



**2021  
LEADERSHIP  
ORIENTATION  
MANUAL**

**Leadership Orientation  
Friday & Saturday, October 9th & 10th  
8:15 am – 8:30 pm CST  
Board Position Training  
Saturday, October 24th**

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**#LeadersMadeHere**

### MISSION STATEMENT

We are a network of successful REALTORS®, advancing women as business leaders in the industry and in the communities we serve.

### VISION STATEMENT

The Women's Council of REALTORS® is recognized as the voice for women in real estate, and the premier source for the development of leaders in the industry, organized real estate and beyond.



## **Women's Council Core Values**

### **PROFESSIONAL CREDIBILITY**

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

### **THE POWER OF COLLABORATION**

Success in business today is achieved through positive, productive collaboration. The Women's Council of REALTORS® provides an environment in which members support each other and work together to achieve personal growth and business success.

### **LEADERSHIP**

Every business, industry and community needs business who can inspire others and effect positive change. Through the Women's Council of REALTORS®, members can discover and develop their authentic leadership style, apply new found leadership skills, and pursue leadership opportunities across all areas of their personal and professional lives.

### **INFLUENCE**

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

### **OPPORTUNITY**

The Council member network is enriched by embracing the full diversity of our industry, and the opportunity to contribute different experiences, ideas and perspectives.



NETWORK: \_\_\_\_\_

2021 Local Network Affiliation Agreement

This Network Affiliation Agreement is made, by and between the Women’s Council of REALTORS® (“the Council”), and the Network referenced above.

The parties hereby agree as follows:

1. **Bylaws and Standards.** In order to maintain the Network’s status as a Council Network, the Network must meet and maintain compliance with the Local Network Bylaws (available on the documents page of the local network website at wcr.org) and to comply with the Operating Standards set forth in Exhibit A to this Agreement (“Operating Standards”) and the Exhibit B (“Branding Guide”) which are hereby incorporated by reference. The Council reserves the right to change, in its sole discretion, the Operating Standards, and in the event of any such change, the Council shall notify the Network no less than sixty (60) days prior to the date such new Operating Standards takes effect.
2. **Termination.** The authority granted by the Council for the Network to operate hereunder shall remain in full force and effect unless and until revoked by the Council or surrendered by the Network in accordance with the provisions of this Agreement. See Exhibit C of this Agreement (“Termination and Revocation of Charter”)

Network: \_\_\_\_\_

President’s Signature: \_\_\_\_\_ Date \_\_\_\_\_

Printed Name: \_\_\_\_\_

## Operating Standards: Local Networks

### Local Purpose, Focus and Scope

1. A Network will be focused solely on delivering value to members in the following areas:
  - Raising member professionalism
  - Providing relevant professional development opportunities focused on timely business issues and needs and that incorporate practical application of business principles and related tools and resources
  - Developing business leadership skills that are transferable to the exercise of leadership in all personal, professional and public arenas
  - Facilitating member networking and relationship-building

### Member Programs and Services

Conduct a **minimum** of 6 mission-focused events annually as follows:

2. A **minimum** of 4 industry events:
  - All industry events must provide content that is timely, issue focused and member income-generating
  - One of the four industry events must be focused on development of business leadership skills
  - One of the four industry events must be conducted collaboratively with other local networks, with the local REALTOR® association, or with a related real estate organization
3. Conduct a **minimum** of 2 events focused on member networking/relationship building that could also include professional development content; examples include:
  - Smaller events, such as mastermind groups, lunch and learns, topical roundtables, etc.
  - Networking events and Members-only events
  - Social events that facilitate relationship building
4. Facilitate member-to-member support for the purpose of meeting members' individual business goals, with a special focus on new members (see 'welcome and orientation' strategy under Membership Recruitment and Retention standards).

## Membership Structure

5. Maintain a minimum of 20 REALTOR® members, or if below that number after the March 31 membership drop date, attain 20 REALTOR® members by September 30.

*Note:* Local Network membership numbers are reviewed after the March 31 membership drop date. If the Local Network does not have a minimum of 20 REALTOR® members by September 30 of the same year, they will be disbanded. The percentage of a Local Network's National Affiliate Members ratio is available on the Network Management Center's main page so networks can track this % year-round. Local Networks who have more than 20% National Affiliate Members at that time will need to focus on recruiting REALTORS® to ensure a 20% or less National Affiliate Member ratio by September 30.

