APPRAISAL INSTITUTE

Chapter Leadership Operations Handbook

2026–2027 Edition

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Calendar: Important Dates and Deadlines

Calendar of events with checklist and planning template.

Helpful Bookmarks and FAQs

1) **Chapter Support Center** – This is your chapter's primary hub for both support and resources. Chapter officers and EDs can submit tickets for chapter-specific assistance, access key reports, and find a wide range of resources, including policies and procedures, training materials, marketing tools, governance documents, and other information designed to support chapter operations and leadership.

2) **Bylaws and Regulations**
   a. National Bylaws – Governing document of the Appraisal Institute
   b. Regulation No. 8 – Regulation relating to chapters to establish uniform rules governing the chapters; state and define the powers, duties, responsibilities and obligations of the Chapter Boards of Directors and Chapter officers; and provide the minimum requirements for Chapter Bylaws.
   c. **Chapter Bylaws** – Governing rules that define how a chapter operates. They provide structure, consistency, and accountability for the chapter's leadership and members. Your chapter bylaws can be found in your **Chapter Portal** > **Minimum Chapter Criteria** > **Select current year in dropdown** > **Chapter Bylaws**
   d. Regulation No. 9 – Regulation relating to regions

3) **Chapter Portal –** Chapters access netForum through the Chapter Portal, a highly customized web-based interface developed specifically for AI chapters and available online 24/7.
   a. Chapter officers, including President, Vice President, Secretary, Treasurer, and Education Chair, and chapter executive directors/staff have access to the portal where you can:
      i. View chapter rosters and membership information
      ii. schedule education offerings and chapter events
      iii. View existing scheduled education offerings and events
      iv. Accessing Minimum Chapter Criteria

      Chapters officers access the Chapter Portal by logging into their AI account and selecting the "Chapter Portal" link.

4) **AI Chapter EDs SharePoint** – Chapter Executive Directors dedicated site ONLY. This site hosts resources to help lead chapter operations

5) **Chapter Innovation Grant** – This grant offers up to $1,500 per year to help chapters connect with new members, appraisers, or underserved groups through innovative new activities.

6) **Appraisal Institute Chapter Directory**

7) **Where can I find information on scholarships?**
   To learn more about The Appraisal Institute Education and Relief Foundation Scholarship click here. To learn more about the Appraiser Development initiative click here.

8) **What is LDAC?**
   The Leadership Development & Advisory Council (LDAC) is a group of dedicated appraisers who come together once a year in Washington, D.C., to formulate solutions to problems and challenges faced by the appraisal profession and to establish an appraiser presence in Congress.

9) **For a comprehensive listing of the most up-to-date information on benefits, please go to:** Appraisal Institute Member Benefits

Calendar

October 2026

Action Items

October – 2027 President

☐ **Attend the Chapter Leadership Program, which is mandatory for all incoming chapter presidents.**

October – 2026 President

☐ **Attend the fall regional meetings.**

Fourth Quarter

October/November – Incoming 2027 President

☐ **Work with chapter Finance Committee to finalize budget by Dec. 1.** The approved budget must be submitted to the national office by Jan. 31 as part of Minimum Chapter Criteria.

Monthly Items

☐ **Chapter Leadership Program**: Chapter leaders come together from across the country to learn, network and plan a successful 2027. The Chapter Leadership Program will equip you with ideas and strategies you can apply to your chapter right away! 2027 chapter presidents must attend this program or the chapter must send another officer in his or her place. Chapter executive directors and other 2027 officers are also encouraged to attend. **Oct. 22-23 Chicago, IL.**

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Oct. 12.**

☐ **4th Quarter *Valuation*:** Chapter education schedule submissions due mid-October**.**

☐ **Payroll Tax Information Return**: The third quarter Form 941, "Employer's Quarterly Federal Tax Return," must be prepared and submitted to the IRS by **Oct. 31**. *If timely deposits for the quarter have paid the tax liability in full, Form 941 may be filed on or before Nov. 10.*

November 2026

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Nov. 9**.

☐ **Board of Directors Meeting:** Fourth quarter national Board of Directors meeting **Nov. 12-13**.

December 2026

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Dec. 14.**

☐ **Budget**: The chapter Finance Committee must prepare a proposed budget and submit it to the chapter Board of Directors for approval by **Dec. 1**. Chapters must follow the budget guidelines of the Appraisal Institute. These guidelines indicate that "the budget shall be balanced." Finance will provide the recommended format for the budget.

☐ **Online Revenue Share:** Fourth quarter criteria due Dec. 31, See page 31 of this manual and Chapter Business Tools for program criteria and submission instructions.

☐ **Chapter Installation/Banquet**: May also be held in January.

First Quarter

January 2027

Action Items

January – 2027 Chapter President

☐ Work with chapter executive director and chapter treasurer to complete the Minimum Chapter Criteria Compliance Checklist by Jan. 31 (see above).

☐ Appoint one individual to the chapter Nominating Committee at (or prior to) the first Chapter Board of Directors Meeting.

☐ Consider potential chapter leaders to send to the Leadership Development Advisory Council (LDAC) meeting. (May 26-28).

☐ Attend Regional meeting (April 26).

☐ **Serve as chair of the chapter Nominating Committee (see Regulation No. 8 for more information).** Once the five-person committee is formed, begin identifying and contacting potential nominees for next year's positions.

Monthly Items

☐ **Dues**: Annual dues are payable by **Jan. 6**.

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Jan. 11.**

☐ **Volunteer for National Service:** Link within member's account opens for 2026 submissions **in January.**

☐ **1st Quarter *Valuation*:** Chapter education schedule submissions due mid-January**.**

☐ **Minimum Chapter Criteria Report**: The chapter must submit the following to the Minimum Chapter Criteria Report website by **Jan. 31**:

- 2026 meeting minutes
- Attendance at the 2026 regional meetings
- 2027 officers and committee chairs
- 2027 mission and goals
- Reporting of any branch chapters
- Current chapter bylaws (unless other date provided by National)
- Approved 2027 budget*

All Minimum Chapter Criteria must be submitted to the Chapter Portal – Minimum Chapter Criteria website to be counted. Please see the Reporting Chapter Information section for more information on completing the Minimum Chapter Criteria.

☐ **Nominating Committee**: The five-person chapter Nominating Committee shall be formed. The immediate past president serves as chair. The chapter president must appoint one member to the chapter Nominating Committee at (or prior to) the first meeting of the chapter Board of Directors. The chapter Board of Directors must appoint one individual to the Nominating Committee at its first regular meeting. Chapter members must elect two committee members to the Nominating Committee at the first regular chapter meeting of the year.

