

**ORGANIZATIONAL  
GUIDELINES  
ISAPZURICH  
EDITION 2011**

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## **ORGANIZATIONAL GUIDELINES, Edition 2011**

These *Guidelines*, approved by the ISAP Participant Assembly, replace all foregoing versions with immediate effect.

### **1 LEGAL STATUS**

#### **1.1 Name and Delegated Training Right**

The Analytical School of Analytical Psychology Zurich (ISAPZURICH) was established in Zurich in September 2004, in accordance with the delegation of the training right of the Association of Graduate Analytical Psychologists (AGAP) at the Business Meeting in Barcelona, August 2004.

#### **1.2 Authority**

##### **1.2.1 AGAP**

ISAPZURICH is run under AGAP's authority, meaning that AGAP is responsible for the school's organization and training standards according to:

1. Article 60ff of the Swiss Civil Code (Association Law)
2. § 22 Abs.1 GesG. (Health Law of the Canton of Zurich) (see below, 1.2.2)
3. International Association for Analytical Psychology (IAAP)
4. Swiss Charta for Psychotherapy

##### **1.2.2 Charta**

ISAPZURICH is a member of the Swiss Charta for Psychotherapy (Charta). ISAP is thereby recognized as a psychotherapy training institution by the Health Department of the Canton Zurich and subject to the relevant Swiss Health Law (§ 22 Abs.1 GesG).

#### **1.3 Languages**

The official languages of ISAPZURICH are English and German. To avoid the time and expense of translation, internal communications among committees and Participants may be conducted either in English or German, as preferred.

#### **1.4 Tax-Exempt Status**

Donations to AGAP stipulated for ISAPZURICH and designated to support educational purposes are exempt from general communal, cantonal and federal tax in Switzerland. Donations made through The Foundation for International Jungian Psychoanalytic Training in Zurich are tax-exempt in the USA.

### **2 PURPOSE**

The purpose of ISAPZURICH is to realize AGAP's founding purpose, and to do so by such means as follow:

#### **2.1 Conduct of Studies and Counseling Services**

ISAPZURICH primarily conducts Zurich-based, post-graduate training in English and German, which leads to the Diploma in Analytical Psychology. Within the limits of regional laws and regulations, the Diploma qualifies graduates to practice as professional Jungian analysts and psychotherapists. Furthermore, ISAP offers studies in analytical psychology to professionals and the general public through its continuing education programs, public lectures and intensive study weeks. The community outreach is extended in ISAP's coun-

selling services, which refers individuals for psychotherapy, analysis and counseling in a number of different languages.

## **2.2 Relations with the C.G. Jung Institute Zurich**

In accordance with the Barcelona agreement ISAPZURICH strives to collaborate with the C.G. Jung Institute Zurich, and to cooperate in the aim of reunification based on mutually acceptable terms of organizational governance.

## **2.3 Legal Practice**

ISAPZURICH requires its Participants to inform themselves about and comply with the laws and regulations that govern the practice of psychotherapy, analysis and the like, according to the region in which practice is conducted.

## **2.4 Ethical Practice**

ISAPZURICH binds its Participants to the Ethics Codes of AGAP, Charta, and any other regionally applicable codes.

## **3 PARTICIPATION FEES AND REMUNERATION**

ISAP Participants remit annual participation fees. Unless otherwise indicated, remuneration for all work outlined in these Guidelines is determined by the resolution of the annual ISAP Participant Assembly.

## **4 ORGANS**

The organs of ISAPZURICH:

Participant Assembly  
 ISAPZURICH Council  
 Studies Committee  
 Admissions Committee  
 Program Committee  
 Nominating Committee  
 Promotions Committee  
 Counseling Service  
 Office of the Ombudsperson  
 Charta Delegates

## **5 PARTICIPANT ASSEMBLY**

The orderly Participant Assembly is constituted by the body of Participants of ISAPZURICH and is the highest organ of authority governing those matters that are not under the authority of AGAP. (In particular, it is reserved to the AGAP membership at large to approve the motion to withdraw the Association's delegation of training, and thereby to dissolve ISAPZURICH as a training program under AGAP's authority. In that event, ISAP's assets, which belong to AGAP, are to be distributed in AGAP's best interest.)

The orderly Participant Assembly convenes once each year, with attendance belonging to the duties of ISAP Participants. The assembly may convene for extraordinary meetings as needed. At least 3 weeks in advance of any meeting, the ISAPZURICH Council sends all Participants an invitation to the meeting and the agenda.

### **5.1 Powers**

The Participant Assembly is empowered to

1. adopt and amend the Organizational Guidelines
2. elect the ISAPZURICH Council and all other committee members

3. approve the Council's Annual Report; approve the Annual Financial Report and the Budget; discharge the members of the Council
4. admit new Participants as Graduated Analysts (GA) and approve all promotions to Training Analyst and Supervising Analyst; (with due notification, the admission of new Participant GAs may also be conducted at the Mid-Year Assembly)
5. determine the annual participation fees
6. determine the annual distribution of remuneration according to the point system
7. expel Participants in accordance with Para. 12 below, that is, in cases other than those involving a breach of the Code of Ethics
8. adopt resolutions about items on the Agenda
9. recommend AGAP's dissolution of the training delegation
10. For matters voted by ballot, only the final result is disclosed; i.e. there is no disclosure of individual vote counts.

## **5.2 Voting by Circulation**

In urgent cases the ISAPZURICH Council may invite the Participants to vote on motions by circulation. If a circular vote is demanded by one-third of the Participants, the Council is obliged to comply. The Council provides the Participants with a written Agenda (by postal mail, fax or Email). Each Agenda item must be accompanied with information pertaining thereto. Under this Article subsequent to the delivery of the Agenda and accompanying information Participants must be given a period of at least three weeks to submit their written votes.

