



2012 LEADERSHIP POLICY & PROCEDURE MANUAL

GUIDELINES, TOOLS & RESOURCES TO ASSIST

**Local Chapter Officers
State Chapter Officers
Regional Vice Presidents
National Line Officers
National Committee and Strategic Forum Chairmen**

The WCR Leadership Policy & Procedure Manual (LPPM) is prepared annually to serve as a tool for the leadership of WCR, including national, state and local officers, and all committee chairmen.

**WOMEN'S COUNCIL OF REALTORS®
430 North Michigan Avenue
Chicago, Illinois 60611-4093
800-245-8512
wcr@wcr.org
www.wcr.org**

Our Online Communities:



<http://www.facebook.com/wcrfans>
<http://www.youtube.com/user/WomenRealtors>
<http://twitter.com/womenscouncil>

An Affiliate of the NATIONAL ASSOCIATION of REALTORS®

2012 DATES TO REMEMBER

JANUARY	FEBRUARY 2 Deadline for 2011 Local Chapter Annual Report/Chapter Excellence Awards Entries 2 Deadline for State Chapter Annual Report	MARCH 1 Recommendations to the National Nominating Committee due to National WCR from RVPs and SCPs
APRIL 3 Deadline to request presentation of the Performance Management Network Designation at the 2012 Midyear Meeting	MAY 17-20 WCR Midyear Meeting in Washington, DC	JUNE
JULY	AUGUST 3-5 Leadership Academy for Local and State Chapter Presidents-elect, RVP-elects, Chicago, IL	SEPTEMBER
OCTOBER 2 Deadline to request presentation of the Performance Management Network Designation at the 2012 National Conference 15 Local Chapter elections must be completed 31 Local and State Chapter dues changes are due to National WCR for 2013 billing	NOVEMBER 1 2013 Officers Reports for State and Local Chapters due to National WCR 7-11 Annual Conference, Hilton Orlando, Orlando, FL	DECEMBER 1 Name of State Member of the Year due to National WCR 1 Local Chapter Entrepreneur of the Year Award Recipient name and nomination form due to National WCR

Check the Events Section of wcr.org/events for details on Meetings.

To order WCR branded materials/products/awards
Call REALTOR® TEAM STORE Toll Free 888-750-3343
Order online through the WCR Web Store at <http://www.shopwcr.com>

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Mission of the Women's Council of REALTORS®

We are a network of successful REALTORS®, empowering women to exercise their potential as entrepreneurs and industry leaders.

Women's Council of REALTORS® Vision Statement

Through our influence as successful business professionals, women will effect positive change in the profession and in the broader community.

Women's Council of REALTORS® Long-term Goals

In order to fulfill our mission and realize our vision, the Women's Council of REALTORS® sets the following goals:

- ◆ To be the source of education and business tools focused on the needs of women REALTOR® entrepreneurs at all stages of development.
- ◆ To be a dynamic, accessible network, linking resources and member expertise to drive business success.
- ◆ To identify, build, support and promote strong leaders for the industry and the broader community.
- ◆ To showcase and promote the achievement and impact of women in real estate.
- ◆ To be sought after by other organizations as a source of leadership development and the businesswoman's perspective.
- ◆ To be a network of strong chapters that consistently deliver value and provide a collaborative, trusted, welcoming environment in which members can achieve their business goals.
- ◆ To be a magnet for career-focused REALTORS® with diverse backgrounds and a high level of professionalism.
- ◆ To be a strong organization with the resources and infrastructure necessary to fulfill our mission and realize our vision.

Women's Council of REALTORS® Core Values

The Power of Relationships

Success in business today is achieved through positive, productive relationships. The Women's Council of REALTORS® provides an environment of collaboration in which members can form, build and maximize relationships for business and personal success. When members share their time, talent and experience, the entire industry is advanced.

Leadership

To continue to grow and be successful, every business, industry and community must have leaders who can see change that is needed, organize resources and engage the hearts and minds of those around them. Through the Women's Council of REALTORS®, members develop and apply newfound leadership skills and qualities across all areas of their personal and professional lives.

Professional Credibility

Members of the Women's Council of REALTORS® are career professionals. We operate based on a shared value system of integrity, respect, consistency and a commitment to excellence and continuous development.

Diversity

The Council member network is enriched through the celebration of and active outreach to the full diversity of our industry. At the same time, the strength of the organization lies in what unites us all – our shared values.

Involvement

Active participation increases membership value. Participation in the Women's Council of REALTORS® is the opportunity to contribute to change, and to be changed, personally and professionally.

Success

Success in business brings credibility, influence and greater opportunity. Wealth creation through business success also leads to long-term financial security, greater independence, and more quality of life choices.

Influence

Positive change will come from the greater inclusion of women's perspectives in positions of influence in the real estate industry and in the broader community.

For more information on the Strategic Framework Key Areas, Issues, Objectives & 2013 Milestones see pages 135 – 138

IN THEIR OWN WORDS

WCR has been making a difference in the lives of its members for 70 years. The following quotes from WCR members through the years demonstrates the value of this growth experience.

My whole viewpoint with respect to real estate has changed. Not only do I make more commissions ... I get more pleasure out of my work. (1938)

Helps me think like a man, conduct myself like a lady and work like a dog. (1959)

A great mirror in which I may take a look at myself, a full-length look, and from which I can go with self-confidence. (1963)

A bond of tribal knowing. It is not clear to me what we women know ... but it is a great source of support and power. (1972)

Besides the newsletter, education, friendships, ideas and information, it really jacks up my enthusiasm to see others doing well. (1975)

All those women, all that energy, all those brains and all that imagination; what a powerhouse! (1978)

An amazing mix of professional relationships, dynamic friendships and deep-rooted strength, integrity and caring. (1997)

The recognition, support, encouragement and role models I need to trust and believe in myself. (1997)

Place where top producers are willing to share information and techniques, to brainstorm ... and just be friends. (1997)

A safe area to learn and connect with the pros, to stretch and stumble with my peers and to accelerate my professional and personal life. (1997)

I'm no longer the mouse in the corner –when somebody “moves the cheese” I go find more! Through my involvement in WCR, I have become a stronger, more confident person, able to achieve things that I never thought of. (2001)

1978 WCR National President Vivian Osborne reflecting on her early experiences in real estate (1999):

I was a little uncomfortable because I was the only woman in my [real estate licensing] class. I think I surprised them when I ended up with the highest grades. The instructor suggested I go for my broker's license, which I did.

The builders would give a one percent commission to the brokers – mostly men – and I would get a 69-cent bottle of wine. One day I got tired of it. After a sale a builder said to me, “I've got a nice bottle of champagne for you.” I said, “I don't want a bottle. I want a check.” And I got one.

In my 50 years in real estate, on the whole, I'd say I've had a very satisfying career.

HISTORY OF WOMEN'S COUNCIL

In 1924, the California Real Estate Association formed a Women's Division after members founded the idea on a train ride home from the National Association's convention in Washington, D.C.

Fourteen years later, Joseph Catherine, the 1938 president of the NATIONAL ASSOCIATION OF REALTORS® (then called the National Association of Real Estate Boards) encouraged the formation of the Women's Council after being impressed by the California group and the immense potential of women in real estate.

At the time, NAR was already 30 years old and most decisions were still made at the Local Board level. Unfortunately, most Local Boards were still resistant to women. However, the National Association was ready to recognize women in real estate and a positive vote resulted in the formation of a women's division at the Annual Convention held in Milwaukee in November of 1938. Thirty-seven ambitious women represented nine states at that meeting and WCR's inception.

Through the decades, WCR's membership growth reflected the vast number of women choosing a career in real estate. Women began to recognize the immense benefits of careers in real estate combined with a WCR membership, including:

- Salaries equitable to men's since "commission is commission."
- Flexible work schedules allowing REALTORS® the ability to raise a family and have a career instead of choosing one or the other.
- A support system of women in the same field garnering many friendships, networking capabilities – and referrals.
- Gaining confidence through association with other professional women REALTORS®.
- Recognition for their own achievements and success as well as inspiration and courage to strive for greater successes.

1998 saw the creation of the annual WCR Leadership Academy, which in its very first year won the prestigious Leadership Development Trophy in Chapter Relations from the American Society of Association Executives. In 2006, the Academy was expanded to include State Chapter Presidents elect and in 2009, it was expanded again to include RVP elects. The Academy now provides over 250 local and state and national officers with in-depth chapter management training so that they embark on their year truly equipped to lead their chapters with confidence.

In 1999, the Council approved a Statement of Diversity: The Women's Council of REALTORS® empowers its members to embrace and celebrate diversity in the marketplace.

WCR's Web site, wcr.org, originally launched in 1996, was updated with a database-driven Web site in the fall of 2007 and an advanced member search in the new Referral Center as well as many new and expanded tools for chapter leaders. The Web site also includes educational tools, such as Webinars and professional development articles for all members.

At the 2003 National Conference in San Francisco, WCR launched the Performance Management Network Designation. It's a next-generation REALTOR® designation designed from the ground up to bring you real-world skills that will keep your business out front and on top of a dynamic real estate market. The first course in the new curriculum, Effective Negotiating for Real Estate Professionals, premiered at the National Conference with record-breaking turn out. With 330 students, it was the most highly attended initial offering of any WCR course to date.

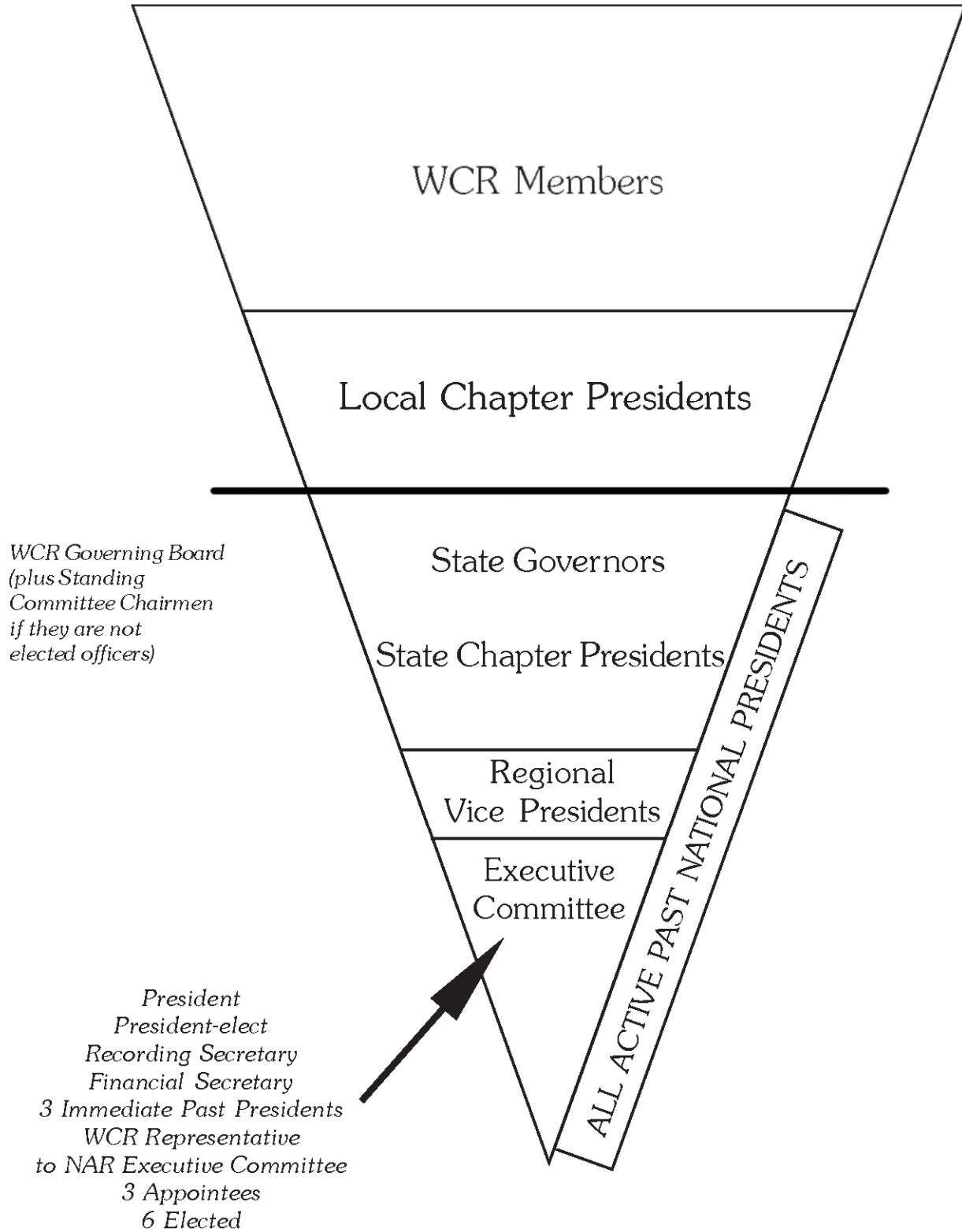
In 2008 the council launched its all new Web site, featuring the Member Expertise Profile and the completely new Member Center and Referral Center. The value of the Web site continues to expand, with new pages full of chapter tools and business resources.

In June 2009, the Council launched the now 17,000-member strong National Facebook Page. The council tweets about industry trends and events as @womenscouncil and has produced several "Faces of Women's Council" videos that are featured on the Council's YouTube channel <http://www.youtube.com/user/WomenRealtors>

The New PMN Leadership Excellence course was released in 2011 and the Business of Your Business was updated and is also now available as an online course. Also in 2011 the Council released a state of the art WCR Smartphone App.

Today, with more than 280 Chapters and 14,000 members, WCR is the 12th largest U.S. Women's professional organization and has one of the most successful communication networks in the NAR family.

WCR ORGANIZATIONAL CHART



WHO TO CONTACT AT THE NATIONAL WOMEN'S COUNCIL OF REALTORS®	
Gary Kryslar, CAE <i>Executive Vice President</i>	Governance Executive Committee Social Media Contracts Investments WCR Chicago Office
Cindy Newkirk <i>Manager, Meetings & Special Events</i>	Ticketed Events at WCR Meetings National Meetings & Meeting Planning National Meeting Sponsors Special Events
Lynn Muscarello <i>Director, Finance & Operations</i>	Accounting Records (Payables & Receivables) WCR Affinity Programs WCR Products
Martha J. Rusk <i>Vice President, Member Services</i>	Leadership Academy <i>Leadership Policy & Procedure Manual</i> Technology\Database Annual Business Meeting, Nominations & Credentials Local & State Chapter Bylaws Membership Renewal Notices New Member Welcome Email
Rob Miller <i>Chapter Liaison</i>	New Chapter Chartering/ Chapter Formation Kits Chapter Officer Reporting Chapter Management Center Entrepreneur of the Year Award Membership Applications & Brochures Chapter Activity Reports and Checks New Member Processing
Olivia Peterson <i>Director, Education</i>	Performance Management Network Designation Program National Meeting Education Programs Web site education/programming Chapter Excellence Awards Program State Members of the Year
Jillian Grubic <i>Education & Meetings Coordinator</i>	Performance Management Designation Administration Meeting Minutes & Records National Officer Travel Web site Advertising for Members
Gloria Starke <i>Administrative Assistant</i>	General Information Member Name, Address, Telephone, E-mail, Web site changes Membership Applications & Brochures

Toll Free: 800-245-8512 E-mail: wcr@wcr.org

RESOURCES FOR CHAPTERS AND MEMBERS

CHAPTER MANAGEMENT CENTER

Chapter officers are able to download “live” member data 24/7 using their personal username and password. Preformatted Reports include Chapter Roster, Not Yet Renewed and Labels.

LEADERSHIP ACADEMY

The annual Leadership Academy provides local and state chapter presidents-elect and regional vice presidents-elect with in-depth chapter management training so that they are prepared to work with their teams to position the local chapter as a business resource in the REALTOR® community. The 2012 Leadership Academy is scheduled for August 3-5 in Chicago.

EVENTS

At Women’s Council, we have something for every time commitment—whether it’s a multi-day conference held in conjunction with a big real estate industry event, a webinar or an hour-long session you can participate in from the convenience of your office to refresh your professional skills while listening to the top thought leaders in the industry. The Events section on WCR.org includes the latest news regarding national meetings, special online events, educational teleconferences, national PMN course offerings and more.

LEADERSHIP DEVELOPMENT OPPORTUNITIES AT NATIONAL

State National Focus Committees make recommendations on appointments each year by May 1. See State chapter section for more information on Opportunities and National Focus.

PERFORMANCE MANAGEMENT NETWORK DESIGNATION

The curriculum is built on the idea that in order to enhance your business, you must enhance yourself. Subject matter includes leadership excellence, negotiation strategies and tactics, networking and referrals, conflict management, time management, critical thinking and cultural awareness. More details are available in the Reference section.

REFERRAL CENTER

The Council’s online Referral Center is the most up-to-date, reliable way to network with thousands of national members across the U.S. Once a member signs in to the Member Center at WCR.org, she can view and search on extensive expertise information on each member, as well as update her own Member Expertise Profile with a photo, cities served, industry leadership experience, areas of specialization, a color headshot photo and more.

The Referral Center search includes city (you may specify up to six "Cities Served"), zip code or specialty – any searchable field that you have specified in your Member Expertise Profile.

Additionally, members can choose to purchase WCR banner ads to enhance their online member presence. Banner ads range in cost from \$199 (6 months) to \$349 (12 months), with special discounts available for PMN candidates and designees. Our easy ad creation tool allows you to pick from designer backgrounds and insert your photo, logo and text to create your custom banner ad. Whenever the public, or another Women's Council member, searches in the Referral Center, if your name appears in the search results, then your banner ad will also appear above the search results.

To order your banner ad, simply sign into the Member Center click on the About Us link and select the Benefits and Services tab or click here <http://www.wcr.org/AboutUs/BenefitsServices/BannerAds/tabid/212/Default.aspx>

MEMBER EXPERTISE PROFILE

If you have not already done so, be sure to complete your Member Expertise Profile online today. Your Member Expertise Profile is a powerful form of personal advertising that is used to determine your areas of expertise for referrals from other members, speaking and interview opportunities, organizational appointments and more. Simply sign in to the Member Center on our computer or using the Smartphone App and select Update My Member Expertise Profile.

eCONNECT

Women’s Council’s official e-newsletter, eConnect, is e-mailed monthly to all national members, and includes all the latest news on Women’s Council’s national meetings, online events, promotional opportunities for members and more. It also includes best-practice articles on a range of topics and profiles of the most successful businesswomen in Women’s Council, as well as the most influential thought leaders in the real estate industry—driving our mission of “empowering women... as entrepreneurs and industry leaders.”

Business Resources in the Member Center

In addition to the comprehensive online [Referral Center](#) and free archive of [recorded webinars & conference sessions](#), check out these tools and links below to help you manage your business and learn about the latest trends in real estate.

Articles of Interest

We provide the news you need about the best tools available now to help real estate professionals succeed and reach new levels. Also, hear from our Women's Council entrepreneurs with their success stories for running a business in our Broker Spotlights, as well as top thought leaders in real estate sharing their perspectives on the trends affecting the industry in our Leading Women series. [Click here](#) for an archive of recent business articles from your Women's Council eConnect e-newsletter.

Technology Resources

From webinars to Q&A with the real estate industry's top tech experts, here are some great [resources for maximizing technology](#) in your business.

Resources for Brokers, Owners & Managers

From business planning and team-building to cost-effective marketing and Internet strategies, check out our [tools and resources](#) for Women's Council's broker, owner and manager members.

Outreach Opportunities

Make connections, be a force for good and build your business by harnessing the power of networking. Check out these links to other [professional women's organizations](#). Reach out and share your expertise today.

Press Releases

These "fill-in-the-blank" press releases are designed to help you gain publicity in your local news media. Download these Microsoft Word files and plug in your name and relevant information. Your local newspaper should have an e-mail address or editorial contact on their Web site where you can send your press release along with your high-resolution [300 dots per inch (DPI)] headshot photo. Additional press releases are available in the [Chapter Tools](#) area.

[Receiving a WCR Award](#)

[Receiving Entrepreneur of the Year Award](#)

[Receiving the PMN Designation](#)

[Attending WCR's Leadership Academy](#)

[Being Installed to a WCR Leadership Position](#)

Smartphone App

Download Women's Council's new mobile app, and have your member benefits at your fingertips. The entire membership directory will be conveniently available on your mobile device, as well as free education tools, videos, how-to articles and more. You can update your contact info and Member Expertise Profile on the fly. If you are a chapter officer, you can also access the Chapter Management Center—all the functionality without being tied to your desk! Rosters, reports, even labels. [Get the App](#)

WCR's Referral Agreement Form

The [Referral Agreement Form](#) is provided as a service of the Women's Council of REALTORS®, which is not responsible for the accuracy of any information contained therein or for the collection or payment of fees agreed upon by the origin or destination real estate firm.

Chapter Tools Page in the Member Center

Recruitment and Retention Tools Page

Check out our turnkey [tools for chapter leaders](#) to assist with your recruiting and retention efforts, including scripts, member application brochures and our testimonial flyer, as well as [2012 contest guidelines](#).

Annual Reports

These [how-to's and guidelines](#) are designed to assist chapter leaders in submitting their chapter's Annual Report. Please note, **submission is mandatory** for local chapters to remain in good standing.

Action Kits, Guides and Publications Page

Visit our [Action Kits, Guides and Publications](#) page for a collection of tools, turnkey templates and more to assist in managing your chapter effectively, including:

- Facebook Fan Page Guide
- Marketing Action Kit
- Task is to Ask Action Kit
- Local Chapter Planning Guide
- Recruitment and Retention Kit
- Leadership Policy & Procedure Manual (LPPM)

Leadership Development Tools Page [Click here](#) for leadership tools

Chapter Program Ideas Page Use these [presentation ideas and templates](#) to help develop relevant chapter programming for members in your area.

2013 Officer Reporting Form

To report your officers to the national office, save the [Officer Reporting Form](#) as a Word document, fill in the information, save the final version and e-mail it as an attachment to wcr@wcr.org.

Entrepreneur of the Year Award

Local chapter's Selection Committee can use this [Word document](#) to assist with your selection of a Entrepreneur of the Year Award recipient. Use this [list of ideas](#) and [press release](#) .

Sample Leadership Commitment/Consent Form

This customizable [Word document](#) outlines expectations for officers and committee chairs.

Model Bylaws

[Local Chapter](#) (Word document) updated May 16, 2010

[State Chapter](#) (Word document) updated May 16, 2010

Bylaws of the Women's Council of REALTORS®. [View PDF](#)

Important IRS Guidelines for Chapters. [View PDF](#)

Officer Invitation Use this fill-in [PDF form](#) or [Word document](#)

Chapter Programs Page in Chapter Tools

Chapter Programming that Works"

"Chapter Programming that Works" from the 2009 Midyear Meeting. [PowerPoint](#)

Educate Your Members on WCR.org

Chapter Officers: Show your members how to use Women's Council's online tools to build their businesses. This customizable [PowerPoint Presentation](#), made available in part by the Member Network Strategic Forum, contains step-by-step instructions on how to log in to the Member Center, complete the Member Expertise Profile and use the Referral Center to generate referrals and much more. Suggested venues for this presentation include chapter meetings and member orientations.

Got Leadership Panel Template

At the 2008 Midyear Meeting a panel consisting of Women's Council and community leaders shared their own personal leadership success stories. The [Got Leadership Panel Template](#) has been developed for use at the local and state chapter level so that chapters can present a similar leadership panel of their own.

Recruitment and Retention Page in Chapter Tools

Recruitment and Retention Kit for Local Chapters

Check out these ideas, tips and tools ready to use in your recruitment and retention efforts in a handy Word document.

[Download Now](#)

Recruitment Tools: Member Testimonial Videos

Following are three videos featuring members just like you, telling their stories about how Women's Council membership is the essential business resource for today's real estate professional.



"I Am the Face of Women's Council"

This video, highlighting the diversity of Women's Council's membership, was created by the 2010 Leadership Development Forum. [View Video](#) | [YouTube](#)



"Why You Should Join Women's Council"

This video, highlighting the benefits of Women's Council's membership, was created by WCR Technology Speaker Sara Bonert of Zillow at the 2010 The New Rules of Real Estate Summit.

[View Video](#) | [YouTube](#)



"How Has Women's Council Given Back to You?"

This video, highlighting the diversity of Women's Council's membership, was created by the 2009 Member Network Strategic Forum. [View Video](#) | [YouTube](#)

Turnkey Tools

Check out these turnkey tools for chapter leaders to assist with your recruiting and retention efforts, including:

[2012 Contest Brochure](#) (PDF)

[Brand Document](#) (PDF)

[Calling Script](#) (Word document)

[WCR Fact Sheet](#) (Word document)

[Member Application](#) (PDF)

[Membership Application](#) (Word document)

[Testimonial Flyer](#) (Word document)

Action Kits Guides and Publications Page in Chapter Tools

[Facebook Page Guidelines](#)

This PDF provides guidelines for utilizing a Facebook Page to promote your chapter. Keep in mind:

Anything you post on the wall goes on the fans wall.

Fan pages are indexed by Google for SEO Power.

Events and Videos can be added to enhance member involvement.

[How To Tips for Video Production](#)

Video: Recording of "Video Tech Tips" session, courtesy of Best Buy. Recorded at the May 14, 2010, Member Network Strategic Forum in Washington, D.C.

[Marketing Action Kit](#)

Flyer and newsletter templates, brand ads, press releases, business cards and more, developed to promote Women's Council to prospective members, as well as the broader community.

[Task Is To Ask Action Kit](#)

Instructions and forms for implementing the Task Is to Ask Program.

[Local & State Chapter Idea Expo Guide](#)

Tips for hosting an Idea Expo in your area.

Local Chapter Planning Guide

[Local Chapter Planning Guide Instructions](#)

[Local Chapter Planning Guide](#) (Excel Format)

[Recruitment and Retention Kit for Local Chapters](#)

Ideas, tips and tools ready to use in your recruitment and retention efforts.

2012 Leadership Policy & Procedure Manual (LPPM)

Leadership Tools Page in Chapter Tools

The following tools have been designed to engage and position your members for leadership roles within your chapter, the profession and the community.

[Pathways to Leadership Brochure](#)

This brochure provides your chapter members with all of the roles available at the local, state and national levels of Women's Council that can exponentially raise their success level, both personally and professionally.

[Diversity Video: "I Am the Face of Women's Council"](#)

This video highlights the benefits and diversity of Women's Council's membership and how diverse members can add value to leadership roles within the Council at all levels.

["Faces of Women's Council" Panel Program Template](#)

This template is a step-by-step guide on how to put on the program "Faces of Women's Council." Use this template to showcase a panel of diverse Women's Council leaders who share different business skills and leadership experiences, and explore how they can support one another through their unique styles and expertise.

[Leadership Translates to Business Value](#)

Local chapter presidents were asked to describe how their involvement as an officer, committee chairman or other volunteer participation created business value for them. This document contains their responses.

[Leadership Retention Ideas](#)

Looking for ideas to keep your past leaders involved? These guidelines will assist your chapter in retaining your past leaders.

[Leadership Training Program Templates](#)

Consensus Building, Diversity, Meeting Management, Public Speaking and Strategic Planning – these templates were designed to assist you with offering valuable leadership development programs for your chapter members.

[Public Speaking Tips](#)

These public speaking tips will help your members plan and deliver effective presentations.

[Got Leadership Panel Template](#)

This template is a step-by-step guide on how to put on the program "Got Leadership." The program consists of a panel of Women's Council and community leaders who share their own personal leadership success stories.

BYLAWS OF THE WOMEN'S COUNCIL OF REALTORS®

Approved by the Governing Board of the WOMEN'S COUNCIL OF REALTORS®, May 16, 2010, Washington, DC.

ARTICLE I – CREATING THE COUNCIL

Section 1: This organization shall be known as the WOMEN'S COUNCIL OF REALTORS® and is sometimes hereinafter referred to as “the Council”, and as “the national organization”, and as “WCR”. WCR encourages its members to dedicate themselves to the highest service for the public and the real estate industry.

Section 2: The Council shall maintain a registered office in the State of Illinois and a registered agent at such office.

Section 3: The Council shall be affiliated as a Council of the NATIONAL ASSOCIATION OF REALTORS® as created and established under the authority granted in Article XIII of the Constitution of the NATIONAL ASSOCIATION OF REALTORS®.

Section 4: The Mission of the WOMEN'S COUNCIL OF REALTORS®: We are a network of successful REALTORS® empowering women to exercise their potential as entrepreneurs and industry leaders.

Section 5: The Council shall be subject to the Constitution and Bylaws of the NATIONAL ASSOCIATION OF REALTORS® with the rights outlined in ARTICLE XX of the Constitution of the NATIONAL ASSOCIATION OF REALTORS® which states:

(A.) The following rights and responsibilities are reserved to WCR:

- 1) The establishment of qualifications and the establishment and administration of procedures for admission to candidacy and membership and the awarding of professional designations of the Institute, Society or Council to persons who are members of, or affiliated with, the National Association.
2. The establishment of membership dues in the Institute, Society, or Council and all other fees charged members and candidates for membership and others accredited or seeking accreditation by the Institute, Society or Council.
3. The selection, supervision of, and the determination of compensation and duties for all staff and other personnel of each Institute, Society, or Council.
4. The establishment of Standards of Professional Practice for the Institute, Society, or Council which are not inconsistent with the Code of Ethics of the National Association as from time to time amended.
5. The establishment and administration of appropriate procedures for the enforcement by each Institute, Society, or Council of its Code of Ethics and Standards of Professional Practice.
6. The determination of the qualification for, enrollment in, fees for, and the content, scheduling, administration, organization, and operation of, all Institute, Society, or Council educational programs curricula, courses, and seminars dealing with or relating to the phase of the real estate business with which the Institute, Society, or Council is concerned.
7. The preparation, publication, distribution, and pricing of Council educational material dealing with or relating to the phase of the real estate business and other matters with which the Council is concerned, including the determination of content, viewpoint, and sources.
8. The establishment, alteration, and dissolution of Local Chapters of each Institute, Society, or Council and the control over each such Chapter's composition, powers and duties.
9. Those other items, matters, and activities as necessary to carry out those rights and responsibilities reserved to Councils by this Article XX and which are not otherwise inconsistent with this Constitution.

(B) The National Association shall have the following rights and responsibilities:

1. The sole responsibility to administer, coordinate, report on, and deal with both legislative and executive branches of

agencies of federal, state, or local governments, including independent regulatory agencies and including, but not limited to, the duty to maintain a Washington office for the purpose of reporting to the membership of the National Association and the Institutes, Societies, and Councils all matters concerning the activities or proposed activities of the executive and legislative branches and agencies of the federal government that relate to real estate.

2. General responsibility to plan the National Convention and meetings including, but not limited to, the responsibility for coordinating the meeting schedules of the National Association and the Institutes, Societies, and Councils so as to minimize scheduling conflicts.

3. Responsibility to make available to the Institutes, Societies and Councils appropriate office space, accounting and computer services, mailing services, and fringe benefits for staff so that such space, services and benefits will be of high quality at the lowest possible cost.

ARTICLE II – RELATIONS WITH NATIONAL ASSOCIATION OF REALTORS®

Section 1: The President of the Council shall, by virtue of her office, as provided by the Bylaws of the NATIONAL ASSOCIATION OF REALTORS®, be a member of the Board of Directors of the NATIONAL ASSOCIATION OF REALTORS®.

Section 2: The Women’s Council of REALTORS® shall use its funds only to accomplish the objectives and purposes specified in these Bylaws and no part of its funds shall inure, or be distributed, to the members of the Council.

Section 3: The fiscal and elective years of the WOMEN’S COUNCIL OF REALTORS® shall correspond to those of the NATIONAL ASSOCIATION OF REALTORS®.

Section 4: The officers of the WOMEN’S COUNCIL OF REALTORS® shall be installed and take office at a time to coincide with the installation and taking of office of the officers of the NATIONAL ASSOCIATION OF REALTORS®

Section 5: The WOMEN’S COUNCIL OF REALTORS® shall have no authority to incur any liability which shall be a liability of the NATIONAL ASSOCIATION OF REALTORS® unless the incurrence of such liability shall have first been approved by the Board of Directors of the NATIONAL ASSOCIATION OF REALTORS®.

Section 6: When requested by the NATIONAL ASSOCIATION OF REALTORS® and/or other groups within the association, the President may appoint one or more members of the Council to serve as its representative.

Section 7: WCR shall meet during the NATIONAL ASSOCIATION OF REALTORS® Convention at such times and place as may be determined in consultation with the National Association Convention staff. Such meetings of the Council shall be held concurrently with, and in the same city as the Convention Meetings.

ARTICLE III – MEMBERSHIP

Section 1: Any REALTOR®, REALTOR-ASSOCIATE®, or Institute Affiliate ¹ member of a Board of REALTORS®, shall be eligible for Active membership in the Council.

Section 2: Any such person shall hold membership in a Local Chapter and in the State Chapter, if any.

Section 3: When there is no Local Chapter of the Council within the jurisdiction of the Local Board/Association of REALTORS® to which the member belongs or within the jurisdiction of the Local Board/Association of REALTORS® in which the members does business, such member shall be eligible to become a member-at-large of the Council, and of the State Chapter, if any.

Section 4: An Active member of WCR may be eligible for membership in more than one Local Chapter and in more than

¹ “Institute Affiliate members shall be individuals who hold a professional designation awarded by a qualified Institute, Society or Council affiliated with the National Association of REALTORS® that addresses a specialty area other than residential brokerage or individuals who otherwise hold a class of membership in such Institute, Society or Council that confers the right to vote or hold office.” Article IV, Section 1.4 of the National Association of REALTORS® Constitution.

one State Chapter. Non-resident members shall be individuals engaged in the real estate profession who are members of a primary Chapter of Choice who wish to obtain the services afforded by another Chapter. The above-defined members may join this second Chapter by paying local dues only to it. They shall not be eligible to vote or hold elective office in the second Chapter.

Section 5: National Affiliate members shall hold membership in the Local Board within the jurisdiction of the Chapter, or if no such membership is available within the Local Board, then the individual shall hold membership within the State Association, but they may not be REALTORS®.

Section 6: National Affiliate members shall pay national, state, and local dues and may vote at the local and state chapter level, hold local office (except President, President-elect and Vice President), use the WCR logo and symbols, and avail themselves of National WCR services; however, they shall not serve as voting delegate. National Affiliates may not comprise more than thirty percent (30%) of the national membership of a Local Chapter.

Section 7: The National WCR Office shall determine the percentage of National Affiliate memberships in each Chapter monthly. When the 30% limitation is reached for a Chapter, National Affiliate applications shall be returned to the applicants. Additional National Affiliate applications will be processed when the Chapter's percentage of this type of membership falls below 30%.

Section 8: Those persons who are currently employed in an executive, administrative or management capacity by a member board, State Association holding membership in the National Association, or a member Board of a foreign affiliate of the National Association shall be eligible for National or Local Affiliate membership (if any available within the Local Chapter) after payment of applicable dues.

Section 9: Persons engaged in the real estate business outside of the United States, its insular possessions and the Commonwealth of Puerto Rico may join as International Affiliate members. International Affiliate members shall not be eligible to vote or hold elective office and may only use the WCR logo and symbols as authorized by WCR and with the identifying descriptor "An International Affiliate." International Affiliate members shall not be obligated to maintain any form of membership in the NATIONAL ASSOCIATION OF REALTORS®.

ARTICLE IV – DUES AND ASSESSMENTS

Section 1: (A) Annual membership dues for all domestic members of the National organization shall be:

- (i) \$96.00, effective January 1, 2011, plus Local and State Chapter dues when applicable
- (ii) \$111.00, effective January 1, 2012, plus Local and State Chapter dues when applicable
- (iii) \$126.00, effective January 1, 2013, plus Local and State Chapter dues when applicable

(B) Annual membership dues for all International Affiliate members shall be:

- (i) US\$150, effective January 1, 2011
- (ii) US\$165, effective January 1, 2012
- (iii) US\$180, effective January 1, 2013

(C) Effective January 1, 1980 annual membership dues shall be payable by the first day of January each year.

(D) New members shall pay a full year's dues upon making application. On January 1 of the following year they shall only be billed for that portion of dues unpaid for that year.

(E) Special Assessments may be levied by the Governing Board.

(F) The Governing Board may impose a new member application processing fee, in such an amount to be determined by the Governing Board.

