LEADERSHIP DAYS
Goals set, and plans made for 2020 | 16

CONFERENCE 2020
Registration for the 86th International Conference on Assessment and Administration is open | 18

HOW TO MAKE LEARNING FUN
Numerous studies show that humor eases anxiety, boosts class participation, and makes instructors more relatable to their students | 8
The 2020 Emerging Leadership Summit (ELS) is designed to provide a powerful professional development opportunity for emerging leaders who have a desire to advance their careers in the assessment industry.

Participants will develop the skills needed to navigate the unique dynamics of a typical assessment office and discover leadership tools needed to guide an assessment office into the future.

Attendees will come away with a new network of peers and colleagues with a shared purpose who can support each other in their careers long after the summit is over.

**WHO SHOULD ATTEND?**

ELS is designed for early to mid-career managers who have a desire to advance within the assessment profession. Early to mid-level managers in their first or second leadership roles are ideal attendees.

**TOPICS INCLUDE:**

- Emotional intelligence
- The role of technology in leadership
- Conflict resolution (including managing complaints as outlined in Apendium Knowledge Area 6)
- Public speaking and effective communication skills (including public relations and communications as outlined in Apendium Knowledge Area 7)
- Personality assessment
- Leadership challenges and strategies (including leading and managing the assessment office as outlined in Apendium Knowledge Area 5)
- Participants will learn through a combination of interactive lectures, group discussions, active-learning exercises and panel discussions.

**SUGGESTED READING PRIOR TO THE SUMMIT:**

Apendium Knowledge Areas 5-7

(Available on Amazon)

More information at www.iaao.org/leadership
LEADERSHIP DAYS
IAAO Committee members attended Spring Leadership Days in February in Kansas City to begin work on plans for 2020.

CONFERENCE 2020 CHARITY
Conference attendees will have the opportunity to help young burn victims go to camp in the Colorado Rockies.

DIVISIONS

22 KNOWLEDGE AREAS
Apendium: Knowledge Area 3: Developing and Maintaining Cadastral Data

24 IAAO ABSOLUTE
Member News; Calendars, Anniversaries, New Designations

COLUMNS

2 OVERVIEW
IAAO President Amy Rasmussen

4 INSIGHTS
National and International Press

6 LEGAL TRENDS
The deportation of a spouse does not void residence tax benefit

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IAAO.ORG
Good communication is the key to any relationship, and I want to emphasize that in 2020

AMY RASMUSSEN
IAAO President

Whether you serve on a committee or task force, are a member with a question or concern, or have a suggestion for the association, please don’t ever hesitate to reach out to me or any member of the Board of Directors.

Twice a year, as necessary, IAAO brings committees and task forces together to work on behalf of the association.

I have never understood where the name ‘Spring’ Leadership Days came from, but on Feb. 6–7 the Governance Committee, Education Committee, Professional Development Committee, Research and Standards Committee, and the Legal Task Force met at a downtown Kansas City hotel.

The weather outside may have been cold, but the passion emanating from the volunteers inside the hotel was on fire!

I am pleased to report that a great deal of work was accomplished in a short amount of time and the stage has been set for a very successful year!

Three years ago, the Board of Directors made several changes to our committee and task force volunteer structure. The objective was to include more members, make it easier to serve, and accomplish tasks in a more timely manner.

I am proud to say that we met all three goals and the new structure has been widely successful. Last fall we had 300 people volunteer to serve on committees or task forces, and I am thrilled that we were able to place 223 of the volunteers. Nearly 60 were first-time volunteers, and we placed 39 U40’s, 80 women, and 40 international members, all record numbers!

We wouldn’t have been able to do it without the vision of the Board of Directors and the flexibility of the new structure.

At the direction of the Board of Directors, committees create plans to carry out the strategic plans of the association, and the task forces are set up to accomplish specific goals – they do the heavy lifting to carry them out. The BOD works hard to set reasonable goals that can be successfully completed during a year. It’s really all about a more intentional and strategic focus.
The opportunity to meet in person with IAAO staff and committee members creates a greater cohesiveness within the groups. It also provides the Executive Committee the opportunity to one-on-one to provide direction and answer any questions, facilitate collaboration among the groups, and ensure the strategic goals of the Board of Directors are being carried out.

The Conference Committee has been hard at work as well. They met in Kansas City at the end of February to review over 120 submissions for the 2020 annual conference, another record for 2020!

I have encouraged volunteers to participate and ask questions during the meetings, and throughout the year. We know time is valuable, and we want to make the most of it.

The Board keeps up-to-date with the progress of the committees and task forces, through quarterly reports submitted by each committee chair before each board meeting. These reports review accomplishments, provide status updates, and give each group an opportunity to request the Board to take action on a specific item.

Good communication is the key to any relationship, and I want to emphasize that in 2020.

Whether you serve on a committee or task force, are a member with a question or concern, or have a suggestion for the association, please don’t ever hesitate to reach out to me or any member of the Board of Directors.

If you are interested in serving on a committee or task force in the future, please watch for the call for volunteers in the late summer or early fall. Each year we hope to bring in new volunteers, while also retaining our experienced members.

Our committees and task forces are vitally important to IAAO, and we value the input and all the hard work from members. Their participation in meetings, conference calls, emails, and other work is extremely important. Being on a committee or task force isn’t the only opportunity to be involved at IAAO.

We have many dedicated members who give their time and talents in other ways to the association, and all volunteer involvement plays an important role. Without it, we couldn’t do what we do.

If you want to go fast, go alone. If you want to go far, go together.

— Amy Rasmussen

We have many dedicated members who give their time and talents in other ways to the association, and all volunteer involvement plays an important role. Without it, we couldn’t do what we do.
Retail repurposing: It’s time we thought outside the (big) box

When he was running Kingfisher, Sir Ian Cheshire once said that B&Q had around 25% more space than it needed. And many other retailers up and down the country would have nodded in agreement.

It seems that the space race in retail is truly upon us, and the latest to join in the game of musical chairs is one of London’s oldest department stores, Fenwick.

The plans for renting out around 10% of the department store’s floor space will mean that around 3,500 square feet of the shop floor will be given over to office space.