## **5.3 Resolutions of the Participant Assembly**

The following resolutions require the vote of a qualified two-thirds majority of the Participants present. In the case of a circular vote, the *quorum* is constituted by two-thirds of the Participants taking part:

1. expulsion of Participants in cases not subject to investigation by the Ethics Committee;
2. motion to dissolve ISAPZURICH, submitted to the AGAP ExCo.

## **6 STANDING COMMITTEES: CONSTITUTION, ELECTION, TASKS**

Committee work is remunerated by a point system, and in amounts approved each year by the Participant Assembly.

### **6.1 ISAPZURICH Council**

#### **6.1.1 Constitution**

The ISAPZURICH Council (IC) consists of 7 elected members with voting rights: the President, Vice-President, Treasurer, Secretary, Director of Studies (Training), Director of Admissions, and the Director of Program. The 8<sup>th</sup> IC member is the Director of Operations, who is employed by ISAP and holds a consultative function without voting and election rights on the IC.

By agreement with the AGAP Executive Committee, the IC appoints the persons who hold signature authority and determines the scope of this authority. The IC is authorized to adopt resolutions when more than half of its voting members are present or voting by circulation.

Each semester, the IC as a whole convenes at least two-three times and holds at least one retreat; it convenes at least one meeting with students, and at least one meeting with Participants (the Annual Assembly).

1. **The Steering Committee (StCom)** The Steering Committee consists of the ISAP President, Vice-President, Treasurer and Secretary. The StCom is not empowered to make binding decisions independently of the IC. Its scope of authority is limited according to §6 throughout.
2. The StCom is mandated to coordinate and oversee the various committees of ISAP and to focus on long-term vision, project development, financing, strategy and the like.
3. In addition to meeting with the IC, the StCom's meets several times each month, and provides the IC with reports of its activities in a timely fashion as is deemed needed and appropriate.

### 6.1.2 General Prerequisites

Except for certain officers as follow below, skills that are not at hand upon election can be acquired with individual effort and collegial support:

1. Basic ability to converse in English and German
2. Teamwork and leadership skills (insofar as the latter would be necessary for heading committees)
3. Basic computer skills, for work with Email and other standard programs (eg Word; Excel)
4. Basic ability to assess financial statements

### 6.1.3 Election

1. With the exception of the Treasurer, the members of the IC are elected each year by the Participant Assembly for a period of one year. They may stand for reelection. Service on the IC is limited to a total of 10 years, whether this be in one office or in rotation to other offices. Nominations are accepted from the floor at the Assembly.
2. Because the Treasurer of ISAPZURICH is simultaneously the Treasurer of AGAP (6.1.4.3), he/she is elected every 3 years by the AGAP General Assembly.

### 6.1.4 General Tasks and Responsibilities

1. General Scope of Authority The ISAP Council is the executive organ of ISAPZURICH and conducts business concerning all on-going matters insofar as these are not reserved to the authority of (a) the AGAP Executive Committee and/or the AGAP General Assembly by the AGAP Constitution; and/or (b) the ISAP Participant Assembly by these Guidelines. The IC may adopt resolutions when more than half of its members are present.
2. Power of Attorney Together with the AGAP Executive Committee, the IC determines who holds the legal power of attorney and to what extent.
3. Representation on the AGAP Executive Committee To support AGAP's legal responsibility for the school, the Treasurer of ISAPZURICH is simultaneously the Treasurer of AGAP and a member of the AGAP Executive Committee. In the same vein it is recommended that 1–2 other ISAP officers also serve simultaneously on the Executive Committee. The IC sends the minutes of all of its meetings to the AGAP President

and Vice-President, and considers their remarks. Likewise representatives of the IC and Executive Committee intermittently attend meetings with one another.

4. Responsibility to the AGAP ExCo The IC makes efforts to gain the approval of the AGAP Executive Committee for all matters pertaining to finances, training curriculum, and relevant laws and regulations.
5. Other Institutional Representation The IC insures ISAP's representation in other organizations that entail legally binding relationships. In particular, it appoints 1–2 delegates to the Swiss Charta for Psychotherapy.
6. Institutional Design & Documents The IC approves and remains ultimately responsible for ISAP's institutional design, but may delegate and/or employ persons or firms to assume the responsibility and/or related tasks:
  - a. content and layout of the school logo, the website and all print materials (e.g. diploma, certificates, stationary, envelopes, ID cards, all institutional booklets and forms, flyers, advertisements)
  - b. translation of all such materials into English and German
7. Institutional Development The IC approves and remains responsible for the following areas, but may delegate and/or employ persons or firms to assume the responsibility and/or related tasks:
  - a. program development, including for e.g. intensive studies (e.g. Jungian Odyssey), continuing education
  - b. personnel recruitment, in coordination with the Director of Operations
  - c. marketing und communications
  - d. build-up & maintenance of the ISAP Website
  - e. Internet advertising und Email communications
  - f. Library development
  - g. fund-raising
  - h. public relations
8. Institutional Regulations & Guidelines The IC reviews, proposes amendments, and insures the availability of adequate German and English versions for the following and similar documents: all study regulations; the Organizational Guidelines; Guidelines for Supervised Case Work; Charta documents; the Analyst Directory; all collective communications to ISAP Participants and students; publicity and advertising materials
9. Management of Minutes For all meetings over which it presides, including regular and supplementary Participant Assemblies, the IC remains responsible for, but may delegate the job of minute-taking, and the translation, circulation and amendment of minutes.
 

