

2016 - 2017 Annual Report

The ISA Mission Statement

Through research, technology, and education, the International Society of Arboriculture promotes the professional practice of arboriculture and fosters a greater worldwide awareness of the benefits of trees.

ISA Vision and Ends Statements

The ISA Board of Directors creates the vision for the organization and sets the direction in terms of its expectations for organizational success. The ISA ends statements are both a commitment to the members and stakeholders to achieve ISA goals, as well as direction to leadership, committees, and staff for results the Board expects to see. These ends statements will drive the organization over the long term and help to create unity in our projects, processes, and priorities, serving as ISA's framework for growing and advancing ISA's mission.

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Fiscal Year 2016–17: A Letter from ISA Executive Director Caitlyn Pollihan

Dear ISA Members,

Fiscal year 2016-17 was a year of change and growth for the International Society of Arboriculture. Thanks to the initiative, support, and professionalism of our hundreds of volunteers and dedicated ISA Headquarters team, we were successful in achieving and surpassing our goals.

Change was at the forefront when Jim Skiera, ISA's executive director for 17 years, announced his retirement. In the latter half of the 2016-17 fiscal year (1 July 2016 through 30 June 2017), the ISA Board of Directors undertook an international search for a new ISA executive director, and I was honored to step into this position at the beginning of the 2017-18 fiscal year.

During this transition, growth continued in the numbers of both ISA members and credential holders. ISA membership grew by 3.6 percent, and we gained a new chapter, Asociación Mexicana de Arboricultura (Mexico Chapter), and two new affiliate organizations, the Iowa Arborist Association and the Latvian Arboriculture Society. Our international footprint expanded, and ISA now includes 37 chapters, 19 associate organizations, and four professional affiliates worldwide. Today, the ISA mission reaches six continents, which allows us to spread the message of the benefits of healthy trees and the importance of proper care by tree care professionals.

ISA credentials are now recognized in 42 countries. Fiscal year 2016-17 showed continued growth in the number of ISA credentials held with a three percent growth in ISA certifications and a 21 percent growth in ISA qualifications. For the convenience of our credential holders, we introduced a new, sturdier identification card that lists all certifications and qualifications held with their expiration dates.

To assist in planning for positive change that would add value to ISA membership, we conducted an ISA Member Needs Assessment to supplement important information gathered by the needs assessment completed in 2012. The findings from this assessment will be used in the coming year to identify what ISA will prioritize in the future to best meet the needs of our members. These results will be provided to ISA Chapters, Affiliate Organizations and Professional Affiliates for their interpretation and use in their own organizations.

ISA is poised to capitalize on opportunities that arise as we continue to enhance the value you find in becoming and remaining ISA members and credential holders. We look forward to offering professional arborists around the globe easy access to new and relevant research and innovative educational opportunities to support your continued professional growth and career development.

Regards,



Caitlyn Pollihan
ISA Executive Director



Meet your 2017–2018 Board of Directors



Paul Ries – President

Term Expires August 2018

Director, Graduate Certificate
in UrbanForestry, Oregon State
University

Corvallis, Oregon, U.S.A.



**Pedro Mendes Castro
– President Elect**

Term Expires August 2019

Utility Arborist, Cemig–Companhia
Energética de Minas Gerais

Belo Horizonte, MG, Brazil



Anne Beard – Vice President

Term Expires August 2020

Manager, System Forester
Manager, T&D Asset
Management, Public Service
Company of New Mexico
Albuquerque, New Mexico, U.S.A.



Chris Walsh – Treasurer

Term Expires August 2019

Managing Director
Tretech Specialist Treecare Ltd.
Christchurch, New Zealand



**Dennis Swartzell –
Secretary**

Term Expires August 2018

Horticulture Consultants Inc.
Las Vegas, Nevada, U.S.A.