And it is interesting to note that Fenwick aren’t the only ones considering such a move, Marks and Spencer and Debenhams are also reported to have similar plans.

There is no coincidence that they are also big boxes, because these are becoming not only hard to fill but also costly to run. And with costs only heading in one direction, repurposing some of the floor-space seems an entirely logical thing to do.

But does this represent a desperate throw of the dice, or is it an imaginative way to breath new life into underused and unprofitable space?

**Turned on its head**

The traditional retail model is steadily being turned on its head — think stores without inventory (Samsung, Canada Goose), subscription models (Amazon Prime), stores as media (Matches Fashion), and you get the picture.

So why not go a step further and create multipurpose spaces that combine work and retail — something akin to what Starbucks describes as the “third space”?

After all, it’s been happening in hospitality for years. Just walk into any coffee house in London and you’ll see them, the laptop warriors, hunched over a glowing screen.

There’s a reason why they’re there in person rather than Facetiming or Skyping. We’re human and therefore we need human connection — online, digital platforms have transformed our lives in many ways, but just like AI is yet to develop a conscience, online still only delivers in two dimensions.

For the full experience we need to be able to experience with all our senses not just one or two of them.

I attended a retail technology event, and it was significant to hear from more than one speaker that they felt that the general direction for investment over this decade will swing more toward offline rather than online retail.

This is because offline has finally realized that it has something which online can never have: presence. And the digitalisation of offline is now the new priority.
Which is why big boxes have an opportunity to rediscover what made them attractive in the first place. And in doing so, they will be achieving something that Amazon is unable to. And that can’t be a bad thing.

— ANDREW BUSBY | Forbes

Seattle council member proposes corporate payroll tax on big businesses

Seattle City Council member Kshama Sawant unveiled details of her plan to tax big businesses to pay for housing.

Sawant has been calling for an “Amazon Tax” on big businesses to fund new affordable housing and convert existing buildings to meet Green New Deal standards.

“It is not a head tax. It is a tax on Amazon and other businesses that form the top 3% of payroll in our city,” Sawant said.

According to a news release, 825 of the biggest companies in Seattle would pay the tax.

“Companies here have reaped billions because Washington state has the most regressive tax system in the nation. It’s time for Amazon and other major corporations to pay their fair share,” she said.

Under her proposal, 75 percent, or $225 million a year, would be spent on housing and social services. The homes would be publicly owned or controlled, and built to energy efficiency standards called for under the Green New Deal.

The remaining 25 percent of the funding, or $75 million a year, would be spent on converting existing homes that use home heating oil or fracked natural gas to electricity.

Sawant’s plan to raise $300 million stands in contrast to a plan backed by Seattle’s mayor, King County executive, and many large businesses for a tax that would raise up to $120 million.

— www.kiro7.com

IAAO Scholarships

The IAAO Scholarship Fund is available to all IAAO members who need financial assistance to earn professional designations, take IAAO educational courses, or attend activities, including any of the following special events:

• GIS/ValTech Conference
• Emerging Leadership Summit
• International Research Symposium
• Prep & Trial Seminar
• IAAO Annual Conference
• Legal Seminar

Find more information at www.iaao.org/scholarships
Spouse’s deportation does not void residence tax benefit

A South Carolina homeowner, whose husband had been deported, was still eligible for the reduced assessment level on owner-occupied property, a state administrative court ruled.

The property tax benefit had been denied because the husband was living in another country.

The wife, a United States citizen, was the sole owner and resided in the property with the couple’s children.

To qualify for the owner-occupant tax benefit, however, no member of the household can claim to be “a legal resident of a jurisdiction other than South Carolina.”

The one exception is when the spouses are legally separated.

The husband was deported after his application for asylum was denied. He had lost his citizenship in his home country when he was away pursuing university studies in Europe. Although he was living in Jordan and held a temporary Jordanian passport, he was not permitted to work or to own property there.

The court said the husband did not violate the statute’s residency requirement because he was essentially stateless.

His situation represents the modern version of, “The Man without a Country,” the court said. He is legally prohibited from residing in the United States.

He cannot obtain legal residency in the country where he is currently living and is prohibited from buying property there. He cannot claim to be a citizen or legal resident of any other country.

The court noted that the statute’s exception for legal separation could cover more circumstances than married couples who have obtained a separation order in family court. A husband and wife separated by a federal deportation order might be considered legally separated under the statute, the court said.

A spouse serving a prison sentence also might qualify as legally separated.

Because the court decided this case on legal-residency grounds, it did not rule on this issue.

(Husban v. Pickett County Assessor, South Carolina Administrative Law Court, No. 19ALJ-17-0260-CC, November 4, 2019)
2020 IAAO Awards nominations are open ... Let the nominating begin

BY JILL WILBECK

It is the time of year to nominate your peers and their outstanding programs for an IAAO award.

Do you know a certain individual who has gone above and beyond, completed a special project that deserves recognition, or written an article that made you see something in a different perspective?

We can’t give credit where credit is due, unless you nominate.

Nominate yourself, nominate others, just nominate

Nominations are accepted at the beginning of each year through midnight, May 1, 2020. It’s not only fun, but also simple. The process is automated and as easy as a few clicks. You can find the online submission on the IAAO website. Go to Membership, then Awards Program.

IAAO Awards are here to recognize its members, which is at the heart of what IAAO is built on. The IAAO Awards Program lets IAAO show its members the recognition they deserve by helping the profession continuously move forward. It’s your turn to showcase the effort and expertise you and your peers have put forth this past year.

Award winners are recognized at the Annual Conference, which is Aug. 30-Sept. 2 in Denver.

WARNING: The Rocky Mountains can make some feel small, but IAAO Awards have been known to make winners feel monumental.

The 2020 Membership Recognition Task Force members are Manny Gallegos, chair; Tiffany Boyle; Marco Kuijper; Jay Taranto; and Gary Townsend.

Questions regarding the IAAO Awards Program?

• Contact Jill Wilbeck, IAAO Membership Recognition Task Force Staff Liaison, at wilbeck@iaao.org or 816-701-8155.

The IAAO Fellows Recognition Program taking nominations

The purpose of the IAAO Fellows title is to recognize individuals who have dedicated their career to the development of the assessment profession and/or made exceptional contributions to the association and the assessment industry.