The IC members decide among themselves who shall take and manage the minutes of its own meetings.
10. Relationship to all delegates, project groups and committees without IC membership, including but not limited to representatives of Nominating Committee (NomCom), Promotions Committee (PromCom), Counseling Service, Ombudspersons, Charta, the Student Association, the US Student Loan Coordinator, the Program Mailing Coordinator, and the Social

Events Coordinator (the latter three offices being non-elected positions that accrue points awards):

- a. The IC is responsible for insuring adequate communication with such Participants, especially considering matters that require the approval of the IC and/or AGAP Executive Committee. Such matters include, but are not limited to, the formalities of communications to the outside.
  - b. The IC meets with such Participants in so far as necessary. Excerpts of the minutes of such meetings are sent for the approval of all respective representatives.
  - c. The IC invites their written reports in due time for publication when appropriate.
11. Publications The IC is responsible, and may delegate the responsibility for the timely publication of the ISAP Annual Report. In addition the IC submits reports for the AGAP Annual News and News Updates in a timely fashion.
  12. Reduction/Waiver of Participation Fee The IC may grant any Participant's well-grounded written request to reduce his/her annual participation fees or to refrain from raising the fees. Applications for such are to be sent to the designated Participant, who is not a member of the IC. This person, whose name and address is available from the Director of Operations, handles the application confidentially, assessing it and recommending the IC's acceptance when deemed appropriate.
  13. Participation in Other Committees All officers may participate as members of other committees and in projects, insofar as this does not constitute a conflict of interest or interfere with IC duties. Such service is separately remunerated in amounts determined by the resolution of the annual Participant Assembly.
  14. Delegation of Tasks Each officer is responsible for the specific areas as follow below; he/she is free to delegate tasks to the respective members or to recruit assistance from the midst of ISAP Participants, insofar as this would not conflict with the duties of leadership.

#### **6.1.5 President**

It is important that the President have strong competence in English and German, and that he/she remains informed about developments in Swiss law and IAAP regulations that may have consequence for ISAP. Main duties:

1. Coordinates the tasks of the ISAPZURICH Council (IC)
2. Prepares and leads IC meetings (minimum 2-3 per semester) and retreats (1 per semester)
3. Takes part in discussion with officers outside of the scheduled meetings, to prepare and clarify business and concerns specific to their functions
4. Represents ISAPZURICH to the outside
5. Maintains contact with institutions, including AGAP, SGAP, AJAJ, the Jung family, the Jung Foundation (Stiftung), Charta, among others
6. Maintains contact and correspondence with individuals within and outside of ISAP according to need – including but not limited to surveys, letters of thanks, congratulations, condolence; troubleshooting and supporting solution-finding in routine conflict situations

7. Conducts inquiries and submits written positions on ISAP's behalf
8. Hosts social gatherings (lunch, dinner, apéro)
9. Prepares and leads the interim ISAP Participant meetings (at least one), and the annual Participant Assembly
10. Gives speeches at special events, for instance at the semester opening party (twice yearly), the graduation ceremony (twice yearly), the Jungian Odyssey
11. Leads regular meetings of the OC with the student body
12. Receives questions on legal and regulatory matters, and channels these to the Director of Operations and/or to the appropriate authorities (concerning for instance student Visas, work permits, tax questions, Charta)

#### **6.1.6 Vice President**

Main duties:

1. Supports the President by assisting the preparation of meetings and representing ISAP, the IC and/or the Steering Committee on the President's behalf, as delegated or required
2. Submits reports for publication to the President, in due time

#### **6.1.7 Secretary**

Main duties:

1. On behalf of the IC and/or Participants, prepares motions for the amendment of all ISAP Core Documents and updates the documents when motions are approved (including all documents and forms pertaining to training and continuing education, *ISAP Organizational Guidelines*, *Participant Admission & Promotions Criteria* and the like).
2. Oversees the representation of ISAP in print by liaising with the IC, with other ISAP committees and organs, with the webmaster, with an accepted graphics designer and/or with the Director of Operations to insure the correctness of lay out and content of all print materials (forms, booklets, flyers, advertisements, certificates, diploma, etc), depending on need throughout the year.
3. Coordinates with the IC and the Director of Operations to arrange group mailings to ISAP Participants and students
4. Responsible for the minutes at the Annual Participants Assembly and interim Participants Meetings.

#### **6.1.8 Treasurer**

For the purpose of financial discussion with local authorities and professionals, the treasurer must be competent in German. Main tasks:

1. Responsible for ISAP's financial affairs, and is also the treasurer of AGAP
2. Proposes ISAP's annual budget and year end statement, and presents these, first for the approval of the IC and then for the approval of the annual Participants Assembly. Prior to its presentation to the IC, the year's end statement is presented for the approval of the financial auditor.
3. Presents ISAP's financial statements to the AGAP ExCo

4. Is the financial comptroller with the right to give orders concerning ISAP's finances, and financial investments.
5. In charge of finances for special projects (e.g. the Jungian Odyssey)
6. Submits reports for publication to the President, in due time

#### **6.1.9 Director of Studies**

The Director of Studies must be competent in English and German. Main duties:

1. Prepares, convenes, leads and follows through on Studies Committee (SC) meetings, including ad hoc meetings for exams and for academic departments (exam areas).
2. Leads and supports the SC members and the secretary of studies in their work (details under §6.2)
3. Represents all matters concerning studies, the SC and the secretary of studies to the IC, and vice versa
4. Responsible for the student secretariat, including:
  - a. Conferences/planning with the secretary of studies
  - b. Reviews new applications for admission to studies
  - c. Responds to student questions, and presents requests for exemption from Regulations for the IC's perusal and approval
  - d. Maintains student records, and sends notification of outstanding payments and/or unfulfilled training requirements
  - e. Coordinates with the Director of Operations (in joint meetings)
  - f. Coordinates with the Admissions Committee
5. Submits reports for publication to the President, in due time