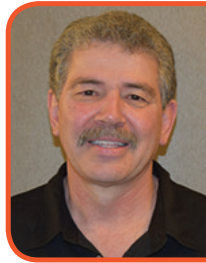
**Caitlyn Pollihan –
Executive Director**

Ex-Officio, Non Voting

International Society of Arboriculture
Champaign, Illinois, U.S.A.



Russ Carlson
Term Expires August 2020
Senior Consultant
Tree Tech Consulting
Bear, Delaware, U.S.A.



Jim Flott
Term Expires August 2018
President, Community Forestry
Consultants, Inc.
Spokane, Washington, U.S.A.



Paul Johnson
Term Expires August 2018
Urban and Community Forestry
Coordinator, Texas A&M
Forest Service
Austin, Texas, U.S.A.



Dana Karcher
Term expires August 2019
Program Manager
Arbor Day Foundation
Lincoln, Nebraska, U.S.A.



Skip Kincaid
Term Expires August 2019
Director of Urban Forestry
Hansen's Tree Service
St. Louis, Missouri, U.S.A.



Cecil Konijnendijk
Term Expires August 2020
Professor of Urban Forestry
Faculty of Forestry
University of British Columbia
Vancouver, British Columbia, Canada



Gordon Mann
Term expires August 2018
Consulting Arborist and Urban
Forrester, Mann Made Resources
Auburn, California, U.S.A.



Scott Prophet
Term expires August 2020
Safety Director
Bartlett Tree Research Laboratories
Charlotte, North Carolina, U.S.A.



Nicolaas Verloop
Term Expires August 2019
Commercial Director
TFI Vital Green
Harmelen, The Netherlands



Tom Wolf
Term Expires August 2019
Vice President, Business Development
Davey Tree
Knoxville, Tennessee, U.S.A.

For complete biographical information go to ISA's website
(www.isa-arbor.com) and click on About ISA and then Board of Directors.

Key Performance Indicators

The Board monitors key performance metrics associated with each ends statements, and we use these to measure our organization's success. The key performance indicators (KPIs) and the ends statements established by the ISA Board of Directors are reviewed on a monthly basis to track our progress in achieving ISA's mission.

KPI: Total Membership—Building a Strong ISA Member Network

Because ISA is a membership organization, tracking our growth in members demonstrates satisfaction with our service offerings. If we continue to provide benefits that meet the needs of new and returning members, membership should increase in turn as existing members continue to find value and new members are attracted to the organization.

In 2016-17, ISA membership grew in all regions worldwide with a total increase of 3.6 percent over the previous year, growing from 22,988 to 23,805 members. Professional memberships grew by three percent, and an increased focus on associate and student memberships resulted in increases of 26 percent and 17 percent, respectively.

ISA promoted a successful "ISA Member Get a Member Referral Program" this year, adding 176 new professional members recruited by 150 existing ISA members. This surpassed our program recruitment goal of 75 new members by 132 percent!



Overall, ISA membership grew a total of 3.6 percent, growing from 22,988 to 23,805.

Membership Type	Renew 30 June 2016	Renew 30 June 2017	% Change
Associate Member	336	423	26.00%
Honorary Life Member	87	82	(6.00%)
Library Member	149	141	(5.00%)
Life Member	459	455	(1.00%)
Patron Member	26	31	19.00%
Professional Member	20,880	21,400	3.00%
Senior Member	470	594	26.00%
Student Member	581	679	17.00%
Totals:	21,988	23,805	3.60%

***Total
ISA membership
renewals
were up 2.90 percent
over 1.63 percent
in the year prior.***

New members for FY 2016-17 closed at 3,680, or 7.25 percent more than FY 2015-16.

Membership Type	Renew 30 June 2015	Renew 30 June 2016	2015-2016 Renewal Change
Associate Member	91	117	29.00%
Honorary Life Member	0	0	0.00%
Library Member	1	1	0.00%
Life Member	0	0	0.00%
Patron Member	3	4	33.00%
Prof Member	2,865	3,026	6.00%
Senior Member	1	4	300.00%
Student Member	470	528	12.00%
Totals:	3,431	3,680	7.26%

KPI: Active Credentials Held—Growing ISA Credential Holders

ISA credentials are now recognized in 42 countries. Growth of this program is dependent on the value offered. A recent survey conducted in the United States showed that more than 60 percent of municipalities in the country either have ISA-credentialed employees on staff or hire ISA credential holders to assist with tree care.