☐ **Antitrust Policy and Anti-Harassment and Anti-Discrimination Policy**: These policies should be distributed and affirmed by the chapter at its first meeting of the Board of Directors and can be found in the **Governance** section on Chapter Business Tools. The Board of Directors should be made aware of all policies (see page 18).

☐ **Tax Information Returns**: The following tax information returns must be prepared and submitted by **Jan. 31, 2027**. Failure to submit accurate and complete forms in a timely manner may result in penalties and interest. See instructions for each form at www.irs.gov.

Fourth Quarter Form 941: "Employer's Quarterly Federal Tax Return." *If timely deposits of tax have been made that pay the tax liability in full, Form 941 may be filed on or before*

Feb. 10. Note that all federal tax deposits must be made using IRS' Electronic Federal Tax Payment System.

Form 940: "Employer's Annual Federal Unemployment (FUTA) Tax Return." *If timely deposits of tax have been made that pay the tax liability in full, Form 940 may be filed on or before Feb. 10.*

Form W-2: "Wage and Tax Statement." Employers must furnish employees with copies of this form showing wages paid, federal income tax withheld, and FICA tax withheld during the preceding calendar year by **Jan. 31**. Note that employees who are terminated during the year must be given Form W-2 by Jan. 31 unless the employee requests that the form be furnished at an earlier date.

February 2027

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Feb. 8.**

☐ **LDAC Registration: Date TBD.**

☐ **Nominations**: The chapter Nominating Committee should begin identifying and contacting potential nominees for 2028 positions. Nominees must (1) be a Designated member or Candidate in good standing, (2) if designated, hold the status "continuing education completed" as defined in Regulation No. 10, (3) have an email address, (4) not have been the subject of a publishable disciplinary action in the past five years, and (5) not be involved in activity that may present a conflict of interest.

☐ **Board of Directors Meeting**: First quarter national Board of Directors meeting **Feb. 24-26**.

☐ **Tax Information Returns**: The following payroll tax information returns must be prepared and submitted to the IRS and the chapter's state by **Feb. 28**:

Form W-3: "Transmittal of Wage and Tax Statements" and Copy A of Form W-2 (for each employee) must be sent to the Social Security Administration.

March 2027

Action Items

March/April – Immediate Past President

☐ Prepare a slate of nominees for next year's positions and submit the chapter Nominating Committee report to the chapter secretary at least 30 days prior to the chapter meeting at which the regular election is scheduled.

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **March 8.**

☐ **Online Revenue Share**: First quarter criteria due **Mar. 31**. See page 31 of this manual and Chapter Business Tools for program criteria and submission instructions.

☐ **Dues**: Last day to enroll in installment plan on **Mar. 31**.

☐ **AIERF Y.T. & Louise Lee Lum Award & James H. Pritchett Award**: Nominations due **TBD March/April.**

Second Quarter

April 2027

Action Items

April/May/June – 2027 President

☐ **Start considering potential nominees to appoint as 2028 committee chairs.**

Monthly Items

☐ **Dues**: Those who have not paid dues are suspended on **April 1**.

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **April 12.**

☐ **Joint Region Meeting:** Joint Region Meeting on **April 26, New Orleans, LA.**

☐ **Annual Conference: April 26-28, New Orleans, LA.**

☐ **Board of Directors Meeting**: Second quarter national Board of Directors meeting **April 29-30.**

☐ **Nominations**: The chapter Nominating Committee shall forward its selections to the chapter secretary at least 30 days prior to the chapter meeting at which the regular election is scheduled. The chapter secretary shall submit a copy of the Nominating

Committee's report to all chapter members at least 25 days prior to the date set for the election.

☐ **2nd Quarter *Valuation*:** Chapter education schedule submissions due mid-April**.**

☐ **Payroll Tax Information Return**: The first quarter Form 941, "Employer's Quarterly Federal Tax Return," must be prepared and submitted to the IRS by **Apr. 30**. *If timely deposits for the quarter have paid the tax liability in full, Form 941 may be filed on or before May 10.*

May 2027

Action Items

March/April/May – 2027 President

☐ **Attend Regional meeting**

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **May 10.**

☐ **Legislative Day: May 26-27.**

☐ **Leadership Development Advisory Council (LDAC) Meeting: May 26-28.**

June 2027

Monthly Items

☐ **Dues**: Those who have not paid 2026 dues are terminated on **June. 1**.

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **June 14.**

☐ **Elections**: Chapter elections must be held prior to **June 30** each year.

☐ **Online Revenue Share**: Second quarter criteria due **June 30**. See page 31 of this manual and Chapter Business Tools for program criteria and submission instructions.

July 2027

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **July 12.**

☐ **Chapter Officer Entry**: 2028 Chapter Officer Reporting, located within the Chapter Portal (Minimum Chapter Criteria), to be completed by **July 15**.

☐ **3rd Quarter *Valuation*:** Chapter education schedule submissions due mid-July**.**

☐ **Lifetime Achievement, Outstanding Service, William S. Harps DEI and Women's Initiative SPOTLIGHT Awards**: Nominations due **TBD**

☐ **Payroll Tax Information Returns**: The second quarter Form 941, "Employer's Quarterly Federal Tax Return," must be prepared and submitted to the IRS by **July 31**. *If timely deposits for the quarter have paid the tax liability in full, Form 941 may be filed on or before Aug. 10.*

☐ **Chapter Dues**: The chapter Board of Directors must begin studying the adequacy of chapter dues in order to assist in setting next year's dues amounts.

August 2027

Action Items

August/September – 2028 President

☐ **Become more involved in chapter board meetings;** be prepared to step into this position.

☐ **Outline and coordinate meeting and education schedules with incoming chairs.** Must hold four general meetings per calendar year and offer 10 hours of approved Appraisal Institute educational programs per year.

☐ **Start development of budget in conjunction with the chapter Finance Committee.** Draft budget should be completed by Sept. 30 to correlate with education and meeting schedules being developed concurrently.

☐ **Develop a chapter-specific mission that includes goals for the upcoming year and future years or coordinate a strategic planning session.** The resulting document must be submitted to the national office as part of the Minimum Chapter Criteria Compliance Checklist.

