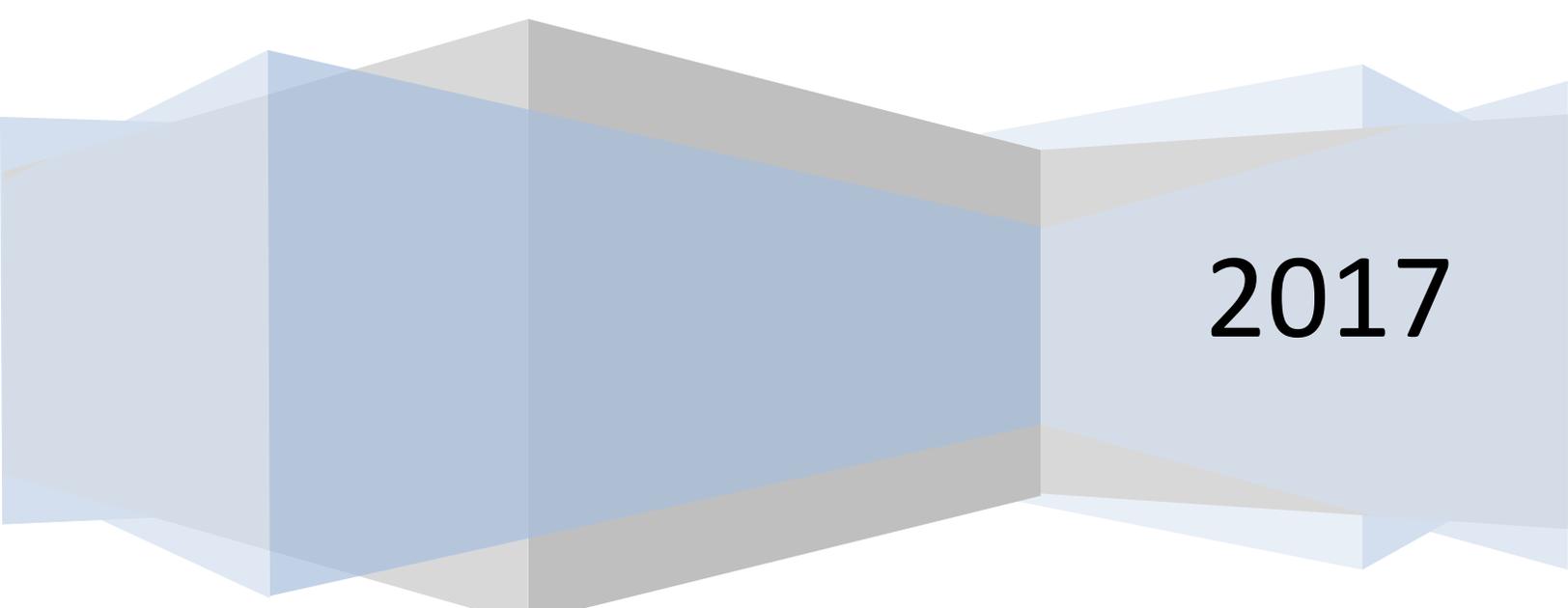National Association of REALTORS®

Committee Leadership Orientation Manual

2017

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Duties, Responsibilities, and Authority of a Committee Chair

A member appointed to a committee chair position should be aware of the following responsibilities:

1. Follow the goals and objectives of NAR's Strategic Plan.

2. Know the committee's purpose and scope.

3. Avoid duplication and create synergy between committees.

4. Establish measurable and quantifiable goals and report the committee's progress.

5. Create and implement programs and policies consistent with the strategic plan.

6. Plan and conduct effective meetings.

7. Prepare and distribute in advance a summary of committee goals.

8. Know the financial aspects of the committee and be familiar with the budget process.

9. Participate in the ongoing work of the committee outside the annual meetings.

10. Create an environment that encourages maximum member participation.

11. Identify and train future leadership of the committee.

12. Ensure that the committee follows appropriate program procedures.

13. Evaluate the performance of the staff executive and communicate assessment to liaison and senior management team member.