Fiscal year 2016-17 showed continued growth in the number of ISA credentials held, ending the year with 36,944 current ISA certifications and 6,138 qualifications compared to 35,852 certifications and 5,062 qualifications at the end of the previous year. We received 5,662 certification exam applications resulting in 5,554 exams administered, which was up 14.8 percent from last year. The option to utilize computer-based testing sites continues to grow, again outpacing usage in prior years. The recertification rate for expiring certification credentials remained around 84 percent, similar to prior years. Overall, the demand for Tree Risk Assessment Qualification (TRAQ) courses also exceeded expectations with the completion of 71 workshops and 1,570 participants.

	FY 2015	FY 2016	FY 2017
Certified Arborist	29,772	30,562	31,400
Utility Specialist	1,969	2,017	2,058
Tree Worker Climber Specialist	959	1,729	1,755
Board Certified Master Arborist	466	591	700
Municipal Specialist	748	821	888
Tree Worker Aerial Lift	55	132	143
Total Certifications	33,969	35,852	36,944

During the 2016-17 fiscal year, ISA completed a job task analysis for several ISA credentials, including ISA Certified Arborist®, ISA Certified Arborist Municipal Specialist®, ISA Certified Arborist Utility Specialist®, and ISA Certified Tree Worker®. The job task analysis process surveys the industry every five years and ensures that the certification program remains relevant to the industry. These results determine the domains/topic areas of the exams and are reviewed by subject matter experts. This year, ISA developed and implemented new versions of the Certified Arborist, Utility Specialist, and Municipal Specialist exams.

Based on revisions to *Best Management Practices: Tree Risk Assessment*, the *Tree Risk Assessment Manual*, workbook, and exam were updated to reflect these revisions. With the first classes of Tree Risk Assessment Qualified arborists reaching their qualification expiration dates in 2018, the procedures for TRAQ requalification course were also finalized.

KPI: CEUs Earned —Advancing Arboricultural Knowledge

ISA credential holders must maintain their certifications by increasing their knowledge and skills through the study of ISA educational materials and participation at industry events that offer continuing education units (CEUs). We monitor the total number of CEUs logged, because it shows that our credential holders are advancing their knowledge of tree care after becoming certified.

In the last year, the robust availability of educational materials, both online and in print, has resulted in over 490,086 CEUs earned by more than 40,000 ISA credential holders. This was a new high over the 427,106 CEUs earned in 2015-16 with an increase in CEU offerings of nearly 3.5 percent.



KPI: Distribution of Educational Products— Increasing Educational Opportunities

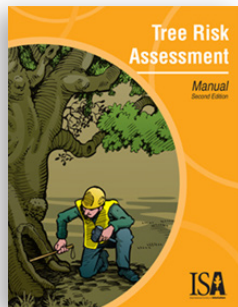
Our worldwide membership can find a wealth of educational opportunities through the ISA website, beginning with *Arborist News* magazine and our peer-reviewed, scientific journal *Arboriculture & Urban Forestry*, both of which are now offered online as well as in print. In 2016-17, ISA introduced a new online course, Urban Forestry, and produced 44 new podcasts. A new monthly podcast series, ISA Best Practices, was launched offering quick tips from ISA's *Best Management Practices* booklets and other resources.



Also available online are nearly 100 articles written by field experts that offer quizzes for earning continuing education units (CEUs). Over the last year, use of the Online Quiz Bank increased 69.5 percent, and the ISA Online Learning Center usage increased six percent, resulting in thousands of educational CEU courses completed digitally. The ISA website also hosts an online international dictionary that provides arboricultural terms and definitions, currently in 12 languages.