Monthly Items

☐ **Volunteer for National Service:** Deadline to submit interest in service on national committees and panels. **TBD.**

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Aug. 9.**

☐ **Board of Directors Meeting**: Third quarter national Board of Directors meeting. **Aug. 12-13.**

September 2027

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Sept. 13.**

☐ **Chapter Dues:** Upcoming year dues schedule must be submitted to the national office in the September timeframe (deadline date to be announced) via the Chapter Portal screen**.**

☐ **Online Revenue Share**: Third quarter criteria due **Sept. 30**. See page 31 of this manual and Chapter Business Tools for program criteria and submission instructions.

Fourth Quarter

October 2027

Action Items

October – 2028 President

☐ **Attend the Chapter Leadership Program, which is mandatory for all incoming chapter presidents.**

October – 2027 President

☐ **Attend the fall regional meetings.**

October/November – Incoming 2028 President

☐ **Work with chapter Finance Committee to finalize budget by Dec. 1.** The approved budget must be submitted to the national office by Jan. 31 as part of Minimum Chapter Criteria.

Monthly Items

☐ **Chapter Leadership Program**: Chapter leaders come together from across the country to learn, network and plan a successful 2028. The Chapter Leadership Program will equip you with ideas and strategies you can apply to your chapter right away! 2028 chapter presidents must attend this program, or the chapter must send another officer in his or her place. Chapter executive directors and other 2028 officers are also encouraged to attend**. DATES TBD**

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Oct. 11.**

☐ **4th Quarter *Valuation*:** Chapter education schedule submissions due mid-October**.**

☐ **Payroll Tax Information Return**: The third quarter Form 941, "Employer's Quarterly Federal Tax Return," must be prepared and submitted to the IRS by **Oct. 31**. *If timely deposits for the quarter have paid the tax liability in full, Form 941 may be filed on or before Nov. 10.*

November 2027

Monthly Items

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Nov. 8.**

December 2027

Monthly Items

☐ **Board of Directors Meeting**: Fourth quarter national Board of Directors meeting **Dec. 9-10**.

☐ **Chapter FYI:** Receive and review Chapter FYI e-newsletter on **Dec. 13.**

☐ **Budget**: The chapter Finance Committee must prepare a proposed budget and submit it to the chapter Board of Directors for approval by **Dec. 1**. Chapters must follow the budget guidelines of the Appraisal Institute. These guidelines indicate that "the budget shall be balanced." Finance will provide the recommended format for the budget.

☐ **Online Revenue Share**: Fourth quarter criteria due **Dec. 31**, See page 31 of this manual and Chapter Business Tools for program criteria and submission instructions.

☐ **Chapter Installation/Banquet**: May also be held in January.

Chapter Board of Directors

The affairs and activities of the Chapter shall be administered by a Board of Directors. The Chapter Board of Directors shall exercise all powers specifically delegated to the Chapters by this Regulation, the national Bylaws, and the policies of the Appraisal Institute, subject to the restrictions upon such powers set forth in this Regulation and established by the national Board of Directors.

Requirements

Composition: *The Chapter Board of Directors shall consist of elected and ex officio voting and nonvoting members.*

The elected officers of the Chapter, the immediate past President of the Chapter and the Chair of the Branch Chapters(s) (if any) shall be ex officio voting members of the Chapter Board of Directors. Each member of the national Board of Directors who belongs to the Chapter shall be an ex officio nonvoting member of the Chapter Board of Directors including the right to introduce and second motions and resolutions.

There shall be no fewer than three (3) elected members of the Chapter Board of Directors.

Terms: *Approximately one-third (1/3) of the elected members of the Chapter Board of Directors shall be elected each year to serve a three (3) year term.*

Merging Chapters

If a Chapter merger is being contemplated, please contact the Chapter, Region, & Volunteer Relations Department for guidelines.

Merged Chapters – IRS Considerations

Federal ID Number

The merged chapter must decide which of the former chapters' federal ID number it will continue to use.

The federal ID number of the former chapter(s) that will no longer be used must be discontinued. This requirement will be fulfilled when final Form 990 tax returns are prepared and filed by the national finance department.

The federal ID number that will continue to be used will become that of the merged chapter. (This assumes that that chapter already has a federal ID number. If it does not, it must apply for one.)

Name Change

The merged chapter must notify the IRS of its name change. This is done by indicating both its new name and its former name, for example, "The XYZ Chapter of the Appraisal Institute (formerly the ABC Chapter of the Appraisal Institute)" on the top of all tax forms filed with the IRS. This only needs to be done once for each type of tax form (e.g., Form 990, Form 990T, Form 940, Form 941). This requirement will be fulfilled when tax returns are prepared and filed by the national finance department.

The names of the chapter(s) whose federal ID numbers will no longer be used do not need to be mentioned as part of the former name on the tax forms.

Additional Chapter Elections FAQs:

1) **I have a primary and secondary chapter; can I vote and serve in both chapters?** Yes, chapter voting rights are specified in Regulation 8.
2) **Can retired members vote?** Yes, Designated Members who are non-practicing retired and are in good standing have the right to vote.
3) **Are Practicing Semi-Retired Designated Members allowed to vote?** Yes, practicing semi-retired Designated Members in good standing can vote.
4) **I cannot number an e-mailed ballot that will be sent out in bulk, is this acceptable?** Chapters only have to number the ballot if the election is being held by mail ballot.
5) **I have received agreement from the Board to vote electronically. If I only get a few responses is that acceptable?** Not everyone has to exercise their right to vote. If the number of nominees match the number of open slots, then each nominee only needs one vote to be elected. If any position has more than one nominee, then a nominee must have more votes than the other nominees in order to be elected.
6) Additional helpful guidelines can be found in **Chapter Business Tools – Governance section**.
7) **If members would like to volunteer for service to AI, where would I direct them?** The Appraisal Institute will include a link to volunteer on each member's profile page on AI's website. The link will point to the Leadership Resource Registry and will be active and published once it is open for submissions in January.

Additional helpful guidelines, policies and resources can be found in **Chapter Support Portal (Zendesk) – Governance section**.

Receiving AI Continuing Education Points for Chapter Service

Please reference Reg 10 Article II Continuing Education, Section 3. Earning Hours

Also Reference: aice-overview.pdf
How to log hours: https://appraisalinstitute.org/why-join/join-pdfs/how-to-self-report-ce

Chapter Resources & Support

Tools and resources to support successful chapter operations.

Introduction

A continuous flow of information between the chapters and the national office is essential to the success of the organization. Many tools have been created to facilitate this exchange and make certain that the most accurate, up-to-date information is stored in our shared databases at all times. Through reporting web pages found in the Chapter Portal section of your account, all parties can stay in sync and informed.