(G) A member who transfers between Chapters may be required to pay a transfer fee to be determined by the Governing Board and a full year's local dues to the national WCR office who will send the dues to the Chapter the individual is joining.

Section 2: All local, state and national dues of members of the national organization shall be billed by and paid to the national office of the Council.

Section 3: Any member delinquent in payment of dues by more than three months shall forfeit membership.

ARTICLE V – THE GOVERNING BOARD

Section 1: The government of the Council shall be vested in the Governing Board which shall consist of the President, President-elect, Recording Secretary, Financial Secretary, Regional Vice Presidents, State Governors, all past National Presidents who are REALTORS®, State Chapter Presidents, Standing Committee Chairmen, and members of the Executive Committee, all of whom shall be entitled to vote.

Section 2: The Governing Board shall have full power to manage the business of the Council between the Annual Business Meetings.

Section 3: One fourth of the members of the Governing Board shall constitute a quorum.

Section 4: The Governing Board shall meet at least two times each year one of which shall take place at the National Convention of the National Association of REALTORS®. Special meetings of the Governing Board may be called by the President, or shall be called at the request of at least twenty (20) members of the Governing Board representing at least five states, or four states and the District of Columbia. Members of the Governing Board may unite in a petition to call such meeting or individually address written requests to the National Office of the Council. Upon receipt of such petition or written requests from the required Governing Board members, the President shall notify each member of the Governing Board of such meeting in writing, sent by first class mail. Not less than fifteen (15) days nor more than thirty (30) days notice shall be given for a special meeting. Such notice shall state the time and place of the meeting, and the purpose for which it is called. Only the business stated in the call to the meeting shall be transacted at such meeting.

Section 5: The Governing Board may take any action which it could take at a meeting of the Governing Board without a meeting if a consent in writing, setting forth the action so taken, is signed by all members of the Governing Board entitled to vote on the matter.

Section 6: Members of the Governing Board may participate in any meeting through the use of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Such participate in a meeting shall constitute presence in person at the meeting.

Section 7: Special meetings of the Governing Board may be called by the President, or shall be called at the request of at least twenty (20) members of the Governing Board representing at least five states, or four states and the District of Columbia. Members of the Governing Board may unite in a petition to call such meeting or individually address written requests to the National Office of the Council.

Section 8: There shall be an Executive Vice President who shall be appointed by the Executive Committee. The Executive Vice President shall be the chief administrative officer of the Council, shall be subject to the direction and control of the President and Executive Committee, and shall be responsible for the WCR staff and charged with its selection. The Executive Vice President shall have supervision of the entire staff and shall perform such other duties as may be delegated by the Governing Board, the Executive Committee, or the President and all other duties usual to such office.

Section 9: Any member of the Governing Board may resign at anytime by giving written notice to the Executive Vice President. Such resignation shall take effect at the time specified or, if no time is specified, at the time of acceptance as determined by the Governing Board.

Section 10: Members of the Governing Board shall not receive any compensation for their services as Board members, but by resolution of the Governing Board, they may be reimbursed for expenses incurred in attending any regular or special meeting of the Governing Board. A member of the Governing Board may serve the Council in any other capacity for reasonable compensation.

ARTICLE VI – EXECUTIVE COMMITTEE

Section 1: (A) There shall be an Executive Committee consisting of seventeen (17) members, which shall include the President, President-elect, Recording Secretary, Financial Secretary, the three most recent past Presidents able to serve, the WCR representative to the NAR Executive Committee, six (6) members elected by and from the outgoing Governing Board (2 each year) and three (3) members appointed by the President (1 each year).

(B) The term of service, whether by election or appointment, shall be three years, except for the WCR representative to the NAR Executive Committee, which is a two-year appointment.

(C) All appointments to the Executive Committee shall be subject to the approval of the Governing Board.

(D) Members of the Executive Committee shall automatically become members of the Governing Board.

(E) The President shall act as chairman of the Executive Committee.

Section 2: The Executive Committee shall meet on the call of the President, or upon the request of any four of its members.

Section 3: Regular meetings of the Executive Committee shall be held at least three times per year.

(A) To examine reports of all committees and make recommendations for action thereon.

(B) To conduct the necessary business of the Council between meetings of the Governing Board.

(C) To discuss policies and procedures for the purpose of coordinating activities of all officers committees, and WCR staff.

(D) To develop new programs and review existing ones.

(E) To develop new and better ways of serving the membership on all levels.

(F) To plan for the future of the organization.

Section 4: Eight members of the Executive Committee shall constitute a quorum.

ARTICLE VII – ELECTIVE AND EX OFFICIO OFFICERS

Section 1: Officers of the Council shall be elected from among members in good standing who are REALTORS® and REALTOR-ASSOCIATES®.

Section 2: (A) The elective officers of the Council shall be a President, President-elect, Recording Secretary, Financial Secretary and a Regional Vice President from each of the geographical regions created by the Governing Board of the Women's Council of REALTORS®.

(B) The President, President-elect, Recording Secretary, Financial Secretary and Regional Vice Presidents shall serve for one (1) year, or until their successors are elected. The President-elect shall automatically succeed to the office of President the following year.

(C) The President and President-elect shall not be eligible to serve in such office for more than one term unless they are filling the office for an unexpired term due to a vacancy.

(D) The Recording Secretary, Financial Secretary and Regional Vice Presidents may serve in such offices for more than one term but may not serve more than two consecutive terms.

Section 3: (A) The President shall be the chief executive officer of the Council, and shall preside at the meetings of the Governing Board, the Executive Committee and the Annual Business Meeting. At all other times during the term of office,

the President shall represent the Council and act in its name, subject to its policies. She shall be responsible for the WOMEN'S COUNCIL OF REALTORS® during her term with the support and counsel of three other national officers and the Executive Vice President and shall perform all of the duties usual to such office.

(B) The President shall appoint all committee chairmen and committee members, except the Nominating Committee. All appointments of committee chairmen shall be subject to approval of the Governing Board. The President shall be an ex officio member of all committees except Nominating Committee.

(C) The President may appoint a Parliamentarian to serve at the Annual Business Meeting, and at meetings of the Governing Board, subject to the approval of the Governing Board. The Parliamentarian shall serve without a vote.

Section 4: (A) The President-elect shall perform the duties of the President in the event of the President's disability or absence.

(B) The Recording Secretary shall approve the records and perform other such duties as are customary to the office, including acting as Secretary for the Governing Board and the Executive Committee, when necessary.

(C) The Financial Secretary shall approve the annual budget for the Council, which is to be submitted to the Governing Board for its approval prior to being submitted to the Treasurer of the NATIONAL ASSOCIATION OF REALTORS®. The Financial Secretary shall serve as chairman of the Finance and Budget Committee and shall review financial matters of the Council monthly. She shall report on the financial affairs of the Council to the Executive Committee and the Governing Board.

Section 5: The Regional Vice Presidents shall supervise the work of the Council in their respective regions and act as the representative of the President in such matters as may be assigned to them.

Section 6: In the event that an Officer is deemed to be incapable of fulfilling the duties for which elected, but will not resign from office voluntarily, the Officer may be removed from office under the following procedure:

(A) A petition requiring the removal of an Officer, signed by at least twelve (12) members of the Governing Board, shall be filed with the Executive Vice President. The body of the petition shall specifically set forth the reasons the individual is deemed to be disqualified from further service.

(B) Upon receipt of the original petition, the Executive Vice President shall send by registered mail to the Officer's current address of record a copy of the petition. This notice shall include the date on which the Governing Board will consider the petition, either at its next regularly scheduled meeting or at a special meeting called under the terms set out in Article V Section 8.

(C) The Officer shall be given an opportunity to answer the charges laid out in the petition in accordance with the trial procedure set forth in *Robert's Rules of Order (Newly Revised)*. If the Officer named in the petition is the president, the next-ranking officer will conduct the meeting. Provided a quorum is present, a three-quarters vote of the Governing Board shall be required for removal of the Officer from office.

Section 7: In States where there is no State Chapter but there are more than forty-nine (49) Active members the President of the national WOMEN'S COUNCIL OF REALTORS® may appoint one State Governor, taking into account recommendations from Active members in the State. The State Governor will be responsible for member and chapter activities within the State.

ARTICLE VIII – VACANCIES

Section 1: (A) In the case of vacancy in any elective office, except the President or President-elect, the President shall appoint a qualified member to fill the unexpired term.

(B) In case of a vacancy in the office of President, the President-elect shall complete the unexpired term thus creating a vacancy in the office of the President-elect. The President-elect who fills a vacancy in the office of President shall automatically become President for a full term after completion of the unexpired term as President.

(C) In the event of a vacancy in the office of President-elect caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President. Ballots giving the name or names of nominees shall then be mailed to all members of the Governing Board by the Executive Vice President with instructions for voting. An affirmative vote of a majority of the entire Governing Board shall be necessary to elect. The President-elect who fills a vacancy in that office shall automatically become President-elect for a full term after completion of the unexpired term as President-elect.

In the event a vacancy in the office of President-elect is not caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect. This President-elect who fills this type of vacancy shall automatically become President after completion of the unexpired term of President-elect.

(D) In the event of a vacancy in the office of Regional Vice President, the President shall appoint a member from the same region to fill the unexpired term.

(E) If a vacancy occurs in the Executive Committee before the expiration of a term, the President shall appoint a successor to fill the unexpired term.

(F) In the event of a vacancy in any of the committee chairmen, except the Nominating Committee Chairman, the President shall appoint a qualified member to fill the unexpired term.

(G) All appointments to fill vacancies shall have the approval of the Governing Board. Such approval shall be requested at the next regular Governing Board meeting.

(H) In the temporary absence of the chairman of the Nominating Committee, the Strategic Planning Committee, or the Past Presidents' Advisory Committee, a chairman pro tem shall be elected by a majority vote of the members present.

ARTICLE IX – NOMINATIONS

Section 1: There shall be a Nominating Committee of twelve, which shall be elected in the following manner:

(A) The members present at the Annual Business Meeting shall elect nine (9) committee members and nine (9) alternates, all in good standing of the Council, one (1) committee member and one (1) alternate from each region. These delegates and alternates must have attended at least two of the four previous national meetings. Such members shall not include past National Presidents of WCR. Each member present shall be entitled to one vote. Candidates being considered by the Nominating Committee for a line office, and also any other national office contested by the time of the Midyear Meeting, shall not serve as members of the Nominating Committee.

(B) Two past Presidents and two alternate past Presidents shall be appointed by the Past Presidents' Advisory Committee to serve on the Nominating Committee. The alternates shall be designated as 1st past Presidents' alternate and 2nd past Presidents' alternate and shall serve as needed in the order.

(C) The members of the Nominating Committee shall serve during the calendar year subsequent to their election.

(D) The President of the Council, presiding at the time of the opening of the Annual Business Meeting shall serve in the subsequent year as chairman of the Nominating Committee. If unable to serve, the most recent past national President of the Council able to serve shall be chairman of the committee, except that in no case shall the same person serve as chairman for two successive years.

(E) Nominating Committee members and all alternates who have served, except past Presidents and their alternates, shall not be eligible to serve the subsequent term as either a committee member or an alternate.

(F) If an alternate replaces a member, the alternate continues to serve unless she is unable to do so, in which case the original member, at her option, may be reinstated.

(G) Should neither representative from a region be able to serve, the State Governor(s) of that region may (meet and) choose an alternate committee member to complete the term. This member, also, may not serve a subsequent term.

(H) If at least two of the four past Presidents appointed cannot serve, the Past Presidents' Advisory Committee may meet and appoint past President(s) to fill the vacancies.

(I) At least one candidate for delegate and one candidate for alternate for the Nominating Committee will be nominated from each region. Past Presidents and their alternates each year will be chosen in a manner determined by a majority of the Past President's Advisory Committee present when a quorum exists. Rules will be determined before nominations are accepted.

(J) When a(the) State Governor(s) are unable to function as prescribed in (G) of this section and time is of the essence, the President of the National WOMEN'S COUNCIL OF REALTORS® shall appoint an active member from the unrepresented region to fill the vacancy on the Nominating Committee. The preceding paragraphs of this section, where applicable, shall also refer to alternates appointed by the President.

Section 2: It shall be the duty of the Nominating Committee to select at least one candidate for each office of the WOMEN'S COUNCIL OF REALTORS® of the NATIONAL ASSOCIATION OF REALTORS®. The slate shall be posted prior to the final Governing Board meeting of the Midyear Meeting. The membership shall be given notice of the slate of nominations on or before July 15.

Section 3: After the President has presented the report of the Nominating Committee, any voting delegate may nominate individuals before the election.

Section 4: No name shall be placed in nomination without the written consent of the nominee.

Section 5: The Nominating Committee shall meet prior to the Midyear Meeting for the purpose of organizing itself, establishing its procedures, and interacting its deliberations. The delegate and alternate may both attend the organizational meeting. Incident to the Midyear Meeting, the Nominating Committee shall hold hearings covering potential nominees for office. The Nominating Committee may hold, on its own motion, such meetings as it may deem necessary to complete its slate of nominees prior to the last WCR meeting of the Midyear Meeting.

ARTICLE X – ELECTION OF OFFICERS

Section 1: The election of officers shall be held at the Annual Business Meeting which shall be held in conjunction with the National Convention for the NATIONAL ASSOCIATION OF REALTORS®.

Section 2: (A) Election of officers shall be by *viva voce* or roll call vote, or written or electronic ballot if there are two or more nominees for an office. A majority shall elect. When there are more than two nominees for any office and there is no majority on the first ballot, the top two candidates will run off against each other and all other candidates are eliminated.

(B) The voting delegates shall be all members of the current Governing Board, a delegate from each Local Chapter and certified members-at-large.

(i) The Local Chapter Delegate shall be the President in good standing of the Local Chapter or another member, who shall be an Active member in good standing of the same Local Chapter, designated in writing by the President.

(ii) In the event the State Chapter President cannot act as a Governing Board Delegate, the State Chapter President may designate in writing another State Chapter Officer from the same State Chapter to vote at the Annual Business Meeting.

(C) Each Governing Board member shall be entitled to cast one vote. Each Local Chapter delegate shall be entitled to cast one vote for the Chapter's first 30 Active members, two votes for 31-60 Active members, three votes for 61-90 Active members and so forth, adding one vote for each 30 Active member increment. The number of Active members in a Local Chapter shall be determined by the number of Active members in good standing on September 1 of that year according to the records of the national WCR office.

Section 3: Delegates shall check in at the convention prior to the Annual Business Meeting to be credentialed by the committee as voting delegates.

Section 4: All members casting votes at the Annual Business Meeting of the Council shall be full fee registered attendees

at the National Convention of the National Association of REALTORS® or the Women's Council of REALTORS®.

ARTICLE XI – NOTICE OF MEETINGS

Section 1: When notice of meetings, or of the subject to be considered at meetings, is required by these Bylaws, such notice shall be sent to all members qualified to vote at least 30 days prior to the meeting where the vote will be taken. The notice may be sent by first-class mail, electronic communication, including e-mail, or any other means permitted by law.

Section 2: The Annual Business Meeting of the Council, held in conjunction with the National Convention of the NATIONAL ASSOCIATION OF REALTORS®, shall require a quorum of no fewer than fifty (50) accredited delegates.

ARTICLE XII – COMMITTEES

Section 1: The President shall appoint such standing and special committees as shall be designated from time to time by the Governing Board and such other special committees as she may deem necessary or appropriate.

(A) Each of the Standing Committees shall consist of not fewer than seven (7) members unless otherwise noted in these bylaws.

(B) Appointments to Standing Committees shall be for a period of one year unless otherwise noted in these bylaws. All committee members are eligible for reappointment.

(C) The Budget and Finance Committee shall consist of eighteen (18) members.

Section 2: (A) Special Committees to perform such services as may be assigned to them may be appointed by the President with the approval of the Governing Board.

(B) Each of the Special Committees shall consist of not fewer than three (3) members nor more than twenty-five (25) members.

(C) Appointments to Special Committees shall be for a period of one year. All committee members are eligible for reappointment.

Section 3: Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 4: Members of a committee may participate in any meeting through the use of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Such participation shall constitute presence in person at the meeting.

ARTICLE XIII – CHAPTERS

Section 1: The WCR shall organize its members into Local and State Chapters as it determines will further the purposes of the Council. The terms and conditions under which such Chapters will be established and operate shall be determined by the Governing Board but such terms and conditions shall at all times be consistent with the Bylaws, as from time to time amended.

Section 2: Chapters shall have their bylaws approved by the WCR National Bylaws Committee. Model bylaws are to be used with all exceptions approved by the Bylaws Committee. The chapter is authorized to use the WCR name and symbols in connection with the name of the chapter.

Section 3: Chapters shall be authorized to create programs that support the National WCR objectives, disperse dues, and raise additional funding through supportive programs. Local and State Chapters represent WCR in their communities and shall actively follow the WCR objectives and work with their Local Boards of REALTORS® and State Association of REALTORS®.

Section 4: Local Chapters may be disbanded after due notice for:

- (A) Not maintaining at least twenty (20) Active members;
- (B) Not filing a list of current officers;
- (C) Not filing an Annual Report with the WCR National Office;
- (D) For any other reason deemed by the national Governing Board to be in the best interest of the WCR.

Section 5: State Chapters may be disbanded after due notice for:

- (A) Not maintaining at least fifty (50) Active members and two chapters;
- (B) Not filing a current list of current officers and, upon request of the National WCR office, minutes of the Annual Election Meeting;
- (C) For any other reason deemed by the national Governing Board to be in the best interest of the WCR.

ARTICLE XIV – DISSOLUTION OR OTHER CORPORATE CHANGE

Section 1: The Council may dissolve or undertake any other form or corporate change including but not limited to merger or consolidation only in accordance with policies, procedures or regulations as may be adopted by the Board of Directors of the NATIONAL ASSOCIATION OF REALTORS®, and then only upon such terms and conditions as the Governing Board of the Council may allow.

Section 2: Upon the dissolution of the corporation, the Governing Board of the Council shall, after paying or making provision for the payment of all the liabilities of the corporation, distribute any remaining funds to the NATIONAL ASSOCIATION OF REALTORS®, provided it is exempt from the payment of federal income taxes under any subsection of Section 501 (C) of the Internal Revenue Code of 1986, as amended (or any corresponding provision of any future United States Internal Revenue law), and if not, then to any one or more regularly organized and qualified professional societies, trade association, or charitable, educational, scientific, or philanthropic organizations exempt from the payment of federal income taxes under any subsection of Section 501(C) of the Internal Revenue Code of 1986 as the Governing Board of the Council shall determine.

ARTICLE XV – PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert’s Rules of Order (Newly Revised)* shall be recognized as the authority governing the proceedings of the Chapter in all cases not provided for in these bylaws or in the standing rules.

ARTICLE XVI - GENERAL PROVISIONS

Section 1: Contracts – The Governing Board may authorize any officer or agents of the Council to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Council and such authority may be general or confined to specific instances.

Section 2: Indemnification – The Council shall have the power and authority to indemnify and hold harmless to the full extent permitted by law any person who is or was a member of the Governing Board, officer, employee or agent of the Council or who is or was serving at the request of the Council as a director, officer employee, or agent of another corporation, partnership, joint venture, trust or other enterprise.

In addition, the Council may purchase and maintain insurance on behalf of any person who is or was a member of the Governing Board, officer, employee or agent of the Council or who is or was serving at the request of the Council as a director, officer employee, or agent of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against such person and incurred in any such capacity, or arising out of such person’s status as such, regardless of whether the Council would have the power to indemnify against such liability.

Section 3: Bonding – Any person entrusted with the handling of funds or payments of the Council, at the discretion of the Governing Board, shall obtain and maintain a fidelity bond at the cost of the Council.

Section 4: Marks – All current and future trademarks, service marks, membership marks, certification marks, trade names and logos (collectively known as “Marks”), whether or not registered with any government, which are used by or developed for the Council or the Council’s members for use in connection with their membership, shall be owned by the NATIONAL ASSOCIATION OF REALTORS®. All use of these Marks by the Council and the Council’s members shall inure to the benefit of the NATIONAL ASSOCIATION OF REALTORS®. The NATIONAL ASSOCIATION OF REALTORS® shall grant to the Council a royalty free license to use the Marks and to authorize the Council’s members to use the Marks.

ARTICLE XVII – AMENDMENT OF BYLAWS

These bylaws may be amended at any meeting of the Governing Board by a two-thirds vote in the affirmative of the Governing Board members present and voting at such meeting, provided that a quorum is present, and provided the substance of the proposed amendments has been submitted to all members of the Council at least thirty (30) days in advance of the meeting at which they will be acted upon, and provided that no such amendment shall become effective until the same shall have been submitted to and approved by the Board of Directors of the NATIONAL ASSOCIATION OF REALTORS®.

Notes

ARTICULATING THE **BRAND**

Who We Are:

We are... **Established...**
as a reliable source of knowledge,
Committed...
to the personal and
professional success of
our members,
Trusted... by professional
REALTORS® for more
than 60 years.

What We Stand For:

We strive to be...
Standard Bearers of
professionalism &
personal excellence,
Educators... providing the
programs to build relevant skills,
Business Builders... generating
more than \$100 million
in commissions
annually.



Who Belongs & Who Should Join:

We have... **Productive People**
who are full-time real estate
professionals,
Reliable Expertise... that comes with
being established in the business,
Female Perspective... supportive
people helping others
take risks and grow.

Our Benefits:

We deliver... **Credibility**
because we stand for
professional excellence,
Relevant Skills... needed
& valuable in today's marketplace,
Support System... increasing
referral business &
boosting productivity.

Dimensions of the Chapter Experience

If you attend chapter meetings...

We will help you acquire new skills to meet today's professional challenges.

If you make it a point to sit with people you don't know...

We will increase your referral business and, sometimes, become friends for life.

If you decide to participate, even if only in a small way...

We will help you define and reach your next level of achievement.

If you keep in touch with other members...

We will encourage you when you are down and cheer you on when you succeed.

Local Chapter President

The President of a Chapter is a REALTOR® or REALTOR-ASSOCIATE® elected by the Chapter membership to be its authorized team leader.

Major responsibilities:

- Presides at Governing Board and Chapter meetings.
- Appoints all committees, except Nominating Committee, subject to the approval of the Governing Board.

General responsibility to have knowledge of:

- Local Chapter bylaws and standing rules.
- WCR structure and history.
- *Robert's Rules of Order (Newly Revised)*.

Specific responsibilities to the Local Chapter:

- Disseminates applicable materials and information to officers/members.
- Issues an invitation early in the year to the State WCR Governor to make an official visit to the Local Chapter.
- Ensures that Chapter activities are not in conflict with Local Board of REALTORS® activities.
- Coordinates officer and committee activities and responsibilities.
- Makes certain Chapter bylaws are up to date and amendments reported to the national WCR office.
- Attends Local Chapter sessions at Midyear and Annual Conference & learning lab sessions at Midyear Meetings.
- Schedules meetings in accordance with the Chapter bylaws and standing rules.
- Follows the Chapter Meeting "Order of Business" as outlined in this *Leadership Policy & Procedure Manual*.
- Cooperates with requests from the State Chapter President, State Governor, Regional Vice President and national WCR office.
- Assures that the Chapter's votes are cast by the Voting Delegate or Alternate at the national Annual Business Meeting. The Local Chapter Delegate shall be the President in good standing of the Local Chapter or another member, who shall be an Active member in good standing of the same Local Chapter, designated in writing by the President.

Working with the REALTOR® Board's Executive Officer

One of the most critical tasks you will have during your term as Local Chapter President is establishing a strong rapport with your Local REALTOR® Board or Association. The simplest way to assure ongoing cooperation is by communicating with the Executive Officer (EO). The EO can help you reach local officers, committee chairs, staff and much more! If your EO feels WCR has value to offer the members of your Board, you will find their assistance will make the year flow much more smoothly. The help they can give is invaluable.

1. Invite EOs to be speakers at Chapter meetings.
2. Provide EOs with complimentary passes to WCR sponsored education courses.
3. Hold Chapter Governing Board meetings at the Local Board of REALTORS® office instead of at a restaurant, etc., to provide more visibility for WCR at the Board level.
4. Remember to follow protocol (i.e., follow Board's chain of command).
5. Executive Officers can be national members of WCR. Offer them a complimentary WCR membership.
6. At national meetings, find out what successful methods other Chapter Presidents have used.

Local Chapter President-elect

In the absence of the President, the President-elect (a REALTOR® or REALTOR-ASSOCIATE®) presides at all meetings and performs the necessary duties of the office. The President-elect automatically succeeds to the presidency the following year. The main role of the President-elect is to prepare for presidency. This includes assisting the President. Preparation includes:

- Attend Leadership Academy. No other action helps you more, because the Academy helps volunteer leaders plug into the WCR national network sooner and more effectively for peer support and for referrals.
- Review the President's sections of this manual.
- Read the WCR History pages at the front of this manual.
- Visit WCR.org and review the national Strategic Framework. This is located in the Member Center on the WCR Web site.
- Locate and review the Local Chapter's Bylaws.
- In the fall, and in collaboration with the Chapter's entire incoming leadership team, completes the Chapter Business Plan using the WCR Annual Report (Chapter Business Plan and Chapter Excellence Awards) form.

Local Chapter Vice President of Membership

An elected office of the Local Chapter. Individual must be a REALTOR® or REALTOR-Associate®. Oversee all membership activities. Accountable for the recruitment, retention and recapturing membership efforts of the chapter.

- Responsible for the implementation and follow-through on the national membership marketing campaign when one is in effect.
- Establish Local Chapter membership goals in coordination with the Local Chapter President and Governing Board.
- Communicate membership goals and organize Chapter effort to achieve goals.
- Monitor membership reports received from National WCR and online for accuracy and follow-up on any discrepancies.
- Report to National WCR any corrections, changes (i.e. telephone, address) to member information.
- Some duties may be delegated to the membership chairman when the chapter has chosen to have one, however, the ones listed above should not be delegated.

Review the membership section on pages 54-63. Materials needed are adequate supply of WCR Membership Applications and a *Leadership Policy & Procedure Manual*. New members may now join online if paying with credit card. Familiarize yourself with this application option.

FUND YOUR OFFICERS

It is important to fund Chapter leadership to attend national meetings – the President, President-elect and, if possible, the Vice President of Membership. Also, providing air fare, hotel and registration fee assistance to the President-elect to attend the Annual Leadership Academy should be a budget priority.

Even if fundraising for charity, money must always be earmarked to support the chapter, which includes sending officers to learn and connect at the national level. And ultimately that translates to long-term participation in the community as well as enhanced ability to deliver member value.

Local Chapter Secretary

The Secretary takes the minutes of each Chapter meeting and each Governing Board meeting. When writing the minutes, record what was done, not what was said (e.g. "After discussion, the motion was approved.")

Original copies of all minutes should be kept in a permanent Chapter minutes book, and one copy of each shall be sent to the WCR Chapter President, President-elect, State Chapter President and State Governor.

The Secretary is responsible for notifying the National WCR office of names and addresses of newly elected officers of the Chapter as soon as elected, but no later than November 1. Failure to report officers is grounds for disbanding the Chapter.

MINUTES – general information always to be included:

- Name of Chapter, committee which is meeting (in caps), whether regular or special meeting.
- Date, hour and place.
- Name of presiding officer or chairman.
- Roll call, plus statement that number of members present constitute a quorum (provided it does).
- Pledge of Allegiance and Inspiration.
- Introduction of new members, if any.
- Approval of minutes of last meeting "as mailed or emailed" or "as posted" (Internet). The National WCR no longer recommends reading the minutes aloud; this is not a good use of the members' time. Approval is by majority vote.
- Treasurer's report should be accepted and placed on file.
- Reports.
- Unfinished business.
- New business.
- Election, if any.
- Next meeting: time and place.
- Adjournment and time.

Example of Minutes

WOMEN'S COUNCIL OF REALTORS®, Bigtown Chapter
City, State

A REGULAR MEETING OF THE GOVERNING BOARD

Date: September 5, 2012
Time: 2:00 p.m.
Place: Bigtown Association of REALTORS®
Presiding: President Sue Smith
Attendees: Barbara Brown, Elaine Jefferson, Janet Jones, Kay King, Mary Mason, Rose Rogers, Tillie Tuttle, Wanda Williams (a quorum)

Governing Board Actions

I. Minutes of the previous meeting were Approved.
II. Treasurer's report was accepted and placed on file.
III. Committee reports received
IV. FUNDRAISING PROJECT: Moved and seconded to hold a silent auction at the next Chapter membership meeting, with Kay King to organize and chair. Approved.
V. OFFICER VACANCY: Moved and seconded to elect Elaine Jefferson to fill the unexpired term of Secretary/Treasurer. Approved.
VI. The meeting was adjourned at 2:30 p.m.

Any corrections or amendments to minutes or Treasurer's report should be marked in RED. It is permissible to write amendments on a separate page to become part of an attached to minutes. Minutes should not be rewritten after they have been presented.

The permanent Chapter minutes book is an important document. Pass it on to the new Secretary immediately upon completion of your term.

It simplifies the taking of minutes if information is obtained beforehand. Ascertain the purpose of the meeting, and if possible, get copies of resolutions, reports, etc., to be presented.

Obtain a list of the persons to be present, and at the meeting simply check the names "P" or "A" (present or absent) on the list. Note late arrivals and early departures, as an important point may hinge on whether or not a certain person heard a certain discussion.

Local Chapter Treasurer

- The Treasurer has custody of the funds of the Chapter and makes disbursements as may be directed by the President or Governing Board. It is suggested that a bond be obtained for an appropriate amount.
- Works with the Governing Board to develop annual budget. See sample budgets pages 41-43.
- Records are kept in an account book showing all receipts and disbursements. Treasurer's report should be available at all regular Chapter meetings.
- Reviews association expenditures and financial status on a regular basis to ensure overall fiscal integrity.
- Ensures that regular financial reports are submitted to the Governing Board and presents an annual financial report to the membership.
- Submits the financial accounts of the association to an annual independent audit (usually a group of members). Performs other duties assigned by the President.
- Gives receipts for collection of cash, keeps copy of transaction for Chapter's permanent records.
- Prior to the end of the term of office, books of the Treasurer shall be audited by a committee appointed by the President. The Treasurer and Auditing Committee Chairman shall arrange a time to meet so that the records can be audited. Schedule this meeting no later than two weeks prior to the following month's Chapter meeting.

The National WCR office must receive notification of Chapter dues changes by October 31 in order for the change to be included in the dues billing for the following year. All dues changes become effective January 1 of the following year. Membership renewal notices are printed and mailed in November. Chapter bylaws must also be changed and re-approved.

WORKING WITH VOLUNTEERS

Here are some tried and true principles which, when faithfully followed, will guarantee your success in coordinating and leading volunteers.

- Volunteers are your colleagues.
They are not employees or subordinates. Treating volunteers as equals will always yield better results and create more satisfaction for the volunteer.
- Give clear instructions, then get out of the way.
Certainly, you want to offer help where it is needed. But don't mistake interference for help. It doesn't matter how the job is done, just that it is done. Monitor the outcome, not the process.
- Give adequate training.
Don't assume everyone knows how to do a task. The reason some people volunteer is to gain new skills. Your extra patience will be rewarded with extra effort from an appreciative volunteer.
- Doing the work yourself will bog you down.
Sometimes it seems easier just to do the job yourself. We've all been there. You must resist this impulse, however, because getting as many people as possible involved is an essential element of developing future leaders. And here's secret: you yourself will grow more by getting involvement than by doing the job yourself.
- Follow up, and in a timely manner.
Touch base when you say you will. If you don't, you are sending the message that the assignment was mere busywork, and that diminishes the value of the volunteer's participation.
- Praise in public, coach in private.
And remember that critiques are *always* about performance/behavior and *never* about the person herself.
- People's circumstances can change.
It's going to happen. A volunteer will change offices, take on additional family responsibilities or just become overloaded. And she may not say anything because she feels bad about "letting you down." When this happens, let her know you understand, thank her and release her from her commitment. Leave the door open for future involvement when the situation changes.
- Give volunteers an opportunity to give you feedback.
Ask if they have the tools they need to complete their task.

Trends in Volunteer Leadership

- Leadership development is a process, not a path. Officers are elected based on their skills and effectiveness.
- Elected and appointed leaders act as coaches, working *beside* volunteers.
- As volunteers demonstrate reliability and developing potential, they are asked to take on leadership roles.
- Special committees and task forces offer opportunities for short-term commitments. Standing committees provide oversight.
- Healthy, robust chapters are developing leaders at every level. Officers and committee chairs assume their roles as a natural progression and are seldom recycled.
- Leaders do not need "position" to be involved. They are effective coaches and mentors. They are "out front" celebrating chapter milestones and successes.

COMMITTEE RESPONSIBILITIES

STANDING COMMITTEES

Bylaws Committee

- Review bylaws and submit amendments, if needed, to National WCR for approval.
- National amendments to local bylaws are automatically binding; simply notice to your members.
- Local bylaws in conflict with the model bylaws will not be approved.
- Develop and review periodically Standing Rules, which should be voted on each year by Governing Board.
- Rights of membership are granted, or limited, only in the bylaws, never in the Standing Rules, which are for administrative convenience only.
- Work closely with the Parliamentarian if the Chapter has one.

Education and Program Committee

- Plan business resource programs that will increase your member's productivity and income.
- Plan and develop programs for Chapter meetings consistent with the needs of members. The impact of WCR on the members increases when each Local Chapter provides meaningful education for a more professional and successful career in real estate.
- Carry out program plans completing arrangements for speakers, panelists, etc.
- Evaluate programs' impact and success.
- Inform members of educational opportunities offered by the Local Board, State Association, NAR Affiliates, and by nearby educational institutions.

Finance and Budget Committee

- Prepare an annual budget for approval by the Governing Board.
- Review budget and actual expenditures with the Treasurer as needed.
- Plan and conduct fundraising programs as needed, including funds to enable the Local President, President-Elect and Vice President of Membership to attend national meetings.

Membership Committee

- Plan a Chapter membership campaign that encourages and challenges members to recruit new members.
- Plan for recognition of new members at Chapter meetings and online.
- Retain existing membership and re-recruit "dropped" members.
- Notify National WCR of changes of status or address of members.
- Compile and send a print, email or Web based Chapter Roster to all members.
- Before distributing membership applications to prospective members complete the dues amounts on the application and the name of your Chapter. These steps will ensure speedier and more accurate processing by National WCR.
- Pre-qualify candidates for National Affiliate membership – make sure your Chapter is under the 30% limit and the individual holds membership in a Local Board of REALTORS®.

Nominating Committee

- Fulfill obligations of Chapter bylaws Article VIII Nominations. Must be elected at Annual Election Meeting to serve the following calendar year. Service on this committee is limited to REALTOR®/REALTOR-Associate® members.

Ways and Means Committee (options of Chapter)

- Assumes from Finance & Budget committee the responsibility to conduct fundraising programs.
- Raises funds to enable the officers to attend national and state meetings.

SPECIAL COMMITTEES (Chapter's Choice)

Special Committees must consist of not fewer than three (3) members.

Audit Committee

- Conduct an audit of the Treasurer's records at least two weeks prior to the final Chapter meeting of the year and report on the completed audit at that meeting.

Awards and Recognition Committee

- Plan and coordinate visible symbols of appreciation.

Hospitality Committee

- Welcome newcomers to Chapter meetings and introduce them to the members.
- Encourage unity and friendship within the Chapter.
- Communicate on behalf of the Chapter with members who are ill or bereaved.

Marketing Committee

- Promote and maintain a favorable image of WOMEN'S COUNCIL OF REALTORS® in the eyes of our various publics.
- Prepare and submit media releases to publicize Chapter activities and achievements as required.
- Plan and prepare communications (meeting notices, newsletter) for the membership.
- Coordinate a photographic or video record of Chapter activities, for history and publicity.

Newsletter Committee (May be handled by Marketing Committee instead.)

Reservation/Attendance Committee

- Record reservations for Chapter meetings and report as required. In some Chapters, arrange meeting place and menu, responsible for reservations equaling guarantee.
- Maintain attendance records.

"Contact" Committee

- Plan and coordinate (telephone/e-mail/fax/mail) dissemination of necessary information to Chapter members.

Member of the Year Award Committee

- Chairman is award recipient from previous year. Committee selects recipient following guidelines and dates established by the State Member of the Year Committee if the Local Chapter intends to submit that name to the State committee for consideration as State Member of the Year.