#### **6.1.10 Director of Admissions**

The Director of Admissions must be competent in English and German. Main duties:

1. Prepares, convenes, and leads Admissions Committee (AC) meetings; 4 per year
2. Leads and supports the AC in its work (details under §6.3)
3. Represents admissions, promotions and AC matters to the IC, and vice versa
4. Attends meetings with the Director of Studies and secretary of studies; about 2–3 per year
5. Insures follow-through on AC meetings, to include:
  - a. review and amendment of the minutes
  - b. writing of letters on matters presented to the AC (e.g. admissions letters and replies to special requests, partly in coordination with the student secretariat)
  - c. communication of decisions with relevance for the IC and/or Director of Studies
6. Handling of new applications, to include:
  - a. obtaining the files from the student secretariat
  - b. reading and checking the files (above all, applicants' CVs)
  - c. distribution of the files to the AC members
  - d. writing of letters to applicants

7. Insures communications on AC matters with training candidates
8. Prepares discussion of student requests for special permissions and non-conforming procedures (insuring that the Director of Studies and AC chair remain mutually informed about the status of training candidates)
9. Proposes ideas as needed on communications procedures (Director of Studies – AC Chair – Student Secretariat)
10. Background work, including:
  - a. review and amendment of forms relevant to the AC's work
  - b. maintain contact with AC members
  - c. consider new procedures/rules with the aim of simplifying the work of the AC and student secretariat
  - d. advise students on matters concerning the AC
  - e. evaluate the AC members' feedback on new rules, procedures
11. Submits reports for publication to the President, in due time

#### **6.1.11 Director of Program**

Main duties:

1. Liaison to the library
2. Prepares, convenes, and leads Program Committee (PC) meetings, about 8 per year
3. Leads and supports the PC in its work (details under §6.4)
4. Represents curriculum and PC matters to the OC, and vice versa
5. Insures a high-standard curriculum from semester to semester, among other ways by personally:
  - a. inviting ISAP Participants and guest lecturers to teach, providing them also with the course proposal form
  - b. receiving course proposals and presenting them for the deliberation of the Program Committee
  - c. seeking the IC's comments on and approval of the semester program, and any special programs
  - d. presenting instructors with proofs of their course information and revising as needed
  - e. preparing the program for print
  - f. coordinating with the Director of Operations for print jobs and group mailings
  - g. managing program correspondence with instructors and students, as necessary
6. Submits reports for publication to the President, in due time

#### **6.1.12 Director of Operations**

The Director of Operations (DO) must be fluent in German and have a good command of English. The competence and duties of the DO may be subject to change or updating on the advice of the DO and/or IC.

The DO safeguards the administration of the school within the framework of the Training Regulations, the strategies of the ISAP Council, and the resolutions of the ISAP Participants Assembly. Accordingly, the DO:

1. Takes responsibility for the school's basic operation
2. Analyses, conceives, develops, and optimizes administrative work structures and processes
3. Accompanies decision-making processes and the communication thereof
4. Insures the flow of information
5. Cultivates a constructive work culture and atmosphere for co-workers and students
6. Links, coordinates and safeguards internal teamwork in all matters; establishes cooperation with other groups/areas involved with the school's running
7. Reviews the finances and budget; within limits, authorizes expenditures within the framework of the budget
8. Signs alone, without binding character, communications on the school's behalf, including for expenditures up to the amount of CHF 2000.00
9. Recruits, leads, develops and coaches all employees (including routine work evaluations and planning for continuing education)
10. Chairs team meetings of the personnel
11. Manages the personnel, including library co-workers
12. Manages matters related to the rental property
13. Manages the school's IT system, equipment, supplies and furnishings
14. Plans and coordinates all measures that support school operations
15. Maintains the ISAP archives
16. Manages applications for student visas and work permits

## **6.2 Studies Committee (SC)**

### **6.2.1 Constitution**

The SC consists of 4–5 members: the Director of Studies, who functions as committee chair; the Convener of the Exam Conference; and Assistants to the Director of Studies.

### **6.2.2 Election**

With the exception of the Director whose term of office and election follows the guidelines for the ISAPZURICH Council, the renewal of the committee follows according to Swiss association procedures. That is, from year to year the committee members decide among themselves who will continue and who will withdraw. To fill vacancies the committee may recruit Participants, or seek the help of the Nominating Committee. Either way, the Director provides the Nominating Committee with the names of new members in due time. The committee stands for election every year at the annual Participant Assembly, where nominations can be made from the floor.

### **6.2.3 Tasks**

Together with the Director of Studies, the members of the SC and student secretariat decide among themselves how to share the work. Main duties:

1. Attends ad hoc meetings according to need

2. In coordination with the Admissions Committee, accompanies and advises training candidates (by personal discussion and email)
3. Accompanies and advises matriculated auditors in the continuing education program(s)
4. Informs and advises prospective students
5. Organizes and conducts the Welcome/Orientation meeting for new students
6. Organizes and conducts the obligatory meeting for newly promoted diploma candidates
7. Maintains an overview of all exam registrations, insuring that all prerequisites are fulfilled
8. Search for and communications with examiners and experts
9. Creation of the exam schedule in coordination with the Director of Operations; 2 times per year
10. Writing and mailing of the Exam Conference minutes
11. Maintains a record of student statistics for publication in the Annual Report
12. Submits reports for publication to the President, in due time

### **6.3 Admissions Committee (AC)**

#### **6.3.1 Constitution**

The Admissions Committee consists of the Director of Admissions, who functions as committee chair, and 6–8 other members; all members hold the status of Training/Supervising Analyst, or Associate Analyst with long experience.