Interested in nominating someone?

Nominees are brought forth by the IAAO membership each year and submitted during the awards nominations period. All nominations must be received by midnight, May 1, 2020.

To nominate someone, please go to the IAAO site, then About and then IAAO Fellows Program. Click on the option to nominate someone.

To be eligible, a nominee must have a minimum of 15 years of experience in the assessment industry including 10 years of IAAO membership and be an IAAO member in good standing.

The following are accomplishments that the Fellows Council believes best represent significant contributions to our profession:

• Author, articles
• Author, courses
• Author, textbooks
• Award winner in any IAAO category
• Clifford B. Allen Most Valuable Award
• Committee chair
• Committee member
• Conferences, attendance and participation as speaker
• Designation
• Executive board member
• Executive board officer
• Grader
• IAAO state representative
• Instructor, senior and regular
• ITW instructor
• Lifetime Achievement Award
• Number of years of IAAO membership
• Professional designation advisor
• Review of articles, courses, or textbooks
• State chapter participation
• Task force chair
• Task force member

The 2020 Fellows Council comprises Ed Crapo, AAS, FIAAO, chair; Diane Ange, CAE, FIAAO; Richard Hoffman, CAE, FIAAO; Carol Kuehn, FIAAO; and Gary McCabe, CAE, FIAAO.

If you have any questions regarding the program, contact IAAO Fellows Council Staff Liaison, Jill Wilbeck at wilbeck@iaao.org or 816-701-8155.
It’s the first day of class. You walk into the room to a sea of unfamiliar faces. You’re a little nervous, and from the looks on their faces, they are too.

Is this going to be another one of those boring classes you struggle to stay awake during, or is the teacher going to approach things in a different way? Will the teacher simply read the book to the class or will she try to connect with them while still conveying the information that is valuable not only for the upcoming test, but also gives them something to use in their everyday work life?

Does class have to be inherently boring? Does humor simply have no place in education?

Our opinion is that humor can be used effectively to engage learners and impart the lesson in a meaningful and fun way. People prefer different ways of learning, and using humor promotes an open environment.

Whether you’re presenting to a classroom, coworkers, a trade association, or taxpayers, a tasteful splash of humor in your presentation makes a difference.

Levity might even be the push that everyone needs to reach the finish line.

The use of humor to liven up lectures appears as far back as 1,700 years ago in Babylonia where a Rabbah would begin his lecture by saying something funny to grab the audience’s attention. This tradition continues today, from opening monologues for talk shows to college professors trying to keep students’ attention in a statistics class.

Unfortunately, many presenters believe using humor means losing their authority and control of the classroom and avoid it.

They are teaching and that is serious business. There is no time for cracking jokes and distracting from the work at hand. Who cares whether the regression curve perfectly matches the instructor’s eyebrow?

We’re trying to learn about coefficients right now!

But what if we told you it has been proven by numerous studies, humor improves retention of material, eases anxiety in students (and teachers), boosts participation in class, and makes instructors more relatable to their students?

If you could choose one characteristic that would get you through life, choose a sense of humor. — Jennifer Jones

The evolution of humor

Our ability for sense of humor develops as our brains mature.

As a child further develops his or her language skills and understanding of word definitions, homonyms emerge as similar-sounding words or related words can be teased. This time frame is when “dad jokes” surface, which can be corny, yet safe.

“What’s the best month for a parade?”

“March.”

Teenagers get more imaginative and clever with their humor. The use of double entendres starts to occur. Cynical and sarcastic humor is commonly integrated in social settings and may lead to demeaning, disrespectful and/or off-color humor.

Inappropriate jokes and use of vulgarity can also become prevalent. Of course, that humor is not recommended for the classroom.

However, those who toe the line on the side of appropriateness can still keep the attention of a younger audience. Fortunately, there is more than one type of humor.

Types of Humor

ANECDOTAL

An anecdote is a short story about a real person or event, usually serving to make the listeners laugh or ponder over a topic. For example, a humorous story to illustrate a concept from the material.

Laughter is the closest distance between two people.

— Victor Borge
Anecdotes are especially helpful fulfilling the ever-important need for real-life examples to bring theories to life in the real world.

**DEADPAN/DRY**

This humor involves a deliberate display of a lack of or no emotion. It is typically used to contract the ridiculousness of the subject matter. The delivery is meant to be blunt, or unintentional. It can use words and phrases commonly used and understood by people. Bob Newhart, Nick Offerman, and Steven Wright made an entire career using this monotone delivery.

“*I’ve never been married, but I tell people I’m divorced so they won’t think something is wrong with me.*” — Elayne Boosler

**EPIGRAMMATIC**

Epigrammatic is a witty or concise saying.

“If you can’t be a good example, you’ll just have to be a horrible warning.” — Catherine the Great

**FARCICAL**

This aims at entertaining using situations that are highly exaggerated, extravagant, and improbable. Shakespeare comedies are often farce and based on mistaken identities. Shows like “Arrested Development” or “I Love Lucy” also use this structure.

**HIGHBROW**

Highbrow humor jokes require knowledge in the field of study that they take place in. Highbrow humor jokes usually contain sophisticated and specialized material that not everybody will understand.

*Never trust an atom. They make up everything.*

A Roman walks into a bar, holds up two fingers, and says, “Five beers, please.”

**HYPERBOLIC**

Hyperbolic humor is humor that greatly exaggerates the reality of a situation. It is typically seen in comic presentation marked by extravagant exaggeration and outsized characterization. For example, “they paid a ton for that property.”

**IRONIC**

Irony means the surface meaning and the underlying meaning of what is said are not the same. So, saying something is “clear as mud” or getting in a car wreck and saying “Guess it’s my lucky day” would demonstrate this type of humor.

**SATIRICAL**

Satire is a figure of speech, used by the writers to expose and criticize the follies and misdoings of individuals and society. Television programs like “The Daily Show with John Stewart” or “The Colbert Report” use this to mock current events.

**SELF-DEPRECATING**

Self-deprecating humor is a joke that makes fun of yourself.