6. New Networks must have a minimum of 30 REALTOR® members to charter.
7. Networks do not have 'local affiliate members' but are encouraged to have Strategic Partners who are provided a range of sponsor benefit packages. Part of the benefit of being a Strategic Partner should be access to all Network events at the 'member' rate. (A Network can decide how many Strategic Partner representatives are provided access at the 'member rate' depending on the level of benefit package.)
8. 20 percent of a Network's membership can be comprised of National Affiliate Members\*; rights and privileges of National Affiliate Members include:
  - Service as Treasurer or Membership Director
  - Service as a Program or Recruitment and Retention Chair
  - Service on a Project Team
  - Vote
  - Use of the Women's Council logo with Strategic Partner label.
  - Access to the Women's Council website

## Governance Structure

9. The Network governance structure includes:

Officers:

- President
  - Must be a REALTOR® member
  - Elected as President-elect and automatically moves up to the position of President
  - One-year term
- President-elect
  - Must be a REALTOR® member
  - Elected by the membership
  - One-year term
- Secretary
  - Must be a REALTOR® member
  - Appointed by the incoming President-elect and ratified at the last Governing Board meeting prior to the year taking office)
  - Can serve consecutive appointments
- Treasurer
  - Can be a REALTOR® member or National Affiliate member
  - Elected by the membership
  - One-year term

Governing Board:

- Composed of the four Officers, plus:
  - Program Director (must be a REALTOR® member; appointed by the incoming President and ratified at the last Governing Board meeting prior to the year taking office)
  - Membership Director (can be a REALTOR® member or National Affiliate member; appointed by the incoming President and ratified at the last Governing Board meeting prior to the year taking office)
- Governing Board would meet a **minimum** of four times a year
- Governing Board quorum is 3 REALTOR® members of the Board, and must include either the President or the President-elect

Project Teams:

Officers and Directors each oversee, as needed, Project Teams that focus on particular functions, tasks, projects, events (such as planning an industry or member networking event, putting on a membership drive, hosting a fundraiser, etc.). Project Teams:

- Are composed of members and outside expertise/support as needed
- Strategic Partners can serve on Project Teams and be co-Team leaders, but cannot be the Team Leader (who must be a member)
- Disband at the end of the project
- Must be ratified by the Governing Board
- Receive appropriate recognition for contribution

*Optional:* Event Chair, and Recruitment and Retention Chair

The Governing Board may approve an Event Chair or a Recruitment and Retention Chair to assist the Program Director or Membership Director with oversight of their functions and related Project Teams. These Chair positions can be REALTOR® members or National Affiliate members and are appointed by the incoming President and ratified by the Governing Board. Chairs do not serve on the Governing Board.

## **Governance Systems**

10. Submit annually a Business Plan to the State Network.
11. Develop and submit to the State Network by the 4<sup>th</sup> Quarter an Annual Budget<sup>7</sup> for the following year.
12. File annually State and Federal Tax Returns.
13. Maintain a 501c6 IRS tax-exempt designation.
14. Maintain Event/Liability Insurance policies.
15. Conduct a Periodic Financial Review and year-end Audit.
16. Conduct an Election Process as follows:
  - A minimum of 90 days before the election, establish a Candidate Review Project Team that can review candidate information to ensure complete candidate understanding of roles and responsibilities, and confirm agreement to serve.
  - A minimum of 60 days before the election, send a notice to the membership soliciting candidates for open positions
  - A minimum of 30 calendar days before the election, require candidates to submit an application and Consent to Serve form to the Candidate Review Project Team Leader.
  - Members may run from the floor if they notify the Candidate Review Team Leader and submit the Consent to Serve Form at least 7 calendar days prior to the election.

## **Women's Council Branding**

17. The Network mission statement is the mission statement of the National Women's Council: *We are a network of successful REALTORS®, advancing women as leaders in business in the industry and the communities we serve.*
18. The official Women's Council logo must be used on all media/communications according to the official Council branding guide provided; no deviations or alterations allowed.
19. The Network must use and maintain the website provided by National. If the Network has a secondary website or a presence on social media (such as a Facebook page), these must link to the site provided by National.
20. All Network events and communications (including any graphics, fundraisers, etc.) must reflect that of a professional, business organization.

### **Member Communications**

21. Promote Network events with a minimum of a 60-day lead time.
22. Use a consistent, online reservation platform.
23. Use a 'drip system' for communication to members throughout the year, including information and key messages provided by National Women's Council and branded locally.

### **External Communications**

24. Conduct target marketing of Network events to appropriate outside audiences.
25. Develop and implement a strategy to establish (or reinforce) and maintain a positive, productive relationship with the Local Association/Board of REALTORS®.

### **Membership Recruitment and Retention**

26. Implement a new member 'welcome and orientation' process that includes a personal interview with each new member on her business needs and goals
27. Develop and implement a first-year member communications strategy focused on ensuring membership renewal.
28. Develop and implement a strategy focused on recruitment of REALTORS®.

### **Participation/Reporting to State and National**

29. Network President-elect is expected to attend the National Leadership Academy.
30. Submit the Quarterly Report to National by the deadline.
31. Submit Business Plan and Annual Budget to State.
32. Make every effort to participate in all State and National meetings.