#### **6.3.2 Election**

With the exception of the Director whose term of office and election follows the guidelines for the ISAPZURICH Council, the renewal of the committee follows according to Swiss association procedures. That is, from year to year the committee members decide among themselves who will continue and who will withdraw. To fill vacancies the committee may recruit Participants, or seek the help of the Nominating Committee. Either way, the Director provides the Nominating Committee with the names of new members in due time. The committee stands for election every year at the annual Participant Assembly, where nominations can be made from the floor.

#### **6.3.3 Tasks**

Together with the Director, the members of the Admissions Committee decide among themselves how to share the committee work. Main duties:

1. Attendance of 4 regular AC meetings per year, and admissions and promotions interviews with candidates
2. Conduct of admissions and promotions procedures (including interviews), with the responsibility to decide on: an applicant's admission to training; all students' promotion to diploma candidacy, and graduation.
3. To achieve the above the committee organizes itself into committees of 3 members each, who accompany applicants, and matriculated students through the duration of studies.

4. Process ethics complaints against diploma candidates (see "Guidelines for the Conduct of Supervised Case Work," Complaint and Recourse Procedures)

## **6.4 Program Committee (PC)**

### **6.4.1 Constitution**

The Program Committee consists of the Director of Program, who functions as committee chair, and 6–8 other members.

### **6.4.2 Election**

With the exception of the Director whose election follows the guidelines for the ISAPZURICH Council, the renewal of the committee follows according to Swiss association procedures. That is, from year to year the committee members decide among themselves who will continue and who will withdraw. To fill vacancies the committee may recruit Participants, or seek the help of the Nominating Committee. Either way, the Director provides the Nominating Committee with the names of new members in due time. The committee stands for election every year at the annual Participant Assembly, where nominations can be made from the floor.

### **6.4.3 Tasks**

Together with the chair, the members of the Program Committee decide among themselves how to share the committee work. Main duties:

1. Attendance of the regular, monthly PC meetings, about 8 per year
2. Select from among course proposals for the coming semester program
3. Seek new lecturers and seminar leaders, including guests from outside of ISAP
4. Develop and organize special programs
5. In consultation with the OC, consider flyers and other advertising for special courses and programs
6. Evaluate the program as a whole, and individual courses and instructors, considering also student and collegial feedback
7. Provide feedback to instructors; in particular:
  - a. Maintain communications with instructors who are under evaluation
  - b. Offer support for instructors who are deemed in need of improvement
  - c. Diplomatically address instructors about the Committee decision to suspend their course offerings, and about conditions for their return
8. Meet in a consultative capacity at regular intervals with representatives elected by the Student Association
9. Insure the courteous reception of instructors, particularly guests and any present for the first time
10. Update course proposal forms and procedures as needed

## **6.5 Nominating Committee (NomCom)**

### **6.5.1 Constitution**

The Nominating Committee (NomCom) consists of 3–5 members who elect a chair from their midst, and who may also serve on the Studies Committee, Program Committee or Admissions Committee. To uphold the separation of powers, the NomCom has no seat on the IC.

### **6.5.2 Election**

The renewal of the committee follows according to Swiss association procedures. That is, from year to year the committee members decide among themselves who will continue and who will withdraw. To fill vacancies the committee may recruit Participants. The committee stands for election every year at the annual Participant Assembly, where nominations can be made from the floor.

### **6.5.3 Tasks**

Together with the chair, the members decide among themselves how to share the committee work. Main duties:

1. Attendance of meetings, as needed
2. Support ISAP's democratic basis within the framework of committee duties
3. Prepare for elections and publish committee vacancies in due time; recruit replacement candidates for the committees, as needed
  - a. During elections the NomCom may receive nominations from the floor, provided that the nominees have been informed and have agreed to running.
4. Conduct the elections at the Annual Participant Assembly
5. Continuously review ISAP's election procedures and democratic basis in general; when deemed necessary, present the Participant Assembly with proposals for amendments on these matters
6. Submit committee reports for publication to the President, in due time

## **6.6 Promotions Committee (PromCom)**

### **6.6.1 Constitution**

The Promotions Committee consists of 5–7 members, all of whom hold the status of Supervising Analyst. The members elect a chair from their midst. They may also serve on the Training Committee, Program Committee or Admissions Committee. To uphold the separation of powers, the PromCom has no seat on the IC.

### **6.6.2 Elections**

Promotions Committee members are elected by the Assembly to serve a four-year term of office; they may be reelected, with a limit of eight consecutive years of service and the possibility to serve again after sitting off for one 4-year term. New members may be recruited by the committee itself, or by the Nominating Committee. Either way, the PromCom informs the NomCom in due time about new candidates. At the Participant Assembly new nominations may be received from the floor.

### **6.6.3 Tasks**

Together with the chair, the members decide among themselves how to share the committee work. Main duties:

1. Attend PromCom meetings as required throughout the year
2. Manage applications for participation in ISAP, and for promotion to TA and TA/SA, according to §10 of these Guidelines, and the complete *ISAP Admissions and Promotions Criteria*; in brief:
  - a. receive and vet the applications
  - b. conduct and assess promotions interviews

- c. at least six weeks in advance of assembly dates, announce recommended applicants to the ISAP Participants
  - d. at least four weeks in advance of assembly dates, send the approved names to the IC Secretary for inclusion with the invitation to the assembly
  - e. introduce approved applicants for the assembly's acclamation
  - f. send the names with new status (GA, TA, TA/SA) to the Director of Operations, including copies of the application forms
  - g. send letters of welcome/congratulations to new ISAP Participants and promoted colleagues
  - h. announce new Participants and promotions in the Annual Report
  - i. in case of objection to announced applicants, PromCom processes objections and appeals. (Details below, §10: "Application for Participation and Promotion")
3. Propose updated promotions criteria and procedures for the approval of the Participant Assembly, as requested and/or deemed needed
  4. Propose and organize events for the training and continuing education of supervisors, with support from within and/or outside of ISAP
  5. Submit committee reports for publication to the President, in due time

## **6.7 Counseling Service (CS)**

### **6.7.1 Constitution**

The CS is run by 1–2 ISAP Participants; when there are two, they decide between themselves as to whether they will function as co-directors, or share the responsibilities as director and assistant. Additional members may be recruited/elected according to need.