We have also added new print publications to ISA's library of resources, including the new *Best Management Practices: Root Management* and a revision of *Best Management Practices: Tree Risk Assessment*. In addition, several books authored by acclaimed experts in urban forestry were added to our publication inventory. The *Tree Risk Assessment Manual, Second Edition* was published along with an updated Tree Risk Assessment Qualification (TRAQ) course workbook and new Basic Tree Risk Assessment Forms printed on waterproof paper.



The 2017 revision of the American National Standards Institute (ANSI) Z133 standard (Safety Requirements for Arboricultural Operations) was completed by the Accredited Standards Committee Z133. The ISA Secretariat submitted the revision to ANSI for auditing of the revision process with expectations that the revised standard would be available in print by early November 2017.

The continually growing need for arboricultural information and training has spread industry-wide. ISA remains committed to the research needs of the industry, designating two percent of ISA Professional Members' dues to the TREE Fund, which amounted to \$54,000 in 2016-17.

KPI: Strategic MoUs—Serving Our ISA Chapters, Associate Organizations, and Professional Affiliates

Memorandums of understanding (MoUs) are agreements between ISA and its chapters, associate organizations, and professional affiliates, which communicate the sphere of influence of ISA's distribution network. ISA's success is dependent upon the continual expansion of peer-reviewed knowledge-sharing. The knowledge comes from our worldwide professional membership network and is distributed not only by ISA, but also through our chapters, professional affiliates, associate organizations, and allied organizations. Expanding the network expands the opportunity to share information that benefits the members and the industry.

This year, we welcomed two new associate organizations to the ISA family, the Iowa Arborist Association in January 2017 and the Latvian Arboriculture Society in February 2017. Additionally, our associate organization in Mexico, Asociación Mexicana de Arboricultura, became an ISA chapter, and arborist organizations in four other countries have expressed interest in affiliating with ISA. We ended the year with 37 chapters, 19 associate organizations, and four professional affiliates. Today, the ISA mission reaches six continents, building bridges to share knowledge and research, advocate for arboriculture, support industry events, and develop new relationships.



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KPI: Event Participation—Expanding ISA Conferences and Events

Just as it was important for ISA to understand the needs of our membership, we also conducted an external study of our conference structure to identify the needs of both our event attendees. Development of an overall ISA experience at our conferences and events for increased participation is very important to our members as a means for education, idea-sharing, and cultivating an interconnected ISA membership base worldwide. These events are where the networking begins, which ISA members always rank as one of our top member benefits. In order to fully develop this experience and bring all areas of our ISA network together, the 2017 International Tree Climbing Championship and the ISA Annual International Conference and Trade Show will take place at the same general time and venue in Washington, DC, after occurring as separate events for the previous two years.



International Tree Climbing Championship

Because the 2016 International Tree Climbing Championship (ITCC) was held in April 2016, several months before the ISA Annual International Conference and Trade Show, it did not take place in this the same fiscal year (June 2016 through June 2017). However, in alignment with ITCC is ISA's continued work to develop the Professional Field Arborist Program. The concept is a program for the professional field arborist that takes a network approach to improve hands-on tree care skills and to develop a stronger culture of safety within the industry. Education, public and professional outreach, the importance of obtaining credentials, and the benefits of a membership network with other arborists are all corner stones of the program. The regional and international TCC events are a component of this program, which will be piloted beginning with the July 2017 ITCC in Washington, DC, where the annual international competition will be reunited with the annual conference.

While the development of the new Ascent Event has been in progress for the last few years, the ITCC Rules Committee met in February 2017 to align the launch of this event with the ITCC in Washington, DC, in August 2017. The footlock event was redesigned to reflect current industry practices and allow for varied techniques in the Ascent Event.



ISA Annual International Conference and Trade Show

The 2016 ISA Annual International Conference and Trade Show was held 13-17 August in Fort Worth, Texas, USA. The ISA Texas Chapter's local conference committee worked with ISA staff to organize an excellent conference, "Deep in the Heartwood of Texas." The conference was well attended this year with a total of 1,709 registered attendees, up from 1,372 in 2015-16.