Entrepreneur of the Year Award

- Award winner is selected by a special committee chaired by the most immediate past president able to serve. Current LCP serves and appoints 3 REALTOR®/REALTOR-Associate® members and 2 REALTOR®/REALTOR-Associate® alternates. The Committee will distribute a Call for Nominations at meetings, in chapter newsletter, on Web site, etc. The Committee must submit name of award winner as well as the winning member's award application form to National WCR by December 1. See Awards criteria in Reference Section and online in Chapter Tools.

Social Media/Technology Committee/Web Site Committee

Leadership Retention: The Past... Making The Future... Brighter!

What Chapters Can Do to Keep Past Leadership Appreciated, Involved and Motivated (AIM)

Recognition

- Present a “Appreciation Plaque” along with a public thank you to outgoing President each year
- Distinguished Service Award
- Special name badge for PPs (Past Presidents)
- Recognition of all PPs at meetings, events, online, etc.
- List PPs in newsletter, programs etc – spotlight one a month with highlight/bio
- Pass the gavel from oldest to newest president at installations
- Special event by invite only for PPs hosted by current LCP (ie: cocktail hour, luncheon)
- Recognize a PP each month and their unique characteristics
- One meeting a year where all PPs are recognized. Possibly a luncheon with a panel on influence

Roles

- “Task Is To Ask”... ask the PP to be involved, and HOW they wish to be involved
- LCP Advisor
- PP Advisory committee/panel
- Parliamentarian • Responsible for leadership retreat
- Mentor to the VP membership or serve as PP liaison on the recruitment committee
- New member orientation
- Director or a committee chair at the local association
- Mentor program (WCR) W – wisdom, C – counsel, R – resource to leadership team or new members
- PP panel
- Chapter historian
- Encourage state participation
- PP liaison on each committee
- Present program at Business Resource/Opportunity Meeting.
- Establish 3-year plans for the chapter, so that there is continuity between the years, synergy between the presidents and line officers, and make the executive team more “vested” in their chapters. Also, hold “retreats” to plan and create the aforementioned “rolling” 3-year plans; Previous year’s LCP attends the retreat (the objective is that everyone understands what they are working toward).

Sample Local Officer Candidate Application Form

WOMEN'S COUNCIL OF REALTORS®

(Complete/mark the form as appropriate. Include narrative/additional comments on another page. Attach a current resume to this application and a current picture)

1. *Name:* _____ *Designations:* _____
Firm: _____ *Address:* _____
Phone: _____ *Fax:* _____ *E-Mail:* _____
Cell: _____ *Current WCR Position:* _____

2. *Applying for: President Elect* ____ *Vice President of Membership* ____ *Secretary* ____ *Treasurer* ____
(National Affiliate Members are eligible for Secretary and/or Treasurer Positions only).

3. ____ REALTOR® or REALTOR-Associate® in good standing with Local Board/State/WCR.
____ # of Years WCR ____ # Years Local Board

4. ____ National Affiliate in good standing with WCR. ____ # Years

5. ____ I will commit to attend Board meetings, appropriate committee meetings and WCR sponsored functions.

6. ____ *I will obtain or at least be candidate for the Performance Management Network designation (PMN)*
(REALTORS® only)

7. ____ I do agree to attend National WCR meetings. How many National meetings attended in the past 4 years? ____

8. ____ I do agree to attend State WCR meetings. How many State meetings have you attended in the past 4 years?

9. WCR Local & State Chapter Activities (with dates):

Elected Offices held: _____

Committee Chairperson: _____

Committee Membership: _____

Special Projects/Awards: _____

National Committee or Volunteer Involvement: _____

10. Any other specific involvement with community/local or state boards focusing on leadership:

11. Other information/achievements for the Nominating Committee to consider: (Attach separate sheet if necessary)

Signature

Date

HOW TO CONDUCT AN ELECTION FOR CHAPTER OFFICERS

The Chapter President presides.

Request from Secretary the number of Active (REALTOR®/REALTOR® -associate) members present. Ask: “Is a quorum present?” *Note: Twenty percent of the REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate (see definition after Article XIV) members of the Chapter shall constitute a quorum at all meetings.*

If so, call for the report of the Nominating Committee.

Chairman of the Nominating Committee presents slate, with no motion for adoption.

The President then proceeds with the election.

“The Nominating Committee has presented the name of _____ for President-elect. Are there any nominations from the floor?” (Pause, repeat the question, then pause again.) “There being none, the Chair declares the nominations closed and we will proceed with the election.”

A member may move the nominations closed. (President follows procedure for accepting a motion.) If another name for the office is placed before the membership, no second is required. Voting may be by *viva voce* or roll vote or by written ballot when there are two or more nominees according to the Local Chapter bylaws. If by written ballot, the President appoints tellers to count the votes.

The same procedure is followed for electing each officer.

A member may move that the slate of officers be elected as given by the Nominating Committee.

After the election, the President introduces the Officers-elect.

Election of Nominating Committee members. See bylaws for criteria for this committee. Note that the committee is not open to National or Local Affiliates.

Note: Elections/Chapter Business. There are only two matters of chapter business which are put to a vote at a membership meeting: election (of officers and Nominating Committee members) and proposed bylaws amendments. (Note that bylaws amendments made by National are automatically binding upon the chapter and are not voted on.) Members should receive a copy of the operating budget and, from time to time, copies of the bylaws and standing rules.

Local Chapter Officer Reporting Form

Deadline for reporting 2013 Local Chapter Officers is November 1, 2012

Name & State of Local Chapter: _____

Name of Person Reporting: _____

Date: _____

NOTE: Deadline for reporting 2013 Chapter officers is November 1, 2012

2013 Local Chapter President √ Mandatory Position √ Must be a REALTOR® or REALTOR-Associate®	2013 President-elect √ Mandatory Position √ Automatically succeeds to president √ Must be a REALTOR® or REALTOR-Associate®	2013 Vice President of Membership √ Mandatory Position √ No automatic succession √ Must be a REALTOR® or REALTOR-Associate®
Name:		
Company Name:		
Address:		
City, State, Zip:		
Business Phone: Include Area Code		
Business Fax: Include Area Code		
E-mail: (mandatory for all officers)		

Other 2013 Officers (Must be National Members)

Title:	Name:	E-mail:
Title:	Name:	E-mail:
Title:	Name:	E-mail:

Please copy complete and FAX this form to National WCR at 312-329-3290, or e-mail the information to officers@wcr.org, or mail this form to WCR, 430 North Michigan Avenue, Chicago, IL 60611-4093.

An MSWord version of this form is available online in Chapter Tools in the Member Center.

Notes

SAMPLE OUTLINE FOR ORIENTATION OF NEW GOVERNING BOARD MEMBERS

- I. Welcome and Introductions
- II. Team Building Exercise
- III. Strategic Planning
 - A. WCR Mission Statement & Goals
 - B. Alignment of Chapter Activities with the WCR Annual Report and Chapter Improvement Letter
- IV. Programs based on 6 Categories/How to Scan Environment for Hot Topics
- V. Financial Report
 - A. Budget
 - B. Fundraising Activities
- VI. Bylaws/Policy and Procedures
- VII. Organizational Structure
 - A. WCR nationally (see diagram at front of book)
 - B. Chapter
- VIII. Membership
 - A. Categories/Dues
 - B. Chapter Profile – Recruitment and Retention History
 - C. Membership Development Plans and National Recruitment and Retention Campaigns
- IX. Products and Services
- X. Challenges Facing the Chapter
- XI. Action Plan to Meet Challenges
- XII. Wrap-up/Questions

Tools for your Board Orientation

- Job description for each officer and board member
- Annual Report and Improvement Letter
- Current bylaws
- Current Leadership Policy and Procedure Manual
- Governing Board notebook
- Volunteer leadership directory
- Audit/current financial statement
- Current dues schedule
- Current list of association products and services
- Association calendar with dates of board meetings
- Mission statement and strategic framework
- Organization chart
- Expense reimbursement policy

Planning Your Budget

Budget Planning Tool

<u>Revenue</u>	Budget Targets	Last Year's ACTUAL Revenue
<i>Surplus from Last Year Carried Forward</i>	\$ _____ .	\$ _____ .
Membership (e.g. 35 Members x \$10.00)	_____ .	_____ .
Monthly Sponsorships (e.g. 5 x \$200)	_____ .	_____ .
Ways & Means (e.g. Silent Auction)	_____ .	_____ .
Local Affiliate Membership (e.g. 5 x 100)	_____ .	_____ .
TOTAL INCOME	\$ _____ .	\$ _____ .
<u>Expenses</u>		
Awards	_____ .	_____ .
Bank Service Charges	_____ .	_____ .
Discretionary Fund	_____ .	_____ .
Education	_____ .	_____ .
Leadership Orientation	_____ .	_____ .
Meeting Programs	_____ .	_____ .
Membership Pins	_____ .	_____ .
Newsletters	_____ .	_____ .
Leadership Development		
President's Travel	_____ .	_____ .
President-elect	_____ .	_____ .
Postage	_____ .	_____ .
Scholarships	_____ .	_____ .
TOTAL EXPENSES	\$ _____ .	\$ _____ .
Surplus to carry forward: \$ _____ .		

Sample Budget for a Large Chapter

Program Based: Revenue & Expenses Are Grouped Together by Major Activity

	Revenue		Expenses	
MEMBERSHIP 60 Members x \$20.00 10 Local Affiliates x \$100.00	\$1200.00 <u>1,000.00</u>	\$2,200.00		
MEETINGS & EDUCATION <u>Chapter Meetings</u> Reservations (8 mtgs x 45 people x \$20) Sponsors (8 mtgs x 1 x \$300) Meals (8 mtgs x 50 people x \$11) Paid Speaker (2 mtgs x \$500) Gift for Speakers (6 x \$40) Program Photocopying (8 mtgs x \$6) Mailings	\$7,200.00 <u>2,400.00</u>	\$9,600.00	\$4,400.00 1,000.00 240.00 48.00 <u>25.00</u>	\$5,713.00
WAYS & MEANS (" <u>Celebrity</u> " Night & Auction) Ticket Sales (125 x \$45) Auction Proceeds Sponsors (4 x \$200) Meals (130 x \$40) Printing Invitations & Programs Emcee Gift Decorations Flowers Emcee Costume Rental	\$5,625.00 6,000.00 <u>800.00</u>	\$12,425.00	\$5,200.00 200.00 100.00 100.00 200.00 <u>45.00</u>	\$5,845.00
NEWSLETTER Color Laser Printing (4 x \$500) Mailing			\$2,000.00 <u>350.00</u>	\$2,350.00
LEADERSHIP DEVELOPMENT President's Travel National Fall Conference Midyear National Meeting State Meetings (2 x \$300) President-elect's Travel National Conference Leadership Academy (Air & Reg.) Awards\Recognition (member pins...) Leadership Orientation Scholarships New Member Orientation (pins..) Special Assess.-Region (70 mbrs x \$2) Leadership Manuals (5 x \$10 + Shipping)			\$2,500.00 1,500.00 600.00 \$2,500.00 300.00 500.00 400.00 600.00 200.00 140.00 <u>90.00</u>	\$9,330.00
ADMINISTRATION Accounting Services Miscellaneous Bank Service Charges Cushion/Anticipated Surplus			\$337.00 100.00 50.00 <u>500.00</u>	\$987.00
		\$24,225.00		\$24,225.00

**Sample Budget
for a
Small-to-Medium Local Chapter**

	Budget Targets	Last Year's ACTUAL
Revenue		
Surplus from Last Year Carried Forward	\$300.00	\$100.00
Membership (35 Members x \$20.00)	700.00	700.00
Monthly Sponsorships (5 x \$200)	1,000.00	1,000.00
Ways & Means (Chinese Auction)	4,000.00	4,000.00
Local Affiliate Membership (5 x \$100)	500.00	400.00
TOTAL REVENUE	\$6,500.00	\$6,200.00

Expenses		
Awards	\$100.00	\$90.00
Bank Service Charges	50.00	50.00
Discretionary Fund	50.00	50.00
Education	500.00	400.00
Leadership Orientation	150.00	125.00
Meeting Programs	150.00	100.00
Membership Pins	50.00	50.00
Newsletters	350.00	300.00
Leadership Development		
President's Travel ¹	\$2,900.00	2,800.00
President-elect ²	1,400.00	1,300.00
Postage	150.00	135.00
Scholarships	650.00	500.00
TOTAL EXPENSES	\$6,500.00	\$5,900.00
<i>Surplus to carry forward: \$300.00</i>		

¹ Midyear National Meeting (May) and National Conference (Nov).

² National Conference (Nov) and Leadership Academy (may include airfare, registration and hotel; National provides materials and meals).



ANNOTATED MEMBER PROGRAM MEETING AGENDA

(Note 1)

Successful Valley Chapter

PROGRAM MEETING

September 5, 2012 – 11:30 a.m. – 1:15 p.m.
Lowell’s Inn, I-85 at Kensington Road

(Note 2)

Networking & Problem Solving (Note 3) 11:30 a.m. – 11:50 a.m.
Process problems, systems snags, client headaches? Let the group workshop solutions.

Welcome, Introductions & Chapter Update (Note 4) – Beth Bartok, President 11:50 a.m.

Pledge of Allegiance – Mary Spencer

(Note 5)

Inspiration – Ruby Jones

Lunch (Notes 6 & 7) 12:00 p.m. – 12:35 p.m.

Program 12:35 p.m. – 1:10 p.m.

Speaker Introduction – Amelia George (Note8)

“Agency Update” – Comm. Bob Axelrod, Successful Valley Real Estate Commission

< include description of program here >

Announcements & Acknowledgements (Note 9) 1:10 p.m.

50/50 Raffle Drawing – Ella Anderson

Our Sponsors: Larry Gartner, Gartner Home Inspection

Sally Olmsted, Alpine Title & Mortgage

Flowers: Valley Florists

Favors: Ruth’s Main Street Chocolates

Decorations: Phillippa Goldstein, Ruth Metz, Andie Tunney

(Note 10)

Next Meeting and Election– October 15 2012, 11:30 a.m. – Lowell’s Inn, I-85 at Kensington Road

Adjournment 1:15 p.m. *Sharp!*

Chartered 1984

SUCCESS VALLEY CHAPTER

2010 Winner – WCR Chapter Excellence Awards Winner

(Note 11)

Women’s Council of REALTORS®

Get Ready!

- Note 1 WCR Logo. Don't dilute the strength of the WCR brand. Use the WCR logo, image and language to reinforce the message of professional credibility, relevant skills and trusted support system.

- Note 2 Agenda Item Time Frames. Show time segment start and end times, then stick to them. Your members will appreciate this demonstration of respect for their time.

- Note 3 Facilitated Networking. Don't leave networking to chance. Make connections happen on purpose, by giving your networking a focus and by having facilitators who encourage participation and keep things on track. Problem-solving roundtable, best practices sharing, discussion of specific real estate issues, etc.

- Note 4 President's Opening Remarks. Here is the place for the President to give a brief update on chapter activities, such as governing board decisions, significant committee results, etc. Invite members interested in a full report to attend the next governing board meeting.

- Note 5 Pledge & Inspiration. In ordering the program, the rule is "God before country." WCR has programs with a non-religious thought (inspiration) rather than a prayer (invocation), so the Pledge of Allegiance comes before the inspiration.

- Note 6 Keeping Lunch Service on Time. If you meet in a restaurant or hotel, confer with the waiter or banquet captain beforehand about your time constraints. Pre-setting salads and desserts saves time that is better devoted to the program. Waiters are a distraction, so after they clear and pour coffee, they should leave the floor – then introduce your speaker.

- Note 7 Meeting Location and Time of Day. Remember: "It's not about lunch, it's about real estate." Try different venues, such as a listing open house where lunch is brought in. Members view a listing... and eat, too. Occasional breakfast meetings can also attract members who otherwise do not attend.

- Note 8 Guest Speaker. Have the person who introduces the speaker also be the "timekeeper." Signal the speaker when she has five minutes remaining and gracefully interrupt her if she goes over.

- Note 9 Acknowledgments & Recognition. Always give the names of volunteers you are acknowledging. And be specific about what they did, gave or accomplished.

- Note 10 Next Meeting. Always give the date, time and location of the next meeting.

- Note 11 Strut Your Stuff. There is pride in success and belonging. Don't miss an opportunity to remind members of chapter milestones and achievements.

American Flag Protocol and the Pledge of Allegiance Tips

From the standpoint of the audience, the flag is placed on the left (that is, to the speaker's right).

If no flag is available, the group may face either the person leading the pledge or the spot where the flag would be if it were present.

If the flag must be handled, do so carefully and respectfully. Do not allow the flag to touch the ground.

In the Pledge, there is no comma in the phrase "one nation under God," so there does not need to be a pause between 'nation' and 'under.'

For more information about the correct handling of the American flag, see:

http://www.legion.org/flag/questions_answers



(Note 1 & 2)

ANNOTATED GOVERNING BOARD MEETING AGENDA

**Successful Valley Chapter
GOVERNING BOARD MEETING
September 1, 2012 – 10:30 a.m. – 12:00 p.m.
Bartok & Associates REALTORS®, 485 Main Street**

AGENDA

Chairman: Elizabeth Bartok, President

- I. Call to Order – Elizabeth Bartok (Note 3 & 4) 10:30 a.m.
- II. Approval of Agenda (Note 5)
- III. Approval of Minutes of Last Meeting (Note 6)
- IV. Financial Report – Janice Harmon, Treasurer (Note 7) 10:35-10:40 a.m.
- V. Reports of Officers and Standing Committees (Note 8)
 - A. Bylaws Committee – Katy Dougherty, President-elect 10:40-11:00 a.m.
 - Standing Rules Update
 - B. Education and Program Committee – Barb Mansville 11:00-11:15 a.m.
 - Approval of Upcoming Programs
 - Pending location change for Membership Meetings
 - C. Membership Committee – Maria Rodriguez, VP of Membership 11:15-11:40 a.m.
 - Fall “Where It All Comes Together” Recruiting Campaign
 - 2012 Recruiting and Retention Goals Update
 - D. Ways and Means Committee – Ali Hamoudi 11:40-11:50 a.m.
 - Ticket sales and progress report
- VI. Special Committee Reports
 - A. Chapter Business Plan/Annual Report Task Force – Beth Chee 11:50-11:59 a.m.
- (Note 9)
- VII. Next Meeting
November 10, 2012, 10:30 a.m., Successful Valley Association of REALTORS®
- VIII. Adjournment 12:00 Noon *Sharp!*

*Governing Board Meetings Are Open Meetings
Members Are Welcome to Observe*

Ground Rules

- Please turn off cell phones and pagers (or put them on vibrate).
- Only board members may vote (if you are not sure, see the Secretary).
- Evaluate ideas, not people; work toward consensus.
- Address all comments to the presiding officer and avoid side conversations.
- Respect people’s time; be brief, stay on topic.

- Note 1 Use the WCR logo. Reinforce the WCR brand by using the WCR logo on stationery.
- Note 2 E-mail the agenda in advance. The agenda is a great tool for organizing your meeting. By sending it out in advance you let people know who will be reporting and how long each report is expected to be. Be sure to have hard copies of the agenda on hand for guests.
- Note 3 Call to Order. This is the place to welcome board members and guests, and to cover the Ground Rules. We recommend that you read the ground rules aloud. For larger meetings, you may wish to include the Pledge of Allegiance and/or an inspiration.
- Note 4 Parliamentary Procedure. It only takes a little knowledge of parliamentary procedure to run a successful meeting. See “Summary of Parliamentary Procedure” ([Page 49](#)) and “Chairman’s Quick Parliamentary Review” ([Page 50](#)).
- Note 5 Approval of Agenda. It is usually unnecessary to vote on routine items. Simply say, “There being no objection, the Agenda will stand approved.”
- Note 6 Approval of Minutes. Never read the minutes aloud. Handle expeditiously with a brief statement such as “Unless there is a correction, the minutes will stand approved as e-mailed last week.” Pause, then move on.
- Note 7 Finance Report. There is no need for the Treasurer to read the full report. The report should cover the most pertinent information. Have handouts available for reference. Note that there is no vote to approve the report, because no action is required. A convenient way to close this segment and move on is to say “Thank you, Janice. The financial report will be filed for audit.”
- Note 8 Committee Reports. Keep it meaningful. It is not necessary to have every committee report every time. If the President expects a report – perhaps the fundraising event is next week – then be sure to let the Chairman know she is on the agenda well before the meeting so she can prepare. Do not list committees if there is to be no report.
- Note 9 Old Business or New Business. Do not use these outdated terms on your agenda. Rather, convey to your Governing Board members that if they have business needing the board’s attention, you need to know in advance. And there should be no Old Business (i.e., business taken up at the last meeting but not handled).

Order of Introductions When You Have a Head Table

Generally speaking, the least important are introduced first, and the most important are introduced last (making the person on the President’s far right of “medium” importance). Make each introduction brief, giving the name of the person and their present title (or titles). If no present title, give most important past title.

[A u d i e n c e]

Cynthia High <i>Inspiration</i>	Susan Hart <i>Pledge</i>	Jean Leader <i>Immed. Past President</i>	Δ Δ Podium	You <i>President</i>	Gloria Speakwell <i>Speaker</i>	Reena Reddi <i>Pres-Elect</i>	Jack Cash <i>Vice Pres. Mbrshp</i>
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[U.S. Flag]

You may wish to ask your audience to hold their applause until all the head table guests have been introduced. In this case, ask the guests to remain standing after you introduce them, then lead applause at the end and ask them to be seated.

To my far left...

1. Cynthia High, our most recent Member of the Year
2. Susan Hart, our Ways & Means Chairman
3. Jean Leader, Immediate Past President

And on my far right...

4. Jack Cash, our Secretary-Treasurer
5. Reena Reddi, President-elect; and
6. Gloria Speakwell, our guest speaker, who will be more fully introduced to you later.
7. Do not introduce yourself.

At an Installation Banquet, where there may be a larger head table, the seating arrangements would look something like this:

[A u d i e n c e]

Eveyn Smart <i>Inspiration</i>	Trudy Best <i>Pledge</i>	Emily Keepwell <i>Benediction</i>	Nancy Now <i>Current President</i>	Δ Δ Podium	Samantha Gofar <i>Board Pres. & Emcee</i>	Vivian Almost <i>Pres-Elect</i>	Ray Tain <i>Incoming VP of Membership</i>	Liz Thrift <i>Incoming Sec-Treasurer</i>
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[U.S. Flag]

Again, introductions are made starting with “On my far left...”, then “On my far right...”

SUMMARY OF PARLIAMENTARY PROCEDURE

There are eight steps necessary for adopting a motion:

1. Rise and address the chair.
2. Receive recognition of the chair.
3. Make the motion.
4. The motion is seconded.
5. Chair states the motion.
6. Discussion or debate by the assembly.
7. Chair puts the question to a vote.
8. Chair announces the vote and the result.

There are three types of motions:

1. Main motions
The method of bringing specific pieces of business to the floor for a vote.
2. Privileged motions (not debatable) *May be introduced during the discuss of the main motion*
 - a. To fix time and place to which to adjourn
 - b. To adjourn
 - c. To take recess
 - d. To rise to a question of privilege
 - e. To call for orders of the day
3. Subsidiary motions: *May modify or dispose of main motions*
 - a. To table
 - b. To call the previous question (needs a 2/3 vote)
 - c. To limit debate (needs a 2/3 vote)
 - d. To extend debate (needs a 2/3 vote)
 - e. To postpone definitely
 - f. To refer question to a committee
 - g. To amend
 - h. To postpone indefinitely

Required vote: Any motion which restricts the privileges of the members requires a two-third vote; all others, a majority vote.

Voting: Anyone may call for a rising vote or a ballot vote.

- Ask for a ballot vote if you feel that the members are more likely to express their real opinion if the vote is secret.
- Votes may also be taken by calling for the aye's and nay's.

Division: On a voice vote, when you think there is a question as to the result of the vote, you may call out "Division" or "I call for a division." This means you want a rising vote so that accurate count can be made.

General consent: When the chair knows that everyone is in favor of a motion she may say, "if there is no objection, we will dispense with ..." or "If there is no objection, we will adopt ..." This is called voting by general consent. If anyone calls "I object," the chair proceeds to take a vote.

To withdraw a motion: Before it is stated by the chair, the maker of a motion may withdraw it; after it is stated, she may withdraw it if no one objects.

Suspend the rules: When you wish to change or depart from adopted agenda or to take up a matter out of its proper order, you may say "I move to suspend the rules and take up...".

CHAIRMAN'S QUICK PARLIAMENTARY REVIEW

- Have the member state her motion before discussing it.
- When a motion requires a second, make sure to receive a second. A motion with no second should be ignored.
- Restate the motion clearly after it has been made and seconded. "It is moved and seconded that ..."
- Entertain only one main motion at a time.
- Give the maker of the motion the first chance to discuss it.
- Permit everyone a chance to speak to a motion before anyone speaks twice to it.
- When voting publicly, vote only when the chair's vote will change the result.
- When voting secretly, vote when the assembly votes.
- Give up the chairmanship only when your comments are vigorously for or against the motion. Then the president-elect (or other member) serves until disposal of the motion. Upon disposal of the motion, the temporary chairman asks the presiding officer to resume the chairmanship.

SAMPLE Letter/Survey for Chapter Programs

Dear Valued Member,

We need your input as we determine the program topics and speakers for the coming year. One of our goals for our WCR Chapter is to provide relevant programs that increase your effectiveness in business and life. By taking a few minutes to respond to this questionnaire, you can help us be on target in the coming year. Please feel free to give us your additional ideas for programs, speakers and suggestion on how we can provide additional business resources.

Please rate the following 1-5 (with 5 being the best)

___ The programs presented last year fit my needs

Categories that would interest me this year are (rate all that apply):

- | | | |
|----------------------------|-----------------|--------------------------|
| ___ Technology | ___ Listings | ___ Sales Techniques |
| ___ Legislative | ___ Referrals | ___ Networking |
| ___ Team Building | ___ Short Sales | ___ New Home Sales |
| ___ Community Issues | ___ Negotiating | ___ Finance |
| ___ Professional Standards | ___ Assistants | ___ Business Systems |
| ___ REO Properties | ___ Motivation | ___ Cultural Preferences |

What Specific Topics Are Important in the Above Categories?
(i.e., Category: Cultural Preferences, Topic - Working with multi-cultural home sellers)

Category: _____ Topic: _____
 Category: _____ Topic: _____
 Category: _____ Topic: _____
 Category: _____ Topic: _____

The formats I like best are (rate 1-5 all that apply):

- | | | |
|--------------------|------------------------|-------------------|
| ___ Speaker-Member | ___ Speaker-Non-Member | ___ Panels |
| ___ Workshops | ___ Roundtables | ___ Brainstorming |

The most valuable program has been _____

Do you know of any resources for the programs you have indicated?
(Presenters/Sponsors/Other) _____

Is there a program you would be willing to develop/present? ___No ___Yes

Topic: _____

Other Suggestions: _____

Submitted By: _____

Phone: _____ Email: _____

Thank you for taking your time to participate in this survey. With your help, this year can be the best ever!

Warm Regards,

WCR Local Chapter President-elect

Program Categories

Program Categories	Topic Ideas	Examples:
Technology	-Mobile -Social media -Lead generation and conversion	-10 Apps Every Realtor Should Have -Working in the Cloud -Cashing In On Lead Conversion -Simple Steps to Smart Social Media
Diverse Markets	-Foreclosure & REO -Short sales -Cultural awareness -Luxury properties	-Communicating on Behalf of Your Client -Getting Your Offers on Distressed Properties Accepted -At Home With Diversity
Leadership Skills	-Mentoring -Presentation skills -Personal development	-Conflict Management: Dealing with Toxic People -Stepping Into Leadership: A Mentoring Program -Goals Setting: Shifting From Good to Great -8 Tips for Uncovering Your Personal Strengths
Economy and Demographics	-Local sales outlook -Financing -Investor impact -Business trends	-Economic Update -Assessing Your Finances -What You Need To Know About the Mortgage Market -Driving Forces for Change in Your Business
Civic Environment	-Fair housing -RPAC involvement -Elected official keynote -Zoning update	-RPAC: Getting Started -What's Happening in Our Hometown -Zoning Panel -Fair Housing: It's Your Right
Business Development	-Negotiating strategies -Time management -Team development -Ownership	-Creating a Better Business Plan -Everyday Negotiation Skills -Get It Together: How to Effectively Organize Your Life -There's No I in Team -Developing Your Brand

For more program ideas, check the Member Center Speakers and Programs and Message Board, the Programs Page online in the Chapter tools section on the WCR Web site and archived issues of eConnect.

Take Your Web Content from Good to Great



What's the difference between a great Web site and an average one? 1,000 visitors a month. Whether it's Twitter, Facebook, blogging or your own Web site, learn how to create unique, valuable Web content that your clients can't live without. Otherwise, you're wasting your time online.

[Read More](#)

Social Networking and Web 2.0



When we first were introduced to e-mail, many professionals were skeptical that it would ever be of any value beyond sending jokes to friends. We have learned of the business power of e-mail. The same holds true for social networking. REALTORS® must learn how to extend their networking in this additional environment.

[Read More](#)

Florida REALTOR® Builds Her Business through Networking



For Florida REALTOR® Michelle Crabtree, between 50 and 70 percent of her business comes from referrals. As a former marketing professional, Crabtree treats networking strategically, and she has built her name in the Sarasota market through extensive involvement in the community, as well as leadership in the real estate industry.

[Read More](#)

Giving Consumers What They Want: Top Apps to Stay Connected



The real estate industry has finally gotten the message. The consumer wants information fast, furious and at the speed of... your e-mail, text or Facebook app. Now the next step – which applications real estate professionals can use to make this science of staying connected more fun and

[engaging. Read More](#)

Consumer Minds et: What it Means for Your Real Estate Business



Successful sales organizations are relentlessly focused on one thing: the consumer. They resist the temptation to worry about their competitors, and they target every action and innovation to creating customers who will do two things: refer them to their friends and come back in the future.

Industry expert Matthew Ferrara asks you to consider three well-known consumer trends and whether or not your organization is listening to the consumer's mindset as you promote your value proposition. [Read More](#)

Green Home Trends: What Are Buyers Looking For?



For a growing number of home buyers, that dream home they have in mind when first meeting with their REALTOR® is a "green" listing. Eco-friendly home features not only save consumers money by reducing their utility bills, but also meet the growing social demand for energy-efficient

products and renewable resources for environmental preservation. But how can REALTORS® get up to speed with the best green tools to serve clients? [Read More](#)

MEMBERSHIP

REALTORS® join the Council because of the benefits membership offers them. The Local Chapter is the principal deliverer of these benefits. REALTORS® renew their memberships when the chapter has successfully met their needs and delivered these benefits.

- Retention is an ongoing process that begins the minute a member is recruited. Renewal is the last step in the retention process.
- Recruit the right people—successful real estate professionals with whom other REALTORS® want to associate.
- Get everyone involved. Make them feel welcome. Give them a job—even a small one that will make them feel part of the group.

The Women's Council of REALTORS® is dedicated to increasing the professionalism of real estate practitioners in the real estate field. WCR prides itself on opening new avenues of opportunity to real estate professionals via several vehicles including:

- The exchange of information on business issues with other successful REALTORS®.
- Education on principles and methods of real estate practices.
- Encouraging leadership opportunities in Local and State Chapters, and the national organization.
- Publications such as eConnect, with information on personal and career growth.
- Education courses on Technology, Diverse Markets, Leadership Skills, Economy and Demographics, Civic Environment and Business Development. (see page 52 for examples)
- Two national meetings, local, state meetings, offer the opportunity to network and attend a variety of courses.
- Members Expertise Profile and Referral Center on WCR Web site.

How To's for Membership Marketing Success

1. Review the benefits of membership in the WOMEN'S COUNCIL OF REALTORS® and the purpose of the organization. An excellent overview is provided directly on the membership application.
2. Work with your Chapter to set an annual membership goal. The goal must be approved by the Governing Board.
3. Review and be able to explain the qualifications for WCR membership, especially the difference between National WCR Affiliate and Local WCR Affiliate membership requirements.
4. Obtain the names of successful members in your Local Board and compile a prospect list. These people, along with past WCR members, are key prospects to contact during any recruitment/retention campaign.
5. Assign members who have demonstrated ability and interest in recruiting/retaining members to the membership committee and divide the prospect list among them for follow-up and personal contact.
7. Provide membership applications and promotional materials to each committee member for recruiting new WCR members. Before distributing membership applications to prospective members, complete the dues amounts on the application and the name of the Chapter the individual is joining. These steps will ensure speedier and more accurate processing by National WCR.
8. Ask committee members to report on their progress at a specified time and report Chapter progress to the general membership frequently. New and creative methods of reporting progress to the Chapter, as well as getting as many members as possible involved, generates excitement on the local level.

Membership Processing

#1 Membership Tool – The Chapter Management Center (CMC) in the Member Center

All Chapter officers are able to download Chapter Reports as well as an Excel file using their personal Username and Password in the CMC. If you need your Username and Password, enter your email in the password retrieval form. If

your current email address is not recorded in your Member profile, call the Membership Department 800-245-8512 to update your email and retrieve Username and Password.

Preformatted reports include Chapter Roster, Not Yet Renewed and Labels. The VPM should monitor the activity reports received from National WCR and check online for accuracy and follow-up on any discrepancies for new members or renewing members.

Report to National any corrections, changes (i.e. email, phone, address) to member information. Encourage members to update own Member Profile. Our computer does not interface with NAR's system. A change made with your Board, State Association or NAR does not reach the national WCR office.

New Members

National WCR dues are \$111.00, effective November 1, 2011 (all national membership applications received in November and December 2011 are considered 2012 memberships).

Membership Applications

Application brochures describing benefits of membership are available at no cost. Applications are shipped via ground transportation so allow at least 7 days for packing and shipping. Email wcr@wcr.org or call 800-245-8512. Let staff know approximate # required and where they are to send them.

New members should be encouraged to join online if paying with credit card. Familiarize yourself with this application option.

Processing New Member Applications

To avoid processing delays, fill in the Local and State dues and total amounts due section on member applications before giving them out. This allows a new member to pay the correct amount and ensures that they are processed quickly. Send applications and payments to the National office without delay. Otherwise, the member does not receive her welcome email or eConnect newsletter and she does not appear in the Referral Center on the Web site or your Chapter Roster.

If your chapter creates its own application, it must include all the membership criteria as the national application. Incomplete applications cause processing delays and may result in the application being sent back to the applicant.

Each member's original form of payment should always be sent to the National WCR office. Do not deposit members' checks in Chapter account and then mail one Chapter check for entire sum to National WCR office. This often results in errors and delays whereby all applications and/or renewal notices are returned to the Chapter until amount is in balance.

NSF checks or declined credit cards: When either of these instances happens, a minimum of one follow-up contact is made with the issuer of the payment. The applicant/member is suspended from membership if payment is not received within 30 days.

If incorrect dues amount is indicated on application or renewal, the credit card will be charged the correct amount.

Charges for WCR Membership will appear on member credit card bills as either REALTORS® and Affiliates or REALTOR Association/MLS.

If any check amounts received are less than what is actually due, the member is contacted to send the correct amount. If this is not done, the check is returned to the member. If the amount is more than \$50 a refund will be made to the member for the excess amount. Under \$50, the overage is applied as prepayment for next year's dues.

Online New Member Application Process

Go to <http://www.wcr.org> and click the "Join Today" button at top center of the main page. The prospective member must be a member of a Board of REALTORS®, must know which chapter they are joining and pay with a credit card. Members may use MasterCard, Visa, Discover, or American Express. If you have a completed application with credit card payment you may also enter this information online for the new member. That way you know it is done immediately and you do not have to fax or mail it in.

Renewals

The Invoicing Process

Each national WCR member receives two mailed and one e-mailed renewal notice for 2012 dues.

1. The first renewal notice mails in early November 2011.
2. The second notice mails in February 2012 to each member who has not yet renewed.
3. An e-mail reminder is sent in March to members that have not renewed and who will be suspended March 31.

Review your rosters and member emails and get them updated prior to November 1 to insure members receive their renewal notices. Encourage members to correct their addresses and contact information online in the Member Expertise Profile area of the WCR Web site.

Renewal payments are due January 1. Members have a 90-day grace period to March 31 to pay current year's dues. If a member has not paid dues by March 31, they are suspended from membership in the Global Membership Drop. If National WCR receives payment after March 31 and before October 31, they will be reinstated with their same/original Member Enroll Date & a January 1, 2013 expiration date.