### **6.7.2 Election**

The renewal of the CS follows according to Swiss association procedures. That is, from year to year the CS members decide among themselves who will continue and who will withdraw. To fill vacancies the CS members recruit Participants, or seek the help of the Nominating Committee. Either way, the director provides the Nominating Committee with the names of new members in due time. The members of the CS stand for election each year by the annual Participant Assembly, when nominations can be made from the floor.

### **6.7.3 Tasks**

In the case of co-directorship, the two decide among themselves how the tasks shall be divided. These include:

1. Attendance of monthly CS meetings
2. Attendance of intermittent meetings with IC
3. Interviews and written correspondence with diploma candidates who are registered with the CS; convening of meetings with students, and especially with diploma candidates who are registered with or interested in the Counseling Service
4. Each semester, notify newly promoted diploma candidates about the Counseling Service.
5. Conduct of cost-free interviews and referrals for psychotherapy, analysis, counseling; when ever possible, referrals are made to diploma candidates

6. Establish and maintain relations with organizations that accept the counseling services and/or referrals
7. Development and implementation of advertising and PR for the CS; management of the respective budget; seeking of the IC's approval on these matters
8. Submit reports for publication to the President, in due time

## **6.8 Office of the Ombudsperson**

### **6.8.1 Constitution**

The Office of the Ombudsperson consists of 1–2 persons, preferably a man and a woman, who are experienced and skilled in dealing with conflict, and who are competent in German and English. He/she need not be an ISAP Participant. In the latter case, he/she familiarizes him/herself with ISAP's organization, guidelines, regulations, etc.

### **6.8.2 Election**

The Ombudspersons are elected each year by the annual Participant Assembly and may be reelected, with no limit on the term of office. Nominations are accepted from the floor.

### **6.8.3 Competency**

When there are two Ombudspersons, they delegate the responsibilities between themselves. Requests to meet with either the man or woman will be granted, in so far as possible. Main competency:

1. The ombudsperson functions to help avert conflict, or to support its settlement, by advocating fair process. He/she does so by receiving questions and complaints, and providing information with regard to the proper point of address.
2. This is particularly the case where the conflict involves relationships to authority and possible violation of the Training Regulations, or these Guidelines. Such conflicts could arise for instance between colleagues; between students and analysts; between students and the IC; between members of staff; between members of staff and students and/or the IC; between diploma candidates and their analysts.
3. In such cases the ombudsperson may advocate for the complainant before the authority concerned (e.g., a committee), aiming for fair process between the parties. The ombudsperson thereby functions as an intermediary or mediator.
4. Under no circumstances does the ombudsperson process ethics complaints in the formal sense, nor does he/she relay ethics complaints to the Ethics Committee. Should an ethics complaint be presented in the course of conflict settlement, the ombudsperson shall send the complainant to the AGAP Ethics Committee or to the Executive Committee. This applies only for cases that the Ethics Committee would be competent to adjudicate.
5. It is otherwise when a complaint is presented against a diploma candidate by an analysand, or when a student's ethical behavior is otherwise in question. In this case, if procedures undertaken or recommended by the ombudsperson leads to no resolution the ombudsperson shall send the analysand directly to chair of the diploma candidate's admissions/selection committee. The procedures that subsequently apply are contained in *Guidelines for the Conduct of Supervised Case Work*.

6. As an initial step toward resolution, the ombudsperson informs the IC about the existence of a complaint; in doing so he/she protects the persons involved with anonymity, and refrains from disclosing the content of the complaint.

## **7 SWISS CHARTA FOR PSYCHOTHERAPY**

### **7.1 Membership**

ISAPZURICH is a member of the Swiss Charta for Psychotherapy, which entails ISAP's recognition as a psychotherapy training institution by Health Department of Canton Zurich.

#### **7.1.1 Delegates and Duties**

The IC appoints 1–3 delegates for a term of three years to represent ISAP's interests at Charta. They decide between themselves how to share the work. Main duties:

1. Regular reading to keep updated on Charta news and related developments
2. Attendance of the Charta Business Meetings and Academic Colloquia (about 6 per year)
3. Reporting to and consulting with the IC at regular intervals
4. Regular attendance of the Charta General Assembly twice yearly, and according to consultation with the IC, voting on all matters at that event
5. Submitting reports for publication to the ISAP President, in due time

## **8 FINANCIAL AUDITOR**

The Financial Auditor is a legal person or firm without membership in AGAP or participation in ISAPZURICH, and functions as auditor for both AGAP and ISAP.

The auditor conducts an annual audit of the financial accounts. The Treasurer presents the auditor's financial report each year to the ISAPZURICH Council and the annual Participant Assembly.

## **9 PARTICIPATION IN ISAPZURICH**

### **9.1 Basic Prerequisites**

The basic prerequisite for participation in ISAPZURICH is membership in AGAP. Beyond this analysts opt to participate either in Category A or Category B, each of which entail specific rights and duties. The participation fee for Category B is higher than that of Category A, providing financial support in place of the active participation required of Category A Participants. Admission to participation follows with a simple majority vote of approval, either by the annual Participant Assembly or by the mid-year assembly.