Chapter FYI

The second Monday of each month, Chapter FYI is sent to the following chapter leaders: President, Vice President, Secretary, Treasurer, Executive Director, Appraiser Guidance and Education Chair + the Board. Each issue includes important information and updates pertaining to AI chapter leaders. Please feel free to share pertinent information with other leaders or members of your chapter.

Chapter Portal

Chapters access netForum through the Chapter Portal, a highly customized web-based interface developed specifically for AI chapters and available online 24/7.

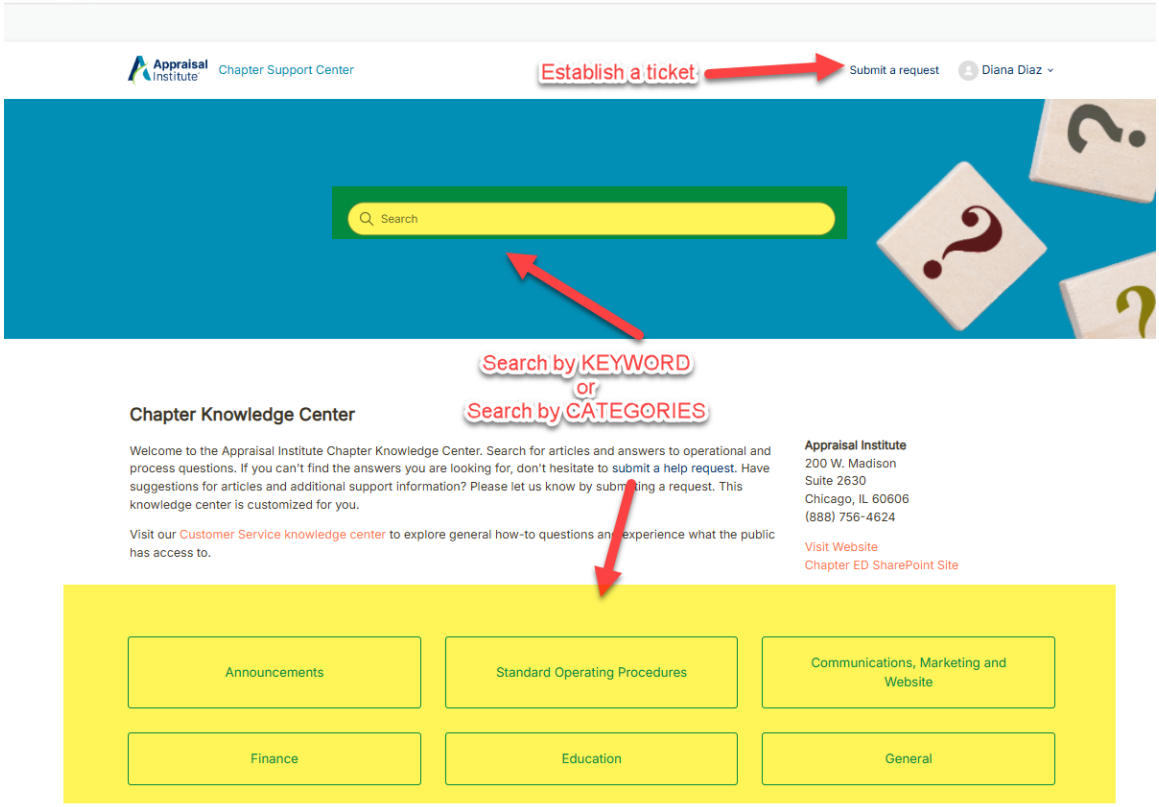
Chapter officers, including President, Vice President, Secretary, Treasurer, and Education Chair, and chapter staff have access to the portal.

The portal is a single stop for chapter needs, such as:

- Chapter rosters and membership information
- Scheduling education offerings and chapter events
- Viewing existing scheduled education offerings and events
- Viewing/updating chapter officers
- Accessing static informational links on Chapter Business Tools
- Accessing Minimum Chapter Criteria

Chapter Support Portal (Zendesk)

Chapter officers and staff can submit questions (tickets) to the different AI departments through Zendesk. This support portal was designed to streamline your support experience and provide a one-stop shop for all chapter-related needs.



How to Use the Chapter Support Portal

- Please log in and submit your tickets directly via the Chapter Support portal.
- Avoid cc'ing your customers or shared mailboxes (customerservice@, education@, statecert@, finance@) on tickets.
- For general questions, use the "General/Other" category; we'll triage and direct your issue accordingly.
- Once a ticket is solved, "Thank you" is nice, but not necessary (it re-opens the ticket).
- Please do not send **support** or **task-related** issues directly to staff.

Turnaround Time Standards

- Urgent: Within 2 business hours
- High: By the target date (1–2 business days)
- Normal: By the target date (5–7 business days)
- Low: No rush, as time allows
- We also consider your target need by date, topic and category.

Chapter Officer Reporting

Once chapter officers have been elected, chapters are required to enter their names into the Chapter Officer Entry website **by July 15**.

Using the drop-down menu, you can submit the names of the president, vice president, secretary, treasurer, executive director, education chair, finance chair and any additional committee chairs. You must also acknowledge your region representatives on the appropriate tab.

Important: If you do not assign your incoming officers, they will not have access to the Chapter Portal.

Chapters officers access the Chapter Portal by logging into their AI account and selecting the "Chapter Portal" link.

There are key resources in the Portal to assist you with your term as President. Among them are:

- **Chapter Business Tools (which will be replaced by Chapter Support Portal (Zendesk))**
  - Requirements, reporting forms and valuable resources in electronic format.
- **Reports**
- **Minimum Chapter Criteria**
  - The Minimum Chapter Criteria is an online resource that allows chapters to record their reporting requirements to the national organization (based upon board policy, national bylaws and/or regulations). Each year, chapters are required to submit information on chapter meetings, event speakers, committees, bylaws, financial reports, mission/goals and branch chapters for review by the national office.
  - **Chapters must complete Minimum Chapter Criteria online each year, as outlined in the Chapter Operations Manual. Emailed, faxed and mailed information will not be accepted.**
- **Chapter Standard Operating Procedures**
  - Standard operating procedure (SOP) videos, forms, documents and other pertinent information

Chapter Reports

The Chapter Reports page is your chapter's link to Appraisal Institute national database information. The database provides access to a wealth of information pertaining to your chapter, including status reports, rosters, billing and refund information, and more.