Newer members are the exception to this Master Membership Drop. Members who join between February and October are paid up to their one-year anniversary. In other words, a 2011 new member must renew before their membership expires, one year from the time they joined. New members who joined April to July have a 90-day grace period, August new have a 60-day grace period, September have a 30-day grace period. For easy reference, expiration dates are included on the Chapter Roster and Excel file available in the Chapter Management Center.

Follow up on current members to be sure they pay their renewal dues. Remind them of their membership's expiration date. Each member's expiration date appears on the Chapter Roster and Excel file (available 24/7 in the Chapter Management Center). Refer to the Chapter Membership Activity Report sent to the VPM monthly (if there is activity that month) or download the information from the Chapter Management Center.

Remember: all renewal dues and new member applications must be received at National WCR by March 31, 2012 to be counted in the Recruitment and Retention Contests.

How Mailed Renewal Payments Are Processed

If Sent to the PO Box

Before any renewal payment ever reaches the WCR office, it is opened by the NAR mailroom and then processed by NAR Finance Department. Depending on the volume of mail being received, this creates a lag time of 3-5 days, not counting mail delivery time. Checks always have to go thru NAR.

Faxed Credit Card Payments

These do not usually have to go thru NAR, so depending on volume; they can typically be processed in 2-3 days. If you fax in a New Member payment, make sure it is completely filled out. And don't also mail, as they may be charged twice.

Encourage Members to Renew Online

Renewing online insures the member's payment is recorded immediately and saves money on printing and postage. Members may renew with MasterCard, Visa, Discover, or American Express. Their Username and Password is on their printed/mailed renewal notice and can be sent to them via the password retrieval link on the web site.

Member dues payment activity is available online in the Chapter Management Center and is recorded on the Chapter Activity Summary mailed to the Vice President of Membership. If a member should appear online and does not, please contact the WCR Member Services Department at 800-245-8512. Be prepared to supply information as to when the payment was sent, was it mailed, or faxed, has their check been cashed or credit card charged? If they have cancelled check, what is the name of the bank on the back of the cancelled check? Staff will help you resolve the situation promptly if you supply the necessary documentation.

Affiliate Memberships

An affiliate may belong to the National Council or may limit membership to a particular Local Chapter. However, a National Affiliate member of WOMEN'S COUNCIL OF REALTORS® must hold some form of membership in the Local Board of REALTORS®. **See the Local Bylaws for National and Local Affiliate definitions as amended in 2010.** If the Board has a category of firm membership for affiliate companies and the prospective WCR member's firm holds this membership in the Local Board, then this person may join WCR as a National Affiliate. If the Local Board only offers individual memberships to affiliates, then the person must hold an individual membership in the Local Board to be a National Affiliate of WCR. See Local Chapter Model Bylaws for membership definitions.

Contact the Local Board of REALTORS® in your area to determine the type of Board membership required of affiliates to become National Affiliate WCR Members. As these requirements vary from Board to Board and can cause confusion, get a complete explanation and pass this information along to any that is recruiting new members for the Chapter.

Review and be able to explain the qualifications for WCR membership, especially the difference between National WCR Affiliate and Local WCR Affiliate membership requirements.

30% National WCR Affiliate Membership Limit

National bylaws limit National Affiliate membership to no more than 30% per Chapter. This rule attempts to keep a balance within the Chapter of affiliates and REALTORS®. WCR is a REALTOR® organization dedicated to helping REALTORS® be successful. Chapter programs need to be driven by and for REALTORS®. REALTORS® within the Chapter need to be prepared for leadership by having had the opportunity to serve in many elected and appointed positions.

New National Affiliate members will not be accepted when your Chapter has reached 30% National Affiliate membership. Two options are open to the Chapter:

1. Recruit more REALTOR® members to change the ratio and bring the percentage in line.
2. Offer Local Affiliate membership to affiliates after the 30% has been reached.

You can check your REALTOR® /Affiliate percentage 24/7 when you export a chapter roster from the Chapter Management Center.

Local Affiliate Invoicing

Local chapters create their own invoices for local affiliates, bill local affiliates and retain these funds at the chapter level. Local affiliate's applications and dues do not go to the National Office.

Non-Resident Membership and Invoicing

This membership type is reserved for REALTORS® who already hold membership in a local chapter. They may join additional local chapters by paying the non-resident dues directly to the local chapter. Non-resident members shall be individuals engaged in the real estate profession within the territory of one Chapter who wish to obtain the services afforded by another Chapter. The above-defined members may join the second Chapter by paying local dues only to it and state dues if the second Chapter is located in another state. They shall not be eligible to vote or hold elective office in the second Chapter.

New Member Recruitment Letters

Today's Date

Use This One for an Up-and-Coming REALTOR®
(2-5 years in Real Estate)

Dear [Prospect's Name]:

What does membership in the Women's Council of REALTORS® say about you?

To your clients, it says you're an up-and-coming talent, able to bring a unique, creative perspective to the table. They will look to you for new ideas and intelligent solutions.

To your colleagues, it says that you're a lot more than the fresh face in the business. It tells them you're in this for the long haul, a serious professional who won't be taken for granted.

And to yourself, it says that success isn't a solitary pursuit. You will discover how powerful it feels to have a nationwide network of professionals behind you, all ready to help build your business with referrals, and all eager to cheer you on.

Sincerely,

Name of Vice President of Membership or Membership Committee Member

Today's Date

Use This One for an Established REALTOR®
(5+ years in Real Estate)

Dear [Prospect's Name]:

What does membership in the Women's Council of REALTORS® say about you?

To your clients, it says that you have a career, not just a job. It tells them you are a *professional* who works harder and smarter to sell their home, or to find the new house they've dreamed about.

To your colleagues, it says that you'll never be too experienced to learn something new, or too successful to share some advice. Because of that they look to you as a friend, a mentor and a referral source who never lets them down.

And to yourself, it says that the road to being a better person might just start by being a better REALTOR®. And after all, isn't that why you got into this business?

I hope you'll come to our next meeting and see for yourself why WCR is the 12th largest professional women's organization in the US.

Sincerely,

Name of Vice President of Membership or Membership Committee Member

NEW MEMBER WELCOME EMAIL

Hello _____:

Congratulations! On behalf of all our 14,000 members, welcome to the Women’s Council of REALTORS®. Your membership places you at the heart of the most dynamic and productive network in real estate, a nationwide community of motivated professionals, working together for a level of success that is not possible when you work alone.

True success takes a lot more than good intentions. Your membership is designed to engage and involve you, opening up a whole world of tangible business-building opportunities. You will also encounter a group of talented peers eager to support and encourage your growth, people you will come to see not just as colleagues, but also as friends.

[Chapters add Orientation dates and invitation to attend here]

Again, welcome to the Women’s Council of REALTORS®.
Sincerely,

- Name
- Title
- Chapter Web site or FB page
- Enclosures or links to web site
 - ✓ Schedule of chapter meetings.
 - ✓ “Maximize Your Membership” chart.

MAXIMIZE YOUR MEMBERSHIP	
The benefits of WCR membership begin to accumulate when you get involved.	
YOUR JOB	OUR JOB
<input type="checkbox"/> Decide to participate, even if only in a small way.	✓ We will help you define and reach your next level of achievement.
<input type="checkbox"/> Attend chapter programs.	✓ We will help you acquire new skills to meet the changing business environment.
<input type="checkbox"/> Make it a point to sit with people you don’t know.	✓ We will increase your referral business and, sometimes, become friends for life.
<input type="checkbox"/> Commit to attending at least one state or national conference.	✓ We will show you role models who inspire and mentor.
<input type="checkbox"/> Volunteer for <i>something</i> .	✓ We will give you meaningful, satisfying work that fits your schedule.
<input type="checkbox"/> Keep in touch with other members.	✓ We will encourage you when you are down and cheer you on when you succeed.
<input type="checkbox"/> Commit to attending one national meeting.	✓ We will amaze you with the power of the total WCR experience.

HOW TO RECRUIT AND RETAIN MEMBERS

- Set a membership goal as part of your Chapter Business Plan. Promote the goal and get all members involved.
- Encourage every member to enroll at least one new REALTOR® member.
- Hold a Fall Recruitment Campaign. Members who join WCR in November and December are “bumped” to a 2012 membership. That means if you have a Fall membership drive you can offer up to two extra months of membership FREE. Note that these Fall new members do not count towards the recruitment contest.
- Have a WOMEN’S COUNCIL OF REALTORS® MEMBERSHIP display at every meeting including:
 - Solicit testimonials from your members. It’s easy, and people will tell you success stories no money could buy. Just take a pack of index cards to a meeting and ask people to jot down the difference WCR had made in their lives. Use examples of the testimonials you receive in handouts, newsletters, correspondence, e-mail. Video tape the testimonials and post on Facebook, YouTube and chapter web site. Check out the Facebook page templates in Chapter Tools or ideas and tips on videotaping.
- Publicize your Chapter meeting dates each January so that prospective members know what they can expect when they join. Your whole leadership team should carry a supply of flyers with meeting dates and programs.
- See that new members feel part of the group. Conduct new member orientations at regular intervals. And involve them in Chapter activities immediately using the “Task is to Ask” Action Kit.
- Maintain membership interest in Chapter activities by keeping members informed. A brief Chapter e-newsletter is an excellent retention builder.
- Gear your Chapter’s educational programming to the 6 Program Categories listed on page 52.
- Provide fun incentives for members who bring a prospect to a meeting.
- Ask each member to select a non-member from the Chapter’s prospect list and contact her.

NEW MEMBER RECOGNITION IDEAS

- “Welcome New Members” Month – special meeting honoring new members or special table with special attention for all new members who joined during the year at one or possibly all monthly meetings.
- Membership Luncheon – all members, current and new, whose dues are paid will have lunch at no expense. Be sure to have an outstanding program!
- Prizes given to new members through drawings held at meetings during year. Door prizes for all members attending regular Chapter meetings.
- New member recognition reception.
- New members “pinned” at a reception or orientation.
- Have new members form a receiving line to be personally greeted by all Chapter members.
- If your Chapter budget allows, present each new member with a member pin, ribbon, etc. Present them with something they can proudly wear or display.

For more ideas and downloadable recruitment and retention templates and kits, go to the Chapter Tools section of the Member Center.

EXAMPLE OF MEMBER INVOLVEMENT MESSAGE & QUESTIONNAIRE

Dear [Name]:

One of the continuing goals of your WOMEN'S COUNCIL OF REALTORS® Chapter Leadership Team is to provide what we know that you as a WCR member value most. Real estate related programs. Opportunities to meet other real estate professionals. Referrals. A friendly, supportive community where it is okay to take risks and grow.

This is a people business, and one of the ways to get the most from belonging is to get involved with the people who belong to our chapter. That can be in a big way, by agreeing to serve on one of our standing committees, for example. Or it can be a more "bite-size" opportunity.

To help you decide how you would like to become involved next year, I have enclosed a Member Preferences Questionnaire. All I ask is that you check AT LEAST TWO preferences and return it to me via fax or email by <insert date> .

In return, I promise to help you better access the benefits of belonging to the Women's Council of REALTORS®.

Let's make this a year of growth, and achievement. Together, we can!

Sincerely,

[Name]
President-elect

Enclosure

Member Involvement Preferences Questionnaire

Member Name: _____

Daytime Phone: _____ E-mail: _____

Time Commitment Preferred:

- A few hours
- Ongoing, Intermittent
- Year-long appointment
- Interested in holding office

Best Time of Day:

- Morning
- Afternoon
- Evening
- Doesn't Matter

Thank you for asking me to become more involved. I'm interested in the following areas. I've checked all that interest me. (Please check AT LEAST TWO.)

Chapter Meetings

- Being a table host
- Giving Pledge of Allegiance or an Inspiration
- Introducing a speaker
- Leading a roundtable discussion
- Making an announcement or giving a report
- Moderating a panel discussion
- Serving as a panel member for panel discussion
- Donating printing of materials (agendas, newsletters, handouts)
- Working registration at a monthly meeting
- Speaking at a meeting on the following topic(s): _____
- Conducting a workshop on the following topic(s): _____

Membership

- Awards & Recognition
- Hosting prospective members at breakfasts
- Preparing a mailing
- Recruiting Campaign
- Retention Campaign
- Telephoning prospective members to invite them to meetings
- Telephoning prospects after they have attended a meeting

Communications

- Desktop publishing, graphic design
- Editing articles for newsletters
- Proofreading
- Helping with newsletter mailings
- Maintaining membership database, printing labels, mailing renewals
- Updating Web site

Other

- Budgeting, accounting, audits, financial planning
- Bylaws, standing rules, nominating
- Committee member
- Community service project
- Computer, database, Web site
- Fundraising/Corporate Sponsorship
- New member orientation and recognition
- Writing and sending a press release
- Use of my home or office for a meeting

I've served as a leader in these nonprofit organizations in recent years: _____

Please return in the envelope provided, or fax or email. Thank you!

New Member Orientation

Outcome: Even your “newest” members can articulate the business value of Women’s Council Membership
Venues: Hold prior to Chapter or Governing Board meetings
Time line: Hold 4-6 times a year, more often if you are recruiting new members year round
Tips: Earn points in the Chapter Excellence Awards Program for including the Council’s Mission, Vision, Values and Goals

1. Welcome. Describe the Chapter as a unique business resource in the REALTOR® community for enhancing performance.

“We’re pleased to welcome you to a community that is committed to your success. And we hope you’ll embrace all of the benefits and services available to you. By getting involved and making the most of your membership, you’ll uncover a wealth of opportunities to help get plugged in – and stay plugged in – to the power of the real estate profession.”

Introduce the PMN Designation and Courses.

“While most of you probably joined WCR to aid your professional growth, you’ll find the WCR experience personally rewarding as well. Whether you make new friends, discover a better balance between work and home, or simply take more pleasure in your career, investing time with us will pay off in unexpected – but very welcome – ways.”

Have a chapter member give a testimonial – Example: “The Council has provided me with the opportunity to excel through other members’ encouragement. Reaching outside the box; exploring abilities and talents I would never otherwise have accomplished.” Lynn Banks, Kansas City Metro (MO) Chapter

Briefly describe contents of Orientation Materials (see list below)

2. Introduce Governing Board Members and Special Committee Chairs. Have Chairs describe their volunteer opportunities (tasks, time commitment, etc.) Share examples of leadership opportunities available to all chapter members. i.e.: Greeter, lead Pledge, inspiration, introduce speakers, local association liaison, etc
3. Q/A from new members
4. Have new members complete Member Preference Questionnaire from “Task is to Ask” Action Kit.
“Start now to make the most out of your Women’s Council of REALTORS® membership. Get involved and you’ll discover an environment that makes the most of your skills, talents and ambitions, a community that both supports and encourages your success.”
5. Announce upcoming events, next business resource program, and what business value they will receive by attending.

“At the Council, when you invest valuable time with us, we know you expect your investment to pay off. That’s why we deliver the kinds of information, resources and networking opportunities that help you stay on top and out front in the real estate business.”

6. Adjourn

Orientation Materials:

Mission, Vision, Values and Goals (Source: LPPM)

Sample completed Member Expertise Profile

Organizational Chart (Source: LPPM)

Local Chapter Roster (with their name on it)

List of Chapter Officers and Chairman (with committee descriptions) include phone & e-mail addresses

Calendar of meetings (with program topics) and upcoming events

Member Preference Questionnaire (Source: “Task is to Ask” Action Kit and LPPM)

PMN Designation and Course Materials (Source: LPPM, WCR Web site)

WCR membership applications filled in with Chapter name and dues amount

New Member Orientation/Networking Event

What: A New Member Orientation featuring the WCR.org Member Center & Business Networking.
Who: Invite new and current members.
When: Hold annually. Two-three hour time slots. In this example, the program is held from 4-7 p.m.
Where: Hold at a special location. Ask a member with a great house or office to host.
Why: To get members involved in the organization. The value of Women's Council membership is increased through participation.

Jobs and Responsibilities:

- Host
- Web site Expert(s)
- Greeters. Greet new members at door. Take members to Information tables, Web display, introduce to other members, facilitate inclusion of new members in activities throughout the event.
- Emcee. Have this person do a short presentation or two depending on the program format you use – talk about WCR and the benefits, upcoming events, special programs, etc.
- Marketing. Prepare and distribute flyers or invitations.
- Callers. Personally contact new members in addition to flyers, invitation, e-mail, etc.
- Reservationist.
- Production. Make stickers or buttons for new members, governing board, and project representatives.
- Committee and Special Project Representatives. Speak about involvement opportunities.
- Photographer. Take photos for publications, Web site, community publicity, etc.

Event Time Line:

3:00 p.m. Volunteers arrive and set up the room and computer(s). Log onto WCR Web site WCR.org.

Set up an Information table with chapter brochures, committee lists, recent newsletters, chapter rosters with new member names already added, etc. If the event is sponsored, set up sponsor table.

4:00 p.m. Greeters are at the doors to meet and greet everyone as they enter the room. Give new members stickers or buttons that identifies them as New Members. Everyone gets a name badge.

Take new members to the Information table. Introduce them to Committee/Project Representatives. Take them to the computer area for the Web site demonstration. [Have them download the WCR App for their phone](#). Offer refreshments.

Web Demonstration: Show them how to use the Member Center. Have them download the WCR App and update their Member Expertise Profile for the members' only Referral Center.

Have the Member Preferences Questionnaire Profile form from the "Task is to Ask" Action Kit ready for them to complete. Have plenty of pens and places for members to sit and fill them out on the spot.

Encourage networking on real estate topics. Tie into the Web demo and suggest members share "best practices" in Internet marketing, electronic communications or other related topics. Have several Greeters be responsible for ensuring that new members are introduced to other members and included in networking opportunities.

6:30 p.m. Don't forget to get evaluations from everyone. Consider having evaluations tied to a drawing.

ANNUAL REPORT

The Annual Report serves three purposes and is required for local chapters to remain in good standing:

1. This form should be used as a template/worksheet for creating your 2012 Chapter Business Plan. This is usually done by the President-elect and her Team in the Fall preceding her term. Do not submit this work; it is for your planning reference only.
2. This form also serves as the mandatory 2012 Annual Report that all local chapters are required to complete and submit, with supporting documentation as indicated, by February 2, 2013. Here you are documenting actual versus planned results. Failure to submit the completed report will result in dissolution of the chapter.
3. Upon receipt of the completed report and documentation, National WCR determines the chapter's eligibility for recognition in the Chapter Excellence Awards Program. See the reference section for more information on the Awards Program criteria.

CHAPTER EXCELLENCE AWARDS

The Chapter Excellence Awards give national recognition to Local and State Chapters that have consistently demonstrated the value of the Chapter's membership experience throughout the year. Working on a point system, every chapter performing within pre-determined ranges is recognized with an award of merit. Points may be claimed in areas such as membership recruiting and retention, communication of the WCR brand, programs, leadership development and chapter effectiveness. The chapters with the most points will earn the coveted Chapter of the Year Award in four categories determined by chapter size (mega, large, small & new). More information is available in the Reference section. The Wells Fargo's "Inspire. Educate. Enable.™" Award recognizes four chapters for superior programs that advance the professional knowledge of REALTORS® and is based on the program information submitted in the Annual Report.

PROCEDURES FOR LOCAL CHAPTERS NOT MEETING CHAPTER STANDARDS

Local Chapters must satisfy three minimum criteria in order to remain active:

1. Have at least 20 Active (REALTOR®/REALTOR-Associate®) members;
2. Submit the Annual Report by deadline;
3. Have a current set of officers who are all members in good standing and in the appropriate category of membership for the office they hold.

NATIONAL WILL TAKE ACTION ...

When an Affiliate Member Is Elected President, President-elect or Vice President of Membership. If an Affiliate is elected To such a position and reported, the national WCR office will return the slate of officers and ask for a new President, President-elect or Vice President to be elected so that Chapter will comply with national WCR bylaws.

When Officers Are Not Reported. According to the bylaws, elections must be held by October 15. The names of the newly-elected officers are due in the national WCR office by November 1. Chapters without officers cannot function and will be disbanded.

When Chapter Membership Falls Below minimum requirement of 20 REALTOR®/REALTOR®-Associate Members. If Chapter membership falls below the minimum, the national WCR office will contact your Chapter and the State chapter to determine the status of your Chapter. The national WCR office will take several steps.

DISBANDING A CHAPTER

If uncorrected, any one of the conditions above are grounds for automatic disbanding of a chapter. Actions taken beforehand may include:

1. Current and/or previous year's local officers are contacted.
2. State Chapters are requested to assist the Chapters with compliance (CC to RVPs)
3. A final notification – Notice of Intent to Disband – goes out to SCPs (CC to RVPs)
4. Members of the local chapter are transferred to member-at-large status and notified of the change by email. If another chapter is nearby, that information will be included in the email message.

STANDING RULES

Standing rules provide continuity to the Chapter by setting operating policies that can be referred to year after year to determine what procedure is followed. Basic information on Standing Rules as well as a few examples follow.

- Standing Rules relate to the administration of a Chapter. They cannot be used to grant or limit rights of membership.
- A Standing Rule can be adopted by majority vote at a Governing Board Meeting. Changes should be noticed periodically to the membership.
- A Standing Rule remains in force until amended or rescinded. It does not bind future meetings if a majority desire to suspend it temporarily for the duration of a particular meeting.
- A Standing Rule can be amended by a majority vote.
- A Standing Rule can be suspended by a majority vote of a society for the duration of a meeting.
- A Standing Rule can be rescinded by a two-thirds vote without previous notice or by a majority vote after notice on at least the preceding day.

EXAMPLES OF STANDING RULES:

Guest Policy

1. Speaker

Note: Determine if guest speakers are to receive a complimentary meal or other special recognition for their contribution to the Chapter and include it in the Standing Rules. Does this policy apply to speakers who are WCR members and under what circumstances?

2. Non-Members

Qualified prospective members may be brought to regular Chapter meetings as guests _____ (number of time[s]) only before joining. This does not apply to a member's family or special guest, provided they are not eligible for WCR membership. Note: Many Chapters charge a higher fee for guests.

Reservation Obligations

1. Financial Obligations

Reservations for all Chapter meetings and events sponsored by the Chapter shall be a financial obligation to be paid by the member.

2. Cancellation Deadline

A cancellation deadline shall be established for each ticketed function of the Chapter and shall be announced in the notice for that function.

3. Billing

Billing for un-canceled ticketed functions shall be made within _____ (number of days) of the event.

4. Fee Policy

Members attending a ticketed function shall be charged for the meal or refreshments whether they eat or do not eat.

5. No Reservation

If members wish to attend a ticketed function without a reservation, they shall be accommodated on a space available basis only.

Chapter Courtesy Policy

1. Memorials

In the case of a death of a Chapter member, an appropriate memorial not to exceed \$ _____ shall be selected. In the case of the death of a Chapter member's spouse, parent or child, an appropriate memorial not to exceed \$ _____ shall be selected.

**MODEL BYLAWS FOR A LOCAL CHAPTER OF THE
WOMEN'S COUNCIL OF REALTORS®**

ARTICLE I – CREATING THE CHAPTER

Section 1: (A) A Local Chapter of the WOMEN'S COUNCIL OF REALTORS® is hereby created and established under the authority granted in ARTICLE XIII of the Bylaws of the WOMEN'S COUNCIL OF REALTORS®, an affiliate of the NATIONAL ASSOCIATION OF REALTORS®.

(B) This Chapter shall be known as the _____ Chapter of the WOMEN'S COUNCIL OF REALTORS® and shall encourage its members to dedicate themselves to the highest service for the public and real estate industry.

Section 2: (A) This Chapter shall be subject to the national and state bylaws of the WOMEN'S COUNCIL OF REALTORS® and shall have its local bylaws approved by the WCR national Bylaws Committee. Upon approval of these bylaws by National WCR, the Chapter is authorized to use the WCR name and symbols in connection with the name of the Chapter.

(B) The Chapter agrees to create programs that support the national WCR objectives, disburse dues, and raise additional funding through supportive programs. The _____ Chapter represents WCR in the community and shall actively follow the WCR objectives and work with Local Boards of REALTORS® and the State Association of REALTORS®.

Section 3: (A) The mission of the WOMEN'S COUNCIL OF REALTORS®: We are a network of successful REALTORS® empowering women to exercise their potential as entrepreneurs and industry leaders.

Section 4: Chapters may be disbanded after due notice for:

- (A.) Not maintaining at least twenty (20) Active members;
- (B.) Not filing a list of current officers;
- (C.) Not filing an Annual Report with the WCR National Office;
- (D.) For any other reason deemed by the national Governing Board to be in the best interest of the WCR.

ARTICLE II – MEMBERSHIP

Section 1: Any REALTOR®, REALTOR-ASSOCIATE®, or Institute Affiliate¹ member in good standing of a Board(s)/Association(s) of REALTORS® OF THE NATIONAL ASSOCIATION OF REALTORS® shall be eligible for Active membership in this Chapter, the State Chapter (if any) and the national WCR. The _____ Chapter boundaries shall be the same as the boundaries of the _____ Board(s)/Association(s) of REALTORS®.

Section 2: An Active member of this Chapter may be eligible for limited membership in more than one Local Chapter and in more than one State Chapter. Non-resident members shall be individuals engaged in the real estate profession within the territory of one Chapter who wish to obtain the services afforded by another Chapter. The above-defined members may join the second Chapter by paying local dues only to it and state dues if the second Chapter is located in another state. They shall not be eligible to vote or hold elective office in the second Chapter.

Section 3: National Affiliate shall hold membership in a Local Board of REALTORS®, but they may not be REALTORS®.

Section 4: National Affiliate members shall pay national, state, and local dues and may vote, hold local office (except President, President-elect and Vice President), use the WCR logo and symbols, and avail themselves of national WCR services. National Affiliates may not comprise more than thirty percent (30%) of the national membership of the Local Chapter.

¹ “Institute Affiliate members shall be individuals who hold a professional designation awarded by a qualified Institute, Society or Council affiliated with the National Association of REALTORS® that addresses a specialty area other than residential brokerage or individuals who otherwise hold a class of membership in such Institute, Society or Council that confers the right to vote or hold office.” Article IV, Section 1.4, NAR Constitution.

Section 5: The national WCR office shall determine the percentage of National Affiliate membership in each Chapter monthly. When the 30% limitation is reached for a Chapter, National Affiliate applications shall be returned to the applicants. Additional National Affiliate applications will be processed when the Chapters percentage of this type of membership falls below 30%.

Section 6: Local affiliate members include individuals who are engaged in a profession related to real estate, such as, but not limited to real estate finance, home inspection, home staging and unlicensed clerical support and who shall not be required to hold membership in a local association of REALTORS®. Local affiliate members may not be REALTORS® or licensees engaged in brokerage, rental, management or appraisal of real property or in real estate counseling. Local Affiliate members shall pay only local dues and may attend local meetings, be a member of a committee, and chair a special committee or task force. They may not vote, hold office, use WCR logos or symbols, or avail themselves of national WCR services.

Section 7: A member becomes eligible to vote in the _____ Chapter thirty (30) days from the receipt of application by and payment of dues to Local Chapter designee.

Section 8: Those persons who are currently employed in an executive, administrative or management capacity by a member Board, State Association holding membership in the National Association, or a member of a foreign affiliate of the National Association shall be eligible for National or Local Affiliate membership after payment of applicable dues.

ARTICLE III - DUES²

Section 1: (A) Effective _____ annual membership dues for Active members shall be \$ _____, plus national dues and State Chapter dues, if applicable.

(B) Effective _____, annual membership dues for National Affiliate members shall be \$ _____, plus national dues, and State Chapter dues, if applicable.

(C) Effective _____, annual membership dues for Local Affiliate members shall be \$ _____, which are Local Chapter Dues only.

(D) Effective _____, annual membership dues for Non-resident members shall be \$ _____, which are Local Chapter Dues only.

Section 2: (A) Annual membership dues shall be payable by the first day of January each year.

(B) New members shall pay a full year's dues upon making application. On January 1 of the following year, they shall only be billed for that portion of dues unpaid for that year.

Section 3: (A) All local, state and national dues of Active members and National Affiliate members shall be billed by and paid to the national office of WCR. Local Chapter and State Chapter membership dues billed by and paid to the national WCR shall be refunded to the Local Chapter and State Chapter.

(B) Local Chapter membership dues for Local Affiliate and non-resident members shall be billed by and paid to the Local Chapter and retained by the Chapter.

Section 4: Any members delinquent in payment of membership dues by more than three (3) months shall forfeit membership.

Section 5: Annual chapter dues for each member shall be established in time to notify the National WCR office prior to October 31 of the immediately preceding year.

² Except for new Chapters, effective date must be January 1 of the year the current Local Chapter dues went into effect. Midyear changes are not allowed.

ARTICLE IV – GOVERNING BOARD

Section 1: The government of the Chapter shall be vested in the Governing Board which shall consist of the President, President-elect, Vice President of Membership, Secretary and Treasurer (or Secretary-Treasurer), most recent past President able and willing to serve, one active past President appointed by the incoming President, and Chairmen of Standing Committees; all of whom shall be entitled to vote.

Section 2: The Governing Board shall have full power to conduct the business of the Chapter; to suspend any officer or member for just cause; and to otherwise govern the affairs of the Chapter in accordance with the bylaws of this Chapter, the State Chapter (if any), and the national WOMEN'S COUNCIL OF REALTORS®.

Section 3: Five of the members of the Governing Board shall constitute a quorum.

Section 4: (A) Regular meetings of the Governing Board shall be held at least six times per year at times and places as shall be designated by the President.

(B) Special meetings of the Governing Board may be called by the President or shall be called at the request of at least three members of the Governing Board.

Members of the Governing Board may unite in a petition to call such meeting or individually address written requests to the President.

Upon receipt of such petition or written requests from the required Governing Board members, the President shall notify each member of the Governing Board of such meeting in writing. Not less than fifteen (15) days nor more than thirty (30) days notice shall be given for a special meeting. Such notice shall state the time and place of the meeting, and the purpose for which it is called. Only the business stated in the call to the meeting shall be transacted at such meeting.

ARTICLE V – CHAPTERS MEETINGS

Section 1: (A) Regular meetings of the Chapter shall be held at least eight times per year at times and places to be determined by the Governing Board.

(B) Special meetings of the Chapter may be called at such times and places as the Governing Board shall, by resolution, require. Not less than five (5) days nor more than ten (10) days notice shall be given for a special meeting. Such notice shall state the time and place of the meeting, and the purpose for which it is called. Only the business stated in the call to the meeting shall be transacted at such meeting.

Section 2: Twenty percent of the REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate (see definition after Article XIV) members of the Chapter shall constitute a quorum at all meetings, except in those cases where the Chapter consists of fewer than fifteen Active members, when a majority shall be required to constitute a quorum.

ARTICLE VI – ELECTIVE OFFICERS

Section 1: (A) The elective officers of the Chapter shall be a President, President-elect, Vice President of Membership, Secretary and Treasurer (or Secretary-Treasurer). These officers shall perform the duties prescribed by these bylaws such as may be assigned to them by the Governing Board and by the parliamentary authority adopted in these bylaws.

(B) The President, President-elect and Vice President of Membership of the Chapter shall be elected from the REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate members in good standing. Other officers shall be elected from among REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate or National Affiliate members in good standing of the Chapter.

(C) The officers may serve in the office to which they have been elected for more than one term but may not serve more than two consecutive terms. The officer shall hold office for a term convening _____ and ending _____ or until their successors have been elected, whichever is later.

Section 2: (A) The President shall be the chief officer of the Chapter, and shall preside at the meetings of the Governing Board and Chapter. At all other times during the term of office, the President shall represent the Council and act in its name, subject to its policies.

(B) The President shall appoint all committee chairmen and committee members except the Nominating Committee. All appointments of committee chairmen shall be subject to approval of the Governing Board. The President shall be an ex officio member of all committees except the Nominating Committee.

Section 3: The President-elect shall perform the duties of the President in the event of the President's disability or absence and perform such other duties as requested by the Governing Board.

Section 4: (A) The Secretary shall verify reports from national WCR of the names of all members of this Chapter and their status and keep records of new members.

(B) Immediately following the annual election meeting, the retiring Secretary shall report to the Executive Vice President of the WOMEN'S COUNCIL OF REALTORS® the names and addresses of all officers elected, giving the beginning and ending dates of their terms of office. A copy of this report shall be sent also to the Governor(s), the State Chapter President and the Vice President of the Region.

ARTICLE VII – VACANCIES

Section 1: (A) In the case of a vacancy in any elective office, except the President or President-elect, the President shall appoint a qualified member to fill the unexpired term.

(B) In case of a vacancy in the office of President, the President-elect shall complete the unexpired term thus creating a vacancy in the office of President-elect. The President-elect who fills a vacancy in the office of President shall automatically become President for a full term after completion of the unexpired term as President.

(C) In the event of a vacancy in the office of President-elect caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect. The President-elect who fills a vacancy in the office shall automatically become President-elect for a full term after completion of the unexpired term as President-elect.

In the event of a vacancy in the office of President-elect is not caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect. The President-elect who fills this type of vacancy shall automatically become President after completion of the unexpired term of President-elect.

(D) In the event of a vacancy in any of the committee chairmen, except the Nominating Committee chairman, the President shall appoint a qualified member to fill the unexpired term.

(E) All appointments to fill vacancies shall have the approval of the Governing Board.

ARTICLE VIII – NOMINATIONS

Section 1: (A) The Nominating Committee shall consist of four³ Active members in addition to the most recent past President able to serve who shall be chairman of the committee.

(B) One member of the Nominating Committee shall be elected by the Governing Board from its membership, and three members plus two alternates shall be elected by the general membership at the Annual Election Meeting. Alternates (designated #1 and #2) shall serve only in the absence of a committee member.

(C) The members of the Nominating Committee shall serve during the calendar year subsequent to their election.

³ Larger Chapters may wish to strike "four" and insert "six" and strike "three" in (B) and insert "five."

(D) Nominating Committee members shall not be eligible to serve successive terms, except those designated alternates who were not required to serve as committee members.

Section 2: It shall be the duty of the Nominating Committee to select at least one candidate for each office and to present its report in writing to the Secretary who shall present it in writing to the general membership at least ten (10) days before the Annual Election Meeting.

Section 3: After the President has presented the slate of candidates for election, additional nomination from the floor may be made by any Active member before the election.

Section 4: No name shall be placed in nomination without the consent of the nominee.

ARTICLE IX – ELECTION OF OFFICERS

Section 1: The election of officers shall be held at the Annual Election Meeting of the Chapter which shall be held prior to October 15.

Section 2 (A): Election of officers shall be by *viva voce* or roll call vote, or written ballot if there are two or more nominees for an office. Each Active and National Affiliate member may cast one vote. A majority shall elect. When there are more than two nominees for any office and there is no majority on the first ballot, the top two nominees will run off against each other and all other nominees are eliminated.

(B) Voting by proxy shall not be permitted.

ARTICLE X – COMMITTEES

Section 1: Standing Committees, Workgroups and Task Forces shall be appointed annually by the President subject to the approval of the Governing Board.

Section 2: (A) Standing Committees shall be: Bylaws, Education and Program, Finance and Budget, Membership and Nominating.⁴

(B) Each of the Standing Committees shall consist of not fewer than three (3) members of the Chapter.

(C) Appointments shall be made for the remainder of the elective year or until their assigned task has been completed, whichever occurs first. All members are eligible for reappointment.

Section 3: (A) Special Committees, to perform such services as may be assigned to them, may be appointed by the President with the approval of the Governing Board.

(B) Each of the Special Committees shall consist of not fewer than three (3) members of the Chapter.

(C) Appointments to Special Committees shall be for a period of one year. All Special Committee members are eligible for reappointment.

(D) The audit committee shall be appointed at the next to the last meeting of the elective year and shall present its report at the first meeting of the next year.

ARTICLE XI – PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall be recognized as the authority governing the proceedings of the Chapter in all cases not provided for in these bylaws or in the standing rules.

⁴ Ways and Means, Strategic Planning and Marketing Committees may be added to the Chapter's Standing Committee at the option of the Chapter. The Chapter membership needs to vote on these additions as amendments to the bylaws in accordance with Article XIII.

ARTICLE XII – DEFENSE AND INDEMNICATION OF OFFICERS AND DIRECTORS

Section 1: In the event of suits or claims in which one or more current or past officers or directors of the Chapter are named as a result of their status as such or decision or actions taken in good faith and reasonably understood to be within the scope of their authority during their term as such, the Chapter shall, directly or through insurance secured for the benefit of such officers and directors and employees, secure counsel to act on behalf of and provide a defense for such officers and directors and employees; pay reasonable defense expenses incurred in advance of final disposition of such case; and indemnify such officers, directors and employees with respect to any liability assessed or incurred as a result of any such claim, suit or action.