#### **9.1.1 Category A Rights and Duties**

1. *Rights* include: recognition as Graduate Analyst (GA); consideration for promotion to Training Analyst (TA) and Supervising Analyst (SA); voting in the election of leaders and committee members, and on other matters at the Participant Assembly and Mid-Year Assembly.
2. *Duties* include upholding regional practice laws, regulations and ethics codes, the AGAP Ethics Code and Ethics Guidelines, and all ISAP regulations and guidelines; regular teaching/examining at ISAP and/or service on committees or actively assisting committee endeavors; at-

tending the annual Participant Assembly; timely payment of the annual participation fee in the amount determined by the Participant Assembly.

### **9.1.2 Category B Rights and Duties**

1. *Rights* include: recognition as Graduate Analyst (GA); consideration for promotion to Training Analyst (TA), and Supervising Analyst (SA); voting in the election of leaders and committee members, and on other matters at the Participant Assembly and Mid-Year Assembly.
2. *Duties* include: upholding regional practice laws, regulations and ethics codes, the AGAP Ethics Code and Ethics Guidelines, and all ISAP regulations and guidelines; timely payment of the annual participation fee in the amount determined by the Participant Assembly.

### **9.1.3 Changing Participation Category**

The participation category can be changed upon request in writing to the Director of Operations, with the new category taking effect at the beginning of the new fiscal year.

## **9.2 Relevant Documents**

1. AGAP Membership and Ethics  
The AGAP Constitution and Ethics Guidelines are downloadable in English and German at the AGAP website ([www.agap.info](http://www.agap.info)), or will be sent by the AGAP Membership Secretary upon request ([office@agap.info](mailto:office@agap.info)).
2. Charta Membership and Ethics  
The Charta Statutes and Ethics Code are downloadable in German and French at [www.psychotherapiecharta.ch](http://www.psychotherapiecharta.ch).
3. ISAP Participation  
Rights and duties pertaining to training are contained in the following documents, which are downloadable at: [www.isapzurich.com](http://www.isapzurich.com) > ISAP > click "Participate:"
  - a. Organizational Guidelines ISAPZURICH
  - b. Training Regulations IFR, IPR, Charta
  - c. Guidelines for the Conduct of Supervised Case Work
  - d. Analyst Promotions Criteria
  - e. matters arising and resolved are addressed in the *ISAP Annual Report*, the Minutes of the Annual Participant Assembly and Mid-Year Assembly, and interim communications. These are routinely sent to Participants and will otherwise be sent upon request by the Secretary of the ISAP Council.

## **10 APPLICATION FOR PARTICIPATION AND PROMOTION**

### **10.1 Role of the Promotions Committee**

See these *Organizational Guidelines*, §6.6.3, and below.

### **10.2 Basic Application Procedure**

New Participants of ISAPZURICH with the status of Graduate Analyst (GA) are admitted twice yearly: at the interim Participants Meeting, and at the Annual Assembly. Participants are promoted to Training Analyst (TA) or Supervising Analyst (TA/SA) once each year, at the Annual Assembly. Application is made using the respective application form, available at [www.isapzurich.com](http://www.isapzurich.com) > ISAP > click "Participate." Applicants are expected to

have familiarized themselves with these *Organizational Guidelines* and the *ISAP Admissions and Promotions Criteria*, and to have fulfilled all prerequisites for application.

### **10.3 Vetting and Notification**

1. The PromCom requests the AGAP Membership Secretary's confirmation that applicants are AGAP members, and are up to date on their dues payments. ([office@agap.info](mailto:office@agap.info))
2. The PromCom requests confirmation from the AGAP Ethics Committee Chair that applicants are free of ethics claims, and/or are not undergoing ethics proceedings, and/or have been absolved of such claims.
3. Should delivery of the above confirmations be refused, the PromCom informs the applicant that his/her application is declined for this reason, and that re-application is possible when the confirmations become available.
4. Applicants for promotion to TA or TA/SA must have successfully completed their interviews with the Promotions Committee.
5. Subsequent to its vetting process, the PromCom announces the names of recommended candidates at least 6 weeks in advance of Participant assemblies. The announcement includes instructions for the Participants' approval and objection. Objections must be lodged within 2 weeks of the PromCom's announcement date; see procedures under §11.5, below.
6. In the absence of objection applicants are approved. The PromCom provides their names to the IC Secretary, in due time for sending with the assembly invitation; and to the Director of Operations, including copies of the application forms.
7. The PromCom insures that new ISAP Participants receive letters of welcome and are invited to the assembly; it sends letters of congratulations to colleagues approved for promotion.

### **10.4 Affirmation by Acclamation**

The PromCom introduces new and promoted Participants at the assemblies and requests the assembly's affirmation by acclamation, i.e., by a show of hands.

### **10.5 Objection, Right of Appeal, Re-Application**

1. In all cases of objection, and as a principle of good governance, the PromCom may refer objections to an independent review committee, which shall be formed upon request by the Ombudspersons.
2. Should ISAP Participants see the need to object to the admission or promotion of a particular applicant, they must provide well-grounded reasons in writing with their original signature. Objections are sent within two weeks of the Promotion Committee's announcement date to the Promotions Committee Chair by postal mail only, and marked "confidential." Objection from the floor is not accepted.
3. Objection on the basis of personal antipathy is not accepted. Objection on the basis of alleged violation of the Ethics Code is not accepted. (See point 5 below.)
4. Objections are handled within the confidence of the parties concerned, and can be made exclusively in the presence of (a) violation of the *AGAP Constitution*, the *ISAP Organizational Guidelines* and/or the *Ad-*

*missions and Promotions Criteria*; and/or (b) grave doubt about professional competence or capacity to conduct professional practice.