Steps:

1. Log in
2. Chapter Portal
3. Reports

The **Chapter Reports** provides access to a list of print-ready documents and reports.
An overview of various membership reports can be found here (in AI Chapter EDs SharePoint).

Chapter Member Search

Steps:

1. Log in
2. Chapter Portal
3. Chapter Member Search

On this page, chapters will be able to download their Chapter's member roster, ranging from individuals who belong to a particular chapter to a series of filtered rosters. The reports generated from this page can be exported to Excel and include email addresses making it easy to sort, count, and contact your chapter members. These filtered rosters can be sorted by types of **Designations** (MAI, SRPA, SRA, RM, SREA, AI-GRS, AI-RRS); **Designated members** in various membership statuses such as practicing, practicing semi-retired, non-practicing and non-practicing retired; and members in various categories and subcategories: Associate Members (Practicing Affiliates and Candidates for Designation) and Affiliate Members (Affiliates and Student Affiliates). You may also identify all Associate Members by license type (General, Residential, Licensed, Trainee);

How To:

1) Set the Affiliation Status if needed
2) Click Find Members (you can also use this page to find specific members)
3) **Export Results** at the bottom of the page to be able to open and view contact information

Chapter Innovation Grant

For program details, application and guidelines regarding the Chapter Innovation Grant Program, please see the Chapter Innovation Grant Funding Request - Instructions and Application – Chapter Support Center.

NEW! Chapter Appraiser Guidance Committee

The Chapter Appraiser Guidance Committee was established as a required chapter committee, replacing the former Candidate Guidance Committee.

(Regulation 8)

ARTICLE X Chapter Committees, Part B: Required Chapter Committees, Section 1. Chapter Appraiser Guidance Committee

The Chapter Appraiser Guidance Committee shall consist of a Chair and at least three (3) other Committee members. The Committee Chair and at least two (2) Committee members must be Designated Members of the Appraisal Institute.

The Chapter President shall appoint the Committee Chair and any Committee members whose terms commence at the same time as the Chapter President's, subject to the approval of the Chapter Board of Directors. The Chair shall be appointed to serve a one (1) year term. The other Committee members shall be appointed to serve three (3) year staggered terms. Chapter Appraiser Guidance Committee Chair and Committee members are eligible to serve consecutive terms.

The duties of the Chapter Appraiser Guidance Committee shall be to:

a) facilitate engagement and support of individuals seeking to enter the profession, are new to the profession; or are interested in Appraisal Institute membership; and

b) arrange special programs and events in areas such as university relations, community outreach, professional development, Candidate guidance; and

c) perform such other duties as may be assigned by the national Board of Directors and the Chapter.

This committee is intended to help drive activities such as membership recruitment/retention, university relations, women's initiative, professional development, candidate guidance, etc.

For further guidance on how to best implement this new committee please see chapter-appraiser-guidance-committee-toolkit.pdf.

Other Resources

Appraisal Institute Email Addresses:

Appraisal Institute provides chapters with a personal (**for Chapter Executive Directors only**) and chapter AI email address(es) (i.e. Sarah Walsh (Chapter Executive Director) Sarah.Walsh@appraisalinstitute.org and Chicago Chapter ChicagoChapter@appraisalinstitute.org).

If your chapter, at any point transitions Chapter Executive Directors, please reach out to the Chapter Relations team to help set up their new account.

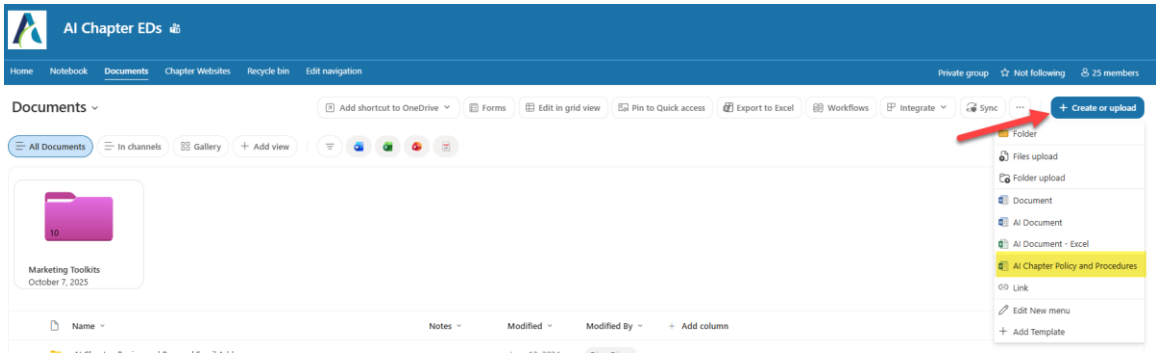
Chapter Policies
The Chapter should conduct its operations in compliance with Appraisal Institute governing documents, policies, and procedures, including those that apply to chapter governance, education offerings, events, financial management, elections, records retention, and member conduct.

Applicable documents may include, but are not limited to:

- Education Network Manual
- Instructor Policy (in AI Chapter EDs SharePoint)
- Event Code of Conduct
- Chapter Policies
- Anti-Harassment and Anti-Discrimination Policy
- Antitrust Policy and Guidelines
- Antitrust Do's and Don'ts
- Region Election Policy
- Record Retention Policy
- Chapter Financial Management and Administration Policy

AI Chapter Policy and Procedures (available in AI Chapter EDs SharePoint)**:**
This Chapter Policy & Procedures Manual Template is intended to serve as a framework for chapters to complete with their own chapter-specific information, policies, and procedures. It is not a finalized manual, nor is it intended to function as a single standardized operating manual for all chapters.

It should be regularly reviewed, updated, and maintained by the Executive Director and/or chapter leadership team.



Minimum Chapter Criteria Checklist

Due Jan. 31 for the previous year:

☐ **Chapter Meetings: Four general and four Board of Directors meetings per year.**

Chapter meetings are vital for identifying individual concerns, networking, and receiving information. To meet these needs, chapters are required to conduct at least four regular chapter meetings and four Board of Directors meetings each year to permit timely discussion of matters to be considered by the National Board of Directors at its meetings. One of the regular meetings shall be to elect chapter officers and directors for the subsequent year. The Chapter Board of Directors meetings must be held separately from the regular chapter meetings.

Regulation No. 8 requires that chapters upload minutes from all general chapter and Board of Directors meetings to headquarters through the Minimum Chapter Criteria website **within 30 days of the meeting**. Minutes will be reviewed by national staff and revisions may be suggested. Receipt of your chapter's meeting minutes from the required number of meetings will serve as confirmation that you met this criterion.