Section 2: The above stated defense and indemnification of officers and directors shall extend to those individuals when serving at the request of the Chapter as a director or officer of another entity, but only after indemnification and insurance coverage from such other entity has been exhausted.

ARTICLE XIII – AMENDMENT OF BYLAWS

Section 1: These bylaws may be amended at any meeting of the Chapter by two-thirds vote in the affirmative of the Chapter members present and voting at such meeting, provided that a quorum is present, and provided the substance of the proposed amendments has been submitted to all members of the Chapter at least ten (10) days in advance of the meeting at which they will be acted upon, and provided that no such amendment shall become effective until the same shall have been submitted to and approved by the WCR national Bylaws Committee.

Section 2: Amendments to the Local Chapter bylaws required by WOMEN’S COUNCIL OF REALTORS® shall be mandatory and become effective immediately. The general membership of the Local Chapter shall be notified of such amendment(s) at the next regular meeting following receipt of notice, and the Chapter bylaws shall be changed immediately to include such amendment(s).

ARTICLE XIV – DISSOLUTION

Upon dissolution or winding up of the affairs of the _____ Chapter of the Women’s Council of REALTORS® and after providing for payment of all obligations, the Chapter shall distribute any remaining assets to the _____ State Chapter of Women’s Council of REALTORS®. In the event there is no State Chapter, the remaining assets shall go to the national Women’s Council of REALTORS®.

State Chapter Purpose and Roles

Purpose

Women's Council state chapters, regardless of size, have as their core purpose:

- To deliver systems and coaching that enable local chapters to provide consistent value to members
- To serve as a resource and model of excellence in operations for local chapters
- To reflect and reinforce in communication, services and operations the WCR mission, vision, values and goals

Essential Roles of State Chapters

There are four essential roles that all state chapters play in fulfilling their purpose:

1. **Educator:** The state chapter provides orientation education to local chapter leaders, reinforcing the principles and practices delivered at Leadership Academy. The state chapter is in part accountable for the performance of the LCP and her team, and should model effective chapter operations in how the state is run and in the actions, behaviors and messages of its leaders.
 - Deliver an orientation with a set curriculum and learning objectives; deliver to all local GB members
 - Build and maintain a trained facilitator team for ongoing local support
 - Conduct a quarterly follow-up with local chapter leadership to reinforce objectives to be met throughout the year (performance check)
 - Ensure each chapter submits their Annual Report (help them set goals during orientation and then do the follow-up to check on progress and support in needed areas)
 - Facilitate sharing of ideas and solutions to issues and challenges faced by local chapters (would include both sharing between chapters and individual support from state to local)
2. **Communicator:** The state chapter should routinely communicate key messages supporting the mission, vision, values and goals of WCR. The state chapter is a partner with local chapters in furthering the WCR mission.
 - Develop a strong communication plan of action
 - State leaders consistently articulate the brand message (in all venues)
 - Publish a newsletter and a Web site that are integral components of the communication plan
 - Consistently apply WCR visual images (logos, etc.)
3. **Leadership Development:** The state chapter provides mentoring and coaching support to local chapters and their leaders. In all of its activities, the state chapter should provide networking opportunities, forums, etc. for local leaders to learn from each other, share information, work on issues of concern, etc. The state chapter should be part of the leader identification and cultivation process for local, state and national leadership positions.
 - Use tools developed by national (e.g., leadership criteria, systems, checklists, etc.), consult with local chapters on leadership development processes and strategies
 - Create a 'swat' team that can help local chapters address critical issues
 - Observe emerging leadership – act as a talent scout for future leaders at any level of the organization via the state's National Focus Committee
 - Coach for individual achievement (develop a strategy overtime to provide individual coaching for local leaders)
 - Ensure that any event held by the state includes tangible opportunities for networking and relationship building
4. **Liaison to Industry:** The state chapter is positioned to be an effective representative of WCR to the REALTOR® community and to related organizations.
 - Facilitate and deliver industry education, including designation courses, where it does not compete with local education and where state can add value
 - Integrate and maximize resources of state board of REALTORS®
 - Act as an advocate to raise awareness of the impact of WCR members throughout the industry
 - Encourage integration of leadership between WCR and the State Board of REALTORS® (encourage participation by WCR members industry wide)
 - Establish communication links (e.g., Web site links) between WCR and related organizations

STATE CHAPTER PRESIDENT

The State Chapter President is a REALTOR®/REALTOR ASSOCIATE® nominated by the State Chapter Nominating Committee and elected at the State Chapter election meeting.

Major Responsibilities

- Conduct the business of the State Chapter
- Submit State Chapter Annual Report by February 2.
- Develop membership in the state through local chapter recruiting and retention programs (includes new chapter formation when appropriate)
- Host a State Orientation for Local and State Chapter Officers
- Actively participate as a member of the State Chapter Governing Board
- Actively participate as an officer of the Regional Committee
- Actively participate as a member of the WCR National Governing Board
- Meet with Local Chapter officers and help them deliver officer and new member orientations

The Difference Between Governor and State Chapter President Responsibilities

- The State Chapter President oversees local chapter operations, such as recruiting, retention & new chapter formation. She manages, supervises, and ensures compliance with Local and State Chapter standards.
- The Governor oversees local chapter performance, such as meeting standards, analyzing membership results and participating in the Chapter Excellence Program. She encourages, coaches and provides wise counsel.

General Knowledge Required

- Business planning and budgeting
- WCR mission, vision, values and goals
- Effective meeting management

STATE CHAPTER PRESIDENT-ELECT

The President-elect (a REALTOR®/REALTOR-ASSOCIATE®) works closely with the President in order to learn: preparing agendas, presiding at portions of meetings, planning the orientation, installations, etc. In the absence of the President, the President-elect presides at meetings and performs the necessary duties of the office.

Additionally, the President-elect should automatically serve on all governance-related committees, such as Finance & Budget and Strategic Planning, as well as participate in Chapter visitations when possible.

The President-elect is expected to attend the State Leadership Academy in Chicago in August. In late summer or early fall, the President-elect should plan and preside at a planning retreat to coordinate and implement plans for the following year. This includes setting retention and new member goals as well as sponsorship and/or fundraising targets. All programming should support the WCR mission.

STATE GOVERNOR

The State Governor is a REALTOR®/REALTOR-ASSOCIATE® nominated by the State Chapter Nominating Committee and elected at the State Chapter election meeting.

Major Responsibilities

- Coach local chapters to improve their performance (as defined in the Annual Report Chapter Business Plan & Chapter Excellence Awards Entry Form)
- Actively participate as a member of the State Chapter Governing Board
- Actively participate as an officer of the region and as a member of the Regional Committee.
- Actively participate as a member of the WCR National Governing Board

The Difference Between the Governor and State Chapter President's Roles

- The State Chapter President oversees local chapter operations, such as recruiting, retention & new chapter formation. She manages, supervises, and ensures compliance with Local and State Chapter standards.
- The Governor oversees local chapter performance, such as meeting standards, analyzing membership results and participating in the Chapter Excellence Program. She encourages, coaches and provides wise counsel.

Specific Responsibilities

- Attend WCR state and national meetings
- Help Local Chapters understand and complete the Annual Report.

General Knowledge Required

- Annual Report (Chapter Business Plan & Chapter Excellence Awards Entry Form and Improvement Letter)
- WCR mission, vision, values and goals
- How to read and interpret Local Chapter Profile information (Recruitment and Retention history)

FUND YOUR OFFICERS

It is important to at least partially fund leadership to attend national meetings – the state chapter president, president-elect and the governor(s). The state chapters within each region may also provide funding for regional vice president to attend national meetings, either through direct contribution or through funds raised by the Regional Conference.

Local chapters should partially fund the president and the president-elect to attend national meetings. Airfare and registration fee and hotel assistance should also be provided to the president-elect to attend the Leadership Academy.

Sufficient funds must always be earmarked to support the chapter and keep it strong, even if raising funds for charity. Connecting at the national level is an important aspect of this program for a healthy chapter, and that, in the end, translates to long-term community participation as well as the ability to deliver member value.

STATE CHAPTER SECRETARY

The Secretary shall take the minutes of each Chapter meeting and each Governing Board meeting and keep an accurate record of all motions made at these meetings.

The suggested format for minutes of meetings is included in section on duties and responsibilities of the Local Chapter Secretary.

Original copies of all minutes shall be kept in a PERMANENT CHAPTER MINUTES BOOK and one copy shall be mailed to the Chapter President and the Regional Vice President of WOMEN'S COUNCIL OF REALTORS®.

A major responsibility of the State Chapter Secretary is to send in to National WCR the names and the addresses of newly elected officers immediately upon election. Also, should there be any changes during the year (name and/or address of Chapter members), these changes should be sent in to National WCR as soon as possible.

STATE CHAPTER TREASURER

Prepares year's budget and keep books. (Review duties of the Local Chapter Treasurer.)

COMMITTEES OF THE STATE CHAPTER

(According to model bylaws)

Standing Committees: Bylaws, Education and Program, Finance and Budget, National Focus*, Nominating, Strategic Planning, International, Marketing and Ways & Means (these last four at the option of the Chapter.)

Suggested Special Committees: Convention, Newsletter, Chapter Excellence Awards

***National Focus Information and Guidelines - The State Chapter as Leadership Developer**

One of the essential roles of all state chapters is Leadership Development. The state chapter provides mentoring and coaching support to local chapters and their leaders. In all of its activities, the state chapter should provide networking opportunities, forums, etc. for local leaders to learn from each other, share information, work on issues of concern, etc. The state chapter is part of the leader identification and cultivation process for local, state and national leadership positions.

- Use tools developed by national (e.g., leadership criteria, systems, checklists, etc.), consult with local chapters on leadership development processes and strategies
- Create a 'swat' team that can help local chapters address critical issues
- Observe emerging leadership – act as a talent scout for future leaders at any level of the organization via the state's National Focus Committee*
- Coach for individual achievement (develop a strategy over time to provide individual coaching for local leaders)
- Ensure that any event held by the state includes tangible opportunities for networking and relationship building

National Focus is a State Chapter Standing Committee*

The Committee Chairman and a minimum of two REALTOR® members are appointed by the State Chapter President. The incoming State Chapter President reports the name of the Chair to the national VP of Membership each year in December. The Chairman & the members should have extensive Women's Council knowledge & experience (local, state and national).

The Committee is responsible for:

1. Exploring ways to gain national prominence for the state, through networking and participation, and to keep members informed of national issues and opportunities.

2. Identifying, developing and positioning qualified members for national leadership roles, insuring that National has a strong, talented cadre of members for volunteer opportunities and leadership positions.

3. Encouraging attendance and participation at State and National Meetings.

How the State National Focus Committee "Connects" to National WCR

4. Submit Recommendations to National WCR by May 1 of each year using the 1 page Resume form provided by national.

(a) The benefits of WCR membership increase with involvement. The Committee should develop a system to insure that members know about the current national opportunities and how to participate. We have included a list of opportunities on page 2 with the approximate number of members needed each year. Some opportunities are open to any interested member, however many are appointments. Also note that the amount of experience and skills needed for the opportunities varies greatly. For example, volunteering at the Annual Business Meeting is a great way for less experienced members to start their involvement. It's also a great opportunity for members who are looking for a one time, short term commitment. Appointments to Chair a Steering Committee or to facilitate a workshop or instruct at Academy require a mix of extensive organizational knowledge, instructional skills and qualitative teaching experience.

Appointments are not limited to state recommendations; however they are given first priority whenever appropriate. Appointments to Steering and Program Committees, Executive and Finance and Budget are made by the National Line officers each June. Other appointments and invitations to participate take place throughout the year. In addition, National Staff uses the recommendations for many opportunities including learning labs, panels at Forums, speaker introduction opportunities, annual election, etc.

Each state has a set number of recommendations they may make each year, based on the number of REALTOR® members in their state as of 11/1 of each year.

1. 50 – 200 members - may make up to three recommendations
2. 201 – 500 members - may make up to five recommendations
3. 501 -1000 members - may make up to seven recommendations
4. 1001 or more members - may make up to ten recommendations

States do not have to re-submit recommendations for anyone who is/was on Executive Committee or has held a Steering Committee or Program Committee chair or vice-chair appointment.

Annual Leadership Development Volunteer Opportunities at National

Executive Committee (Presidential appointment) 1
Finance & Budget Committee (appointed) 10
Strategic Forum Chairman, Vice Chairman and Steering Committee member (appointed) 24
Program Committee Chairman, Vice Chairman and Committee member (appointed) 12
Leadership Academy Faculty (appointed) 11
Committee liaisons to National Association of REALTORS® (Presidential appointment) 7
Inspiration at a national meeting (Presidential appointment) 6
Pledge of Allegiance at a national meeting (Presidential appointment) 6
Annual Business Meeting/Election Volunteers (volunteer) 40
Contribute an article to *eConnect* (volunteer) 12
Learning Lab Facilitator (appointed) 10-15
Introduce Speakers/Learning Lab Facilitator at National events (appointed & volunteer) 20-30
Focus Groups (appointed as needed) average 12-15
Panelists at Forums (appointed as needed) average 10-12

Women's Council of REALTORS®
State Orientation Outline

Segment 1: Welcome and Opening exercise

Segment 2: Who We Are

Origin of WCR

- Review WCR Organizational Chart
- Review Mission and Vision Statements
- Talk about WCR benefits
 - Local State and National Events (meetings and summits)
 - WCR.org, Member Expertise Profile and Referral Center
 - Performance Management Designation and Courses
 - WCR Web Store

Segment 3: Chapter Leadership

- Leader's Role
- Communicate and Share the Mission and Vision
- Your chapter provides tangible value to your members

Segment 4: Leadership Team

- The Leadership Team is your governing board
 - President, President-Elect, VP of Membership, Secretary, Treasurer, 2 Past Presidents, Standing Committee Chairmen
 - What does it mean to operate as a team
 - Clear and Distinct responsibilities (discuss job descriptions)

Segment 5: Volunteerism – Getting Members Involved

Use and Demo “The Task Is To Ask” action kit

- Talk about the benefits of volunteering
- Communicate with members
- New Member Orientations

Segment 6: Online Tools and Resources

- wcr.org

Segment 7: The Annual Report

- Review Annual Report
- Areas for Improvement\feedback from national
- Chapter Profile form for Recruitment and Retention
- As a Chapter Business Plan

Segment 8: Roundtable Breakout - Each table to have a facilitator

- LCP
- PE
- VP of Membership/Membership Recruitment and Retention
- Secretary
- Treasurer
- Chairman/Meeting Management with Agendas

Segment 9: Conflict Resolution

- Conflict Resolution Activity

Segment 10: Wrap Up Panel/Q and A

SAMPLE ORIENTATION ROUNDTABLE FOR VICE PRESIDENTS OF MEMBERSHIP

Record Keeping

- Membership Dues Invoicing (refer to Membership Section in Local Chapter Section)
 - WCR National Invoices REALTOR® and National Affiliate Members
 - VPM Invoices Local Affiliate Members (who do not appear on National rosters)
- Changes of Address sent to National WCR
- New Member Applications (*Golden Rule: Do not Hold Applications, Get them in to National*)
- Deposit the Dues Check from National WCR in a Timely Manner
- Use the Chapter Management Center for tracking membership, creating Not Yet Renewed Report, etc.

The Membership Committee

- Divide the Membership Roster among Committee Members
- Contact Every Member before Every Meeting
- Member-Get-A-Member Campaign
- Incentives
- Adopt One New Member and Show Them the Ropes

Promoting the Value of WCR

- Visit Real Estate Offices to Post Meeting Notices and Other WCR Information
- Carry Extra Flyers and Membership Applications in the Car
- Host Programs or Offer to Introduce Speakers at the Local Association Office

Checklist for Success

- _____ Review the State Annual Report and establish your goals as a State Chapter.
- _____ Organize an Orientation Session for Local and State Chapter leaders.
- _____ Become involved in your local and state REALTOR® organizations. Attend Directors' meetings as a representative of WCR. If unable to become a voting Director of your state, at least be a visible, concerned and active attendee at State Directors' Meeting. Let the officers know you are there representing the membership of WCR.
- _____ Promote the WCR Member of the Year award as a State Award at your State Convention.
- _____ Plan a minimum of two state meetings per year aside from Governing Board meeting. Have excellent educational programs for your membership.
- _____ Have someone maintain a state record book (excellent tool for your incoming President).
- _____ Work with Local Chapters to develop chapter business plans using the Annual Report and Improvement letters.
- _____ Include funding for your State officers and National RVP in your State Chapter budget.

ORGANIZATION TIMETABLE TO ASSIST THE STATE CHAPTER PRESIDENT

- I. One-day Officer Orientation for Local and State Chapter officers, chairmen and vice-chairmen (hold by end of January, either on your own or in conjunction with a regular state meeting).

- II. Winter Meeting
 - A. Installation
 - B. Report from state Nominating Committee Regarding Recommendations for WCR National Officers. Only Regional Vice Presidents and State Chapter Presidents, (or Governors in those states with no State Chapter Presidents), may submit recommendations for National officers to the National Nominating Committee. Recommendations are due to National WCR by March 1. Any Active members may be nominated from the floor at the time of the Annual Business Meeting at the Annual Conference.
 - C. Introduction of Standing Committee
 - D. Goals of Chapter
 - E. State Annual Report Update

- III. Midyear Meeting
 - A. Report from Nominating Committee i.e., State Chapter Officers
 - B. Plan for WCR Responsibility at State Convention
 - C. Education Sessions Geared to the 5 areas of Performance Management
 - D. Reports from National Governing Board Members
 - E. Presentation and Discussion of Candidates for National Office
 - F. Member of the Year Plans
 - G. Long Range Planning
 - H. State Annual Report Update

- IV. Fall Meeting
 - A. Election (in conjunction with State Convention) and Submit 2013 Officer Report to National WCR
 - B. Elect Nominating Committee (See State Chapter Bylaws Article VIII)
 - 1. Recommend possible candidates for national office to national Nominating Committee
 - 2. Prepare slate of State Chapter Officers
 - C. Education Sessions for State Convention Geared to Performance Management
 - D. Award for State Member of the Year (at State Convention)
 - E. State Annual Report Update and Submission Plan.

How to Charter A Women's Council of REALTORS® Chapter

Mission of the Women's Council of REALTORS®:

We are a network of successful REALTORS®, empowering women to exercise their potential as entrepreneurs and industry leaders.

Local Chapters, National Strength

The Women's Council of REALTORS® (WCR) has a unique structure, the foundation of which is our nationwide network of more than 300 local and state chapters and 14,000 national members.

It's the best of both worlds - the strength and continuity of a national profile with the responsiveness and accessibility of local chapters close to home. It's this combination that makes WCR different. Not only are we a dynamic network of productive people with reliable expertise, but we also are the place to acquire relevant skills to help you business grow.

Purpose of the Chapter

WCR chapters are the main distribution centers of member value. Chapter leaders position the chapter as a business resource in the REALTOR® community as you blend the key elements of WCR's brand into the programs and experiences your members receive at the local level. Key brand elements include:

Relevant Skills — Give members the leading edge through facilitated business problem-solving, opportunities to share best practices and consistent emphasis on being a learning community.

Professional Credibility — WCR members are established full-time real estate professionals ready to take their business to the next level of success.

Business Support System — Beyond our powerful referral network is a community of support and encouragement where your success matters to people you know and trust.

Achieving Chapter Excellence

The Annual Report/Chapter Business Plan for Local Chapters provides details and insight into the expectations for chapter operations and standards. The Plan includes Recruitment and Retention Goals, Communication, Chapter Effectiveness, Member Value, Governance, and Leadership Development. Anyone interested in learning more about chartering a chapter should review this document early in the process so as to understand the expectations for chapters and their leaders.

Some Chartering Guidelines

Before you get started, contact the State WCR Chapter President for guidance and assistance. In states where there are no state chapters, please contact the national office (800-245-8512) and speak with the Chapter Liaison. The State President or Chapter Liaison will work with you to assess the viability of chartering a chapter in your area. Chapters will not be chartered in markets that already have a local chapter and or/where there are less than 500 REALTORS® in the area.

What are Membership Requirements and Who May Join?

At least 20 REALTORS® and/or REALTOR-ASSOCIATES® are required to start and maintain a chapter. For purposes of this document, we will refer to both REALTOR® member types as REALTORS®. These 20 members can either be new members recruited to start the chapter, or current WCR members who can be transferred into the new chapter. It is strongly recommended that chapters start with at least 30 REALTOR® members.

We recognize 2 Affiliate Membership Categories. An Affiliate member may be either a national member, or a local member. However, a National Affiliate member of WCR must hold some form of membership in a Local Association of REALTORS®. Executive Staff employed by an Association of REALTORS® may also join. Note that National Affiliate membership in a local chapter is limited to 30 percent of the total national membership in that chapter.

Getting Started

Contact the National Membership department to obtain the complete Chapter Charter Kit and materials.

1. Schedule a meeting and invite REALTORS® in your area who you feel would have an interest in and contribute to WCR. Put a notice in your Board or MLS publications and web sites. Appoint a temporary Chairman at this meeting to coordinate the forming of the Chapter by scheduling future meetings and notifying all those who have expressed interest in joining.
2. The temporary Chairman appoints a bylaws committee to study and complete the model bylaws for a Local WCR Chapter. Model bylaws will be emailed to you by the Chapter Liaison and/or are available at www.wcr.org in the Chapter Tools section of the Member Center. See page 5 for additional bylaws information.
3. The temporary Chairman appoints a nominating committee to recommend a slate of officers. These officers remain in office until the first regularly scheduled elections, as stated in the model bylaws.
4. Call a second meeting for approval of the bylaws and elections of permanent officers. The bylaws committee submits the model bylaws to the group for acceptance. The election takes place and a list of officers along with the model bylaws is submitted to the national WCR office. At this time, also send the checks and applications for at least 20 REALTOR® and/or REALTOR-ASSOCIATE® members and the names of any current members transferring into your Chapter. These members can be counted toward your required 20 members.
5. The newly elected Secretary applies for the Federal ID Number.
6. Complete the Chapter Charter Business Plan in the Charter Kit.
7. If it is taking longer than two months to get the Chapter organized, continue to call meetings to maintain interest. Submit the completed applications and checks to the national WCR office as soon as they are received. These new members will be processed as members-at-large and will begin to receive eConnect and have access to the Referral and Member Centers on the WCR Web site. When the chapter is ready to be chartered, these members will be transferred into the chapter and will be counted toward the minimum requirement of 20 REALTORS®.
8. Send the above information using the checklist (see below) in the kit to:

Women's Council of REALTORS®
Membership Department
430 N. Michigan Ave.
Chicago, IL 60611-4093

Questions:
wcr@wcr.org
800-245-8512

Chapter Charter Checklist (Submit this with your charter request)

A completed copy of the bylaws which have been approved by the Local Chapter members.

A list of elected officers of the Local Chapter.

Completed Chapter Business Plan (see pages 6/7 of the Kit).

Federal Employer Identification Number (FEIN) _____ .

A list of the charter members, complete with their addresses, email and phone numbers. Indicate whether each is a new member or a transferring WCR member.

An application completed in detail from each of the new members. Current members SHOULD NOT complete an application because they are members already. Their names, however, should be noted on the list of charter members and new officers.

Full payment of membership dues (national, state and local) from each of the new members.

The Approval Process

Allow 3-5 weeks after receipt of this information in the national WCR office for the approval of your new chapter bylaws and charter. Your installation may be held as soon as your bylaws and Chapter Business Plan have been approved and your membership requirements are met. Or, you may wish to wait until your chapter charter arrives. Your framed chapter charter will arrive a few weeks after you have been notified of approval. It is recommended that the charter presentation and installation be held at a general meeting of your Board of REALTORS®.

Subsequent installations of chapter officers are very effective if held at the annual installation of Board officers. It is recommended that the installation of local chapter officers be conducted by your WCR Regional Vice President, Governor or State Chapter President, or by an officer of the Local Board of REALTORS® or State Association, or another dignitary who has shown a marked interest in the chapter.

Federal Employer ID Number (FEIN)

- Every local and state chapter should get one
- Identifies companies and organizations, like a SSN does individuals
- Banks require when the chapter's account earns interest
- Apply for a FEIN on line: <https://sa1.www4.irs.gov/modiein/individual/index.jsp>
- Or use IRS Form SS-4
- Record this number in the Chapter Management Center for future officer reference

Reporting to the IRS and Tax-Exempt Status

- Effective with the 2007 tax year, every local and state chapter must file an information return with the IRS
- In the past the IRS did not require any filings from tax exempt organizations with revenue in the \$0 - \$25,000 range, but now they do
- Chapters filing a regular 990 return should continue to do so; small chapters may file on line at: <http://epostcard.form990.org/>
- In order to file, the chapter must be deemed exempt by the IRS. Use IRS Form 1024 available here: <http://www.irs.gov/pub/irs-pdf/f1024.pdf>
- Information form 990 is generally needed when annual chapter gross income or assets are \$25,000 or more.
- Even tax-exempt chapters have to pay "Unrelated Business Income Tax"

Incorporation

- Provides personal liability protection beyond that of the chapter's bylaws
- Being incorporated as a not-for-profit association is not the same as being tax exempt.
- The common term "501(c)(6)" refers to the section of the IRS Tax Code that covers real estate and other trade associations.

See the Reference Section for more Fein, Tax and Incorporation information.

CHECKLIST FOR ORGANIZING NEW CHAPTERS

WHERE TO START

- Contact State Chapter President (if applicable)
- Contact Executive Officer or President of Local REALTOR® Board(s)/Associations(s)
- Contact members-at-large in area

SET MEETING DATE

- Invite State Chapter President, Local Board President(s) and Executive Officer(s)
- Invite members-at-large in area
- Invite potential members
- Submit meeting announcement to Local REALTOR® publication(s), Web sites, social media
- Submit meeting information to local newspapers

ARTICLES TO TAKE TO MEETING

- Leadership Policy & Procedure Manual*
- Printed agenda copies
- Membership applications
- Performance Management Network Designation brochures

PEOPLE TO ATTEND

- State Officers
- Other state members

PROCEDURE FOR FIRST MEETING

- Set up room and head table
- Call the meeting to order
- Pledge of Allegiance and Inspiration
- Introduction of head table including Board officer guests
- Talk about membership value including referrals within WCR
- Explain dues structure vs. membership benefits
- Conduct a question and answer period
- Ask those assembled to appoint a temporary chairman who appoints a Bylaws Committee and a Nominating Committee
- Set date for next meeting preferably two weeks later
- Adjourn

PROCEDURE FOR SECOND MEETING

- Agenda topics
- Call to Order
- Pledge of Allegiance and Inspiration
- Bylaws Committee report
- Vote on bylaws
- Elect officers
- Complete membership applications and Chapter Business Plan
- Schedule next meeting for installation of officers and make plans for charter presentation ceremony. *Send all chartering documents to National in time (a minimum of 20 business days) to allow for approval before scheduling installation.*
- Adjourn

CHARTER PRESENTATION CEREMONY

Ladies and Gentlemen:

The official Charter of your newly organized Chapter of the WCR is about to be presented. This is an important occasion in the life of our REALTOR® community.

We have a Past President of NAR (formerly known as NAREB), Mr. Joseph W. Catherine of Brooklyn, N.Y., to thank. In 1938, he envisioned the need for qualified women in real estate. It was his feeling and belief that it would be extremely beneficial for women in real estate to join together, become members of their Local Board, and form Chapters to encourage other women to seek their livelihood and a career in real estate. WOMEN'S COUNCIL OF REALTORS® is the result.

The accomplishments of WCR have made it possible for women and men in real estate across the country to enjoy the prestige and professional standing as we enjoy it today.

The bylaws for the _____ Chapter of WCR have been approved and have met the requirements and purpose of the WCR.

The members of the _____ Chapter must agree to the conditions just given which are contained in your bylaws. (Turning to the President of the new Local Chapter). Do you hereby undertake this covenant and responsibility?

(Local Chapter President replies) "Yes, we undertake this covenant and responsibility."

It now becomes my privilege as (name office held by person doing the installing) of the Women's Council of REALTORS® to put in your hands this official Charter authorizing the Chapter to assume the name of _____ Chapter. (Gives Charter to President of newly organized Chapter.)

Have them recite the WCR mission and Vision statements.

Mission of the Women's Council of REALTORS®

We are a network of successful REALTORS®, empowering women to exercise their potential as entrepreneurs and industry leaders.

Women's Council of REALTORS® Vision Statement

Through our influence as successful business professionals, women will effect positive change in the profession and in the broader community.

In the name of the WOMEN'S COUNCIL OF REALTORS®, I congratulate you on this forward step. (Shake hands with the President.)

STATE CHAPTER ANNUAL REPORT

The State Chapter Annual report is due February 2.

Women's Council state chapters, regardless of size, have as their core purpose to:

Enable local chapters to provide consistent value to members by delivering systems and coaching
Serve as a resource and model of excellence in operations for local chapters
Reflect and reinforce the WCR mission, vision, values and goals in communications, services and operations

There are four essential roles for all state chapters to fulfill their purpose: Educator, Communicator, Leadership Developer and Liaison to Industry.

The Annual Report is designed to be submitted with documentation of events and programming in these four essential areas.

PROCEDURES FOR STATE CHAPTERS NOT MEETING CHAPTER STANDARDS

State Chapters may be disbanded after due notice for:

- (A) Not maintaining at least fifty (50) Active members and two chapters;
- (B) Not filing a current list of current officers and, upon request of the National WCR office, minutes of the Annual Election Meeting.

NATIONAL WILL TAKE ACTION WHEN...

... An Affiliate Member Is Elected President, President-elect or State Governor

If a Local or National Affiliate is elected to such a position and reported, the national WCR office will return the slate of officers and ask for a new President, President-elect, or State Governor to be elected so that Chapter will comply with national WCR bylaws.

...Current Officers Are Not Reported

The names of the newly-elected officers are due in the national WCR office by November 1. Chapters without officers cannot function and will be disbanded.

...Chapter Membership Falls Below minimum requirement of 50 Active National Members and/or 2 Chapters.

If Chapter membership falls below the minimum, the national WCR office will contact the state chapter to determine the status of your Chapter. The national WCR office will take several steps.

DISBANDING A CHAPTER

If uncorrected, any one of the conditions above are grounds for automatic disbanding of a chapter. Actions taken beforehand include:

1. Current and/or previous year's state chapter officers are contacted, with cc to RVPs.
2. A final notification – Notice of Intent to Disband – goes out to SCPs with cc to RVPs.

State Chapter Officer Reporting Form

Deadline for reporting 2013 State Chapter Officers is November 1, 2012

Name of Chapter: _____ Name of Person Reporting: _____

Date: _____

2013 State President √ Mandatory for All Chapters √ Must be a REALTOR® or REALTOR-Associate®	2013 State President-elect √ Mandatory for all Chapters √ Automatically succeeds to president √ Must be a REALTOR® OR REALTOR-Associate®
Name:	Name:
Business Phone: Include Area Code	Business Phone: Include Area Code
Business Fax: Include Area Code	Business Fax: Include Area Code
E-mail:	E-mail:

State Governor √ Must be a REALTOR® OR REALTOR-Associate®	Other Officers (Must be National Members)
State Governor: E-mail:	Secretary E-mail:
State Governor E-mail:	Treasurer E-mail:
State Governor E-mail:	CA, FL and TX-attach list of SDVPs
State Governor E-mail:	
State Governor E-mail:	
State Governor E-mail:	

Options for Submitting Form to National WCR:

1. **Copy and FAX form to 312-329-3290**
2. **E-MAIL information to officers@wcr.org**
3. **MAIL to WCR, 430 North Michigan Avenue, Chicago, IL 60611-4093.**

**MODEL BYLAWS FOR A STATE CHAPTER OF
THE WOMEN'S COUNCIL OF REALTORS®¹**

ARTICLE I – CREATING THE CHAPTER

Section 1: (A) A State Chapter of the WOMEN'S COUNCIL OF REALTORS® is hereby created and established under the authority granted in ARTICLE XIII of the bylaws of the WOMEN'S COUNCIL OF REALTORS®, an affiliate of the NATIONAL ASSOCIATION OF REALTORS®.

(B) This Chapter shall be known as the _____ Chapter of the WOMEN'S COUNCIL OF REALTORS® and shall encourage its members to dedicate themselves to the highest service for the public and the real estate industry.

Section 2: (A) This Chapter shall be subject to the national bylaws of the WOMEN'S COUNCIL OF REALTORS® and shall have its state bylaws approved by the WCR national Bylaws Committee. Upon approval of these bylaws by National WCR, the Chapter is authorized to use the WCR name and symbols in connection with the name of the Chapter.

(B) The Chapter agrees to create programs that support the national WCR objectives, disburse dues, and raise additional funding through supportive programs. The _____ Chapter represents WCR in the State and shall actively follow the WCR objectives and work with the State Association of REALTORS®.

Section 3: (A) The mission of the WOMEN'S COUNCIL OF REALTORS®: We are a network of successful REALTORS® empowering women to exercise their potential as entrepreneurs and industry leaders.

Section 4: State Chapters may be disbanded after due notice for:

(A) Not maintaining at least fifty (50) Active members and two chapters;

(B) Not filing a current list of current officers and, upon request of the National WCR office, minutes of the Annual Election Meeting;

(C) For any other reason deemed by the national Governing Board to be in the best interest of the WCR.

ARTICLE II – MEMBERSHIP

Section 1: Any active member in good standing of a Local Chapter of WCR in this state shall be an active member in this State Chapter and the national WCR.

Section 2: (A) When there is no Local Chapter of the Council within the jurisdiction of the Local Board/Association of REALTORS® to which the member belongs or within the jurisdiction of the Local Board/Association of REALTORS® in which the member does business, such members shall be eligible to become a member-at-large of the state Chapter and the national WCR organization.

(B) Any REALTOR®, REALTOR-ASSOCIATE®, or Institute Affiliate² member in good standing of the _____ State Association engaged in the real estate profession shall be eligible for Active membership in this State Chapter and the national WCR.

Section 3: An Active member of this State Chapter may be eligible for membership in more than one State Chapter. Non-resident members shall be individuals engaged in the real estate professional within the territory of one State Chapter who wish to obtain the services afforded by another State Chapter, but do not have their primary place of business within the territory of this other State Chapter. The above-defined members may join this second State Chapter by paying state dues only to it. They shall not be eligible to vote or hold elective office in the second State Chapter.

¹ Amended May 16, 2010.

² Institute Affiliate members as defined in the NAR Constitution Article IV, Section 1.4: "Institute Affiliate members shall be individuals who hold a professional designation awarded by a qualified Institute, Society or Council affiliated with the National Association of REALTORS® that addresses a specialty area other than residential brokerage or individuals who otherwise hold a class of membership in such Institute, Society or Council that confers the right to vote or hold office."

Section 4: National Affiliate members shall hold membership in a Local Board of REALTORS®, but they may not be REALTORS®.

Section 5: National Affiliate members shall pay national, state, and local dues and may vote, hold local office (except President, President-elect and/or Vice President), use the WCR logo and symbols, and avail themselves of National WCR services.

Section 6: Those persons who are currently employed in an executive, administrative or management capacity by a member Board, State Association holding membership in the National Association, or a member Board of a foreign affiliate of the National Association shall be eligible for National (State) Affiliate membership after payment of applicable dues.

ARTICLE III – DUES

Section 1: (A) Effective _____, annual membership dues for Active members shall be \$_____ plus national dues, and Local Chapter dues, if applicable.

(B) Effective _____, annual membership dues for National Affiliate members of State Chapter shall be \$_____, plus national dues, and Local Chapter dues, if applicable.

(C) Effective _____, annual membership dues for Non-resident member whose principle place of business is in another state shall be \$_____, which are State Chapter dues only.

Section 2: (A) Annual membership dues shall be payable by the first day of January each year.

(B) New members shall pay full year's dues upon making application. On January 1 of the following year, they shall only be billed for that portion of dues unpaid for the year.

Section 3: (A) All local, state and national dues of Active and National Affiliate members shall be billed by and paid to the National office of WCR.

(B) Local Chapter and State Chapter membership dues billed by and paid to the National WCR shall be refunded to the Local Chapter and State Chapter.