“I am so clever that sometimes I don’t understand a single word of what I am saying.” — Oscar Wilde, The Happy Prince and Other Stories

**SITUATIONAL**

This comedy involves the same characters in various day-to-day situations. It is used in the bucket full by television shows commonly called sit-coms. It models specific situations everyone can
relate to and absurdity in those situations. Seinfeld’s popular episode that takes place almost exclusively in a parking garage because the main characters lose their car would be an example.

**Why use humor in the classroom**

Now that we have the technical stuff out of the way, why again are we even writing this article?

That’s right, to show everyone the benefits to teaching with humor, otherwise known as the ‘why bother?’

From the scientific perspective, humor and laughter have several physiological effects on the body. David Sousa explains in his book *How the Brain Learns* that adding humor to your lessons has benefits for your students.

It adds oxygen to the blood stream, waking your students up and making it easier to retain information.

It causes the release of endorphins or a feeling of euphoria that helps students feel good about themselves and the material.

Humor decreases stress, modulates pain, decreases blood pressure, relaxes muscle tension, and boosts immune defenses.

What? All that without a pill? That’s crazy.

Plus, it stimulates circulation, improves respiration, and exercises the lungs and chest muscles.

Beyond the physiological benefits, humor influences relationships and builds common ground. If you’re teaching a weeklong course, your learners will love you for bringing some levity to the class. It makes you more likeable to your students, especially if you are willing to

“I’ve never been married, but I tell people I’m divorced so they won’t think something is wrong with me.”

— Elayne Boosler
be the butt of the joke and acknowledge your own shortcomings.

Let’s be clear though. We’re not talking about shortcomings as a presenter.

You should be a master of the material you are imparting. We all have imperfections, and we all make mistakes. That’s the fun part of being human. Humor is valuable personal capital that can make you more appealing to your learners by showing them you are human — you are more than just a five-star general in the Assessment Army.

Humor is also a common language. While everyone doesn’t have the same type of sense of humor, most people like to laugh.

Students may be anxious about taking a course. Many folks need to pass the course to be promoted at work, to obtain designations, and/or receive a desperately needed pay raise. Success in the classroom can be the self-esteem boost learners need to keep working on their professional development, so this is important to them.

Many learners have anxiety about performance in the course, especially in week-long IAAO courses with a test on Friday. Humor can ease the tension and help them get to a place where they are ready to learn. It can help you reach the hard to reach.

Humor eases tension and can dampen hostility. Sometimes students’ heads are not in the right place for learning because of outside influences in their life. Humor can bring them back to the present.

It can also build togetherness and belonging, as well as a safe environment for learners and teachers. Laughing together creates a shared experience. Humor helps knock down social and emotional walls.

It makes the instructor more approachable for questions and further discussion, which eases anxiety and makes mistakes more acceptable. People don’t like to admit errors to strangers because it makes them feel foolish.

By building a relationship, it makes it possible to increase interaction and enhance the overall classroom experience.

In IAAO courses, we are working in adult education — adults with valuable experience that both the instructor and learners bring to the classroom. Ignoring that experience shortchanges the experience for everyone.

The learners are more apt to listen to what is being said and absorb the information if everyone is not simply reading from the book. The material is more interesting with funny stories, and the teacher just might learn something from the students in return.

Engaging humor in presentations can help bring the content of the material to life. Learners are encouraged to be curious about the material and the lecture since they know it is okay to participate and the instructor has piqued their interest since they can’t be totally sure what the teacher will say next.

Using humor helps learners stay positive about the material too. The presenter has created a positive emotional experience learners can share not only with the presenter, but also with each other.

Overall, it makes a fun, interesting environment that promotes class attendance and learner performance.

Mass appraisal often produces difficult problems to solve. There are statutes to adhere to and basic structure to use in order to comply with our policing agencies, but often, if we come at something from another direction, we can use an “outside the box” idea to make valuation fit inside the box we are required to use.

While most taxpayers would imagine appraisers are strictly by the book, they
would be surprised how creative solutions must be to make unique problems and properties fit into a mass appraisal system.

Encouraging this in students will help them in their real work-life.

So, these are the learner benefits, but what about the instructor?

While many teachers and presenters worry about losing their credibility by using humor, humor can actually demonstrate a form of competency. If presenters know their material intimately, deviation from the presentation outline with a timely anecdote can be meaningful for those in attendance.

Side effects may also include better evaluations and positive feedback on the presentation. However, if smiling continues for more than three days, please contact a physician.

Assessment of humor in the classroom

Well, all this sounds great, but appraisers are numbers people and the validity of an approach is judged on results, right? Time to look at the research then. Using humor in the classroom has been studied extensively.

A study conducted by Drew C. Appleby, Ph.D., in 2018 showed some interesting results. The study was based on full-time college students in an entry-level psychology course. The base was a mix of both males and females roughly 18–19 years old.

The students were surveyed about the instructor’s use of humor in the class and whether they found it conducive to learning. Overwhelmingly, the students reacted positively to the instructor’s use of humor in the course and felt it helped them learn the information presented.

Guidelines for using humor

Hopefully by now you are convinced you should try to lighten things up in your next presentation.

The next question is how do you go about doing it? We have some guidelines for that.

Set the stage for using humor early in the presentation. This is the opportunity to put yourself in the learner’s shoes and establish a positive attitude about the learning experience. Let those in attendance know what to expect. If you are teaching a five–day class and try to spring a joke or anecdote on the third day, they probably won’t understand what you are trying to do.

Develop your own style. Learn your own style but don’t be afraid to study other teachers, comedians, or entertainers. Studying others does not mean copying someone else, as it does not come off as genuine and students can smell a rat. This is just another way to develop your presentation skills. Take special note of how others handle it when no one laughs.

Be yourself

With practice, humor can be integrated with grace and tact, just like fine-tuned conflict resolution skills. Find your natural humor format that works for you.

Do not substitute humor for course content. Sure, it is great to be liked, but your job is to educate folks in your presentation, meeting, or classroom. You are not expected to be a clown; you are an educator first. Demonstrate your expertise in the material; humor is not the focus of the course, it is meant to enhance it.

Do not lose control of the group if humor becomes a distraction to learning. If the class is losing focus, immediately return to the material and regain control of the learners.

Plan on using humorous comments and stories at certain times during the course. Humor can be strategically placed in the lessons to demonstrate a theory or enhance a concept. Find unique examples and real-life applications to drive points home in the material.