## PROTOCOL FOR STATE OFFICERS

1. What is protocol? The standards set for proper conduct for all occasions.
2. Leadership protocol is the action and reactions that leaders follow to gain the respect due their position.
  - Includes dress, manners, action at all time
  - Ability to lead—not give orders
  - Treat all members equal and refrain from gossiping
  - Portray positivity at all times (your perceived mood affects others)
3. Respect is earned—not a given.
4. Know your boundaries as officers and be prepared to give
5. Know your job description, where and who can assist—trust others in their job.
6. Communicate with each person in their style (area/economy)
7. Remember who the members and networks are so you can assist them. Do not tell them how your network did it as that may only put them down.
8. No matter how busy you are at functions—Stop—Speak—Set appointments for later to discuss their needs, if needed.
9. Refrain from playing favorites with members or networks or from sharing negative feelings.
10. Make them feel you care about each one and you want to be a part of their membership / network challenges. Give them credit—not yourself. (as officers or past officers, we tend to be proud of our past and present accomplishments—do not brag and allow them to take credit for what they have achieved.
11. Exercise proper conduct at meetings, visits and speaking events.
12. Pay respect for each other.
13. Discuss how to greet people.
14. Follow-up after each visit or call concerning topic
  - Handwritten Note ● Personal Phone Call ● E-Mail (Late for future)
15. Convention How-To's

## PROTOCOL FOR STATE OFFICERS (CONT)

1. React as team members on all occasions by:
  - a. Being aware of your actions, dress, reaction to members, attitude and the activities in which you participate and the use of the media.
  - b. Conventions and formal meetings:
    1. You will be assigned jobs – time arrival – places – and what your duties will consist of.
    2. Luncheons – arrive 45 minutes – 1 hour ahead of start time to share in the following duties:
      - a. President will meet with parliamentarian and any other speaker that advice needs to be given. Will appoint an AV person to insure all equipment is operating correctly at least 20 minutes prior to the start of meeting.
      - b. Pres-Elect – will ensure to have a group that will distribute all materials and seating assignments for each participant.
      - c. Secretary – check with credentials to insure of the proper procedures and if any changes need to be made for the meeting. Also, make sure that all equipment to be used during the meeting are operational. Will confer with Parliamentarian to make sure all By-Laws and Standing Rules are correct before they go to the floor.
      - d. Treasurer – make sure all budgets are distributed and that there are no additions from the President or Committees that are unknown to the President and Parliamentarian.
      - e. Governor & District Vice President's – Will be assigned duties before each event. Ensure that all Network's know their instructions as they enter the room (where they are to be – check in and any other info that is pertinent to their positions. Check for new members and visitors and make sure that list is given to the President minutes before the meeting.

Please allow the President time to compose his/her thoughts and strategies and confer with the parties that are needed for at least 10 minutes before the meeting starts. There will be a District Vice President standing beside the Head Table to make sure that if additional materials or info are needed, it will be acquired for them leaving the President at the Head Table to carry out their role.

**MODEL BYLAWS FOR THE WOMEN'S COUNCIL OF REALTORS®  
TEXAS STATE**

<p>Network Bylaws approved by Bylaws Committee Women's Council of REALTORS®, N.A.R. By R. Miller, for Chairperson Sylvia Seabolt March 2020.</p>
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**ARTICLE I – CREATING THE NETWORK**

Section 1: (A) A State Network (“Network”) of the WOMEN’S COUNCIL OF REALTORS® (“the Women’s Council”) is hereby created and established under the authority granted in ARTICLE XIII of the bylaws of the Women’s Council, an affiliate of the NATIONAL ASSOCIATION OF REALTORS® (“National Association”).

(B) This Network shall be known as Women’s Council of REALTORS® TEXAS and shall be focused on delivering value to local networks and members through leadership development, local network support, industry relations, and branding.

Section 2: (A) This Network shall be subject to the national bylaws of the Women’s Council and shall have its state bylaws approved by the Women’s Council. Upon approval of these bylaws by the Women’s Council the Network is authorized to use the Women’s Council name and marks in connection with the name of the Network.

(B) The Network shall create programs that support the Women’s Council mission and objectives and that deliver value to local networks. Women’s Council TEXAS represents the Women’s Council in the State and shall actively follow the Women’s Council mission and objectives and shall endeavor to work with and collaborate with the State Association of REALTORS®.

Section 3: The Mission of the WOMEN’S COUNCIL OF REALTORS®: We are a network of successful REALTORS®, advancing women as business leaders in the industry and in the communities we serve.

Section 4: The Network will enter into a State Network Affiliation Agreement (“Agreement”) with the Women’s Council, which shall govern the state-specific terms and conditions of the state operation and existence of the state Network.

**ARTICLE II – MEMBERSHIP**

Section 1: Any member in good standing of a Local Network of the Women’s Council in this state shall be a member in this State Network and the Women’s Council.

Section 2: (A) When there is no Local Network of the Women’s Council within the geographic territory of an Association or Board of REALTORS®, hereinafter referred to as (“Association”) to which the member belongs or within the geographic territory of the Local Association of REALTORS® in which the member does business, such members shall be eligible to become a member-at-large of the state Network and the Women’s Council.