(C) State Chapter membership for non-resident members whose Active membership is in a Chapter located in another state shall be billed by and paid to the State Chapter and retained by them.

Section 4: Any member delinquent in payment of membership dues by more than three (3) months forfeits membership.

Section 5: Annual chapter dues for each member shall be established in time to notify the WCR National office prior to October 31 of the immediately preceding year.

ARTICLE IV – GOVERNING BOARD

Section 1: The government of the State Chapter shall be vested in the Governing Board, which shall consist of the elective officers, all current Local Chapter Presidents, the most recent past State Chapter President able to serve, and chairmen of Standing Committees, all of whom shall be entitled to vote.

Section 2: The Governing Board shall have full power to conduct the business of the Chapter, to suspend any officer or member for just cause, and to otherwise govern the affairs of the Chapter in accordance with the bylaws of the State Chapter and of WOMEN'S COUNCIL OF REALTORS®.

Section 3: _____ of the members of the Governing Board shall constitute a quorum.

Section 4: (A) Regular meetings of the Governing Board shall be held _____ times per year at such times and places

as shall be designated by the President.

(B) Special meetings of the Governing Board may be called by the President, or shall be called at the request of at least three members of the Governing Board. Members of the Governing Board may unite in a petition to call such a meeting or individually address written requests to the President.

Upon receipt of such a petition or written requests from the required Governing Board members, the President shall notify each member of the Governing Board of such meeting in writing. Not less than fifteen (15) days nor more than thirty (30) days notice shall be given for a special meeting. Such notice shall state the time and place of the meeting, and the purpose for which it is called. Only the business stated in the call to the meeting shall be transacted at such meeting.

ARTICLE V – CHAPTER MEETINGS

Section 1: (A) Regular meetings of the State Chapter shall be held _____ times per year at times and places to be determined by the Governing Board.

(B) Special meetings of the State Chapter may be called at such times and places as the Governing Board shall, by resolution, require. No less than fifteen (15) days written notice shall be given for a special meeting. Such notice shall state the time and place of the meeting, and the purpose for which it is called. Only the business stated in the call to the meeting shall be transacted at such meeting.

Section 2: _____ of the REALTOR®/ REALTOR-ASSOCIATE®/Institute Affiliate (see definition Article II) members of the State chapter, representing not fewer than forty (40%) percent of the total number of Local Chapters in the state, shall constitute a quorum at all State Chapter meetings.

ARTICLE VI – ELECTIVE OFFICERS

Section 1: (A) The elective officers of the Chapter shall be a President, President-elect (who shall serve as Vice President), Secretary, Treasurer (or Secretary-Treasurer*) and State Governor(s). These officers shall perform the duties prescribed by these bylaws such as may be assigned to them by the Governing Board and by the parliamentary authority adopted in these bylaws.

(B) The President, President-elect, and State Governor(s) of the Chapter shall be elected from the REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate members in good standing. Other officers shall be elected from among REALTOR®/REALTOR-ASSOCIATE®/Institute Affiliate or National Affiliate members in good standing of the Chapter.

(C) Governors shall be elected based on the number of Active members in the state as follows:

Active Members	Active Local Chapters	Number of Governors
0-49	n/a	0
50-399	n/a	1
400-999	n/a	2
1,000-1499	n/a	3
1,500-1,999	25 or more	4
2,000-2499	30 or more	5
2,500-2,999	35 or more	6
3,000-3499	37 or more	7
3,500 or more	40 or more	8

(D) For any given year the count of Active members for purposes of determining the number of State Governors will be reported by the national WOMEN'S COUNCIL OF REALTORS® office as of the previous December 31 and cannot be disputed.

(E) The officers may serve in the office to which they have been elected for more than one term but may not serve more than two consecutive terms. The officer shall hold office for a term convening _____ and ending _____ or until their successors have been elected, whichever is later.

Section 2: (A) The President shall be the chief officer of the Chapter, and shall preside at the meetings of the Governing Board and Chapter. At all other times during the term of office, the President shall represent the Council and act in its name, subject to its policies.

(B) The President shall appoint all committee chairmen and committee members except the Nominating Committee. All appointments of committee chairmen shall be subject to approval of the Governing Board. The President shall be an ex officio member of all committees except the Nominating Committee.

Section 3: The President-elect shall perform the duties of the President in the event of the President's disability or absence, and perform such other duties as requested by the Governing Board.

Section 4: (A) The Secretary shall verify reports from national WCR of the names of all new members of this Chapter and their status, and keep records of new members joining the State Chapter only.

(B) Immediately following the annual election meeting, the retiring Secretary shall report to the Executive Vice President of the WOMEN'S COUNCIL OF REALTORS® the names and addresses of all officers elected giving the beginning and ending dates of their terms of office. A copy of this report shall be sent also to the Governor(s) of the State and the Vice President of the Region.

ARTICLE VII – VACANCIES

Section 1: (A) In the case of a vacancy in any elective office except the President, President-elect or State Governor, the President shall appoint a qualified member to fill the unexpired term.

(B) In case of vacancy in the office of President, the President-elect shall complete the unexpired term thus creating a vacancy in the office of President-elect. The President-elect who fills a vacancy in the office of President shall automatically become President for a full term after completion of the unexpired term as President.

(C) In the event of a vacancy in the office of President-elect caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect. The President-elect who fills a vacancy in the office shall automatically become President-elect for a full term after completion of the unexpired term as President-elect.

In the event a vacancy in the office of President-elect is not caused by a vacancy in the office of President, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect. The President-elect who fills this type of vacancy shall automatically become President after completion of the unexpired term of President-elect.

(D) In the event of a vacancy in the office of State Governor, the members of the Nominating Committee shall submit the name of at least one nominee to the President who shall present it to the Governing Board for approval. An affirmative vote of a majority of the Governing Board shall be necessary to elect.

(E) In the event of a vacancy in any of the committee chairmen, except the Nominating Committee Chairman, the President shall appoint a qualified member to fill the unexpired term.

(F) All appointments to fill vacancies shall have the approval of the Governing Board.

ARTICLE VIII – NOMINATIONS

Section 1: (A) The Nominating Committee shall consist of four³ Active members in addition to the most recent Past President able to serve who shall be chairman of the committee.

(B) One member of the Nominating Committee shall be elected by the Governing Board from its membership, and three members plus two alternates shall be elected by the general membership at the Annual Election Meeting. Elected members shall be from at least two different chapters. The two Alternates shall also be from at least two different chapters. Alternates (designated #1 and #2) shall serve only in the absence of a committee member.

(C) The members of the Nominating Committee shall serve during the calendar year subsequent to their election.

(D) Nominating Committee members shall not be eligible to serve successive terms, except those designated alternates who were not required to serve as committee members.

Section 2: It shall be the duty of the Nominating Committee to select at least one candidate for each office, and to present its report in writing to the Secretary who shall present it in writing to the general membership at least ten (10) days before the Annual Election Meeting.

Section 3: After the President has presented the slate of candidates for election, additional nominations from the floor may be made by any Active members before the election.

Section 4: No name shall be placed in nomination without the consent of the nominee.

ARTICLE IX – ELECTION OF OFFICERS

Section 1: The election of officers shall be held at the Annual Election Meeting of the State Chapter which shall be held prior to or in conjunction with the annual convention of the _____ State Association.

Section 2: (A) Election of officers shall be by via voice or roll call vote or written ballot if there are two or more nominees for an office. Each Active and National Affiliate member may cast one vote. A majority shall elect. When there are more than two nominees for any office and there is no majority on the first ballot, the top two candidates will run off against each other and all other candidates are eliminated.

(B) Voting by proxy shall not be permitted.

ARTICLE X – COMMITTEES

Section 1: Standing Committees, Workgroups, and Task Forces shall be appointed annually by the President subject to the approval of the Governing Board.

Section 2: (A) Standing Committees shall be: Bylaws, Education and Program, Finance and Budget, National Focus and Nominating.⁴

(B) Each of the Standing Committees shall consist of not fewer than three (3) members of the Chapter.

(C) Appointments shall be made for the remainder of the elective year or until their assigned task has been completed,

³ Larger Chapters may wish to strike “four” and insert “six” in (A); and in (B), strike “Three” and insert “five.”

⁴ Ways and Means, Strategic Planning, International and Marketing Committees may be added to the Chapter’s Standing Committees at the option of the Chapter. The Chapter membership needs to vote on these additions as amendments to the bylaws in accordance with Article XIII.

whichever occurs first. All members are eligible for reappointment.

Section 3: (A) Special Committees, to perform such services as may be assigned to them, may be appointed by the President with the approval of the Governing Board.

(B) Each of the Special Committees shall consist of not fewer than three (3) members of the Chapter.

(C) Appointments to Special Committees shall be for a period of one year. All Special Committee members are eligible for reappointment.

(D) The audit committee shall be appointed at the next to the last meeting of the elective year and shall present its report at the first meeting of the next year.

ARTICLE XI – PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert’s Rules of Order Newly Revised shall be recognized as the authority governing the proceedings of the Chapter in all cases not provided for in these bylaws or in the Standing Rules.

ARTICLE XII – DEFENSE AND INDEMNIFICATION OF OFFICERS AND DIRECTORS

Section 1: In the event of suits or claims in which one or more current or past officers or directors of the Chapter are named as a result of their status as such or decisions or actions taken in good faith and reasonably understood are named as a result of their status as such or decisions or actions taken in good faith and reasonably understood to be within the scope of their authority during their term as such, the Chapter shall, directly or through insurance secured for the benefit of such officers and directors and employees, secure counsel to act on behalf of and provide a defense for such officers and directors and employees; pay reasonable defense expenses incurred in advance of final disposition of such case; and indemnify such officers, directors and employees with respect to any liability assessed or incurred as a result of any such claim, suit or action.

Section 2: The above stated defense and indemnification of officers and directors shall extend to those individuals when serving at the request of the Chapter as a director or officer of another entity, but only after indemnification and insurance coverage from such other entity has been exhausted.

ARTICLE XIII – AMENDMENT OF BYLAWS

Section 1: These bylaws may be amended at any meeting of the Chapter by a two-thirds vote in the affirmative of the Chapter members present and voting at such meeting, provided that a quorum is present, and provided the substance of the proposed amendments has been submitted to all members of the Chapter at least ten (10) days in advance of the meeting at which they will be acted upon, and provided that no such amendment shall become effective until the same shall have been submitted to and approved by the WCR national Bylaws Committee.

Section 2: Amendments to the State Chapter bylaws required by WOMEN’S COUNCIL OF REALTORS® shall be mandatory and become effective immediately. The general membership of the State Chapter shall be notified of such amendment(s) at the next regular meeting following receipt of notice, and the Chapter bylaws shall be changed immediately to include such amendment(s).

ARTICLE XIV – DISSOLUTION

Upon the dissolution or winding up the affairs of the _____ Chapter of Women’s Council of REALTORS® and after providing for payment of all obligations, the Chapter shall distribute any remaining assets to the national Women’s Council of REALTORS®.

Notes

REGIONAL VICE PRESIDENT

The Regional Vice President-elect is a REALTOR®/REALTOR-ASSOCIATE® who is selected by the Regional Committee. The RVP is selected at the Midyear Meeting in May and is the RVP-elect until officially elected at the Annual Business Meeting in November.

Major Responsibilities

- Prepare for and conduct Regional Committee meetings (agenda prepared by National WCR EVP)
- Facilitate interaction and idea-sharing among state officers in the region
- Act as the liaison between WCR National Line Officers and the region's State Chapter Presidents
- Actively participate as a member of the WCR National Governing Board
- Attend State Leadership Academy

General Knowledge Required

- State Chapter Annual Report
- Local Chapter Annual Report
- Business planning and budgeting
- The National Strategic Framework and the mission, vision, values and goals
- Effective meeting management
- National State and Local bylaws

Timeline for Regional Vice President

May

The next year's RVP-elect is selected at the regional committee meeting

June-July

Attend regional conference, if applicable

November

Incoming RVP prepares regional budget for approval by regional committee

Meetings to attend:

- Meet the Candidates Forum
- Annual Business Meeting
- Orientation for RVPs
- Regional Committee Meeting
- Inaugural Banquet – you will be installed (ticketed event)
- Meeting with Executive Committee before Governing Board
 - Turn in top copy of RVP's Regional Committee Report along with attendance sheets
 - Report on regional interests and concerns
- Attend Strategic Forums

January

Arrange for National WCR office to send Special Assessment billings to State Presidents, if applicable

May

Review the year to date financial report prepared by National WCR office

Meetings to attend:

RVP Briefing with the Line Officers

Regional Committee Meeting (National prepares agenda – you chair this)

Financial report

Executive Committee meeting before Governing Board

GUIDELINES and STANDING RULES FOR WCR REGIONS

Section I. PURPOSE OF THE REGION

The purpose of the Region is to provide a strong, organized link between State Chapters and the national WCR.

Section II. DESCRIPTION OF REGION

The Region is comprised of the states of _____.

Section III. Regional Committee

- Composition
 - Current Regional Vice President (RVP)
 - Most Recent Past RVP willing and able to serve
 - Current State Chapter Presidents
 - Current State Presidents-elect
 - Current State Governors
 - The RVP-elect, upon election by the Regional Committee at their May meeting
- Governance
 - The Regional Committee is entrusted with fulfilling responsibilities as follows:
- Responsibilities
 - Annually elects the next year's Regional Vice President from among members who have served on the Regional Committee within the past three (3) years.
 - No name shall be placed in nomination without the consent of the nominee.
 - Elects one member annually from among its Regional Committee members to serve on the national WCR Nominating Committee as an Alternate in case the RVP cannot serve.
 - Hears statements from all candidates from within the Region for the position of national WCR Financial Secretary and makes appropriate recommendation to the national WCR Nominating Committee.
 - The RVP-elect appoints, and the Regional Committee approves, a Special Committee on Budget & Finance to prepare the next year's budget.
 - The Special Committee will be comprised of three (3) members of Regional Committee
 - The RVP may be one of the three members.
 - Elects one member of the Special Committee to help the RVP and ExecVP oversee the region's finances. This member must be a member of the Special Committee on Budget & Finance.
 - Determines the annual per-member Regional Fee, if any, to be assessed, which fee will always cover the period January 1 to December 31.
 - Changes must be approved no later than the Annual Conference.
 - Optional: Plans and delivers a regional or joint regional conference and sets registration for same.
 - Prepares and disseminates conference information to stakeholders
 - Develops and approve an annual regional budget
 - Reviews regional financial statements
 - Records and disseminates to Regional Committee members the report of Regional Committee meetings.
- Chaired by current RVP at the Midyear Meeting, next year's RVP at the Fall Annual Conference; in the absence of the RVP the group will select a temporary chair.
- Sub-committees comprised of WCR members in the region may be appointed by the RVP to accomplish the purposes of the region. RVP serves ex-officio on all sub-committees.
- Proxy voting and/or representation not allowed.

Section IV. FINANCIAL AUTHORITIES

- Region has authority to collect registration fees for regional conferences
- Region has authority to collect assessments from constituent states, usually based on a per-member formula so that large chapters pay more and smaller chapters pay less.
- RVP, WCR Executive Vice President (ExecVP) and one other member of the Regional Committee have control and authority over all regional funds, which may be accumulated.
- ExecVP will maintain regional funds in an appropriate account, including any accumulated funds.
- ExecVP will be responsible for bookkeeping and management of regional account and for submitting periodic accounts to the regional committee
- ExecVP will make books and funds available to the new RVP within 15 days after the Fall Conference in November.
- Audits of regional funds will be conducted by outside, independent auditors in conjunction with the WCR organizational audit.

Section V. MEETINGS

- The Regional Committee will meet twice a year in conjunction with WCR national meetings.
- Special meetings of the Regional Committee may be called by the RVP provided at least ten days notice is given. May be by conference call or other means such that all participants can hear each other speak.
- Quorum will be 30% of Regional Committee members, provided these members belong to more than one state chapter.
- Meetings will be open to WCR members in the region, except when selecting an RVP from among its members.
- In order to transition smoothly from one year to the next, the Regional Committee will interview candidates for RVP at the Fall REALTORS® Conference & Expo and elect at the Midyear Meeting.
- At meetings where the Regional Committee selects the next year's RVP from among their number, each candidate will be asked to address the group. At no time should any member of the Committee be excused from the room, since candidates are Committee members and should therefore be present throughout the entire deliberation, so that they may cast informed ballots.

Section VI. REGIONAL CONFERENCES

- are optional
- will be held jointly with at least one other region whenever possible
- will be held within 50 miles of an airport serviced by major U.S. carriers
- will be programmed with real estate and chapter management topics to maximize business value for the attendee

Section VII. REGIONAL VICE PRESIDENT

- Position established, described and administered in WCR national bylaws.
- Serves on the national WCR Nominating Committee, provided she/he is not a candidate for national WCR Line Office. (The Regional Committee also selects a qualified Alternate in case the RVP cannot serve.)
- Additional duties and responsibilities as may be assigned by the National President
- Presides over meetings of the Regional Committee
- Serves as the reciprocal communication link in matters between national and the state chapters of the region.
- Attends State Chapter meetings when such action can be helpful or when the prestige of the office will enhance their programs and/or effectiveness.
- Schedules meetings as warranted with officers in the region during WCR national meetings to improve understanding, cooperation and two-way communications.

Section VIII. STATES' RIGHTS

- The State Chapters in the Region affirm their desire to act together in determining regional policies and in nominating candidates. This affirmation does not preclude State Chapters from taking business directly to the national WCR Governing Board.
- States within a WCR Region that do not have a State Chapter and wish to have representation on the Regional Committee must grow their membership accordingly.
 - Once 50 members are achieved, the members in the state may nominate a State Governor, who, upon approval, will automatically serve on the Regional Committee.
 - States with at least 50 Active members and two Local Chapters may charter a State Chapter, if

desired, in which case their State Governor, State Chapter President, State President-elect will automatically serve on the Regional Committee.

Section IX. FISCAL AND ELECTIVE YEAR

- Will be the same as National WCR (currently January 1 to December 31).

Section X. AMENDING THESE GUIDELINES AND STANDING RULES

- Amendments to these Guidelines, and to any Standing Rules the Regional Committee may approve, must be consistent and in accord with National, State Chapter and Local Chapter Bylaws. In any case where there is a contradiction or conflict, the bylaws will prevail.
- Advance written notice of proposed changes must be provided to Regional Committee members as follows:
 - Amendments to Regional Guidelines must be provided to members of the Regional Committee at least 30 days prior to the meeting at which the proposed amendment is scheduled for consideration.
 - Amendments to the Standing Rules may be approved as follows:
 - With advance notice of at least 30 days, amendments may be approved by a simple majority of the Regional Committee members present and voting, provided a quorum is present.
 - Without advance notice, amendments must be approved by a two-thirds majority of the Regional Committee members present and voting, provided a quorum is present.
- Amendments to these Guidelines and to Regional Standing Rules are without force unless/until approved, first by the national WCR Bylaws Committee and then by the Governing Boards of the Region's constituent State Chapters.
- Amendments made by the national WCR Governing Board to these Guidelines are automatically binding upon the Region.

Section XI. PARLIAMENTARY AUTHORITY

- *Robert's Rules of Order*, latest edition.

Regional Committee Standing Rules

Section I. STANDING RULES DEFINED

(Note: this Section is not subject to suspension or amendment.)

- A. Standing rules deal with administrative and procedural aspects of Regional Committee business. They may neither grant nor limit the rights or responsibilities of members.
- B. Standing Rules will not repeat or re-state what is in the Regional Guidelines. In the case of a conflict or contradiction between the Regional Guidelines and the Regional Committee Standing Rules, the Regional Guidelines take precedence.
- C. A Standing Rule may be suspended by a majority vote of the Regional Committee present and voting, provided a quorum is present.

Section II. MEETINGS

- A. It is the choice of the RVP either to vote along with Regional Committee members on any matter, or to vote only when the outcome will be affected.

Section III. OFFICE OF REGIONAL VICE PRESIDENT

- A. In the interests of good leadership development, selection of candidates for RVP should be made from among the best and the brightest of eligible candidates. Selection should be made from the entire range of candidates, not just those from a particular state.

B. When evaluating candidates for Regional Vice President, the following leadership qualities will be taken into account as follows:

1. Candidate understands and is aligned with WCR's mission and values.
2. Candidate has the leadership ability to advocate the WCR agenda and influence members.
3. Candidate exercises personal leadership to influence other REALTORS®.
4. Candidate is open to new ideas and concepts, even when taking a new direction may involve risk-taking.
5. Candidate possesses personal leadership capabilities to influence the accomplishment of WCR's Regional Committee agenda.
6. Candidate is persistent in promoting Board-approved policies even though they might be unpopular to some.
7. Candidate possesses presentation skills and presence to serve as the region's chief spokesperson and leader.
8. Candidate possesses a deep knowledge of WCR and is able to counsel officers regarding objectives, policies, priorities and structure.

C. Candidates for Regional Vice President should have a majority combination of the following experience items:

1. Completed term as a local chapter president
2. Completed term as a state chapter officer
3. Completed term as a State Governor
4. Multiple appointments to local, state and national WCR committees
5. Multiple appointments to state chapter committee chairmanships and/or vice-chairmanships
7. Service on REALTOR® committees at the local and/or state association level.
8. Elected office at a local or state REALTOR® association.
9. Performance Management Network Designee

Section IV. REGIONAL FINANCES



A. The Special Assessment levied upon states, if any, will be *[Selected Option in bold]*:

1. (a.) \$_____ per national member, effective January 1st. The member count will be made on December 31 each year and provided to the Regional Committee by national WCR. There is no Special Assessment in states where there is no state chapter; or
(b.) \$0 per state chapter and \$250 per local chapter; or
(c.) No special assessment levy.
2. The national WCR office will notify the relevant groups of the amount they owe in January of each year, beginning in 2006, unless otherwise instructed by the RVP.

B. The funds generated by the Special Assessment and/or the Regional Conference will be used, in part, to fund RVPs as follows:



1. Hotel room at the WCR convention rate, provided that the RVP stays at the WCR headquarters hotel.
2. \$_____ per diem for air fare, meals and expenses of travel to national, regional and state meetings
3. Registration to the two national meetings, both NAR & WCR as applicable, and ticket to the Inaugural Banquet
4. Lowest available air fare to national, regional and state meetings, or, if driving, mileage reimbursement at the current IRS allowable rate (*\$0.405 per mile in 2005*).
5. Stationery, printing and postage for regional mailings up to the budgeted amount

D. Original receipts will be required for all reimbursement items in excess of \$25. (*Note: This is an IRS guideline that is not subject to amendment.*)

E. The Region may approve funding in the budget for additional travel, such as to local chapter meetings. In cases where the local chapter pays for or reimburses the RVP, the RVP may not also be reimbursed for those same expenses by regional funds.

F. The Region may, but is not required to, accrue and hold funds in reserve. The amount of reserves will be determined by the Regional Committee.

Section V. OPTIONAL REGIONAL CONFERENCE

A. Joint regional conferences may be held anywhere; they do not need to be held within the regions, and they do not need to be held in home state of the RVP.

B. The location of regional conferences will be determined by the RVP and approved by the Regional Committee.

C. The conference must be self supporting.

D. Registration information must be made available to members at least four (4) months in advance of the conference.

→ E. Any surplus from a regional conference will be (Note that your joint conference partner must selected he same option.)/[*Selected Option in bold*]:

1. divided equally between/among the participating regions; or
2. divided proportionately, based on the regional percentages of members in attendance; or
3. _____ .

Section VI. NATIONAL NOMINATING COMMITTEE ALTERNATE

A. When selecting the Nominating Committee Alternate, the following leadership qualities and experience will be expected to a significant degree:

1. Has been a WCR member for eight years or more. (*Note: in the past ten years the average membership tenure of Nominating Committee members has been 13 years.*)
2. Has held numerous elected offices at the local, state and regional levels.
3. Has attended two of the last four national meetings.
4. Has attended two of the last four regional conferences
5. Holds the Performance Management Network Designation

Section VII. CANDIDATES FOR NATIONAL FINANCIAL SECRETARY

A. When interviewing candidates for National Financial Secretary, the following leadership qualities, and ability to achieve the WCR mission, will be taken into account as follows:

1. Candidate understands and is aligned with WCR's mission and values.
2. Candidate has the leadership ability to advocate the WCR agenda and influence members.
3. Candidate exercises personal leadership to influence other REALTORS®.
4. Candidate is open to new ideas and concepts, even when taking a new direction may involve risk-taking.
5. Candidate possesses personal leadership capabilities to influence the accomplishment of WCR's goals and objectives.
6. Candidate is persistent in carrying forth ideas and directions even though they may be unpopular to some.
7. Candidate possesses presentation skills and presence to serve as the chief spokesperson and leader.
8. Candidate possesses a deep knowledge of WCR and is able to counsel officers regarding objectives, policies, priorities and structure.
9. Candidate is able to set up alternative management of her real estate business to allow the candidate to commit herself to the enormous amount of time and energy to the office.
10. Candidate has experience in reviewing and interpreting financial statements, and implementing budgeting processes.

B. Candidates for National Financial Secretary should have some significant combination of the following experience:

1. Complete term as a local chapter president
2. Complete term as a state chapter officer
3. Complete term as a State Governor and/or Regional Vice President
4. Multiple appointments to local, state and national WCR committees
5. Multiple appointments to National committee chairmanships and/or vice-chairmanships
6. Service on either the National Nominating Committee or the National Executive Committee.
7. Service on other REALTOR® committees at the local and/or state association level.
8. Elected office at a local or state REALTOR® association.
9. Performance Management Network Designee

NATIONAL LINE OFFICERS

PRESIDENT

The office of President demands time, energy, ingenuity, patience and understanding.

It requires self-sufficiency and good health and physical condition.

It requires flexibility in mind and thought, with the ability to communicate effectively.

It requires adaptability to change and to custom in real estate throughout the country.

As President of the WOMEN'S COUNCIL OF REALTORS®, she is the leader and spokesperson for women REALTORS® and for all Council members throughout the United States, to the media and to the membership.

She must be knowledgeable concerning the problems and progress of the real estate industry. The President's comments should reflect WCR's as well as NAR's views, not personal opinions, on all matters, especially on controversial issues.

During her year of office, she will be asked to speak to WCR members, REALTORS® and outside organizations. As the official representative of the WOMEN'S COUNCIL OF REALTORS® to the public at large, she will have the full trust of the members in speaking and acting wisely on the behalf of her profession.

In accepting the office, she dedicates herself to work for the welfare of all members in the Council, as well as for her Local Board, State Association and NATIONAL ASSOCIATION OF REALTORS®.

As President, she will observe and enforce the REALTOR® Code of Ethics and adhere to the current bylaws, policies and procedures of the WOMEN'S COUNCIL OF REALTORS®. The President should be thoroughly versed in all phases of WCR procedures, especially bylaws, as well as parliamentary procedure.

In all her acts, she must be governed by the principles of honesty, justice and fair play, and in every manner possible endeavor to promote and safeguard the best interests and the welfare of the WOMEN'S COUNCIL OF REALTORS®. The President must be an arbitrator/peace-maker and protect and uphold the good image of WCR.

With the help of her Line Officer Team and the Executive Committee, she establishes the goals and objectives of the Council during her year, incorporating WCR's mission statement and objectives. Through and with national staff, she develops and implements programs at all WCR levels enabling goals and objectives of the membership to be achieved and sustained.

The President presides at the meetings of the WCR Governing Board, Executive Committee and Annual Business Meeting.

The President and Line Officer Team appoint all national committee chairmen and committee members (except the Nominating Committee) subject to approval of the Governing Board.

She appoints Executive Committee members in compliance with the national WCR bylaws, and recommends WCR members to serve as liaisons to NATIONAL ASSOCIATION OF REALTORS® committees. The President is an ex officio member of all committees EXCEPT the Nominating Committee.

The President has the privilege to appoint a parliamentarian to serve at the Annual Business Meeting and Governing Board meetings, subject to approval of the Governing Board.

Staff coordinates all President's invitations to attend WCR meetings, conferences and state conventions plus meetings of NAR, Institutes, Societies and Councils, whenever possible.

The President reviews the annual budget prepared by the Executive Vice President before submission to the Executive Committee and Governing Board for approval. She also reviews quarterly financial statements of the Council,

recommending to the Executive Committee and the Governing Board any necessary adjustments (increase or decrease) in expenditures.

PRESIDENT-ELECT

The President-elect performs the duties of the President in the event that the President is unable to serve or is absent.

The President-elect is guided by the mandates set down in this *Leadership Policy & Procedure Manual* for the President.

The President-elect leads the Line Officer Team in appointing national committee chairs, vice-chairs and committee members, usually by June.

When the President-elect substitutes for the President at the request of the President or Executive Committee, her expenses will be reimbursed on the same basis as the President from the President's expense account.

The President-elect chairs the General Assembly at national meetings.

The President-elect may also be called upon to serve as a WCR spokesperson to the media on WCR and real estate industry issues.

The President-elect attends as many of the meetings of WCR national committees as possible as an observer and receives all information and communication that is directed to the President by the WCR staff.

RECORDING SECRETARY

The Recording Secretary determines that a quorum is present at meetings of the Governing Board and Annual Business Meeting, and, with the President, approves minutes prepared by WCR staff.

The Recording Secretary is responsible for delegate credentials at the Annual Business Meeting and chairs the Bylaws Committee.

FINANCIAL SECRETARY

The Financial Secretary chairs the National Finance & Budget Committee and reviews quarterly financial statements and the annual budget as prepared by the Executive Vice President. She submits budget for the following year to Governing Board for approval at the National Conference in November.

EXECUTIVE VICE PRESIDENT

The Executive Vice President (EVP) serves as chief executive officer of the Council and is directly accountable to the Executive Committee for the effective conduct of Council affairs. The EVP recommends and participates in formulating the Council mission, goals, objectives and related policies. Within this framework, the EVP plans, organizes, coordinates, controls and directs Council staff, programs and activities, and Council financial resources. The EVP works closely with the Council President and elected leaders to ensure that the Council's goals are achieved. The EVP also serves as liaison to entities within the National Association of REALTORS® as well as to external organizations, representing Council interests and pursuing Council goals as appropriate.

Relationships

Officers: communicates routinely, providing appropriate detail on the status of Council goals and priorities; informs officers of problems, emerging issues and intended solutions; offers appropriate support to officers in fulfillment of their duties and responsibilities

Executive Committee: is directly accountable to the Executive Committee for management of the Council; is a partner in setting Council direction, goals and priorities and offering expertise in Council management, program development, etc.; sits as an ex-officio non-voting member of the Executive Committee

Governing Board: reports regularly on the status of the Council, implementation of policy, and the delivery of programs and services

Council Staff: is solely responsible for the hiring, firing, supervision and professional development of Council staff, providing direction and support in the fulfillment of their responsibilities

NAR: is an ex-officio, non-voting member of the NAR Board of Directors and the NAR Institute Advisory Committee, and participates in quarterly meetings of NAR and Affiliate CEOs.

External Organizations: represents the interests of the Council as appropriate in pursuing mutual goals

Key Responsibilities: The EVP performs the following with appropriate delegations and within the limits of Council charter, bylaws, Articles of Incorporation and policies established by the Governing Board.

Leadership Support

1. Provides full and complete information as required by the Executive Committee and Governing Board concerning the management of the Council and fulfillment of its goals and objectives, based on identified performance measures.
2. Supports and participates in the development of the Council Strategic Plan, and leads the development of a business plan to achieve Council goals and priorities.
3. Identifies, analyzes and ensures appropriate response to emerging issues that can influence Council success.
4. Coordinates communication among the Officers, Executive Committee and Governing Board to support fulfillment of their roles and responsibilities.
5. Maintains the Officer Operations Manual and works to foster an environment of collaboration and teamwork among the Officer team.
6. Plans, formulates, and recommends for the approval of the Governing Board policies and programs that will further Council objectives. Executes all decisions of the Governing Board.
7. Ensures necessary information, liaison and staff support to committee chairs to enable committees to effectively fulfill their charges.
8. Attends all meetings of the Governing Board and Executive Committee, and all official functions of the Council.
9. Maintains official minutes of the Governing Board, the Annual Business Meeting, the Executive Committee and other official meetings.
10. Carries out other specific responsibilities as officers and the governing board may specify.

Council Operations

1. Develops specific administrative procedures and programs to implement the policies of the Governing Board and to maintain oversight over Council programs & activities. Ensures compliance with & regular review of Council Bylaws.
2. Establishes and maintains a sound organizational and staffing structure for the headquarters office.
3. Recruits, hires, orients, trains and motivates Council staff, and maintains a competitive salary and benefits package. Clearly defines staff duties, establishes performance standards and conducts regular performance reviews. Actively supports staff professional development.

4. Negotiates and executes contracts and commitments as authorized by the Governing Board or within established policies including but not limited to the lease for office space and the financial services agreement with NAR.
5. Proposes an annual budget for approval by the Governing Board that reflects the goals and priorities of the Council Strategic Plan. Operates within and routinely monitors the status of the budget, reporting periodically to appropriate leadership.
6. Manages Council funds in various accounts and financial vehicles in accordance with approved investment policy.
7. Ensures that all funds, physical assets, and other Council property are appropriately managed and safeguarded.
8. Ensures effective and efficient systems are in place for management of information, Council finances, membership processing, communication, and human resources.
9. Provides for adequate recordkeeping and security for all files, legal and historical documents, and membership and mailing lists.
10. Ensures compliance with all legal and regulatory requirements for operation of the Council.

Council Programs and Services

1. Ensures development of Council programs, services and activities that meet members' needs. Promotes interest and participation in Council programs and activities.
2. Serves as publisher/supervising editor of Council publications.
3. Conducts research and related projects on subjects of importance to the membership, and prepares and publishes the results.
4. Oversees development of education programs to advance the professional, technical, and business skills of the membership, operating within the budget and program objectives approved by the Governing Board.
5. Oversees development and delivery of membership recruitment and retention programs, evaluates results, and recommends policies, procedures, and actions to achieve membership goals.
6. Directs the planning, promotion and delivery of national meetings and conferences.

External Relations

1. Becomes a member of the National Association of REALTORS® and by virtue of the position becomes a member of the NAR Institute Advisory Committee and a non-voting member of the NAR Board of Directors.
2. Develops and maintains effective relationships with other organizations as appropriate to further the purpose and objectives of the Council.

Criteria for Candidates Seeking the Offices of President-elect Recording Secretary and Financial Secretary

When interviewing candidates for National Financial Secretary, Recording Secretary and President-elect, the Nominating Committee takes into account the following leadership qualities and experience as follows:

Leadership Qualities

1. Candidate understands and is aligned with WCR's mission and values.
2. Candidate is an effective spokesperson, having the leadership ability to articulate a vision for success for WCR and advocate WCR's mission and objectives.
3. Candidate has the stature and character to lead and influence others.
4. Candidate has demonstrated leadership experience and ability in a team setting.
5. Candidate possesses critical thinking skills.
6. Candidate is open to new ideas and concepts, even when taking a new direction may involve risk-taking.
7. Candidate is persistent in supporting board-approved WCR policies, even if they may be unpopular to some.
8. Candidate possesses presentation skills and presence to serve as the Council's chief spokesperson and leader.
9. Candidate possesses a deep knowledge of WCR and is able to counsel officers regarding objectives, policies, priorities and structure.
10. Candidate is able to set up alternative management of her real estate business to allow the candidate to commit herself to the enormous amount of time and energy required by the office.
11. Candidate has experience in reviewing and interpreting financial statements, and implementing budgeting processes.

Experience Criteria

Candidates for line office should have some significant combination of the following experience:

1. Complete term as a local chapter president.
2. Complete term as a state chapter officer.
3. Complete term as a State Governor and/or Regional Vice President.
4. Multiple appointments to local, state and national WCR committees.
5. Multiple appointments to National committee chairmanships and/or vice-chairmanships.
6. Service on either the National Nominating Committee or the National Executive Committee.
7. Service on other REALTOR® committees at the local and/or state association level.
8. Elected office at a local or state REALTOR® association.
9. Performance Management Network Designee.

NATIONAL COMMITTEES

Executive Committee (Meetings open to committee members only)

The Committee is comprised of the President, President-elect, Recording and Financial Secretaries, the three most recent Past Presidents, the WCR Liaison to the NAR Executive Committee, six members elected by and from the Governing Board membership, and 3 members appointed by the President to staggered three-year terms.

