

Leadership Development & Advisory Council Policy and Procedure Manual

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I. Provision for Leadership Development & Advisory Council Committee in Appraisal Institute's Regulations

Regulation No. 7, Article XIV

Section 1. Composition

The Leadership Development & Advisory Council shall be composed of a Chair and Vice Chair, both of whom shall be designated members in good standing of the Appraisal Institute, and no greater than one hundred (100) participants.

Section 2. Powers and Duties

The Leadership Development & Advisory Council shall report to the Strategic Planning Committee; shall, in keeping with established policies and guidelines, plan program topics for the annual Leadership Development & Advisory Council meeting; shall recommend future directions of the Appraisal Institute to the Strategic Planning Committee; and, perform such other duties as may be assigned to it by the Strategic Planning Committee.

II. Purpose of the Leadership Development & Advisory Council

The purpose of the Leadership Development & Advisory Council is three-fold:

- a. To foster creative thought from new, talented individuals involved in the real estate appraisal profession and related fields. The objective is to anticipate new problems and collectively formulate recommendations to solve them.
- b. To demonstrate that the Appraisal Institute is open to criticism and new ideas and to serve as a source of leadership to chapters, regions, committees and the Strategic Planning Committee.
- c. To establish an "appraiser-presence" in Congress and demonstrate that the Appraisal Institute is made up of professionals who recognize the importance of being actively involved in the political process.

III. Relationship of Leadership Development & Advisory Council to Appraisal Institute

- a. Leadership Development & Advisory Council reports to the Strategic Planning Committee.
- b. President Elect appoints new Council Chair and Vice Chair each Fall with other annual appointments.

- c. Leadership Development & Advisory Council submits written report to the Strategic Planning Committee and the Leadership Development and Nominating Committee at their meeting following the Council meeting each year.
- d. Leadership Development & Advisory Council submits written recommendations to the Appraisal Institute Committee Chairs as appropriate.

IV. President Elect's Responsibilities to Leadership Development & Advisory Council

- a. President Elect appoints new Chair and Vice Chair each Fall.
- b. Appoints Planning Committee, which shall consist of the Chair, Vice Chair and three recent Council participants (usually incoming Discussion Leaders) who shall be members in good standing of the Appraisal Institute.
- c. Works with Planning Committee to screen recommendations and has final authority to select new council participants.
- d. Attend Council meeting or appoint representative(s) to attend.

V. Leadership Development & Advisory Council Chair

- a. **Selection:** The Chair is appointed to a one-year term by President Elect in the fall of each year. LDAC's recommendation for Chair for the following year shall be the individual currently serving as Vice Chair. The President Elect has the final authority to decide whom to appoint to serve as LDAC Chair during the President's term.
- b. **Responsibilities:**
 - (1) Acts as Chair of the Planning Committee
 - (2) Works with the Vice Chair and the Discussion Leaders to determine discussion topics for current year's meeting
 - (3) Sends letter over his/her signature explaining responsibilities of Council participants; letter accompanies discussion outlines prior to Council meeting
 - (4) Chairs all general sessions at Council meeting
 - (5) Acts as principal liaison between the Leadership Development & Advisory Council and the Appraisal Institute

- (6) Following the Council meeting and after input from Vice Chair and current Discussion Leaders, recommends Discussion Leaders for the following year
- (7) Follows up on recommendations to Appraisal Institute from past year(s) and reports findings to current year's Council during opening general session
- (8) Sends recommendations to appropriate Appraisal Institute Committee Chairs for consideration
- (9) Writes introduction for final reports to be published in appropriate Appraisal Institute publication
- (10) During the general session, handles the voting/nomination process of the representative who will deliver an oral report to the Strategic Planning Committee at their meeting following the Leadership Development & Advisory Council meeting
- (11) Presents the Certificates to the participants