Do not be afraid to make fun of yourself. Teachers and presenters, like anyone else, are fallible. They make mistakes, and they need to be able to laugh about it, otherwise they might drive themselves crazy.

On the flip side, learners make mistakes too. Making fun of yourself will ease their anxiety about those mistakes.

Keep track of humorous comments and stories because you will forget them otherwise. Even if you do not forget the story, you may forget when it can be used effectively. Use your daily planner/organizer, smartphone, or electronic calendar to jot down your ideas when they occur. Write it down while it’s fresh. Start a spreadsheet. Color-code the topic (cyan works GREAT for water-front jokes).

Some types of humor should always be avoided. Even if you hold an advanced degree in sarcasm, it should never be used in the classroom environment because everyone may not understand it is a joke.

Do not make jokes at a student’s expense. It alienates the class. Any type of offensive humor is never appropriate, and by offensive it should be understood anything dealing with politics, gender, physical characteristics, etc., is off the table.

Pay attention to the context of your humor and if it is dated. As time goes on, cultural reference humor becomes out of date.

Not everyone appreciates the fact that you learned to read on a Speak-N-Spell, which was three years old when the HP-12C was born.

Remember, you don’t have to be the class clown to add a little humor to your lesson plans.

Laughter isn’t only the best medicine; it can be a beneficial teaching tool too. Humor can be nurtured and integrated into the classroom to foster a sense of openness and respect between learners and teachers.

Teaching and learning can be stressful, but it can be fun too. So next time things aren’t going so well in a class, training session, or even a presentation, stop and ask yourself, “Self, Why so serious?”

“Life is short. Smile why you still have teeth.” — Unknown

BRAD ELDRIDGE, CAE, is an IAAO Senior Instructor and former chair of IAAO’s Education Committee. He works at the Douglas County Appraiser’s Office in Lawrence, Kansas.

KARA ENDICOTT, CAE, RES, is an IAAO Senior Instructor and current chair of IAAO’s Education Committee. She works at the Johnson County Appraiser’s Office in Olathe, Kansas.
The 2020 International Association of Assessing Officers’ International Research Symposium (IRS) will showcase solutions taught by valuation and property tax practitioners that have tangible impacts on appraisal accuracy and efficiency. Presenters will demonstrate to attendees not just what was done in their specific case studies, but also how it was accomplished, so attendees may return to their offices with an intuitive understanding of new tools they can begin implementing immediately.

THE FRAMEWORK OF THIS SYMPOSIUM IS BASED ON 3 T’S:

**TECHNOLOGY**
What’s available to us as valuers?

**TOOLS**
How do we harness this technology and integrate it into our workflows to improve valuation performance?

**TEAMWORK**
How do we integrate this with others to benefit?
IRS sessions will be grouped into themes and scheduled in the order of the valuation lifecycle:

**DATA**  Quality, Collection, & Pre-Valuation Analysis

*Topics include:*
- Remote data collection
- Determining whether data are appropriate for estimating valuations
- Creating maps with property characteristics, trends, and statistics
- Preparing data for valuations
- And more

**VALUATION**  Models, Workflows, & Defensibility

*Topics include:*
- Recent enhancements in automated valuation models (AVMs) and mass appraisal models, including artificial intelligence (AI), machine learning, and spatial models.
- The AVM lifecycle
- Improving valuations with time and location adjustments
- And more

**QUALITY CONTROL**  Identifying Inaccuracies & Improving Valuations

*Topics include:*
- Maintenance and upkeep of valuations and models in changing markets
- New developments in ratio studies to more accurately detect inequities
- Reducing revaluation inefficiencies with geographic information systems (GIS)
- And more

**LEADERSHIP**  Integration & Implementation

*Topics include:*
- Interpreting and explaining AVMs to stakeholders (including tax payers)
- Optimizing valuations with humans and AI
- Updating workflows with new technology
- And more

DON’T MISS THE AVM ROUNDTABLE!

Prior to the symposium, the IAAO invites those working with or are interested in learning how to create automated valuation models (AVMs) to an open AVM Roundtable meeting and networking event. The purpose of this Roundtable is threefold:

- Learn more about the needs (training, continuing education, compliance assistance, etc.) needs of AVM practitioners in Europe to better support our European members.
- Introduce IAAO courses, education, and other available resources for valuation and AVMs, specifically.
- Acquaint attendees with each other’s professional backgrounds to help facilitate a more robust symposium experience.
IAAO committee members attended Spring Leadership Days in February in Kansas City to begin work on plans for 2020.

About 50 members of standing committees and the IAAO Executive Committee convened at the Intercontinental Hotel to meet over two days. The committees work out plans and work with the various task forces to carry out the goals.

More than 300 IAAO members volunteered to serve on committees for 2020, and about 223 were selected, with nearly 60 first-time volunteers selected.

During the late summer, IAAO requests members who are interested in serving on a committee to submit their information via IAAO Connect. Applications are reviewed, and members are then selected for the following year.
DENVER HAS ONE OF THE MOST WALKABLE DOWNTOWNS IN THE NATION.
Downtown Denver has three major sports stadiums, a performing arts center, three colleges, art and history museums, a river offering whitewater rafting, aquarium and hundreds of chef-driven restaurants.

DENVER HAS 300 DAYS OF SUNSHINE A YEAR.
Denver has a mild, dry and sunny climate with more annual hours of sun than San Diego or Miami Beach.

DENVER HAS ONE OF THE NATION’S THE MOST UNIQUE CITY PARK SYSTEMS.
Denver has more than 200 parks within the city and 20,000 acres of parks in the nearby mountains, including spectacular Red Rocks Park & Amphitheatre.

DENVER, COLORADO is the host city for the IAAO CONFERENCE + EXHIBITION
August 30-September 2, 2020

DON’T MISS IT!

www.iaao.org
Full registration and hotel room reservations are now available for the 86th International Conference on Assessment Administration, set for Aug. 30–Sept. 2, in Denver.

The conference will take place at the Denver Convention Center, across the street from the Hyatt Regency Denver, where IAAO has a reserved block of rooms.

The IAAO Annual Conference is the premier platform to share successes, discover best practices, and learn from expert colleagues the latest research in the field of property appraisal.