NAR Volunteer Leadership Job Descriptions

VP & Liaison to Committees
- Appointed position on the Leadership Team
- Voting member on the Leadership Team, Executive Committee and Board of Directors
- Oversight of the following Committee Liaisons:
    - Association Executives Group
    - Business Specialties Group
    - Consumer Relations Group
    - Global Real Estate Group
    - Law & Policy Group
    - Member Services Group
- Provides updates to NAR Leadership Team on the non- government-affairs related committees, above
- Reviews and approves, in collaboration with VP – GA and the President, requests and any funding necessary for all committee workgroups (formal and informal)
- EXO forwards the requests to the President, VP of GA and DOR for review and approval)
- Responsible for informing Leadership Team of:
    - Current and future committee action items
    - Issues potentially impacting other committees
- Identify new talent and rising stars

VP & Liaison to Government Affairs
- Appointed position on the Leadership Team
- Voting member on the Leadership team, Executive Committee and Board of Directors
- Provides updates to Leadership Team on all Government-Affairs related committees, including REALTOR® Party
- Oversight of the following Committee Liaisons:
    - Public & Federal Issues Group
    - Commercial Group
    - Large Residential Firms Relations Group
- Reviews and approves, in collaboration with VP – Committees and the President, requests and any funding necessary for all committee workgroups (formal and informal)
- Responsible for informing Leadership Team of:
    - Current and future REALTOR® Party and government affairs-related committee action items
    - Issues potentially impacting other committees
- Identify new talent and rising stars

Director, REALTOR® Party
- Reports directly to the President
- Coordinates the REALTOR® Party goals with the REALTOR® Party Liaisons
- Oversight of the following Committee Liaisons:
    - REALTOR® Fundraising Liaisons (2)
    - REALTOR® Disbursement Group
    - REALTOR® Community Engagement Group

- o REALTOR® Member Involvement Group
- Approves travel for:
  - o REALTOR® Party Liaisons
  - o RPAC Trustees Fundraising Chair
  - o RPAC Major Investor Council Chair
  - o RPAC Participation Council Chair
- Recommends REALTOR® Party committee workgroups (formal and informal), as needed, to the VP - Government Affairs
- Approve REALTOR® Party talking points template to create uniform messaging
- May attend Leadership Team meetings at the specific request of the President to provide reports

Committee Liaisons
- Appointed positions
- Responsible for entire like-kind grouping of
  - o Committees, Advisory Groups/Boards, Forums, Workgroups, PAGs
- Bilateral conduit for information flow of the
  - o Chairs, Vice Chairs, Senior Staff, Staff Executives to VPs/Leadership Team
- Facilitates Committee Chairs, Vice Chairs in
  - o Attaining objectives defined in Strategic Plan
  - o Forwarding current, future, potential action items
  - o Reporting to Exec Committee on Action Items
  - o Files progress reports with VP to Committees
- On Board of Directors & non-voting member of Executive Committee
- Responsible for identifying future talent

Regional Vice Presidents
- Elected spokesperson – one per region (13)
- Reports directly to the NAR First Vice President
  - o Identifies/communicates issues & opportunities
- Voting members of Executive Committee & Board of Directors
- Chairs Regional Caucus & conferences
  - o Leads team of State Presidents within region
  - o Reports to Executive Committee on pending action items
  - o Another area for member input/concerns

Committee Chairs and Vice Chairs
- Follow goals & objectives of Strategic Plan by
  - o Creating or implementing consistent action items
  - o Working in tandem with Staff Executive & Liaison
  - o Encouraging environment for member input
- Participate in planning sessions before meetings
  - o Review items; formulate the meeting agenda
- Identify 'Hot Button' issues for resolution
  - o Leverage committee's talents with workgroups
- Forwarding action items to Executive Committee & Board of Directors
  - o Chair, Vice Chair, Staff Exec, Liaison report together

Advisory Board and Council Chairs and Vice Chairs
- Follow goals & objectives of Strategic Plan by
    - Creating or implementing consistent action items
    - Working in tandem with Staff Executive & Liaison
    - Encouraging environment for member input
- Participate in planning sessions before meetings
    - Review items; formulate the meeting agenda
- Identify 'Hot Button' issues for resolution
- Follows appropriate procedures when
    - Forwarding recommendations to full committee
    - Chair, Vice Chair, Staff Exec, Liaison updated

Forum Chairs and Vice Chairs
- Follow goals, objectives of the Strategic Plan
    - Providing programs on 'Hot Button' issues for greater member input and awareness
    - Work in tandem with Staff Executive & Liaison
- Participate in planning sessions before meetings
    - Review agenda items
    - Formulate the meeting programs & speakers
    - Encourage environment for member input
- Follows appropriate procedures when
    - Forwarding recommendations to full committee
    - Chair, Vice Chair, Staff Exec, Liaison updated

Committee Functions and Reporting Structure

Ongoing Groups

COORDINATING COMMITTEE

Function: A coordinating committee is a policy recommending committee. It evaluates all recommendations that are presented to it by each group that reports to it and acts on those recommendations. It is responsible for addressing conflicts and inconsistencies between committees within its purview and makes recommendations to resolve such conflicts and inconsistencies.
Reporting Structure: The Chair of each committee under a coordinating committee's purview reports directly to the Executive Committee if the committee has an action to report. The Chair of the coordinating committee may accompany each Chair of a committee under its purview in the Executive Committee. If the coordinating committee should have a recommendation different from that of the originating committee, the coordinating committee Chair will have an opportunity to express the views of the coordinating committee during the Executive Committee Meeting, and the recommendation of the coordinating committee shall be outlined under the reporting committee's recommendation in the report.
There may be times that a coordinating committee will consider issues that have not been considered by the committees that report to it. The coordinating committee will most likely refer the issue to a committee under its purview, but the coordinating committee is not precluded from advancing the recommendation to the Executive Committee and Board of Directors if it feels doing so would be acting in the best interest of the Association.