VI. Leadership Development & Advisory Council Vice Chair

- a. **Selection:** The Vice Chair is appointed by the President Elect in the fall of each year and is to be selected from among the four Discussion Leaders. The participants shall elect one of the current Discussion Leaders: 1) to present LDAC's recommendations to the Strategic Planning Committee; and 2) as its recommendation for Vice Chair for the following year. If the such individual has not received his or her designation by the date he or she is scheduled to assume such position, then the participants' recommendation for Vice Chair shall be the discussion leader who received the second highest number of votes and holds an Appraisal Institute designation. The President has the final authority to decide whom to appoint to serve as LDAC Vice Chair during the President's term
- b. **Responsibilities:**
 - (1) Acts for the Chair on all matters when the Chair for whatever reason is unable to act
 - (2) Sits as Vice Chair of the Planning Committee
 - (3) Works with the Chair and the Discussion Leaders to determine the discussion topics for the current year's meeting
 - (4) Conducts Orientation for first-year participants
 - (5) Performs such other duties as may be assigned by the Chair

VII. Planning Committee

- a. **Selection:** Comprised of the Leadership Development & Advisory Council Chair, the Vice Chair and three recent Council participants (usually former Discussion Leaders) who shall be members in good standing of the Appraisal Institute. All members are selected by the President Elect of the Appraisal Institute.
- b. **Responsibilities:** Works with the Chair to screen nominations and makes recommendations on the selection of the Council participants for current year.

VIII. Discussion Leaders

- a. **Selection:** After each Council meeting, four Discussion Leaders and two alternates for the following year are appointed by the Chair after consultation with the Vice Chair and the current Discussion Leaders. Either second or third year Council participants are eligible to be Discussion Leaders. Two alternates are chosen in the event any of the four Discussion Leaders cannot serve.
- b. **Responsibilities:**
 - (1) At the direction of the Council Chair, evaluate the input from questionnaires on suggested discussion topics from current Council participants and determine discussion topics for the current year.
 - (2) Prepare discussion outline on assigned topics with suggested reading references; purpose is to raise major questions and challenge presently held assumptions; document is to be mailed prior to Council meeting by Appraisal Institute staff.
 - (3) Make preliminary report to Council at closing session on his/her topic.
 - (4) Prepare written report, which summarizes discussions and incorporates recommendations from closing session:
 - (a) Report will be included in the Strategic Planning Committee' agenda books for their next meetings and is summarized at the meetings by no more than two representatives selected by the Council.
 - (b) Report will be published in the appropriate Appraisal Institute publication.
 - (c) Report may be submitted to appropriate Appraisal Institute Committee Chairs.
 - (5) Provide input to Council Chair for selection of Discussion Leaders and alternates for next year. Provide input on selection of "Anglyn Outstanding Participant Award."

IX. Selection Process for Discussion Topics

- a. Application/Questionnaire (accompanied by list of discussion topics from past ten years) is sent to each invited Council participant along with invitation from President with deadline for return.
- b. Applications/Questionnaires are evaluated by Chair, Vice Chair and Discussion Leaders; four topics are selected for current year. (Note: Topics may be selected which do not appear on questionnaires.)
- c. Topics may be submitted by the Executive Committee and Strategic Planning Committee.

X. Leadership Development & Advisory Council Composition

- a. **Size:** The Chair, Vice Chair and up to 100 Council participants including four Discussion Leaders and two alternates
- b. **Attendees:** Persons with exceptional professional experience as:
 - (1) fee appraisers
 - (2) staff appraiser/analysts in financial institutions, government, or industry
 - (3) academicians, specializing in real estate and urban economics
 - (4) analysts on the staffs of typical appraisal clients (i.e., developers syndicators, builders and lenders)

Note: Care shall be taken to maintain geographic balance, balance from the various sections of the profession, and representation from the academic community.

- c. **Desirable personal traits:**
 - (1) integrity
 - (2) intelligence
 - (3) perseverance
 - (4) dedication to his/her career
 - (5) above average communication skills
 - (6) leadership potential (as viewed by peers)

(7) ability to contribute insight regarding future of the appraisal profession

d. **Work experience:**

(1) Individual shall have at least three years work experience in real estate field.