☐ **Chapter Leadership Program (CLP): Incoming president or alternate required to attend.**
Each year, AI conducts the Chapter Leadership Program to inform and educate incoming chapter presidents of Appraisal Institute resources, policies, programs, activities and initiatives. The program also gives incoming chapter presidents an opportunity to network with their peers and to share ideas and approaches. The program also gives incoming presidents the opportunity to communicate directly with AI staff and leadership.

All incoming chapter presidents are required to attend this program during the year prior to his/her presidency, or the chapter must send another officer in the president's place.

☐ **Regional Meetings: Elected regional or other representative required to attend.**
To enable chapters to provide input on issues affecting the Appraisal Institute and the appraisal profession, and to ensure that chapters receive information about activities at the national level, each chapter must send an elected regional representative(s) or another elected representative to regional meetings.

Due Jan. 31 for the current year:

☐ **Officer Email: All officers must have an email address and internet access.**
Chapter officers, executive directors, and education chairs serve as vital communication links from chapters to regions and headquarters and from headquarters to chapters and regions. To facilitate such communication, chapter officers, executive directors and education chairs are required to have an email address and internet access.

☐ **Committees: Chapters are required to have a Candidate Guidance Committee, Nominating Committee, Finance Committee, Chapter Education Committee(s) and a Government Relations Committee.**
Chapters are required to have a Appraiser Guidance Committee, Nominating Committee, Finance Committee, Chapter Education Committee(s) and Government Relations Subcommittee in accordance with Regulation No. 8.

☐ **Financial Reports and Forms: Submit budget.**
Chapters are required to send their budget to the national finance department on the budget template that will be provided to them.

☐ **Mission/Goals: Update the chapter's mission and goals to reflect the year ahead.**
Chapter presidents should develop a chapter-specific mission that includes goals for their year in office as well as goals for future years. Throughout the year, chapters should assess their mission and goals and revise as necessary. Be sure to personalize it to reflect your chapter's mission and goals. Chapters who have done strategic planning may submit their strategic plan.

☐ **Branch Chapters: Present a list of any and all branch chapters.**
When a chapter or a group of chapters elect to form a larger entity that will include branch chapters, it is critical to the operation of the Appraisal Institute to ensure that services and representation remain strong.

☐ **Bylaws: Each chapter is required to submit an electronic copy of its bylaws that conforms to Regulation No. 8.**
Chapter bylaws set forth the basic operations of a chapter to help ensure proper governance. Chapter bylaws also help chapters and the national office work together to achieve the goals of the Appraisal Institute. Therefore, each chapter is required to submit an electronic copy of its bylaws that conform to Regulation No. 8.

When the national Board of Directors approves an amendment to Regulation No. 8, the chapter must integrate this amendment into its chapter bylaws and submit a revised copy to the national office by entering in the current year's minimum chapter criteria. A chapter vote is not required, nor is a vote of the chapter board of directors.

If a chapter chooses to make any further updates to its bylaws beyond the national amendments to Regulation No. 8, the full chapter must vote on the proposed updates.

Ongoing

- ☐ **Chapter and Region Speaker Reporting: Report all speakers no fewer than 30 days prior to each event.**
  The Appraisal Institute Board of Directors at its Feb. 2015 meeting passed a motion requiring chapters and regions to advise the AI chief executive officer no fewer than 30 days in advance of each event at which one or more speaker(s) will present, of the speaker(s) and the speaker(s)' topics. This requirement is part of Minimum Chapter Criteria. The intent of this policy is to enhance coordination; cooperation; and consistency among the national, regional, and chapter components of the Appraisal Institute, as well as to enhance the quality and productivity of these events. Chapters and regions should report the speakers for scheduled events **no fewer than 30 days in advance of each event which is done when entering speakers as part of event set-up in NetForum**.

Financial Stewardship

Managing chapter finances responsibly and transparently.

AI's Group Exemption Number (GEN) is 9464.

Chapter Financial Policies and Procedures

- **Budget:** The chapter Finance Committee shall submit its recommendations concerning any proposed changes to the chapter budget for the current year to the chapter Board of Directors for approval. The Finance Committee is responsible for developing the next year's operating budget for Board of Directors approval in accordance with the timeline outlined in the Calendar section of this manual.

- **Chapter Financial Management and Administration Policy:** Please refer to the document in the Finance section on the **Chapter Portal>Chapter Business Tools.**

- **Chapter insurance**: The national office's insurance policies include coverage for chapters and chapter boards of directors. Coverages include general liability, property, hired/non-owned auto, crime, workers' compensation (for chapter employees only), and directors & officers liability. Any coverage will depend on the terms of the insurance and the facts involved. Please consult with an insurance professional for other coverages that may be appropriate. Chapters are encouraged to require independent contractors providing goods or services to chapters be covered by their own insurance.

  Chapters hosting education classes and other events at hotels or other outside facilities may be required to provide a Certificate of Insurance to the hotel or facility under the terms of the agreement. Requests for certificates of insurance may be sent to COI@appraisalinstitute.org.

- **Dues and expenses:** Except as otherwise provided, all Designated members of a chapter shall pay annual chapter dues, respectively, in an amount set by the chapter's Board of Directors or another amount established by the national Board of Directors. The amount set for chapter dues may not exceed the annual national dues set by the Board of Directors of the Appraisal Institute for the corresponding category.

  Chapters receive funding from National for Associate members (Candidate for Designation and Practicing Affiliate) that make a full payment of the current year's dues. The funding varies annually and is approved by the national Board of Directors at the 3rd regularly scheduled meeting of the year.

  According to Regulation No. 8, collecting other chapter expenses, such as meal costs and assessments, shall be the responsibility of the chapter and these expenses shall not be considered dues.

- **Expense reimbursement:** All chapters must comply with the Appraisal Institute's Travel and Expense Policy. This information as well as the Expense Reimbursement Form can be accessed in the **Chapter Portal>Chapter Business Tools** section.

- **IRS Interactions:** All interactions with the IRS must be coordinated by the Appraisal Institute. This includes all IRS audits of chapters. This coordination will ensure uniformity of response (see Chapter IRS Audit Procedures, found on page 29, for a list of documents that the IRS may require during an audit).