- The Executive Committee meets at the two national meetings to discuss policy and procedures for the national WCR, all WCR officers, committees and staff. They make recommendations to the Governing Board, committee chairmen, or national WCR office regarding new or existing policy.
- They are responsible for creating better ways to serve the WCR membership and for maintaining the image of WCR in keeping with organizational objectives.
- EC members review the quarterly financial statements and monitor the status of the budget.
- The EC is responsible for WCR future (strategic) planning.
- The EC is empowered by the national bylaws to act in place of the Governing Board on necessary Council business (with limitations concerning access to Short-Term and Long-Term Reserves).

Finance & Budget Committee

In consultation with the President, Financial Secretary and Executive Vice President, recommends and presents to the WCR Governing Board for approval of an annual operating budget. Determines practical means of financing long-range programs and projects as recommended by committees and approved by the Governing Board. Reviews the quarterly financial statements of the Council to ensure conformance to the approved budget. Recommends adjustments in the budget as income fluctuates and program requirements change.

Nominating Committee (meetings open to committee members or their alternates only)

The members present at the Annual Business Meeting elect nine members (usually the Regional Vice Presidents) and nine alternates to the Nominating Committee, one member and one alternate from each region. Two past National Presidents and two alternates are appointed by the Past President's Advisory. The members of the newly elected committee hold their organizing meeting after the Elections, and they meet all day the first day of the Midyear Meeting to interview and evaluate candidates. The Immediate Past National President of the Council serves as chairman of the Nominating Committee. Nominating Committee members and all alternates who have served, except past Presidents and their alternates, cannot serve successive terms.

Bylaws Committee

The Bylaws Committee is responsible for maintaining the bylaws. They also approve any changes to state chapter and local chapter bylaws.

Past Presidents Advisory (meetings open to past national presidents only)

Meets at each national meeting to discuss, in an advisory capacity, matters of policy and practice. Chaired by the Past President two years removed.

Program Groups

Special committees assigned to a specific task. The charge for the program groups is to plan a national meeting education session for or about the group/topic indicated.

* * *

Strategic Forums are the Council's standing committees and are approved by the Governing Board in November of the preceding year. Strategic Forums are responsible for their key strategic areas: Community & Outreach, Effective Chapter Operations, Leadership Development & Influence, and Professional Development. Each Strategic Forum has a Steering Committee of 7 members. The chairs of the four Steering Committees are voting members of the Governing Board. Forums have programs at both national meetings that are open to all members.

WCR Liaisons to NAR Committees

The WCR President recommends WCR members to the President of NAR in June. These committee liaisons represent the interests of the Women's Council. The appointee is charged with reporting committee activities to the WCR President and the WCR Governing Board.

RESPONSIBILITIES OF STRATEGIC FORUM STEERING COMMITTEE CHAIRS

Chairs are appointed by the President subject to Governing Board approval. They are responsible for accomplishing the committee's objectives, which are drawn from the Strategic Framework. Chairs are voting members of the Governing Board. Specifically, in accepting appointment a chair becomes responsible for the following:

- Attend the Steering Committee Orientation in Chicago and prepare with the assistance of the vice chairman, committee members, the Line Officer Coach and the staff liaison an action plan, which describes the outcome-oriented activities that will accomplish the year's objectives. 2012 Steering Committee Orientation February 24-26, 2012.
- Prepare the agenda for each forum program (deadline is 30 days prior to each national meeting) and send to the committee's staff liaison for editing and distribution.
- Contact the Line Officer Liaison prior to each national meeting and update them on the committee's progress.
- Conduct effective forum meetings by:
 - Setting a brisk pace so that business is accomplished in the time allotted.
 - Keeping discussion and activities focused on the agenda.
 - Curtailing irrelevant digressions.
 - Providing a model of good leadership.
- Develop the leadership potential of the Forum vice-chair by:
 - Consulting on how to meet the committee's objectives and soliciting ideas for preparing the action plan.
 - Delegating meaningful responsibility, such as task force supervision and facilitating a portion of each meeting.
 - Following up to ensure that responsibilities are being met.
- Attend the Joint Steering committee meetings.
- Provide a brief oral report to the Governing Board.
- Coordinate the work of the Steering Committee between meetings, and follow up with them to ensure completion of assigned tasks.

In support of the listed responsibilities, the following resources will be at the disposal of the chairman:

WCR Leadership—the chair's principal resource, the Line Officer Liaison, provides an essential link between the Forum and the executive level; the chairman should consult the Liaison on a periodic basis with questions, comments and concerns relevant to the business of the Forum.

Staff Liaison—the staff liaison is an association management professional dedicated to providing administrative support, project management skills and creative ideas to assist in accomplishing the Forum's objectives; the staff liaison is also the committee's "institutional memory," with knowledge of program history, policy and precedent.

Leadership Policy & Procedure Manual (LPPM)—the LPPM is a leadership resource developed and refined over many years; by reading it in a conscientious manner the chairs will gain valuable insight into WCR's structure and the functions of its officers.

RESPONSIBILITIES OF STRATEGIC FORUM STEERING COMMITTEES

Members of the four Steering Committees are appointed by the Line Officer Team. They are responsible for supporting the chair in accomplishing the Forum's charge and related objectives. Specifically, in accepting the appointment Steering Committee members become responsible for the following:

- Attend the Steering Committee Orientation and Training in Chicago, February 24-26, 2012.
- Assist the chair in accomplishing the Forum's charge.
- Be familiar with the work and issues of the Forum and contribute expertise.
- Provide public support to the chair in accomplishing the objectives of the Forum. (Avoid any appearance of competing with the chair's authority.)
- Ensure that assignments are carried out by providing timely encouragement and follow up.
- Initiate and maintain communication with the chair, providing constructive feedback on relevant issues, and developing a good working relationship with Steering Committee members.
- Contribute positively and in an outcome-oriented way to the proceedings of the Forum.
- Conduct, when asked, a segment of the Forum.

In support of the responsibilities listed above, the following resources will be at the disposal of the vice-chairman:

Committee Chair—the chair should be viewed as the vice-chair's chief resource. Observe, ask questions, volunteer to help, keep in touch between meetings with updates, questions, concerns and suggestions.

Staff Liaison—the staff liaison is available for consultation on all matters concerning administration, project management and forum history.

Leadership Policy & Procedure Manual (LPPM)—the LPPM is a leadership resource developed and refined over many years; by reading it in a conscientious manner the steering committee members will gain valuable insight into WCR's structure and the functions of its officers.

2012 CHAPTER EXCELLENCE AWARDS

The purpose of the Chapter Excellence Awards is to reward and recognize chapters that provide superior member value and have attributes and behaviors that best contribute to the mission and goals of WCR. In addition to its award function, it is also meant to be used as a template for planning activities that create business value for the member. **Submission of the Annual Report, which also serves as the Chapter Excellence Entry Form, is mandatory and is required for the chapter to remain chartered.**

Working on a point system, every chapter performing within pre-determined ranges will be recognized with an award of merit. Points can be claimed in areas such as membership recruiting and retention, communication of the WCR brand, programs, leadership development and chapter effectiveness. More, the chapters with the most points will earn the coveted Chapter of the Year Award in four categories determined by chapter size (mega, large, small & new). All entries will be reviewed and points will be calculated by the national office. Supportive documentation must be submitted to earn points. Points will not be awarded if documentation is not submitted with the report.

There are two levels of achievement. The Silver Level is awarded to all chapters who have demonstrated they are creating membership value through effective chapter operations. The next level of achievement, The Gold Level is awarded to all chapters whose performance exceeds Silver Level Performance, thus demonstrating truly outstanding membership value creation. *Any number* of local chapters can be recognized. Local chapters also have the opportunity to be named Chapter of the Year. The highest scoring chapter in each of the four Chapter Categories will receive this award.

State chapters will also have an opportunity to be recognized in the category of State Chapter of the Year. Awards will be calculated based on the percentage of their local chapters performing at either the gold or silver levels. State Chapters are divided into categories based on the number of local chapters in their state. The highest point total in each category will earn this award. State Chapters must submit the State Annual Report to be eligible for this award.

Guidelines:

To be eligible for an award, the Chapter's 2012 Annual Report (which serves as the Chapter Excellence Awards Entry Form) must be received by the national office on or before February 2, 2013.

The Annual Report and documentation must be complete and submitted together. No modifications, corrections or alterations will be allowed once submitted.

2012 winners will be announced and recognized at the 2013 Midyear Meeting Awards Banquet in Washington, DC.

For the complete set of guidelines, download a PDF version of the Annual Report Form (*also used as Chapter Business Plan and Chapter Excellence Awards Entry Form*) from the Chapter Tools section in the Member Center. Contact the National Education Department with questions at 800-245-8512.

2012 CHAPTER EXCELLENCE AWARDS CRITERIA

AWARD LEVELS

Silver Level:

Awarded to all local chapters in good standing who have demonstrated they are creating membership value through effective chapter operations.

<u>Chapter Category</u>	<u>Points Required to Win</u>
Mega (more than 80 national members):	170
Large (50-79 national members):	170
Small (20-49 national members):	155
New (a chapter that is less than three years old):	145

Gold Level:

Awarded to all local chapters in good standing whose performance exceeds Silver Level performance, thus demonstrating truly outstanding membership value creation.

<u>Chapter Category</u>	<u>Points Required to Win</u>
Mega (more than 80 national members):	200
Large (50-79 national members):	200
Small (20-49 national members):	185
New (a chapter that is less than three years old):	175

Chapters of the Year

Local chapters also have the opportunity to be named Chapter of the Year. The highest scoring chapter in each of the four Chapter Categories will receive this award.

<u>Chapter Category</u>
Mega (more than 80 national members)
Large (50-79 national members)
Small (20-49 national members)
New (a chapter that is less than three years old)

State Chapter Awards

State chapters will also have an opportunity to be recognized in the category of State Chapter of the Year. Awards will be based on the percentage of their local chapters performing at either the Gold or Silver Award level.

*EXAMPLE: A state has a total of 30 local chapters. Of these 30 chapters, 25% achieved Silver and 45% achieved Gold.
25% X 1 point = 25 Points
45% X 1.5 points = 67.5 Points
Total Points = 92.5 Points*

The state chapter with the highest point total in each category will receive this award.

<u>State Chapter Category</u>
Super Mega State (25 or more chapters)
Mega State (11 - 24 chapters)
Large State (5 - 10 chapters)
Small State (2 - 4 chapters)
Ineligible (0 - 1 chapter)

NOTE: State size will be based on National's official count of local chapters on October 31, 2011.

PERFORMANCE MANAGEMENT NETWORK DESIGNATION

The Performance Management Network is a REALTOR® designation built from the ground up to bring you the real-world skills, the know-how and the tools that will keep your business out front and on top of an evolving market. The Performance Management Network's suite of professional performance training courses is taught by recognized experts who dig deep into the hot topics that are driving the marketplace and shaping your business.

Why Earn the Performance Management Network Designation?

Your customers are savvier and more demanding. There's more and more information, but less time to process it. The competition is fiercer and faster than ever. By becoming a PMN Designee, you'll show your clients that you are committed to ongoing education and professional excellence, and you'll show your colleagues that you understand and value the importance of a powerful network of business connections.

Performance Management Network Designee Benefits:

PMN Designees will receive special designee notation of PMN Logo in the online Referral Center on the WCR Web site.

PMN Candidates and Designees will receive:

- Discounted Registration when registering for online events
- 15% discount on banner ad purchase
- Access to PMN special events at national meetings

You can earn credit towards the CRB designation <http://www.crb.com> and CIPS designation <http://www.realtor.org/global/cips> for being a current PMN designee. For specific designation requirements, please visit each respective Web site.

For information on courses, dates and locations, visit <http://www.training4re.com>, click on courses or select WCR in the "affiliation" box.

PERFORMANCE MANAGEMENT NETWORK DESIGNATION COURSES

Leadership Excellence

What does it take to become a highly effective leader? This engaging and interactive course focuses on proven leadership principles and practices: leading through adversity and conflict; empowering teams; and understanding and working effectively with different personalities from a leadership perspective. You will also gain new understanding of the importance of emotional intelligence and its role in successful leadership. This new course will help you uncover your own leadership strengths and then develop a personalized plan of next-level action.

The Business of Your Business: Formula, Financials, Function & Freedom (Newly Revised 2011)

(Also Available Online)

This newly revised course will teach you how to think about the business of your business and make it more profitable and you more successful. You will learn strategies for systemizing your business, as well as fundamentals for improving your bottom-line and achieving your financial goals. Learn the how's and why's of staffing, how to develop an actionable business plan and why your role should be that of a CEO working on the business versus an employee working in it.

Harnessing the Power: Skills Based Performance Management

What separates the best from the rest? The best have systems, not just for their real estate businesses but for themselves. They have harnessed the power of performance management skills to challenge themselves, to manage their time effectively, to build credibility and develop a personal vision. This course will show you how to eliminate the obstacles that conspire to prevent you from getting to that next level, in your business and in your life. *Also counts as an ABR elective.*

Networking and Referral Systems

Between networking and referrals are the relationships we build and manage. The goal of this course is to provide you with the information and tools you need to make the transition from a salesperson making cold calls to a professional, knowledgeable consultant with a steady stream of advocates and referrals. *Also counts as an elective for NAR's Resort & Second-Home Property Specialist (RSPS) certification.*

Effective Negotiating for Real Estate Professionals

This course will show you how to consistently secure the best outcomes for your clients and communicate effectively under pressure. You will discover techniques for client counseling and advocating for the client and study the art of influence and persuasion. *Also counts as an ABR elective.*

Any one of the following National Association of REALTORS® certifications may be used to replace one PMN course credit. To receive credit for a certification, submit a copy of your certificate to the National WCR office, along with your other documentation:

At Home with Diversity / AHWD®

A ground-breaking professional education initiative designed to provide America's real estate professionals with training and tools to expand their business as well as home ownership opportunities for more Americans. AHWD certification relays to the public that those certified have been professionally trained in and are sensitive to a wide range of cultural issues inviting a wider volume of business from a greater variety of cultures.

Broker Price Opinion Resource / BPOR

With the changing real estate landscape and the increased use of broker price opinions (BPOs) by market participants, the BPO Resource certification provides REALTORS® with knowledge and skills to reduce risk, increase opportunities, and create professional BPOs. The one-day core course, "BPOs: The Agent's Role in Property Valuation," explores the multiple uses of BPOs, how they can and cannot be used, and how to filter and select comparables. Upon completion of the core course, members will need to take a free webinar and pay a one-time fee to earn the BPOR certification. Members who earn the BPOR certification will be eligible to receive BPO orders.

e-PRO®

The new e-PRO certification provides a roadmap to help you serve hyper-connected consumers of today and tomorrow. Course topics for Day 1 include the changing market, how to connect with consumers, the online conversation, and reputation management. Day 2 provides hands-on discovery of business tech tools, such as an e-strategy, mobile office, micro-blogging, rich media, and NAR resources.

Resort & Second-Home Property Specialist / RSPS

RSPS certification is offered by NAR Resort for resort and second-home professionals around the world. REALTORS® specializing in resort and second-home markets and interested in demonstrating their knowledge and expertise should pursue the RSPS certification. The RSPS core certification requirement includes the NAR Resort & Second-Home Market Course. RSPS applicants will also choose from twenty three different elective choices including courses from the NAR Education Matrix and the NAR Resort Symposium held every 18 months.

Short Sales & Foreclosures Resource / SFR

For many real estate professionals, short sales and foreclosures are the new "traditional" real estate transaction. Knowing how to help sellers maneuver the complexities of short sales as well as help buyers pursue short sale and foreclosure opportunities are not merely good skills to have in today's market — they are critical. And while short sales and foreclosures are not for the faint of heart, agents with the proper tools and training can use these specialty areas to build their business for the long term. REALTORS® with the SFR certification can be a trusted resource for short sales and foreclosures. Your ability to close short sales and foreclosures depends in part on your confidence in seeing these transactions through. Begin building your confidence today with SFR.

For more information on these National Association of REALTORS® certifications, visit http://www.realtor.org/education/realtor_university/designation

HOW TO EARN THE PERFORMANCE MANAGEMENT NETWORK DESIGNATION

1. Must be a REALTOR®, REALTOR-Associate® or REALTOR® Association Executive.
2. Successfully complete at least three of the following Performance Management Network courses.
 - a. Effective Negotiating for Real Estate Professionals

- b. Networking & Referral Systems
- c. The Business of Your Business: Formula, Financials, Function & Freedom (Newly Revised 2011)
[Also Available Online](#)
- d. Harnessing the Power: Skills Based Performance Management
- e. Leadership Excellence

or

- f. Any ONE of the following National Association of REALTORS® certifications may be used to replace ONE PMN course credit. To receive credit for a certification, submit a copy of your certificate to the National WCR office, along with your other documentation:
 - At Home with Diversity / AHWD
 - e-PRO
 - Resort & Second-Home Property Specialist / RSPS
 - Short Sales and Foreclosures Resource / SFR
 - Broker Price Opinion Resource / BPOR
3. Submit documented evidence of closed referral transactions (sales) within the past 24 months totaling 30 points as follows:
- | | |
|-------------------------------------|-------------|
| To/from another national WCR member | 10 pts each |
| To/from a non-WCR REALTOR®* | 5 pts each |
| From a client | 2 pts each |
- *NOTE: Recruit this REALTOR® to become a national WCR member and double the points earned.

Examples of documentation include: company referral form, copy of check, client lists or signed statement from broker, etc. Be sure to include closing date and information.

Note: Members eligible for the designation who do not list or sell, including real estate trainers, managers or REALTORS® in affiliate positions, may satisfy this requirement by recruiting three REALTORS® to join WCR as national members.

For the most up-to-date information on the Performance Management Network Designation, including courses approved for credit, visit the WCR Web site in the Performance Management Network section.

Bringing a Performance Management Network Designation Course to Your Area

To become eligible to offer a Performance Management Network Designation course you must hold a Single Program Provider License *or* you must partner with someone who holds a provider license through the Business Specialties Group of NAR.

A Single Program Provider License will allow your chapter to offer one or more of the designation courses as many times as you'd like for one calendar year. This license costs \$1,000 annually and is renewable for a fee of \$500 in subsequent years.

To reduce costs, it is recommended that you partner with a group already holding a license, rather than purchasing your own.

The following are examples of partnerships that your chapter may wish to explore:

- Local or state WCR chapters and a local or state real estate association
- Local or state WCR chapters and a local real estate school
- Two or more local WCR chapters
- Local WCR chapters and state WCR chapters

For more information, visit the Performance Management Network section of the Web site. To get started, contact the Business Specialties Group at 312-329-8488 or dheadtke@realtors.org.

You may also contact WCR's Education Department at 800-245-8512 or education@wcr.org with any questions.

Entrepreneur of the Year Award Guidelines for Local Chapters

The Women's Council of REALTORS® Local Chapter Entrepreneur of the Year Award is awarded to a chapter member who has exhibited business leadership in their work and community. (While Member of the Year is awarded to a volunteer who has made a notable contribution to the life of the *chapter*, the Entrepreneur of the Year is awarded to a REALTOR® who has achieved something notable in *business*.)

Deadlines:

Chapters set deadlines with the understanding that the Award Recipient's name, photo and nomination form must be submitted to National by December 1. (Earn points in the Chapter Excellence contest by meeting the deadline.)

Procedure:

Award winner is selected by a special committee chaired by the most immediate past president able to serve. Current LCP serves and also appoints 3 REALTOR®/REALTOR-Associate® members and 2 REALTOR®/REALTOR-Associate® alternates. The Committee will distribute a Call for Nominations at meetings, in chapter newsletter, on Web site, etc.

Suggested Promotion/Recognition:

National WCR Web Store has a lapel pin and other awards available for purchase by chapters to award to their winners. Local and State Chapters can incorporate awardees into chapter promotion and recognize at awards banquets, in newsletters, on Web site, etc. National Women's Council will invite as panelists, article authors, learning labs, etc.

Eligible Nominees

- 1) Must be a REALTOR® or REALTOR-ASSOCIATE® member of national WOMEN'S COUNCIL OF REALTORS® for minimum of one year.
- 2) Should have been a REALTOR® or REALTOR-ASSOCIATE® for a minimum of one year.

Award Kit with Forms Is Available

An award kit is available for the chapter to customize. It contains a nomination form, a press release and a list of ways the winner's expertise can be used to create member value and raise chapter visibility, all located at wcr.org. (Log in, which action takes you to the Member Center, then click on Chapter Tools in the left-hand navigation bar. *Sample Entrepreneur of the Year Award* is located toward the bottom of the page.)

Award Criteria

The nominee is asked to describe:

Business Accomplishments (Weighting: 50%)

- 1) A recent business initiative that yielded outstanding business results
- 2) How they are doing business differently from 5 years ago and what benefits this had yielded.
- 3) What recommendations they would make to someone new to the profession

Mentoring (Weighting 15%)

How has the applicant served as a mentor to others?

Leadership (Weighting 10%)

A list (with dates) of Local, State and National Leadership positions held.

Involvement in the Business Community and/or Politics (Weighting 10%)

Business community involvement, membership in professional organizations, public offices held/campaigned for.

Production (Weighting 5%)

For Sales Agents: Annual Production in sides or volume

For Brokers/Owners/Managers: Number of units sold or number of sales agents managed

Education (Weighting 5%)

Degrees or Professional education (with dates)

Career Achievements (Weighting 5%)

Outstanding accomplishments in their career or special recognition received

**MEMBER OF THE YEAR AWARD
SUGGESTED GUIDELINES FOR LOCAL & STATE CHAPTERS**

THE AWARD:

The award shall be called WOMEN'S COUNCIL OF REALTORS® Local or State Chapter MEMBER OF THE YEAR award for the year in which it is presented. The Local Chapter award shall be presented at a time decided by the Local Chapter Governing Board. The State Chapter award shall be presented at the annual state convention or state meeting. Local honorees should also be recognized.

DEADLINES:

State Members of the Year must be reported to the national WCR office by December 1. The deadlines of Local and State Chapter Awards Committees will be established by themselves accordingly.

ELIGIBLE NOMINEES:

- 1) Must be a current member of national WOMEN'S COUNCIL OF REALTORS®.
- 2) Should have been a REALTOR® or REALTOR-ASSOCIATE® or National Affiliate for a minimum of five consecutive years.
- 3) Shall be those individuals selected for recognition by the Local Chapter or State Chapter. *To avoid any possibility of this award going automatically to a current Local or State Chapter officer, these individuals shall be ineligible to receive the award during or within one year after the term of office.* This does not preclude past Presidents or other officers from receiving the award.

THE PROCEDURE:

The Local or State Chapter MEMBER OF THE YEAR Awards Committee establishes the criteria and deadlines by which the Local or State Chapter nominees will be judged and advises all nominees of this information. (These are suggested guidelines and may be modified by the committee.)

Each Local Chapter or members-at-large will submit their recommendations on the Nominating Form to the State Awards Committee by the date requested.

The recipient of the Local or State Chapter MEMBER OF THE YEAR award shall be recognized with an appropriate commemoration including title of the award, name of the recipient, year honored, and WOMEN'S COUNCIL OF REALTORS®. State Chapter recipients will also be recognized at the national Midyear Meeting Awards Banquet.

AWARD COMMITTEE:

The recipient of the Local or State Chapter MEMBER OF THE YEAR award shall be chairman of the MEMBER OF THE YEAR Award Committee the year after receiving the award.

The Chapter President shall appoint committee members. All appointments are subject to the approval of the Governing Board. (See bylaws below.)

Article X, Section 3:

- A) Special Committees, to perform such services as may be assigned to them, may be appointed by the President with approval of the Governing Board.
- B) Each of the Special Committees shall consist of not fewer than three members of the Chapter.
- C) Appointments to Special Committees shall be for a period of one year. All Special Committee members are eligible for reappointment.

The committee shall consist of five members. Three members shall constitute a quorum. Other persons suggested to serve as members are previous recipients of the award, the governor (if she is a member of your Chapter), members elected from the Governing Board and general membership.

**LOCAL AND STATE CHAPTER MEMBER OF THE YEAR GUIDELINES
NOMINATION FORM**

NAME: _____

FIRM: _____

BUSINESS ADDRESS: _____

City _____ State _____ Zip _____

Business Telephone _____

RESIDENCE ADDRESS: _____

City _____ State _____ Zip _____

Residence Telephone _____

LICENSE NUMBER _____ TYPE OF LICENSE _____

I. MEMBERSHIP:

REALTOR® _____ REALTOR-ASSOCIATE® _____ National Affiliate _____

Under Local Board bylaws, is this the highest membership category available to you?

Yes _____ No _____

Member of: (1) WCR Local Chapter since _____

(2) Member-at-Large since _____

(3) State Chapter since _____

(4) Board of REALTORS® since _____

(5) Additional Board membership(s) _____

II. EDUCATION BACKGROUND:

High School _____ Business School _____

College _____ Graduate Level _____

Degree _____ Major _____

III. GENERAL REAL ESTATE BACKGROUND:

Year first entered real estate _____

Year active as: (1) Salesperson _____

(2) Affiliate Broker _____

(3) Principal Broker/Owner _____

(4) National Affiliate _____

Years with present company _____

Responsibility with present company _____

IV. WCR LOCAL CHAPTER ACTIVITIES: (with dates) 25%

Elected offices held _____

Committee member _____

Committee chairman _____

Special projects/awards _____

V. WCR STATE CHAPTER ACTIVITIES: (with dates) 25%

Elected offices held _____

Committee member _____

Committee chairman _____

State meetings attended _____

Special projects/awards _____

VI. WCR NATIONAL ACTIVITIES: (with dates) 10%

Elected offices held _____

Committee member _____

Committee chairman _____

State meetings attended _____

Special projects/awards _____

VII. LOCAL BOARD ACTIVITIES: (with dates) 10%

Elected offices held _____
Committee member _____
Committee chairman _____
State meetings attended _____
Board of Directors member _____

VIII. STATE ASSOCIATION ACTIVITIES: (with dates) 5%

Elected offices held _____
Committee member _____
Committee chairman _____
Special projects/awards _____
Board of Directors member _____

IX. NATIONAL ASSOCIATION OF REALTORS®: (with dates) 3%

Elected offices held _____
Board of Directors member _____
Committee member _____
Committee chairman _____
Special projects/awards _____

X. SOCIETIES, INSTITUTES AND COUNCILS: Member of: 5%

- ___ Counselors of Real Estate (CRE)
- ___ Institute of Real Estate Management (IREM)
- ___ REALTORS® Land Institute (RLI)
- ___ Real Estate Brokerage Managers Council (CRB)
- ___ Real Estate Buyer’s Agent Council (REBAC)
- ___ Council of Residential Specialists (CRS)
- ___ Society of Industrial and Office REALTORS® (SIOR)
- ___ Commercial Investment Real Estate Investment (CIREI)

Professional REALTOR® designations earned:

- ___ ABR—Accredited Buyer Representative
- ___ ABRM—Accredited Buyer Representative Manager
- ___ CRE—Counselor of Real Estate
- ___ CPM—Certified Property Manager
- ___ ARM—Accredited Resident Manager
- ___ ALC—Accredited Land Consultant
- ___ CRS—Certified Resident Specialist
- ___ CRB—Certified Real Estate Brokerage Manager
- ___ CCIM—Certified Commercial Investment Manager
- ___ CIPS—Certified International Property Specialist
- ___ AFFILIATE CCIM—Affiliate Certified Commercial Investment Member
- ___ SIOR—Society of Industrial and Office REALTORS®
- ___ PMN - Performance Management Network
- ___ SRES - Seniors Real Estate Specialist
- ___ GRI—Graduate, REALTOR® Institute
- ___ GREEN-NAR Green Designation

Candidate for the designation(s) of _____

XI. REALTORS® HONOR FRATERNITY: Omega Tau Rho and other REALTOR® awards 2%

(1) Awarded for _____

(2) Date _____

XII. POLITICAL INVOLVEMENT: (with dates) 5%

(1) Public offices held/campaigned for _____

(2) REALTORS® Active in Politics (RAP):
__ (a) Certificate of Award (14 Hours of political service each year)
__ (b) Award pin (100 hours of political service each year)

(3) REALTORS® Political Action Committee (RPAC)
__ (a) Gold member (\$5,000)
__ (b) Life member (\$1,000)
__ (c) Sustaining member (\$1,000 pledged over 4-10 years)
__ (d) 99 Club (\$99)
__ (e) Other

(4) REALTORS® Congressional Contact Network
__ Federal District Coordinator
__ Federal Senate Coordinator
__ State Congressional Contact Team
__ Board Congressional Coordinator

(5) Other Political Activities _____

XIII. COMMUNITY SERVICES: 5%

XIV. BUSINESS ACCOMPLISHMENTS: 5%

XV. Total Percent 100%

Guidelines for Submitting Articles to eConnect

The official e-newsletter, eConnect, is e-mailed monthly to all national members by the national office. It is also on wcr.org. Our goal is to be the premier resource to effectively position readers on the cutting edge of industry information, ensuring success in their field, as well as their personal lives.

Submitting an original article for publication in eConnect is a great way to publicize your real estate business, as all authors receive a bio with contact information at the end of their articles. Past articles are archived on WCR.org.

Articles and article proposals should be submitted via e-mail. To confirm placement in a future issue, **please send your detailed article proposal (do not write the article until your proposal has been accepted) to the editor at newsletter@wcr.org**. Please include your proposed topic and interviewees, as well as a summary of your personal background in real estate.

Following are some helpful guidelines to follow when writing your original article for eConnect:

- The expert perspective of real estate professionals provides the basis for each published article. Weak interviews produce weak articles. E-mail should not be used for interviewing; writers should be prepared to orally interview three to five people and include their direct quotes in the article.
- eConnect maintains a national focus through coverage of national trends and general professional development rather than news related to local markets.
- eConnect is a strictly non-promotional publication, and editorial promotion of individuals or companies is prohibited.
- All volunteer authors are limited to two article submissions per calendar year. These two articles cannot appear in the same issue. If a member volunteers to write two articles in a year, he/she cannot be considered for an additional spot as an interviewee in the same calendar year.
- Prior to publication, the editor will edit all article submissions and possibly call upon industry experts and other Women's Council members to review articles for accuracy.
- All articles should be written in third-person voice. Authors should not refer to themselves in their articles.
- Each author is required to sign Women's Council's Author Agreement that certifies that the article is an original work written by the author for exclusive publication by Women's Council.
- Article publication may be cancelled without prior notice to the author due to any concern deemed necessary by Women's Council.

PREPARE AND DELIVER GREAT SPEECHES

Elements of an Effective Presentation

For most of us, just the thought of giving a presentation is a fearful experience – our hands begin to sweat, stomachs flutter, knees shake and mouths go dry. Learning to face and control these fears are important first steps in the preparation of your presentation.

Steps to Control Fear of Speaking Publicly

- 1) Remember that you appear more confident than you feel
- 2) Reduce your fear with more experience
- 3) Be aware that the audience wants you to be successful
- 4) Concentrate on the message, not the words
- 5) Learn how to handle excess energy
- 6) Be prepared and know it

In addition to controlling your fear, there are certain mechanics that are critical to your success.

Mental Condition – The key is mental rehearsal. Continually practice, in private, the techniques of creative visualization: imagine yourself giving a great talk, feeling good and being well-received. This will cause it to happen when you actually perform.

Physical Appearance – Look happy and walk confidently to the lectern: head up, shoulders back and an easy stride. Be sure to watch your hand movements and any other nervous gestures. Your relaxed appearance helps the audience.

Preparing an Effective Presentation

It is essential that you do your research and know your audience, their needs and expectations. Also remember that we speak to do one or a combination of the following:

- 1) Inform
- 2) Entertain
- 3) Persuade
- 4) Inspire
- 5) Cause Action

Know what you want to accomplish, then research the topic to build your data. Take a lot of notes on key points, ideas, etc. and jot these down on a legal size pad of note paper. Also, jot down thoughts as they occur to you. Having the speech topic on your mind will cause ideas to come to you and you'll see resources you wouldn't have noticed otherwise.

Once you have gathered a lot of information (more than you will need), choose a logical sequence for your key points on paper, leaving enough space between to flesh them out. Ideally, use one heading per page.

Begin to fill in each heading with your ideas, examples, stories, data/facts, thoughts and feelings. The basic formula for developing your points on an outline is as follows:

- | | |
|------------------------------|--------------------------------|
| * State Your Point | *Give an Example of Your Point |
| * Give Reason for Your Point | *Restate the Point |

Continue to use this process to complete your outline, then write your speech out in its entirety. Edit and rewrite until you are satisfied.

Now you are ready to take trigger words/phrases and transfer onto a single sheet of paper, triple-spaced and in large type. You will use this sheet of paper to present your speech.

Keep in mind that there are five basic topics to choose from that have mass appeal:

- | | |
|----------------------------|------------------------|
| 1) Control Over One's Life | 4) Economic Well-Being |
| 2) A Sense of Belonging | 5) Security |
| 3) Recognition | |

Begin to practice your speech in front of a mirror or with a trusted friend for feedback. With practice, both your speech writing and speaking skills will become more refined and your confidence will soar!

INSTALLATION OF CHAPTER OFFICERS

Hold a brief, impressive installation ceremony with your Women's Council of REALTORS® Regional Vice President or other national or state officer. If none are available, your Board President or some prominent REALTOR® who has shown a real interest in your Chapter could be invited to do the installing. The outgoing officers should be called upon by name and asked to rise and receive the evidence of appreciation of their services in the hearty applause from their Chapter. The installing officer then declares these offices vacant and calls, by name, the officers-elect to come forward.

Below are two possible installation ceremonies:

First:

Another year has passed, and the 20__ officers are retiring — will you all stand now? We are all aware of the time and effort you have invested in WCR. You have served well and undoubtedly you have gained experience which you will always retain. Your new role will be to help and support the officers who follow. Our heartfelt thanks to you! Let's give these officers a round of applause. I now declare these offices vacant.

Will the officers-elect come forward as I call your names and face the podium. Treasurer, _____; Secretary, _____; Vice President of Membership, _____; President-elect, _____. All of you have definite jobs to perform, but most importantly you can create a strong support system for the President. Your duties include serving on the Governing Board and any other extra special assignments which the President may give you.

President: You are honored to be installed into the highest office the _____ Chapter of WCR can bestow. We will all look to you for leadership that will bring us great success and harmony in all we undertake in this new year.

In the role you are about to assume, you will be identified as officers of the _____ Chapter of the Women's Council of REALTORS® dedicated to the best interests of the public and the welfare of your members.

As newly elected officers, you are entering upon a new phase of service, cooperation and leadership. You will exemplify the best that REALTORS® have to offer their profession. Guard this trust carefully and give full measure of your time, qualities and leadership to your Chapter, and your fellow members of Women's Council of REALTORS® so that the _____ Chapter will continue to grow in service to our profession.

Are you ready to accept the responsibilities of your various office?

WE ARE.

Please raise your right hands.

Do you solemnly promise and swear to administer the office to which you have been elected to the best of your judgment and ability, conforming to the bylaws of the Women's Council of REALTORS®, observing and enforcing at all times the Code of Ethics, and supporting at all times the activities and interests of the WOMEN'S COUNCIL OF REALTORS®?

Then by virtue of the authority conferred upon me, I declare you and each of you to be duly and officially installed in your respective offices, and I extend to you my heartfelt congratulations and good wishes. (Shake hands and give a word of encouragement to each.)

Members, may I present to you the officers of the Women's Council of REALTORS® for the year _____.

Lead the applause. Then present gavel to the President and step back to allow her to make her brief acceptance speech.

Second Example:

In the life of every organization it falls to the lot of some to lead and others to follow. Today we pay tribute to our retiring officers and salute our new leaders. These members are elevated for a brief time as officers - to plan, to work, and to serve; then they step back and follow while others lead on.

Will the retiring President, _____, please stand? In the service you have given WCR, you have earned the respect, appreciation and gratitude of our membership. We are mindful of the work you have done and we honor you for the achievements you have attained. As you lay aside your office, _____, and become a past president of the _____ Chapter, you will become a member in the ranks and you take with you experience and training which our Council looks to you to use in a new role – a role to support an further the efforts of those who are about to follow in the office. Thank you, _____, for a job well done.

Will the other retiring officers please stand and be recognized: _____, President-elect; _____, Vice President of Membership; _____, Secretary; _____, Treasurer. All of you have given the _____ Chapter of WCR your time and talent this year from which we have all benefited and we want each of you to know your efforts are sincerely appreciated. Let us give these officers a round of applause they so richly deserve for their contribution to Women’s Council of REALTORS®. Thank you and you may be seated.