Educational sessions, networking opportunities and events, and a varied exposition equip assessment professionals with the tools needed to succeed. Conference attendees will have the opportunity to interact with peers from across the country as well as from around the globe.

Links to registration and the hotel site with the special IAAO room rate are available on the website. Registration for members will be $645 until July 17, and then $770 until Aug. 14, and $1,095 on-site. Single-day and guest registration are also available.

**Volunteers needed**

IAAO also offers a volunteer rate for attendees signing up to work at least eight hours during the conference at the registration desk or assisting with sessions.

If you are interested in volunteering, please reach out to the Local Host Task Force Chairs and Volunteer Co-coordinators, Cindy Lombardi at cindy.lombardi@denvergov.org, or Kate Malazdra at kmalazdra@bouldercounty.org. Volunteers registering before the early-bird deadline receive a discounted rate of $395 if registered by July 17, $520 between July 18 until Aug. 14, and $645 beginning Aug. 15.

Volunteers are required to commit to a minimum of eight hours of volunteer time.

**Programs**

IAAO received more than 100 submissions for sessions at the conference and expects to offer about 80 to 90 sessions over the three days of the meeting.

The Women’s Initiative Task Force is working on a program and guest speaker for the conference, and there will be a Women’s Initiative Workshop at the 2020 Annual Conference featuring a “Dare to Lead” two-day workshop on Friday, Aug. 28 and Saturday, Aug. 29.

The Dare to Lead workshop is designed to equip teams with the tools to cultivate braver, more daring leaders, and to teach attendees how to embed the value of courage in your workplace culture. (See story, page 19.)

**Exhibit Hall**

In addition to the program, nearly 50 exhibitors are expected in the Exhibit Hall to showcase the latest software and appraisal tools.

**Other programs**

IAAO is also working on details for the Welcome Reception on Sunday night and the closing events on Wednesday night.

The Local Host Task Force will also be putting together the annual golf outing on Sunday.
The Women’s Initiative Workshop at the 2020 Annual Conference in Denver will feature a “Dare to Lead” two-day workshop, Friday, Aug. 28 and Saturday, Aug. 29.

The Dare to Lead workshop equips your team with the tools to cultivate braver, more daring leaders, and teaches you how to embed the value of courage in your culture.

At Dare to Lead, they promote everyone is a leader and who we are is how we lead.

This two-day program is designed for individuals who are ready to embrace brave leadership, shed their armor, and show up with whole hearts in their work and life. Intuitive and interactive facilitation will guide the group through the actionable and measurable skill sets of daring leadership.

Format

This two-day program is designed for individuals who are ready to embrace brave leadership, shed their armor, and show up with whole hearts in their work and life. Intuitive and interactive facilitation will guide the group through the actionable and measurable skill sets of daring leadership.

Components of courage-building

• Rumbling with Vulnerability: Facing risk, uncertainty, and emotional exposure with courage and clarity.
• Living into Our Values: Identifying, operationalizing, and practicing the beliefs that we hold most important.
• Braving Trust: Creating or deepening connections in relationships and teams based on the seven elements of trust.
• Learning to Rise: Learning and growing from the failures, setbacks, and disappointments that are inevitable when we are brave with our lives.
• Daring leaders are self-aware, know how to have hard conversations, hold themselves and others accountable, build trust, lead with empathy and connection, take smart risks that lead to innovation, reset quickly after disappointments and setbacks, and give and receive feedback — especially when it’s tough.

The experience involves 16 hours of learning. The workshops are over two eight-hour days with a one-hour lunch break.

Learn more about Dare to Lead at https://navigateethejourney.com/dare-to-lead-workshop/.

Since 1987, those are just three of the many values that the Adaptive Sports Center in Mt. Crested Butte, Colorado, has focused on delivering outdoor adventures and activities to individuals from throughout the country.

The 2020 Annual Conference charitable effort is to benefit the Adaptive Sports Center and the Roger Pepper Adventure Camp, which team up to help young burn victims.

With the organization’s partnership with the Roger Pepper Adventure Camp, young burn survivors can be provided with high-quality adventures that help inspire them to regain confidence and trust in themselves.

In 1999, Allison Massari established the Roger Pepper Adventure Camp after surviving a terrible automobile accident. She formed the camp through the Adaptive Sports Center and named it after Roger Pepper, a selfless bystander who pulled her from the fiery wreckage and saved her life.

The mission of the Roger Pepper Adventure Camps is to promote and provide outdoor recreation to teenagers with severe burns.

The activities offered in these summer and winter camps teach young burn survivors new life skills, build self-confidence, and empower them to be more comfortable with their physical and emotional scars.

In 2019, the Adaptive Sports Center opened The Kelsey Wright Building, which more than doubles the square footage for the activities they offer along with housing for participants.

The location at the base of Mt. Crested Butte is also home to state-of-the-art adaptive equipment including monoskis, biskis, snowboards, and downhill mountain bikes.

“The new Kelsey Wright Building has opened up many avenues for participants to continue to be empowered through outdoor activities,” said Marketing Manager Justin Clapp.

“With the new amenities that the building provides our team, participants will be able to focus on themselves during their time in Mt. Crested Butte as they see themselves reach their goals overall.”

Conference charity to help send young burn victims to camp
Key elements of the new building include:

- Equipment modification and fit-up area
- Adaptive climbing wall
- Dedicated lodge housing for participants
- Administration offices
- Event space
- Meeting area and classroom
- Industrial kitchen for food service
- Basement with locker rentals for the public.

While their projected activity totals are expected to surpass 10,000 annually by 2030, the Adaptive Sports Center plans on managing its growth carefully and deliberately to ensure that it continues to offer individualized programs with a personal touch.

“Our focus at the Adaptive Sports Center is on enhancing the lives of people with disabilities through the outdoor activity programs that we offer,” Clapp said.

“Our participants can be reassured that they will always receive the personalized attention they have known from our programs, and that we will continue to set the standard of excellence for adaptive adventure and adaptive programming.”