    - **Please note: Chapters must contact the Controller in the Finance Department at the national office as soon as the IRS has notified them that they will be audited.**

- **Mailing lists:** Any agreements that involve the sale, rental, or disposition of chapter mailing lists are subject to approval by the national Finance Committee prior to the sale, rental, or disposition. This ensures uniformity so that the sale, rental, or disposition is not taxable by the IRS as taxable unrelated business income.

- **Region Financial Policy:** Please refer to the document in the Finance section on the **Chapter Portal>Chapter Business Tools.**

- **Reserves:** In accordance with Regulation 8, Chapters are encouraged to maintain sufficient funds in reserve to cover six months, but no more than one year of Chapter operating expenses. For purposes of this policy, reserves is defined as cash and investment balances which are not restricted by donors for specific purposes such as scholarships or lobbying. Chapters must follow the Appraisal Institute's investment policy, found in the **Chapter Portal>Chapter Business Tools** section.

- **Restricted funds**: In accordance with generally accepted accounting principles for not-for-profits, funds that are restricted for specific purposes must be tracked separately on the chapter's balance sheet. The most common examples include contributions for scholarships or lobbying/government relations activities. Scholarship funds are to be presented as a temporarily restricted net asset whereas lobbying/government relations funds are to be presented as a liability. Contact the Manager, Accounting at the national office with any questions.

- **Suspension/Waiver of Dues, and Assessments:** The chapter Board of Directors may suspend or waive, in whole or in part, the payment of chapter dues by any member of the chapter or payment of a special assessment by any member of the chapter. The chair of the national Finance Committee must be notified in writing of the above waivers and the reason for the action.

National Disbursements to Chapters

Various payments are collected on behalf of the chapters. This section provides an overview of what these payments are and the frequency of the payments.

- **Dues**
  Chapter dues collected by National are recorded daily in the chapter accounting system. Payment is made via intercompany account transfer by the end of the following month.

- **Education Registrations**
  Chapter course/seminar gross tuition collected by National via netFORUM is recorded daily in the chapter accounting system. Payment is made via intercompany account transfer by the end of the following month.

- **Online Revenue Sharing**
  Online course/seminar revenue sharing for eligible chapters is recorded quarterly in the chapter accounting system. Payment is made via intercompany account transfer by the end of the following month.

- **Chapter Innovation Grant**
  Chapter Innovation Grant of up to $1,500 per year for chapters submitting eligible criteria. Payment is made as soon as practicable.

Disbursement Supporting Documents

Chapters are able to access detailed remittance reports to support each payment. All reports are located in the Chapter Portal. Click on Reports on the right portion of the home page.

Chapter Budget

The chapter Finance Committee must prepare a proposed budget and submit it to the chapter Board of Directors for approval by **Dec. 1**. Chapters must follow the budget guidelines of the Appraisal Institute. These guidelines indicate that “the budget shall be balanced.” More budget information and best practices can be found in the Chapter Portal>Chapter Business Tools section.

The chapter Finance Committee must submit its approved budget to the national office by **Jan. 31**.

Obligations and Responsibilities Regarding Tax-Exempt Status

The Appraisal Institute is exempt from federal income tax under Section 501(c)(6) of the Internal Revenue Code. The Appraisal Institute has included its regions and chapters under a Group Exemption Number (GEN). **As of 1/1/2021 all chapter tax returns are prepared and filed by the national finance department.**

Each chapter must keep Form 990 or Form 990EZ available for public inspection on request at its principal office for three years following the due date.

The IRS expects chapters to operate in the same manner as businesses with properly maintained records and accountability.

Credit Card Guidelines

Chapters should follow the following guidelines when processing credit card payments:

- Never store credit card information electronically either on a computer, laptop, phone or tablet. If you need to delete electronic credit card information, ensure that you also empty out the Recycling Bin.
- If you receive printed credit card information, do not leave it lying around where others can access it. Shred the paper immediately after transaction was successfully processed. Do not write credit card information on any other document or piece of paper.
- If you receive credit card information via email, do not print it out. Delete it from your in-box AND your deleted items once the transaction has been successfully processed.

Chapter Financial Management and Administration Policy

Please see the full Chapter Financial Management and Administration Policy in the Policies section of this manual. The CFMAP Policy, Region Financial Policy and all reference and training resources are available in the Chapter Portal>Chapter Business Tools section of NetFORUM.

- **CFMAP Processes and Resources**

Chapters should refer to the **Chapter Business Tools** section of the Chapter Portal on netFORUM for documents and resources specific to the program.

- **Ramp (payment processing system)**

All requests for payment must be submitted through the Ramp system for approval prior to payment. Each chapter must designate separate chapter personnel that will function to import vendor invoices, expense reimbursements as well as electronically approve them prior to payment,

- **Intacct (online financial reporting tool)**

Chapters use an online financial reporting tool which allows full transparency and is available 24/7. The portal has drill-down capability which allows chapter personnel to see transactional detail in the general ledger. Standard financial reports have been created for the chapters to access.

- **Chapter Credit Card Program via Ramp**

Chapter Executive Directors are issued a Ramp credit card to use for chapter expenditures. Credit card transactions appear and are paid via the monthly intercompany account reconciliation.

- **Chart of Accounts**

Chapters are required to use the Chart of Accounts provided by national. This ensures financial consistency and comparability.

Communications & Marketing

Strengthening engagement and promoting chapter value.

Online Revenue Share

For detailed instructions regarding Online Revenue Share, including promotional copy and banner ads, please see Online Revenue Sharing section of Chapter Business Tools.

Chapters must enter this information into their Chapter Portal – Minimum Chapter Criteria Compliance Checklist to be eligible for reimbursement.

Chapter Website

All chapters must maintain a website.

- **It is recommended to use the microsite provided by National*:**
  - Easier to keep information up to date (e.g., admissions requirements, benefits)
  - Helps ensure that trademarks are used properly
  - Helps ensure that the site has proper legal language like terms of use of the website, disclaiming liabilities, privacy
- **Ensure chapter has the right to use others' work, trademarks**
- **Ensure job boards have proper disclaimers**
- **Include antitrust policy**
- **Link to National website**
  - Designation requirements
  - Information on joining AI
  - Find an appraiser – avoid guarantees
  - National meetings and events
  - Online education

***AI is providing microsites (landing pages) on the AI website for those chapters who would like to have one rather than maintaining their own chapter website.**

These are available at no cost to chapters. If you would like to transition over to the new AI Chapter Provided Websites, please reach out to cservices@appraisalinstitute.org for instructions.

You can view the Greater St. Louis chapter website to give you an idea of what your landing page could look like.