Tree care experts from around the world provided a wealth of information about new research, knowledge, and technical innovations during three days of educational sessions designed to engage tree care professionals from all areas of practice. Designated sessions offered simultaneous English to Spanish and Spanish to English interpretations.

The trade show included more than 100 exhibitors and offered two, special evening receptions on the trade show floor. TREE Fund hosted several special events including their new "TREE Fund After Hours," and special activities were offered for student attendees, including the ISA Student Ambassadors and the Arboriculture Research and Education Academy (AREA) Student Travel Grant recipients. The 2016 recipients of the ISA Awards of Distinction and the ISA True Professionals of Arboriculture recognition were honored during the conference.

ISA Annual Leadership Workshop

The 2016 Annual Leadership Workshop took place in Champaign, Illinois, USA, 24-27 October, with 100 participants, representing more than 15 countries, the largest Leadership Workshop to date. ISA Headquarters welcomed a highly enthusiastic group of leaders from ISA chapters, associate organizations, professional affiliates, and other related organizations for several days of educational sessions focusing on leadership skills, association management, and ISA-related information. Networking and sharing experience and ideas is also an important feature of this event.



KPI: Volunteer Resources—Engaging ISA Volunteers

Our mutual interest in and passion for the proper care of trees will continue to grow in years to come through the efforts of ISA and its dedicated and diverse membership worldwide. These efforts are only possible through the assistance of our member volunteers. Volunteer support is a vital asset for ISA. In 2016-17, 765 individuals volunteered their time and expertise, serving on ISA committees and assisting at ISA events around the world, with hundreds more volunteering at component and other arboriculture-related events held worldwide. This was an increase in volunteer participation of more than 4.5 percent over the previous year.



KPI: Customer Loyalty—Members Promoting ISA

With our eye always on customer satisfaction, ISA analyzes the likelihood that our members will renew their memberships, become active participants in the Society, and recommend ISA membership to others. In 2012, ISA began using a net promoter score to track customer satisfaction. This score is determined by taking the percentage of members who indicate that they actively promote the organization to others and subtract the number of members who do not. The net promoter score national average for membership organizations ranges between 35 and 45. ISA has worked to increase this number and successfully raised it from 46 to 48 in FY 2016-17.

KPI: Connection Indicator—Meeting ISA Member Needs

Along with customer satisfaction, we also analyze the number of touch points and/or cross-relationships ISA has with its customers. This information serves as an overall grade for how we are doing as an organization in respect to the value of the ISA products and services we offer. It considers that the number of ISA services our customers use, such as being a member, an ISA Certified Arborist®, and TRAQ Qualified, indicate engagement and loyalty among those who interact with ISA. In 2016-17, we saw a 5.7 percent increase in customers from 47,754 to 50,482, and the average number of ISA services our customers were engaged in was 2.71, a 0.7 percent increase over the previous year.

**ISA has positioned itself
to continue investing in
our membership,
credential holders,
and other stakeholders
well into the future.**

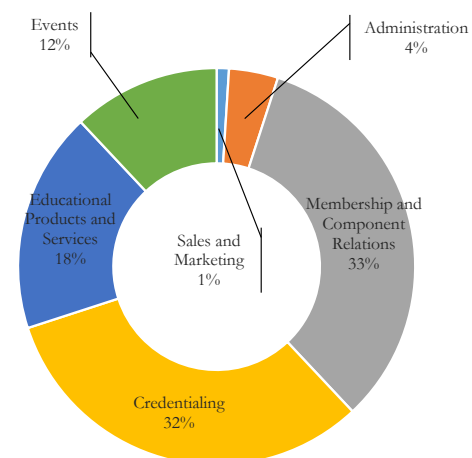
Financing ISA's Mission Delivery

Operationally, program revenues from our core service areas of membership and credentialing were near budgeted expectations and exceeded prior year amounts, and the ISA Annual International Conference held in Fort Worth, Texas, surpassed expectations. Controllable expenses in all departments were managed near budget.