To find out more about the Adaptive Sports Center or the Roger Pepper Adventure Camp, visit www.adaptivesports.org or call 970-349-2296.
The Apendium: Knowledge Area 3

IAAO undertook a major initiative to capture and articulate a Body of Knowledge (BoK), a compilation of information, named The Apendium, that provides, in one place, a description of the expertise required to effectively work within the assessment profession.

The Apendium was developed by a team of subject matter experts handpicked by the IAAO Board of Directors, drawing on an average of 30+ years of assessment experience and incorporating input from a survey of IAAO members. The IAAO Apendium enables more efficient and effective structuring of targeted educational programs and customized certification programs and provide a foundation for planning and coordinating other programs for the IAAO membership.

The Apendium is available at amazon.com, and each month Fair+Equitable will publish a small preview of each area. This month, Knowledge Area 3:

Knowledge Area 3: Developing and Managing Cadastral Data

The third Knowledge Area, Developing and Managing Cadastral Data, covers the skills related to developing and managing a modern cadastral system.

A real property assessment system organizes resources to carry out the primary assessment responsibilities of discovery, listing, and valuing properties in accordance with property tax policy. As part of this process, the assessor collects deeds and other real property transfer documents and then creates legal description files, assessment maps, and property ownership files.

The first requirement of a good assessment system is a complete and accurate set of cadastral maps, on which legal descriptions are represented graphically. An accurate cadastral map is required to ensure that all taxable land is assessed and that no land is assessed twice.

Once the sizes and shapes of all parcels have been established and graphically represented, it is much easier to discover and inventory improvements to the land. In modern cadastral systems the use of GIS is the primary tool to enable a cadastral/mapping system.

GIS also enables the spatial analysis of data to geography. Knowledge Area 3 discusses how to develop, maintain, and optimize a successful mapping program.

This Knowledge Area is concerned with inquiries, complaints, and valuation/assessment appeals.

Knowledge Area 7: Managing Public Relations and Communications

This Knowledge Area focuses on communicating with the public, government stakeholders, and the media.

Knowledge Area 8: Oversight and Compliance Review

This Knowledge Area deals with the skills necessary for audit, oversight, and compliance reviews at a macro level (i.e., state/province/national).
Registration ends soon for Emerging Leadership Summit in Chicago

Registration closes soon for the Emerging Leadership Summit, scheduled for April 2-3 in Chicago. The Summit is designed to provide a powerful professional development opportunity for emerging leaders wanting to advance their careers in the assessment industry.

Attendees will develop the skills needed to navigate the unique dynamics of a typical assessment office and discover leadership tools needed to guide an assessment office into the future.

They will come away with a new network of peers with a shared purpose who can support each other in their careers long after the summit is over.

This summit will take place at the George W. Dunne Cook County Office Building, 69 W. Washington St. It will open with a workshop on communications to help attendees understand their personal leadership, thinking styles, and their impact.

The opening program will be presented by Gloria Cotton, a senior partner at Inquest and an expert human resources and organizational development professional. She has over 25 years of experience working with corporate, nonprofit, union, non-union, and government entities. She is committed to helping individuals, teams, and organizations create and sustain environments where all people can be and do their best.

“It’s important to me to go beyond the first step of ‘awareness’ and actually help develop company-specific, measurable processes and practices that build truly inclusive workplaces,” she said.

Gloria graduated from Loyola University Chicago where she earned a B.S. in psychology. She holds both MBTI and Social Style certification, among other credentials.

The Emerging Leadership Seminar is designed for early- to mid-career managers who want to advance within the assessment profession.

Early to mid-level managers in their first or second leadership roles are ideal attendees.

Articulating Your Personal Brand
(Outline of the opening ELS workshop)

<table>
<thead>
<tr>
<th>TIME</th>
<th>SECTION</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>9 a.m.</td>
<td>Open, Welcome, and Kickoff</td>
<td>1. Leader welcome and confirmation of expectations</td>
</tr>
<tr>
<td>9:10</td>
<td>Setting the Foundation</td>
<td>1. Present workshop objectives</td>
</tr>
<tr>
<td>9:25</td>
<td>Understanding Individual and Team Strengths and Potential Pitfalls</td>
<td>1. Raise Awareness of our Personal Leadership Style and Impact – Option 1</td>
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<tr>
<td>10:25</td>
<td>BREAK</td>
<td>2. Raise Awareness of our Personal Leadership &amp; Thinking Styles and Impact — Option 2</td>
</tr>
<tr>
<td>10:40</td>
<td>Workplace Situations</td>
<td>1. Present workshop objectives</td>
</tr>
<tr>
<td>11:30</td>
<td>Personal Action Planning</td>
<td>2. Raise Awareness of our Personal Leadership &amp; Thinking Styles and Impact — Option 2</td>
</tr>
<tr>
<td>11:50</td>
<td>Personal Power Recommendations</td>
<td>3. Establish working agreements (behavioral guidelines)</td>
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<tr>
<td>Noon</td>
<td>ADJOURN</td>
<td>4. Review logistics and housekeeping issues</td>
</tr>
</tbody>
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Gloria Cotton
KELBY COLLIER, AAS, Commercial Appraiser, Osceola County Property Appraisers, Florida, earned the IAAO Assessment Administration Specialist professional designation. Ms. Collier has been in the profession and with the Osceola County Property Appraiser’s Office for 19 years and in her current position with for six years. She holds an Associate in Arts in general studies from Valencia Community College. She is a Certified Florida Evaluator with the Florida Department of Revenue.

LOU FREY, AAS, Commercial Manager, Osceola County Property Appraiser’s Office, Florida, earned the IAAO Assessment Administration Specialist professional designation. Mr. Frey has been in the profession for 27 years and with the Osceola County Property Appraiser’s Office for three years. He has held his current position for five months. He has an Associate in Arts from Tallahassee Community College and is a Certified Florida Evaluator with the Florida Department of Revenue. He is a member of the Florida IAAO Chapter and presented a program during the 2019 IAAO Annual Conference on Timeshare Industry, Case Law and Valuation titled “One Week at a Time.”

DARREL PRAWALSKY, RES, AAS, Senior Property Appraiser, Clark County Assessor’s Office, Nevada, earned the IAAO Assessment Administration Specialist professional designation. Mr. Prawalsky has been in the profession for 22 years with the Osceola County Property Appraiser’s Office and in his current position for seven years. He has a bachelor’s degree in management and finance from the University of Nevada, Las Vegas. He completed his first IAAO Designation in 2008. He assisted the local host committees during the IAAO 1999 and 2017 Annual Conferences in Las Vegas.