If chapters are maintaining their own websites, they should be using AI branding. Chapters can find the AI Brand Guide in Chapter Business Tools under the Marketing and Communications section..

Need Help?

- Regulation No. 5 for updates

Chapter Toolkits, Graphics and Best Practices

All chapter marketing resources can be found within the AI Chapter EDs SharePoint – Marketing Toolkits. Resources are organized in the following folders.

- **AI Brand Graphics.** Approved Appraisal Institute logos and brand graphics for chapter use.
- **Best Practices.** Guides for email marketing, marketing strategy, social media, webinar hosting and ordering swag.
- **Campaign Resources and Templates.** Materials for all recurring national campaigns and chapter support, including email templates, images, social media templates and Teams backgrounds.

Chapter Social Advocacy

Vista Social is a social media management platform that allows chapters to schedule and publish content across all of their social media channels from one dashboard. National Marketing loads Appraisal Institute content into the platform so chapters always have ready-to-use posts.

• **Participation:** Use of Vista Social is required for all Chapter Executive Directors.

• **How chapters use it:** Chapters connect their chapter social media accounts, schedule posts in advance and manage all channels in one place. Chapter news, education and events can be scheduled alongside national content.

• **National content:** National Marketing loads pre-approved posts on Appraisal Institute education, events and initiatives. Posts can be shared as provided or edited to add a chapter voice.

• **Account setup:** Accounts are set up under the Chapter Executive Director's Appraisal Institute email address. Chapter Executive Directors who manage one chapter should use the chapter email address. Those who oversee multiple chapters should use their personal Appraisal Institute email address.

• **Frequency:** Chapters should aim to share one to two posts per week. Consistency is more important than volume.

• **Training:** A how-to guide for using the platform and the overview training slides are available on the AI Chapter EDs SharePoint.

• **Platform support:** For troubleshooting, email support@vistasocial.com and copy Max Veksler, Libby Cocagne and Rachel Morrison.

- Max Veksler, Implementation Manager, Vista Social, max@vistasocial.com
- Libby Cocagne, Account Manager, Meltwater, libby.cocagne@meltwater.com
- Luken Dalessandro, Client Success Manager, Meltwater, luken.dalessandro@meltwater.com
- Rachel Morrison, Director of Marketing, Appraisal Institute, rmorrison@appraisalinstitute.org

Advocacy & Government Relations

Championing the profession through advocacy and leadership.

Chapter Government Relations

Government Relations Subcommittees

Government relations is a critical part of chapter activities. A successful government relations program can provide tremendous benefits to AI members in terms of reduced regulation, improved public policy, and more assignments and business development opportunities. Advocacy and government relations are also key member benefits provided by associations and professional societies.

Following is guidance for chapters on how to satisfy the requirements of the AI Bylaws and Regulations related to government relations. Additional information and suggestions on how to manage a successful government relations program can be found on the Chapter Business Tools portion of the AI website.

Regulations 7 and 8 require that there be a Government Relations Subcommittee for each state or territory. The purpose of state subcommittees is to strengthen government relations efforts through enhanced coordination of policy development, advocacy, and implementation. Moreover, through reporting to the national Government Relations Committee the sharing of experience and expertise among the states can be facilitated.

Chapters have maximum flexibility on how to form and run state government relations subcommittees. In most cases, the structure and funding of each state's Government Relations Subcommittee will be based on agreement amongst the chapters, including the total size of the subcommittee, how many representatives each chapter will have, if/how the subcommittee will be funded, and when and how often the subcommittee will meet. There may be amendments to chapter By Laws and other governing documents that are necessary to implement this requirement. The Chair and Vice Chair of the state Subcommittee will be chosen by the members of the subcommittee and must be Designated Members. All committee members may serve no more than three (3) consecutive two (2) year terms.

- In those states where a single chapter covers the entire state, the chapter's existing Government Relations Committee satisfies the new requirement.
- In states where there are multiple chapters within the state, each chapter within the state is required to select at least one Designated Member, Associate member (Candidate for Designation and Practicing Affiliate) to serve on the state's Government Relations Subcommittee.
- If a chapter has territory in multiple states, the chapter is required to select at least one Designated Member, Associate member (Candidates for Designation and Practicing Affiliates) to participate as part of the Government Relations Subcommittee for each state where the chapter has territory.

Pursuant to Regulation 8, each Government Relations Subcommittee shall:

(a) Communicate and coordinate committee activities with the national Government Relations Committee of the Appraisal Institute.

(b) Monitor legislative and regulatory developments in the state or territory and report such developments to the national Government Relations Committee.

(c) Promote Appraisal Institute policies and programs in the state or territory in consultation with the national Government Relations Committee and staff.

(d) Disseminate and promote state and federal legislative and regulatory action items to the chapters; and

(e) Perform such other duties as maybe assigned to it by the Government Relations Committee, the Executive Committee, or the Board of Directors.

Duties and Expectations of Government Relations Chair

The government relations (GR) chair serves as the chapter's point of contact with Appraisal Institute government affairs staff and helps keep members informed about legislative and regulatory issues affecting the profession. The chair shares updates, action alerts, and other materials provided by the Institute and encourages chapter members to participate in advocacy opportunities.

For federal issues, the chair helps distribute information to chapter members and encourages responses to the Institute's grassroots action alerts. The chair also supports the Institute's Legislative Day by sharing event information and helping recruit chapter members to attend in Washington, D.C.

Each chapter should also designate an AI PAC point person, who may be the GR chair, to help maintain awareness of the PAC. This role includes arranging brief AI PAC reminders at chapter meetings and events and making Institute-provided contribution information and QR codes available to members.

These roles focus on communication and member participation. Institute staff provide the information, materials, and guidance needed to support these activities.

Questions about chapter requirements regarding Government Relations Subcommittees should be referred to the Director, Government Affairs at the Appraisal Institute Scott DiBiasio at sdibiasio@appraisalinstitute.org.

Conclusion

Government Relations Chairs are the Appraisal Institute's liaisons to state and local government. The Appraisal Institute relies on GR chairs to inform them of pertinent legislative and regulatory activities taking place at state and local levels. It is an important role that can be both exciting and fulfilling.

"Government is too big and too important to be left to politicians."

— Chester Bowles, U.S. Diplomat and Economist

Do not forget to check out the Advocacy page on the Appraisal Institute website. It includes the most up-to-date information on federal and state public policy issues affecting the appraisal profession: http://www.appraisalinstitute.org/advocacy/