5. Participants holding evidence of ethics violations lodge their claims with the AGAP Ethics Committee. In case of doubt, the PromCom seeks clarification with the ISAP Ombudspersons, who will advise as to whether or not claims belong with the Ethics Committee. The processing of ethics claims is reserved exclusively to the Ethics Committee.
6. The PromCom considers the validity of objections, involving the Ombudspersons as needed to support objectivity and conflict resolution.
7. Should the PromCom find an objection to be without merit, it informs the objector accordingly and announces the applicant by the earliest possible deadline.
8. Should the PromCom find an objection to be well grounded and deserving of clarification, it suspends the application in question and informs the applicant accordingly. The PromCom further informs the applicant of his/her right to either withdraw application, or to undertake appeals with the Ombudspersons. Depending on the outcome of appeals, applications may be postponed or rejected.
9. In case of rejection, re-application will be considered at the next possible date.
10. Accordingly, the PromCom presents for the assembly's affirmation only those candidates that it can recommend.

## **11 EXPIRATION OF PARTICIPATION**

Participation expires:

1. upon the Participant's death;
2. upon formal resignation: Formal resignation is possible once a year, in coordination with the time of billing for the annual participation fees. Thus, resigning Participants provide the ISAP President with written notice by July 1<sup>st</sup>, and their resignations become effective at the start of the Fall Semester thereafter. Resigning Participants receive the President's letter of good standing when the ISAPZURICH Council (IC) establishes that they are leaving ISAP in good standing. That is, their financial obligations to ISAP are fulfilled; they are free of pending or otherwise unresolved ethics claims; and they have informed their candidates.
3. upon the expulsion of a Participant who generally impairs ISAP's interests and endeavors; the decision to expel a Participant can be made by a two-thirds majority vote of the annual Participant Assembly at the request of the ISAPZURICH Council; if the offence involves a breach of ethics, the AGAP Ethics Committee is responsible for expulsion;
4. upon the expulsion of a Participant who neglects to pay participation fees after two unsuccessful reminders; the decision is made by the ISAPZURICH Council and takes effect as per the end of the fiscal year.

## **12 ETHICS CODE**

All ISAP Participants commit themselves to uphold the AGAP Code of Ethics and Ethical Guidelines, and all other applicable regional ethics codes, in particular those of the Swiss Charta for Psychotherapy. Fundamentally:

1. The analyst strives to the best of his/her ability to promote the analysand's psychological development and to protect his/her health.

2. Under no circumstances may the analyst abuse his/her position as analyst to the detriment of the analysand.
3. The non-medical analyst is obligated to consult a physician/ psychiatrist/ specialist or to refer the analysand to such a person if necessary.
4. The analyst is bound to professional confidentiality.
5. The analyst commits him/herself to collegial relations with fellow analysts.

### **12.1 Procedures Related to the Breaching of the Code of Ethics**

Consultation with the Ombudsperson is encouraged as a first-instance attempt at conflict resolution. When it is determined that a complaint is of an ethical nature and therefore outside of the Ombudsperson's competence, and other regional ethics procedures do not apply, the complainant proceeds according to AGAP's procedures:

1. **The Filing of an Ethics Complaint:** Complaints must be submitted in writing to the AGAP Ethics Committee. The Ethics Committee immediately notifies the accused ISAP Participant/Member of the complaint filed.
2. **Investigating Commission:** The Investigating Commission consists of three AGAP Members appointed by the Ethics Committee. These Members should be active in the same region as the Member accused. If this is not possible, the Commission will be recruited from the neighboring regions.  
If necessary, the Commission may appoint a member of an IAAP society *ex-officio*. The accused Participant/Member must be notified of the constitution of this Investigating Commission. He/she must inform the Ethics Committee within one month if the Commission is found to be biased. The Ethics Committee examines the objection of the accused Participant/Member and makes a final decision about the composition of the Investigating Commission.
3. **Duties of the Investigating Commission:** The appointed Investigating Commission leads the investigation of complaints, whereby the accused Participant/Member and other affected parties are questioned. On the basis of its investigation the Investigating Commission recommends a resolution to the Ethics Committee.
4. **Resolution of the Ethics Committee:** The Ethics Committee adopts a resolution based on its examination of information submitted by the Investigating Commission.
5. **Sanctions:** An established violation of the Code of Ethics can lead to the following sanctions:
  - a. reprimand;
  - b. reprimand with a fine;
  - c. suspension of AGAP membership for a given time and consequently also suspension of IAAP membership and ISAP participation;
  - d. exclusion from AGAP and consequently also exclusion from the IAAP and participation in ISAPZURICH; the Ethics Committee holds the discretion to notify the appropriate local authorities, other professional associations and interested organizations of a Member's exclusion.

**13 NOTIFICATION AND LIABILITY****13.1 Notification**

1. Notification takes place by postal mail to the last address that the Participant has reported in writing to ISAP.
2. Notification by fax or E-mail is equivalent to notification by postal mail if the Participant has conveyed such information to ISAP.

**13.2 Liability**

ISAP's liability is governed by the AGAP Constitution, Art. 20, whereby AGAP's liability shall not exceed its assets. All Members are excluded from personal liability for debts or obligations incurred by AGAP. ISAPZURICH is a self-sustaining endeavor and may not in any way incur debt to AGAP.

These *Guidelines* are comprised of historical resolutions and emergent organizational procedures. They remain in effect until revised by the ISAP Participant Assembly.

Approved by the Participant Assembly of ISAPZURICH: Supplementary Assembly, 9 February 2007; amended by the Participant Assemblies: 9 February, 2008; 7 February, 2009; 6 March, 2010. Published in September, 2011.

Signed, President, Murray Stein

Signed, Secretary, Erhard Trittbach