ISA ended the year with net earnings of \$264,762 from just over \$9.0 million in total revenue. This compares to 2015-16 net earnings of \$129,482. The financial results from operations were \$59,669, as compared to \$113,989 in 2015-16. Within the operational number, membership net contribution was relatively flat over a year ago, while certification's contribution was up 16 percent from a year ago due to a larger recertification class size than in the prior year. Gross operational revenue was up 3.35 percent, and operating expenses were up 3.86 percent compared to 2015-16.

ISA maintains reserves with a primary purpose to ensure that ISA has adequate funds available in the event of an unanticipated catastrophic event or business situation that reduces or threatens the financial viability of ISA. The equities markets were strong during the fiscal year; thus, ISA investments showed significant growth. The final outcome is that the overall financial results surpassed expectations.

Where Revenue Comes From (FY2016-17)



We all understand earnings must be present in order to increase the capacity of this organization and provide for our constituents. ISA, like many associations, is focused on maintaining our revenue streams and membership base. ISA benefits from the diversity present in our revenue sources. ISA has positioned itself to have the ability to continue investing in our membership, credential holders, and other stakeholders well into the future..

INTERNATIONAL SOCIETY OF ARBORICULTURE		
STATEMENTS OF FINANCIAL POSITION		
Years Ending June 30, 2017 and 2016		
Assets	2017	2016
Current Assets	3,090,214	3,048,495
Investments	3,473,534	3,208,471
Fixed Assets	2,931,662	2,946,879
Other Assets	386,100	373,595
Total Assets	9,881,510	9,577,440
Liabilities and Net Assets		
Current Liabilities	3,690,715	5,203,484
Long Term Liabilities	1,609,212	57,135
Total Liabilities	5,299,927	5,260,619
Net Assets	4,581,583	4,316,821
Total Liabilities and Net Assets	9,881,510	9,577,440

INTERNATIONAL SOCIETY OF ARBORICULTURE		
STATEMENTS OF ACTIVITIES		
Years Ending June 30, 2017 and 2016		
Revenues	2017	2016
Membership	\$2,989,368	\$2,881,309
Certification	2,898,869	2,649,478
Educational goods and services	1,669,694	1,796,000
Conference and trade show	1,063,819	975,082
Public and industry relations	73,795	61,372
Administration:		
Investment income	106,629	156,992
Net realized and unrealized gain on investments	162,780	(107,408)
Other administration	76,069	114,028
Total Revenues	9,041,023	8,526,853
Expenses	2017	2016
Program services:		
Membership	867,521	733,760
Certification	2,148,659	2,002,622
Educational goods and services	1,279,635	1,378,912
Conference and trade show	828,599	977,500
Public and industry relations	652,087	572,971
Total Program Services	5,776,501	5,665,765
Support services:		
Administration	2,999,760	2,746,241
Total Expenses	8,776,261	8,412,006
Change in Net Assets	264,762	114,847
Unrestricted Net Assets,		
Beginning of Year	\$4,316,821	\$4,201,974
Unrestricted Net Assets,		
End of Year	\$4,581,583	\$4,316,821

ISA Patrons 2016–2017



ISA's Patron sponsors help support TreesAreGood through their financial contributions and their overall dedication to public education.

In addition to supporting TreesAreGood, Patrons promote leadership and professionalism throughout the arboriculture industry.

For information about the benefits of becoming an ISA Patron, contact CorporateSales@isa-arbor.com.

Gold Patrons



Silver Patrons



Bronze Patrons



Distinguished Partners



Honored Partners



The ISA OneTree Program brings together dedicated companies, organizations, and individuals who, through their alignment with ISA's corporate values and mission, are committed to improving the quality of life in our communities and making the world a better place through the benefits of trees.

ISA extends a special thank you to these Partners for their valuable year-round involvement and contribution.



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