PATRICK CARROLL, CAE, Commercial Coordinator, Taylor County Appraisal District, Texas, earned the IAAO Certified Assessment Evaluator professional designation. Mr. Carroll has been in the profession and with the Taylor County Appraisal District for 18 years and has held his current position for six years. Mr. Carroll is a Registered Professional Appraiser with the Texas Department of Licensing & Regulation and a member of IAAO since 2009.

GEOFFREY FLEMING, CAE, Property Appraiser/Deputy Assessor, Clark County Assessor’s Office, Nevada, earned the IAAO Certified Assessment Evaluator professional designation. Mr. Fleming has been in the profession for 29 years and in his current position with the Clark County Assessor’s Office for four years. He holds a bachelor’s degree from the University of Harford. Before joining the Clark County Assessor’s Office, he spent 25 years with the Fleming White Appraisal Company in Colonia, New Jersey.

DELLA SCHMIDT, CAE, RES, Property Assessor, City of Regina, Saskatchewan, earned the IAAO Certified Assessment Evaluator professional designation. Ms. Schmidt has been in the profession for 21 years and in her current position with the City of Regina for six years. She holds a Bachelor of Science in agriculture from the University of Saskatchewan in Saskatchewan, Canada. She has a postgraduate certificate in real property valuation and a certificate in real property assessment from the University of British Columbia.

ANNA BURSON, RES, Deputy Appraiser, Cowley County Appraiser’s Office, Kansas, earned the IAAO Residential Evaluation Specialist professional designation. Ms. Burson has been in the profession for six years, most of which were with the Sedgwick County Appraiser’s Office. In August 2019, she moved to the Cowley County Appraiser’s Office and to her current position, which she has been in for five months. She has an Associate of fine arts and a Bachelor of fine arts from Wichita State University. She is a Registered Mass Appraiser with the Kansas Department of Revenue Division of Property Evaluation. Anna is President of the South-Central Regional Chapter of IAAO.
KRISTY LYON, RES, Deputy Appraiser, Broward County Property Appraisers, Florida, earned the IAAO Residential Evaluation Specialist professional designation. Ms. Lyon has been in the profession and with the Taylor County Appraisal District in her current position for three years. She holds a master’s in global management from Nova Southeastern University and a Bachelor of Science in business administration from the University of Central Florida. She is a Certified Florida Evaluator and a member of the Florida Chapter of IAAO.

RICK A. MEDINA, AAS, RES, Director of Administrative Services, El Paso Central Appraisal District, Texas, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Medina has been in the profession for 32 years and has been with the El Paso Central Appraisal District for 29 years. He has held his current position for six years. He has a Bachelor of Science in civil engineering technology from Colorado State University Pueblo, formerly University of Southern Colorado. He is a Registered Professional Appraiser and a Certified Tax Administrator. He has been a member of IAAO since 2009 and is a member of the Texas Chapter of IAAO.

JESUS ALBERTO MOLINA, AAS, RES, Director of Litigation and Appeals, El Paso Central Appraisal District, Texas, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Molina has been in the profession for 42 years, with the Osceola County Property Appraiser’s Office for 14 years, and in his current position with for seven years. He holds a BBA in management from the University of Houston-Victoria and is a certified Instructor with the Property Tax Assistance Division, Texas Comptroller of Public Accounts. He has been a member of IAAO since 2008 and is also a member of the Texas Chapter of IAAO.

PAUL L. POLK, AAS, RES, Property Appraiser, Charlotte County Property Appraiser’s Office, Florida, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Polk has been in the profession for 34 years, with the Charlotte County Property Appraiser’s Office for 10 years, and in his current position for seven years. He has an Associate in Arts degree from Edison Community College, Fort Myers, Florida, and is a State-Certified General Appraiser with the Florida Department of Business and Professional Regulation. Mr. Polk is also a member of the IAAO Florida Chapter. His appraisal career began over 30 years ago when he worked for his uncle at his family-owned appraisal company.

JAMES E. THOMPSON JR., AAS, RES, Director of Appraisal Services, El Paso Central Appraisal District, Texas, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Thompson has been in the profession and with the El Paso Central Appraisal District, for 25 years and has held his current position for eight years. He has a Bachelor of Science from Texas A&M University and is a Registered Professional Appraiser and a Certified Tax Administrator. He was appointed to the Property Value Study Advisory Committee in 2018 by the Texas Comptroller of Public Accounts.

ROB WILLIAMSON, AAS, RES, Senior Commercial Team Leader, Allen County Assessor’s Office, Indiana, earned the IAAO Residential Evaluation Specialist professional designation. Mr. Williamson has been in the profession for 11 years with the Osceola County Property Appraiser’s Office. He has worked in the Indiana ad valorem property tax field for almost 12 years and specialized in Residential Rental, Commercial/Industrial and Business Personal Property.

EVENTS

- **Emerging Leadership Summit**
  April 2-3, 2020
  Chicago

- **International Research Symposium**
  May 13-15, 2020
  Copenhagen

- **Preparation and Trial of the Property Tax Appeal Seminar**
  June 18-19, 2020
  Des Moines, Iowa

- **2020 IAAO Annual Conference**
  Aug. 30-Sept. 2, 2020
  Denver

- **Annual Legal Seminar**
  Dec. 2-4, 2020
  Austin, Texas

- **2021 IAAO Annual Conference**
  Aug. 29-Sept. 1, 2021
  Chicago

- **2022 IAAO Annual Conference**
  Aug. 28-31, 2022
  Boston

- **2023 IAAO Annual Conference**
  Aug. 27-30, 2023
  Salt Lake City
What Is the APENDIUM?

IAAO has undertaken a major initiative to capture and articulate a Body of Knowledge (BOK), a compendium that captures, in one place, a description of the expertise required to effectively work within the assessment profession. This document provides the framework for that compendium by describing the key areas of knowledge in which assessors must establish competency, and identifying the broad categories of skills required by professionals working in each Knowledge Area. www.iaao.org/apendium