craft strategies for achieving goals; identifying general areas of endeavor and specific programs and initiatives to be undertaken
- Prioritize strategies; prioritization driven by goal priorities

- Create/adjust the Institute’s strategic plan based on conclusions, priorities and purpose
- Recommend strategic plan content for Board approval
- Review initial draft of the coming year’s operating plan; recommend adjustments to ensure
 - Priority – level of priority in the operating plan in sync with strategic plan priorities
 - Purpose – desired/expected outcome is clear and in sync with strategic plan

Client Advisory Board

There shall be a Client Advisory Board of the Strategic Planning Committee. The Client Advisory Board shall be considered a Panel for purposes of this Regulation. The Chair and members of the Client Advisory Board may be Appraisal Institute members or non-members, shall meet the qualifications set forth in this Regulation and shall meet the qualifications established by the Board of Directors.

The Client Advisory Board shall:

1. Provide input to the Strategic Planning Committee regarding client needs and perspectives;
and
2. Perform such other duties as may be assigned to it by the Strategic Planning Committee and Board of Directors

Draft Charter: Strategic Planning Committee	
Staff Liaison: Darlene Grass	
Identify planning research requirements to direct AI's scanning activities for 2005 and beyond. Identify permanent/ongoing scanning targets as well as those required for decision-making on immediate opportunities or threats.	January 2005
Review and adjust staff proposed criteria for fast tracking new program and project ideas through the Strategic Planning process	January 2005
Use existing and as-developed scan data (issues, trends, impact studies, opinion polls, etc.) to identify immediate (within the next two-three years) opportunities and threats to AI as an organization, to its membership and to the real estate appraisal profession. Identify actionable strategies for dealing with identified opportunities and threats.	January 2005
Continue to refine AI's strategic plan. <ul style="list-style-type: none"> • Identify needed adjustments to mission and goals. • Reprioritize goals • Craft strategies for achieving goals; identifying general areas of endeavor and specific programs and initiatives to be undertaken • Prioritize strategies, program and project ideas; prioritization driven by and in sync with goal priorities • Present an updated strategic plan including vision, mission, goals and major program/project strategy directives for consideration by the Board. 	Prior to the first Board Meeting of the year (annually)
Analyze current programs and projects to determine their value and priority for the next year and beyond. Identify needed course corrections in overall strategy, program/project enhancement and/or program/project sunset recommendations. Provide committee conclusions to staff that will identify and craft proposed programs and projects for SPC and Board consideration.	Annually, completed no later than early Spring each year
Review staff drafted operating plan for next year to assure strategic fit and determine priorities <ul style="list-style-type: none"> • First Review – SPC review latest scanning outcomes and in that context review staff's draft of possible projects/initiatives for inclusion in next year's operating plan. • Final – Review options from staff, select projects/initiatives from those options, plus additional ideas from SPC discussion. Prioritize selected projects/initiatives as outcomes importance/resource allocation & timing 	1 st Review: April Final Review: September
Restart the planning cycle for next year. Use existing and as-developed scan data (issues, trends, impact studies, opinion polls, etc.) to identify immediate (within the next two-three years) opportunities and threats to AI as an organization, to its membership and to the real estate appraisal profession. Identify actionable strategies for dealing with identified opportunities and threats.	Prior to the first Board Meeting of the year (annually)