(2) Academician shall have taught real estate appraisal courses for at least three years.

e. **Appraisal Institute membership:** Not a factor in the nomination and selection of participants

f. Recommendations for Leadership Development & Advisory Council attendance may come from:

(1) Chapter Presidents and Executive Directors

(2) Members of the Strategic Planning Committee

(3) Regional Chairs

(4) Former Leadership Development & Advisory Council participants

(5) Faculty of university real estate programs—Master's Degree Program Subcommittee

(6) Members of the Designation Councils

g. **Duration of participation:** Leadership Development & Advisory Council participants are eligible to attend three meetings within a five-year period. (Note: Discussion Leaders may serve one year in addition to their three years as Council participants. The Chair and Vice Chair may also serve additional year(s).

XI. Selection Process for Leadership Development & Advisory Council Members

a. The Leadership Development & Advisory Council may consist of the following groups of people:

(1) Second or third year participants.

(2) New participants (will be considered from current recommendations; should a person previously have been rejected for any reason, or have declined an invitation, he/she must be recommended again in order to be reconsidered).

b. Requests for nominations for participants are mailed or e-mailed to the following groups of people:

(1) Appraisal Institute officers

- (2) Members of the Strategic Planning Committee
- (3) Regional Chairs and Vice Chairs
- (4) National and Chapter Committee Chairs and Vice Chairs
- (5) Chapter officers
- (6) Leadership Development & Advisory Council participants from previous year

~~(7)~~ Faculty of university real estate programs

~~(8)~~ Diversity Committee

- c. Recommendations are received at Appraisal Institute offices and prepared by staff for review by Planning Committee and President. The planning Committee may recommend to the President the final list of nominees to be invited as Council participants.
- d. Letters of acceptance or rejection are prepared by Appraisal Institute staff and mailed over the Chair's name. (Acceptance letters shall include the LDAC meeting schedule, the discussion topics, the Procedures and Policy Manual, and a list of the previous discussion topics.)

XII. Reporting Process for Leadership Development & Advisory Council Results

- a. Each Discussion Leader shall write a final report on his or her topic. This report shall include any recommendations from Council participants at the final Leadership Development & Advisory Council general session.
- b. Council members shall select one of the four Discussion Leaders to attend the appropriate Strategic Planning Committee' meetings for the purpose of summarizing the reports of the discussion groups.
- c. Appraisal Institute staff shall prepare the discussion reports for inclusion in the Strategic Planning Committee' agenda books.

XIII. Staff Support to Leadership Development & Advisory Council

Appraisal Institute staff shall provide the following support to the Leadership Development & Advisory Council:

- a. Set-up timetable for program

- b. Send out all correspondence regarding recommendations, invitations, thank you letters
- c. Key, edit, reproduce, and distribute discussion outlines to be mailed prior to meeting
- d. Prepare and reproduce any materials to be given out at Council meeting
- e. Receive the written nominations of participants and coordinate the meeting or conference call of the Planning Committee to recommend to the President the selection of new Council participants
- f. Receive suggestions for discussion topics from Council participants and prepare for use by Discussion Leaders and Council Chair and Vice Chair
- g. Provide support as needed for the selection of discussion topics
- h. Act as liaison with hotel in preparation for meeting
- i. Coordinate meeting on-site
- j. Pay all bills for which Appraisal Institute is responsible
- k. Monitor reporting process after Leadership Development & Advisory Council meeting
 - (1) receive reports from Discussion Leaders
 - (2) prepare reports for inclusion in the agenda books
 - (3) direct reports for publication in the appropriate Appraisal Institute publication
 - (4) distribute final reports to Council participants
- l. Maintain Leadership Development & Advisory Council Alumni Book and database

XIV. Selection of Place and Dates of Meeting

- a. Place of next year's Leadership Development & Advisory Council meeting will be recommended by this year's Council; the final decision is to be made by the Strategic Planning Committee.
- b. Dates of next year's meeting: determined by availability of adequate facilities and President's schedule (coordinated by Appraisal Institute staff).

XV. Procedures for Changing the Policy and Procedures Manual

- a. Recommended changes by LDAC related to the Bylaws, Article XII, Section 8, must be approved by the Executive Committee, included in the 45-day notice materials that are sent to the general membership, and approved by the Strategic Planning Committee.
- b. Other recommended changes to the LDAC Policy and Procedures Manual must be approved by the Executive Committee.