I now declare these offices vacant and request that the officers-elect come forward as I call your name and face the podium:

TREASURER _____ - with your office goes the responsibility of paying out such monies as are provided for in the approved budget and such other monies as authorized by the Governing Board.

SECRETARY _____ - with your office goes the responsibility of keeping the minutes of all Governing Board and Chapter meetings and perform such other duties as may be assigned by the President and the Governing Board.

VICE PRESIDENT OF MEMBERSHIP _____ - with your office goes the responsibility of Chapter membership activities such as retaining and recruiting members.

PRESIDENT-ELECT _____ - with your office goes the responsibility of performing the duties of the president in her absence or inability to act. You’ll need to stand ready at all times to assist your President with her duties. She will appreciate your willingness to be of help and will learn to rely upon your advice and counsel.

PRESIDENT _____ - great trust has been reposed in you by your election to the highest office the _____ WCR Chapter can bestow. To you we look for the kind of unselfish leadership that will bring us success, harmony and achievement in this year’s program. It will be your responsibility to preside at all Governing Board and Chapter meetings and shall perform all duties incident to the office of the President and such other duties as may be prescribed by the Governing Board from time to time.

In the roles all of you are about to assume, you will be identified as officers of the _____ Chapter of the Women’s Council of REALTORS® dedicated to the best interest of the public and the welfare of your members.

As newly elected officers, you are entering upon a new phase of SERVICE... COOPERATION... AND LEADERSHIP. You will exemplify the best that REALTORS® have to offer their profession. Guard this trust carefully and give full measure of your time and qualities of leadership so that the _____ Chapter will continue to grow in service to our profession.

If you are ready to accept the responsibilities of your office, please raise your right hand.

Do you solemnly promise and swear to administer the office to which you have been elected to the best of your judgment and ability; conforming to the bylaws of the Women’s Council of REALTORS®, observing and enforcing at all times the Code of Ethics of the REALTORS®, supporting at all times the activities and goals of the Women’s Council of REALTORS®? Answer, “I do promise.”

Then by virtue of the authority conferred upon me, I declare each of you to be duly and officially installed in your respective offices, and I extend to you my heartiest congratulations and good wishes. Members and guests, may I present to you the officers of your Women’s Council of REALTORS® for the year 20_.

NATIONAL MEETING INFORMATION

WCR does not “make money” on national meetings. Registration fees merely subsidize expenses.

Always be sure to check WCR as your Primary Affiliation when you register for meetings.

ACCOMMODATIONS AT NATIONAL MEETINGS

Be at the heart of the excitement by staying at the WCR headquarters hotel. You gain access to the WCR room block only by indicating WCR as your Primary Affiliation.

Room rates higher than your budget allows? We recommend rooming with other chapter members. WCR always reserves plenty of doubles, triplets and quads. Try it, its fun.

WHAT TO ATTEND...

- All meetings not designated as closed
- Networking event
- Learning Labs
- General Assembly
- Conference Welcome
- Governing Board
- Strategic Forum (Leadership Development, Business Development, Member Network, or Outreach and Influence)
- Receptions
- All Education Sessions
- Meet the Candidates Forum
- Awards Dinner (Midyear)
- Inaugural Banquet (National Conference)

IMPORTANT TO ATTEND	
Regional Vice Presidents	
General Assembly	Governing Board Working Session
Regional Committee Meetings (Chair)	RVP Planning Session at Midyear
Meet the Candidates Forum	Orientation National Conference
Annual Business Meeting & Election (vote)	Strategic Forums
Governing Board Meeting (vote)	
State Chapter Presidents and Officers	
General Assembly	Governing Board Working Session
Regional Committee Meetings	Learning Labs
Meet the Candidates Forum	Strategic Forums
Annual Business Meeting & Election	
Governing Board Meeting (SCP and GOV vote)	
Orientation National Conference	
Local Chapter Presidents and Officers	
General Assembly	Meet the Candidates Forum
Learning Labs	Strategic Forums
Annual Business Meeting & Election (LCP votes) (National Conference)	
Governing Board Meeting (LCP does not vote)	
Local Chapter Officers Sessions at Midyear and National Conference	

The term of office for nationally elected officers begins the day following the close of business of the National Conference. Therefore, the first meeting of the 2012 Governing Board will be in Washington, DC at the Midyear Meeting, May 17-20, 2012.

GUIDELINES FOR INVITING THE WCR NATIONAL PRESIDENT

The purpose of inviting the WCR National President to your event is to promote the mission, vision, goals and operating values of the Women's Council.

To accomplish this purpose, you will need to structure her visit so that she has exposure to as many members as possible. If you are a local chapter, consider inviting other chapters near you to jointly sponsor the visit.

The WCR staff is responsible for coordinating the President's schedule.

National Staff will:

- Confirm the President's acceptance of your invitation upon receipt of your completed Presidents Invitation Form.
- Email the President's biography and photo to you (for promotion material and introductions).
- Inform you of the President's travel schedule as soon as it is known.

Planning Guidelines

The President is to be your keynote speaker at a WCR breakfast, luncheon or dinner. At the event she is to be the only guest speaker and must be provided with 30-60 minutes to deliver her message. The invitation will not be confirmed until this guideline is confirmed with National via the Invitation Form.

The President may also be invited to conduct panels or roundtables or otherwise act in an ambassadorial capacity.

The Invitation Form must be completely filled out before it is acted upon.

Local and State Chapter Meetings

All the President's expenses (airfare, hotel, entertainment, tickets, etc.) are the responsibility of the host organization. National will make the President's flight arrangements and will forward the host chapter her itinerary along with an invoice prior to the event. Be sure to budget for this and make arrangements in advance to pay her expenses.

Regional Conferences

All the President's onsite expenses (airfare, hotel, meals, entertainment, tickets, etc) are the responsibility of the host Region. Be sure you have budgeted for this and make arrangements in advance to pay for her expenses. National will make the President's flight arrangements and will forward the Region her flight itinerary.

Line Officers

Should the President be unable to attend, the chapter may request that National extend the invitation to the President-elect.

CHECKLIST
PREPARING FOR THE NATIONAL PRESIDENT'S VISIT

Before the President arrives:

- Make the hotel reservation in the President's name so her office and family can reach her. Her accommodation should be the hotel's best available single room. Room, tax and incidentals should be charged to your meeting's master account. The President should not be asked to post a credit card upon check-in or check-out.
- Send a news release to your local media (include local and state REALTOR® publications)
- Arrange for media coverage of the President's visit
- Choose a small gift for the President as a remembrance of her visit (National has a list of ideas)
- Assign a host to be with the President during her visit
- Arrange complimentary tickets to all WCR function
- At least two weeks before the meeting, e-mail the national office and the President: the final meeting agenda, the name and phone number of the person picking her up at the airport and the hotel confirmation number.

Day of Arrival:

- Before picking up the President at the airport, check on her hotel accommodations. Check into the room for her and make sure her room charges are set to be charged to your master account.
- Depending on budget, have flowers and/or refreshments in the President's room with a welcome note.
- Verify flight arrival status. A good real-time status tool can be found online at <http://www.flightstats.com/go/FlightStatus/flightStatusByRoute.do>
- The host should meet the President in the baggage claim area and should have a placard with the President's name for easy identification.

After the President Arrives:

- If time permits, the President may wish to rest and/or unpack first. Find out her preference. The President is there to meet the members and wants to be with you or the group so don't allow for too much unscheduled time.
- Confirm with the President the scheduling of her activities (what she will be doing, when, where and with whom)
- Seat the President at the head table at all WCR functions and, if possible, at any other REALTOR® functions she attends.
- Arrange for someone to take the President to the airport at the end of her trip. If it is necessary for her to stay an extra night due to her itinerary, plan to have dinner with her and for her to be taken to the airport the next day.



Invitation for WCR National Officer

Chapter/Region Name:	
Type of Event:	
Date(s):	Invited Officer:

Event Location	Hotel Information
Facility:	Hotel Name & Phone:
Address:	Address:

Airport Information	
Airport closest to event location:	Travel time to/from airport?
Date and time President or Officers should arrive at your event:	
Date and time President or Officers will be free to leave your event:	

List all events at which president will speak (i.e.: luncheon, opening session, workshop)

Event:	Event:
Date/Time:	Date/Time:
Topic:	Topic:
Time allotted for talk:	Time allotted for talk:
Audience:	Audience

Event:	Event:
Date/Time:	Date/Time:
Topic:	Topic:
Time allotted for talk:	Time allotted for talk:
Audience:	Audience

If this is a local or state meeting, will the national President be installing incoming officers? Y/N
What other national or state officers will be attending these events?
What other events will the President attend during her visit?
The national President travels to meet WCR members and to promote WCR to other REALTORS®. With this in mind, what other occasions will the President have to meet or participate with other state and/or national leaders? Please indicate functions with dates and times.
Share any additional information which you feel will be helpful in planning the President/Officers travel. (i.e. attire, weather)

Official Host During Visit

Name:	Phone:
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Contact Person (This will be the person National WCR & the President contacts with questions prior to event.)

Name:	E-Mail
Address:	Phone:
City, State, Zip:	Cell Phone:

Today's Date:

Please Email completed invitation to:
travel@wcr.org or fax to: 312-329-3290

CHAPTER BUSINESS, INSURANCE & LEGAL ISSUES

THIS SECTION AT A GLANCE

Federal Employer ID Number (FEIN)

- Every local and state chapter should get one
- Identifies companies and organizations, like a SSN does individuals
- Banks require to open most banking accounts, especially when the account earns interest
- Apply for a FEIN on line: <https://sa2.www4.irs.gov/modiein/individual/index.jsp>
- Your new number will be provided at the end of the process
- Record this number in the Chapter Management Center for future officer reference

Reporting to the IRS and Tax-Exempt Status

- Effective with the 2007 tax year, every local and state chapter must file an information return with the IRS
- In the past the IRS did not require any filings from tax exempt organizations with revenue in the \$0 - \$25,000 range, but now they do
- Chapters filing a regular 990 return should continue to do so; small chapters may file on line at: <http://epostcard.form990.org/>
- In order to file, the state or local chapter must be deemed exempt by the IRS. Use IRS Form 1024 available here: <http://www.irs.gov/pub/irs-pdf/f1024.pdf>
- Information form 990 is generally needed when annual chapter gross income or assets are \$25,000 or more.
- Even tax-exempt chapters have to pay “Unrelated Business Income Tax”

Incorporation

- Provides personal liability protection beyond that of the chapter’s bylaws
- Being incorporated as a not-for-profit association is not the same as being federally tax exempt.
- The common term “501(c)(6)” refers to the section of the IRS Tax Code that covers real estate and other trade associations, also known as Business Leagues.

Sales Tax

- Generally speaking, chapters will not be exempt from paying retail sales tax. Tax exempt status means there is no federal tax on revenue.

Defense and Indemnification of Officers and Directors

- WCR chapters are covered under the NAR Professional Liability Insurance Policy
- Claims for general liability, theft or bodily injury are NOT covered by this policy – chapters should always get event insurance
- The PL policy has a deductible for local chapters of \$3,000, \$6,000 for State Chapters and \$20,000 for national WCR

General Liability (e.g. Bodily Harm) Insurance

- Sometimes required when holding a chapter event on public or private property
- Chapter must arrange coverage, usually through a local insurance agent (coverage not available from national WCR)
- Limit your liability when serving alcohol at your events (see tips below)

DETAILED INFORMATION

Re: Federal Employer ID Number (FEIN)

Q: What is the purpose of a federal employee identification number (FEIN)?

- A: It is used by the IRS as a unique identifier, the business equivalent of a Social Security Number.
- Q: Should all WCR Chapters obtain an identifying number?
- A: Yes. Having this number means that members do not need to use their Social Security Numbers for such things as opening bank accounts. It is also needed to apply to the IRS for federal income tax exempt status. This number is also sometimes required by banks when opening accounts and local affiliates when paying their company pays their dues.
- Q: Are contributions to our chapter from sponsors tax-deductible for the sponsors?
- A: Expenses are not subject to a charitable deduction, however their contribution is probably fully deductible as a business expense.
- Q: May a State or Local WCR Chapter use the employer identification number of national WCR?
- A: No. Each State and Local Chapter, although affiliated with the national WCR, is a separate entity that must obtain its own identification number. Similarly, a State or Local WCR Chapter would not be able to use the employer identification number of a Local Board of REALTORS®.
- Q: Will a Chapter be subject to any penalties upon application for FEIN if they had previously failed to apply for one or had used their Local Board's FEIN?
- A: There are no penalties associated with applying for and receiving an FEIN. Penalties accrue only for failure to pay taxes which were due or failing to file required forms such as the Form 990 information return.
- Q: Should our Chapter file tax forms if it doesn't have an employer identification number?
- A: Returns should always be filed when required under the tax laws. While a Chapter should have an employer identification number to identify itself on its tax returns, the lack of an identification number should not be viewed as an acceptable reason not to file appropriate returns.
- Q: If a Chapter has an FEIN, is it required to file tax returns every year, even in years when no tax is due?
- A: Obtaining a FEIN does not change any of the requirements relating to filing tax returns. The fact that the Chapter has a FEIN does not change the situation. Conversely, if a return would be required by the IRS Code, the fact that a Chapter has not previously obtained an FEIN is not a shield against any penalties the IRS may impose.
- Q: Will our Chapter save money if it obtains an employer identification number?
- A: No. The number is used for administrative purposes only. Obtaining a number does not mean that the Chapter is tax-exempt or that the tax structure would be any different.

Tax-Exempt Status

- Q: Is it difficult for a Chapter to achieve tax-exempt status? What type of information is required to request and obtain that status?
- A: No, the filing process is relatively straightforward, though detailed information must be provided. For a 501(c)(6) organization like a WCR chapter, IRS Form 1024 Application for Recognition of Exemption and the Chapter's Articles of Incorporation (if any) and the Chapter's bylaws must be submitted. Financial data for the Chapter and other information about the Chapter's activities will also be required as a part of the process.
- Q: What are the benefits of having tax-exempt status?
- A: The principal benefit is exemption from federal income taxes on income related to the organization's exempt purpose, including dues income. Tax-exempt status is also required in order to file the ePostcard 990-N on line. Additional benefits may arise out of interrelationship between federal tax status and the taxing policies of various states and localities. Chapters should check with their local counsel for these potential benefits.
- Q: Does a Chapter which has obtained federal tax-exempt status also qualify automatically for state and local tax exempt status?
- A: In some cases yes, but not necessarily. The laws of some, but not all, jurisdictions provide that organizations exempt from federal income tax are also exempt from income taxes imposed by the state or local jurisdiction. Because such laws vary, however, each Chapter needs to consult with their tax advisor to determine their status under state or local law.

- Q: If we have tax exempt status from our state, does that exempt us from income as well as sales tax?
A: Generally, each type of tax is evaluated separately (income, franchise, excise, estate/gift, sales/use, etc.) and there is no overall exemption that applies to all taxes.
- Q: In what areas does a Chapter save money if it has tax-exempt status?
A: The principal and possibly only area will be in the federal income taxes, which the Chapter might otherwise have to pay. Note also that federal tax-exempt status applies only to income taxes and does not generally entitle a Chapter to exemption from or state or local sales or property taxes.
- Q: What is an incidental activity? Is this the same as unrelated business activity?
A: Although the IRS has never established an exact level at which an activity is no longer considered incidental to the primary purpose of an organization, as a general rule of thumb not more than 30% of a Chapter's gross revenues can be generated from an activity which does not further the exempt purposes of the organization. Membership dues and fees for educational programs aren't subject to this 30% rule of thumb, because they relate to the exempt purposes of the organization. On the other hand, paid advertising in a newsletter, which would not be considered to further the organization's tax-exempt purposes, would be considered a "trade or business," the income from which would be taxable. The amount taxable would be computed by taking the gross income derived from the activity, less any deductions attributable to the costs of producing such income. If the net revenue after expenses is in excess of \$1,000.00, it is taxed at the corporate rate.
- Q: When must the tax on unrelated business income be paid?
A: The tax return for unrelated business income is filed on Form 990-T, "Exempt Organization Business Income Tax Return" which is due the 15th of the third (3rd) month following the close of the tax year. Tax estimated must be paid quarterly.
- Q: Why does a tax-exempt organization have to pay on unrelated business income?
A: Income from unrelated business activities of exempt organizations is taxed to prevent such organizations from using their status as exempt organizations to gain an unfair advantage over profit making, taxable businesses that are involved in a similar trade or business.
- Q: Do Chapters need to pay sales tax on items purchased, even if the Chapter is recognized as Tax-Exempt?
A: Yes, the exemption does not apply to sales tax. However, if what you are purchasing are items that will be resold Sales tax may not have to be paid.

Re: Collection and Payment of Sale Taxes

- Q: Do Chapters need to pay sales tax on the items purchased for resale?
A: Generally speaking, yes, but there is an exception. While sales tax usually only applies to retail sales, all sales are presumed to be retail sales unless the seller demonstrates otherwise (e.g. the seller has a resale certificate exemption from the buyer indicating that the sale should be exempt under state law). The resale exemption is allowed because the intermediate sale does not represent the ultimate use or final consumption of the product. To receive this exemption, the seller must inquire about the intended use of goods at the time of sale. Receipt of a resale certificate typically exempts sales for resale from sales tax. The requirements of the resale certificate differ among the states so your chapter needs to seek advise based upon their particular state law. WCR, an as an entity, needs to have a resale certificate to avoid paying sales tax on items purchased for resale.
- Q: Do we need to collect state taxes on the products we sell?
A: Collection of sales tax hinges on "nexus," which is whether or not a company has sufficient activity within a state to be subject to the state's taxing authority. If WCR or its chapters have nexus in a given state and do not receive a resale or other exemption certificate, a duty to collect sales tax on items sold at retail that are not listed under the particular state's exempted items exists. Each state's exemption list is different as are the rates of taxation. Again, State and Local Chapters should seek advice regarding their state's exemptions and rates.
- Q: Do we need to file any forms with the state before we can be exempt from paying state sales tax?
A: Sellers are exempt from the collection of sales/tax if they receive a resale certificate from the buyer. To obtain a resale certificate, you must generally provide the following information:

- Date
- Name, address, signature and title of purchaser
- Statement that the property is purchased for resale
- Tangible personal property sold by the purchaser in the regular course of business

A resale certificate may be for a single purchase or a blanket resale certificate may be issued. Generally, vendors required to collect sales tax need to have a tax registration number. However, in some states where the only sales are for resale purchases, this requirement does not apply. Again, your chapters need to seek advice on their own state's policies.

Q: Would the answer to the question above be different if incorporated versus unincorporated?

A: No. If the nexus requirements are satisfied and there is no exemption available, whether the entity is incorporated or unincorporated will have no bearing upon its sales tax responsibilities.

Fund-raising activities

Q: If the Chapter is tax-exempt, does it have to pay federal income tax on money raised for a charity through various fund-raising activities such as raffles, auctions, bingo games and dinner dances?

A: Generally, no. The best way to ensure that proceeds collected for a charity will not be considered income to the Chapter, and to clearly preserve the tax deductibility of the donors' contributions, is to have donors make their checks payable directly to the charity being supported. Another method is to expressly indicate to donors that the Chapter is acting as a "conduit" or "agent" of the charity in soliciting and collecting funds. The Chapter should also maintain clear and consistent records of the collection of such funds and subsequent transfer of them to the charity.

Q: Can a Chapter hold fund-raising raffles or bingo games in any state? Does it make a difference if the raffle/bingo game proceeds are for a charity or for the Chapter treasury?

A: These issues will depend upon the laws of the state in which the Chapter is located. The fund-raising methods discussed are often considered a form of gambling and regulated as such. Regulations could include total bans or could simply restrict who may benefit from such activities. Chapters should consult local authorities or their own counsel to determine the answer to these questions.

Q: Does a Chapter pay income tax on funds raised for charity if those funds are given immediately and directly to the charity?

A: Generally speaking, no. Such events do not normally constitute "unrelated business income" subject to taxation. Such income is generated by activities which are a "trade or business" and which are "regularly carried on". Most Chapter fund-raising events do not involve trade or business activities, and occur only infrequently or intermittently, rather than regularly. Moreover, the definition of "unrelated trade or business" excludes activities where all or substantially all the work in carrying on such activity is performed by volunteers working without compensation, which is ordinarily the case for Chapter fund-raising events.

Q: Monies collected during a charity fund-raiser were deposited to the Chapter's bank account and held there until the charity was paid. Does the chapter pay taxes on the interest earned if the proceeds plus interest were given to the charity? Or can the Chapter keep the interest?

A: If the Chapter is acting as an "agent" for the charity, then such interest should also be provided to the charity. If the Chapter has merely collected money for the charity and promptly forwarded it to the charity, as it should, then there will be very little interest earned on the money.

Incorporation

Q: Why should a small Chapter incorporate?

A: Incorporation provides continuity of existence, which will help insure the continuation of the Chapter after those active in Chapter operations at any particular time become less involved. Incorporation also provides personal liability protection for officers, directors and members of the Chapter, which might otherwise not exist for an unincorporated Chapter. Finally, in some cases, other parties with whom the Chapter wants to enter into transactions of various kinds, such as financial institutions or vendors of various goods or services, prefer to deal with incorporated organizations with which they are familiar than those which are unincorporated.

Q: Can a Chapter be tax exempt even if it is not incorporated?

A: Yes, although the Internal Revenue Service better understands incorporated organizations.

Q: What's the difference between becoming incorporated under our state's not-for-profit corporation act and being tax exempt? Aren't they the same thing?

A: No. An organization which is incorporated but did not secure exempt status as permitted under Section 501(c) (6) would be taxed on dues and all other income, while an incorporated Chapter which did secure 501(c)(6) status is taxable only on "unrelated business income."

INCORPORATION OF CHAPTERS

It is often useful and beneficial to incorporate when the activities, financial obligations, and undertakings of the Chapter are substantial. Incorporation clearly establishes continuity of existence, and allows the Chapter to more conveniently undertake contractual commitments, establish financial accounts and otherwise act as a business organization. Another significant benefit to incorporation is to limit any liability which may arise out of Chapter activities to the Chapter itself, and to shield individual members from personal liability for such activities. While the incorporation of a Chapter should be undertaken with the aid of legal counsel, the following is an outline of the general procedures for the incorporation.

1. The state of incorporation must first be determined. The home state of the Chapter will more than likely be the most appropriate state for incorporation. Your legal counsel may suggest another state if that would be more beneficial.
2. Once the state of incorporation has been selected, Articles of Incorporation satisfying the particular requirements of law of the state of incorporation must be drafted. Most states have an on-line form to use for this purpose. The Articles generally include the following:
 - a. The names(s) of the incorporator of the corporation who will execute the Articles. The required number and qualifications of incorporators will vary from state to state;
 - b. The name of the corporation;
 - c. The duration of the corporation, which is usually perpetual;
 - d. The principal or registered office, and the registered agent of the corporation (if the registered agent is the president, who changes every year, updated information will need to be filed annually with the state agency);
 - e. A statement that the incorporators intend to create the corporation and a statement setting forth the corporate purpose. The corporate purpose should be worded in such a manner so that the Chapter can meet the requirements for tax-exempt status under the Internal Revenue Code 501(c)(6). That section requires that the corporation be organized to promote the common business conditions as a whole, rather than to provide particular services to individual members;
 - f. The names and addresses of the initial Board of Directors. This Board will have the responsibility to meet to initiate the corporate existence and operation. In particular, the initial Board will adopt bylaws which will govern the corporation. Your particular state of incorporation may require further information to be included in Articles of Incorporation. Legal counsel assisting in incorporating the chapter will provide advice concerning all other requirements of state corporate or income tax law.
3. Once completed, the Articles of Incorporation should be delivered for filing to the appropriate state office, usually the Secretary of State's Office, along with the necessary filing fee. If the Articles conform to law, the Secretary of State will issue a Certificate of Incorporation to the Chapter, which usually must be recorded in the county office where the corporation's principal office is located.
4. If the Chapter incorporates in a state than its home state, the Chapter ordinarily will need to register to conduct business in its home state. Forms for this purpose are typically filed with the latter state's Secretary of State, along with any filing fee. Once your Chapter is incorporated, there is usually a requirement that a brief Annual Report be filed each year. In some states, the Secretary of State will send the Annual Report to the registered agent each year. If other states, it must be requested from Secretary of State. The Chapter must also maintain a corporate record book which will contain the Articles of Incorporation, bylaws, Certificate of Incorporation, minutes of all meetings of the membership and Board of Directors, and any other corporate documents required to be permanently preserved. Again, the Chapter should consult legal counsel for the particulars of incorporation in the most appropriate state and for maintaining the appropriate corporate records.

INSURANCE COVERAGE

I. Professional Liability Insurance Policy

The NATIONAL ASSOCIATION OF REALTORS® Professional Liability Insurance Policy provides professional liability coverage to NAR, its State Associations and Local Boards, and all incorporated and unincorporated Institutes, Societies and Councils and their respective Chapters. This means that the policy extends coverage to the Women's Council of REALTORS®, and its Chapters, including directors, officers, volunteers and staff while acting within the scope of their authority. Coverage is extended to the Chapters whether or not the Chapter is separately incorporated.

Since the policy provides coverage for the entire NAR organization, the policy premium is paid out of dues. Thus, there are no additional costs to WCR or its Chapters for coverage. Coverage is not automatic but is extended to WCR and its Chapters as long as their governing documents and operations conform to the Constitution and bylaws of NAR and the policies adopted, and amended from time to time, by the Board of Directors of NAR.

There are two primary insuring clauses in the policy. Insuring Clause 1A provides coverage for claims arising out of the providing of professional services to members. Under this clause, both attorney fees and liability costs are paid, subject to the policy limits of liability and deductibles (\$3,000 deductible for local chapters, \$6,000 deductible for state chapters and \$20,000 deductible for national).

The second insuring clause is Insuring Clause 1B. The claims covered under 1B are limited to seven areas, and only attorney fees and cost (not liability) are covered. The seven areas are; 1) antitrust and restraint of trade; 2) civil rights and fair housing; 3) lockbox claims; 4) sexual harassment claims, 5) claims dealing with wrongful termination; 6) claims relating to copyright infringement of an MLS and 7) claims relating to the operation of NAR's Dispute Resolution System. Portions of this coverage may not be significant to WCR Chapters depending on how they are structured or operated. Coverage for wrongful termination claims, for instance, is of no consequence to a Chapter which has no employees. Moreover, there are certain conditions and limitations on coverage as well as several exclusions. For example, claims of theft or fraud by Chapter officers in the handling of Chapter funds is excluded from coverage. Each Chapter should familiarize itself with the policy and its coverage in order to comply with conditions and/or recognize areas which may require supplemental coverage. Where there is a conflict between policy language and any of the foregoing the policy language will control.

More information regarding the details of this insurance coverage can be obtained from the NAR General Counsel's Office.

II. General Liability and Fidelity Insurance

The insurance coverage provided by NAR does not include general liability or fidelity coverage. General liability coverage applies to Chapter liability arising out of claims for bodily injury, property damage, host liquor law liability, and the like. Such coverage is particularly important where the Chapter owns or rents property, such as a Chapter office, but may also be beneficial in other contexts. Chapters should consider obtaining such coverage, and consult with an insurance broker or legal counsel regarding the extent of coverage which may be desirable.

Each Chapter should also consider fidelity coverage for the Chapter and its directors and officers. Although particular terms of coverage vary from policy to policy, fidelity coverage generally indemnifies the insured against loss incurred due to dishonesty of designated persons. For example, this type of coverage would indemnify a Chapter in the event there was an embezzlement of Chapter funds.

III. Liability recommendations when serving alcohol

There's nothing like serving wine and cocktails to get a party going. But make sure you're doing it in a way that won't create unnecessary liability for your chapter.

That could happen not just if one of your members or guests over-indulges but also if you fail to heed state or local laws that prohibit activities such as allowing an underage person to drink alcohol. You can quickly access your local laws by going to <http://www.madd.org>

Beyond that, here are some tips for protecting your chapter at events where alcohol is served.

1. Get general liability coverage for your event.

WCR local and state chapters are covered by National Women's Council for professional liability matters, but not for general liability (often called "slip and fall") coverage. Contact your local insurance agent for rates and details. And by the way, it's not a bad idea to consider this kind of liability coverage for all your chapter meetings, not just those where alcohol is served.

2. Keep a server between the alcohol and your members.

And don't let volunteers serve the drinks. They're not trained to spot fake IDs or evaluate levels of intoxication.

3. Limit drinks.

Offer no more than two free drinks. Above that, have guests pay at a cash bar. Don't have a self-serve bar.

4. Limit the time period for serving.

Consider stopping service an hour before the event ends.

5. Don't make a last call announcement.

It can encourage hasty, last-minute consumption.

6. Include non-alcoholic alternatives.

7. Provide alternative transportation information.

Include taxi company phone number or even ask a volunteer to serve as a designated driver in case somebody needs a ride.

There's no reason you and your members can't have a pleasant time at your events if you structure them with these few simple precautions in mind.

Strategic Framework

Key Result Areas, Issues, Objectives & 2013 Milestones

Key Result Area:

Every member can answer the question, “What unique value does Women’s Council offer members?”

Issue: Leadership Skill Development

Objective 1: Develop and expand opportunities for all members to build leadership skills that can be applied in business, organized real estate and the broader community.

Participation in the Women’s Council is the opportunity to contribute to change, and to be changed, personally and professionally.

2013 Milestones:

By the end of 2013...

- a) Any member who wants to build leadership skills has the opportunity to do so in a convenient and economical manner.
- b) Leadership skills training offered through Women’s Council develops leaders who are better prepared, more knowledgeable and confident in taking on leadership roles in business, in organized real estate and in the community.
- c) Top quality programs are developed and made available to the industry that address the needs of leadership development at multiple levels.

Issue: Mentoring

Objective 2: Build local chapter ability to facilitate mentoring opportunities as a core value of Council membership.

2013 Milestones:

By the end of 2013...

- a) Women’s Council’s unique brand of mentoring is defined and understood.
- b) Chapters understand the importance of mentoring and are incorporating mentoring opportunities (such as mastermind groups) regularly into chapter activities.
- c) Tools and templates for best practices in mentoring have been developed by National and are being implemented by all chapters.

Issue: Just-in-time Information

Objective 3: Build local chapter ability to identify and deliver just-in-time information on real estate trends and issues, helping members to translate the information to successful business practices.

2013 Milestones:

By the end of 2013...

- a) Information resources are identified and readily accessible by all members.
- b) Chapters are providing just-in-time information on real estate trends and issues.

Issue: Targeted Programming

Objective 4: Develop relevant programming that appeals to an increasingly diverse membership.

2013 Milestones:

By the end of 2013...

- a) Chapters are more responsive to changing and emerging member needs and adjust as necessary to provide more relevant programming.
- b) Programs are delivered that address the interests and needs of professionals at every stage of their career.

Issue: Direct Member Engagement

Objective 5: Institute means for ongoing, direct input and feedback from members on needs, preferences and expectations.

2013 Milestones:

By the end of 2013...

- a) Research initiatives, such as member surveys, member expert advisory groups, focus groups and issue polling, are routinely conducted to gather feedback from members at each level of the organization.
- b) Data gathered from member input is published and used by local, state and national to target and deliver relevant programs that address ongoing member needs.

Key Result Area:

How do members access Women's Council value?

Issue: Alternative Program Delivery Options

Objective 6: Ensure that members have regular access to education through multiple channels, including spontaneous opportunities to learn and share information and expertise regarding immediate real estate related trends and issues.

2013 Milestones:

By the end of 2013...

- a) Every chapter provides access to just-in-time information delivered through various formats.
- b) Chapters utilize spontaneous learning opportunities to attract non-members and expose them to Council membership value.
- c) Every member has access to information and education 24/7 in multiple formats.

Issue: Collaborative Programming

Objective 7: Continue to collaborate with industry and community organizations to deliver quality programming and information resources to members.

2013 Milestones:

By the end of 2013...

- a) Chapters expand their resources by effectively partnering with organizations in delivering programs that meet members' business interests and needs.
- b) Chapters identify and utilize member expertise within the entire member network as a source of programming.

Issue: Continuous Stream of Member Value

Objective 8: Communicate on a regular basis with all members providing concise bites of information or education using high tech and high touch methods.

2013 Milestones:

By the end of 2013...

- a) National is more visible to all members through regular, concise communication that is perceived as high value.
- b) State chapters are more visible to all their members through regular, concise communication that is perceived as high value.

Key Result Area:

How do we communicate a clear, strong Women's Council brand?

Issue: Membership Development

Objective 9: Design and institute a more effective local structure and strategy (both internal and external) for recruitment and retention that will stabilize and grow Council membership.

2013 Milestones:

By the end of 2013...

- a) Chapters, regardless of size, are implementing a membership development system that clarifies manageable roles for recruitment and retention as a year-round, organization-wide priority.
- b) Retention of new members is at 65% or higher, and retention of all members is at 80% or higher.
- c) Members are recruited and retained in a way that supports a long-term relationship with the Council.
- d) Chapters aggressively focus on building core REALTOR® membership in their chapters.



Members reflective of the full range of diversity within the industry are contributing their skills, perspectives and experience.

Key Result Areas, Issues, Objectives & 2013 Milestones



Women's Council will identify, build, support and promote strong leaders in business, the industry and the broader community.

Issue: Consistent Key Messages

Objective 10: Educate and empower chapters to communicate Council core value through consistent, clear messages to members and prospective members.

2013 Milestones:

By the end of 2013...

a) All levels of the Council understand and are delivering clear, consistent brand messages based on concepts developed at the National level.

Issue: Council Outreach and Influence (External Brand)

Objective 11: Define and communicate the Women's Council brand to create greater awareness among non-members and related organizations.

2013 Milestones:

By the end of 2013...

a) All levels of the Council understand and deliver clear, consistent brand messages.

b) The Council's brand recognition and appeal has increased, resulting in increased membership and enhanced industry profile.

c) The Council's brand recognition includes being recognized as the premier resource for leadership skills training.

d) Women's Council has a tradeshow presence at the Annual Conference.

Objective 12: Position women to maximize their potential and influence within the industry and the community.

2013 Milestones:

By the end of 2013...

a) Members can articulate the personal and business value they derive from direct involvement, and from contributing to the industry and their communities.

Issue: On-line Council Presence

Objective 13: Continue to build a consistent, meaningful on-line presence for the Council at all levels of the organization.

2013 Milestones:

By the end of 2013...

a) National, state and local on-line presence reflects a consistent Women's Council brand.

Key Result Area:

How can we operate as efficiently and effectively as possible?

Issue: National-Chapter Collaboration

Objective 14: Build a stronger partnership between Women's Council national and the state and local chapters.

2013 Milestones:

By the end of 2013...

a) Systems are in place that fully support the open exchange of ideas and resources among all levels of the organization.

b) National builds a stronger collaboration with chapters on issues that impact their operations.

c) Chapter leaders understand the national resources available and where to find them.

d) Systems are in place for chapters to support each other's success.

Issue: Chapter Model

Objective 15: Design and test alternative chapter models for greater consistency in delivering value to members.

2013 Milestones:

By the end of 2013...

a) A number of chapter models (appropriate for various sized chapters) are designed, tested and adopted.

b) Chapters are delivering member value consistent with the Council brand.

c) Chapter structure enhances participation and leadership development.

Issue: Leader Identification and Cultivation

Objective 16: Develop more flexible leadership pathways and opportunities that more fully tap members' talent and expertise at all stages of their career.

2013 Milestones:

By the end of 2013...

a) Chapters are using assessment tools developed to help them identify and cultivate leaders.

b) Members reflective of the full range of diversity within the industry are contributing their skills, perspectives and experience within and outside of the chapter.

c) Pathways for leadership are flexible and include opportunities both within and outside of Women's Council.

Issue: Membership Structure

Objective 17: Identify options for Council membership.

2013 Milestones:

By the end of 2013...

a) Alternative forms of membership are defined, and potential options developed, tested, and, if viable, adopted.

...opportunities to

learn & share

information & expertise

regarding immediate

trends & issues.

Issue: Development and Allocation of Revenue

Objective 18: Identify and expand revenue streams, aligned with the Council brand, that adequately support Council goals at each level of the organization.

2013 Milestones:

By the end of 2013...

a) New methods of developing non-dues revenue are in place at all levels of the organization.

b) State and local chapters are utilizing fundraising techniques that appropriately reflect the Council brand.

c) Chapters allocate funds in a manner that more fully supports all member programs.

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