COMMITTEE

Function: A committee strives to accomplish the programs assigned to it. It should continually evaluate existing programs. It has the responsibility to address conflicts and inconsistencies between advisory boards within its purview and to make blanket recommendations to resolve such conflicts and inconsistencies.
Reporting Structure: The Chair of a committee reports the committee's recommendation(s) to the Executive Committee and Board of Directors on behalf of the advisory board(s) that report to it. The committee advances its own recommendation(s). However, the original recommendation(s) of an advisory board(s) that reports to a committee, if different from the committee's recommendation, shall be outlined under the reporting committee's recommendation in the committee's report.

If the committee defeats a recommendation of an advisory board(s) under its purview because the advisory board's recommendation needs further study or because the committee opposes the advisory board's recommendation, the recommendation of the advisory board(s) should be outlined either in the non-action section of the committee's action report or in the committee's filed report. The Chair of the committee should then inform the Executive Committee that they defeated an action item of an advisory board(s) under its purview. In the case where the committee files a filed report and an advisory board(s) under its purview has an action item that was defeated, the committee liaison should report on the non-action item in the Executive Committee.

TRUSTEES COMMITTEE

Function: A trustees committee has the fiduciary responsibility to disburse and/or raise REALTOR® voluntary and/or dues dollar resources to support REALTOR® Party candidates.
Reporting Structure: A trustees committee has the sole authority to disburse REALTOR® voluntary contributions and reports dues dollar disbursements to the Executive Committee and Board of Directors.

ADVISORY BOARD

Function: An advisory board is a group of issue experts appointed to make recommendations to the full committee or advisory group on specific issues concerning that committee.
Reporting Structure: An advisory board makes recommendations to the full committee or advisory group in connection with the specific issues assigned to it.

ADVISORY GROUP

Function: An advisory group is a group of issue experts appointed in order to bring a very broad perspective to discussions on overarching issues that impact the organization (such as the Public Advocacy Advisory Group and the Multicultural Real Estate Leadership Advisory Group) or a specific program within the organization (such as the Leadership Academy Advisory Group, the Large Residential Firms Advisory Group, and the Large Commercial Firms Advisory Group).
Reporting Structure: An advisory group makes recommendations directly to the Leadership Team, who then decides if the recommendations should be acted on by the advisory group, handed off to a committee or other group, or moved forward in some other manner.

COUNCIL

Function: A council is a group which primarily performs a task. Unless otherwise specified within the council's purpose, a council may make policy recommendations according to its reporting structure; however, this is not its primary purpose.
Reporting Structure: If a council is under the purview of a full committee, it will report to the full committee. If a council is not under the purview of a full committee and not precluded from making recommendations in its purpose, the Chair of the council will report the council's recommendation(s) to the Executive Committee and Board of Directors.

FORUM

Function: A forum's function is to disseminate information and to encourage discussion among members; the forum provides feedback of the discussion to the full committee if appropriate. The full committee should take the feedback from the forum into consideration when making recommendations. It should also communicate with the forum issues it is aware of that should be provided to and discussed in the forum.
Reporting Structure: A forum neither receives motions nor makes recommendations. However, the deliberations of the forum shall be fed into the decision-making committees as valuable input.

Note: A forum is open to members who have an interest in the topics discussed. Formal membership rosters are not maintained for forums.

Temporary Groups

PROCEDURES FOR ESTABLISHING A COMMITTEE WORKING GROUP

A Chair may initiate a formal working group subject to the proper approvals as specified below:

Working group requests are initiated by the committee Chair. Formal working group requests must be approved by the Vice Presidents and the President prior to establishing the group.

BUDGET IMPACT – SPECIAL MEETINGS

If there is a budget impact for a formal working group, or a special meeting, a Cost Summary Form must be completed and submitted for the approval of the Vice Presidents and the President. For formal working groups, this form will be attached to the Work Group Request (the Chair, committee liaison and staff executive should discuss prior to submission for approval). If the Special Meetings budget is depleted, the request should be forwarded to the Treasurer for handling.

Note: a special meeting is when there is a need for a meeting to occur for any group within the Association between meetings to discuss or review an issue.

FORMAL WORK GROUP

Function: A group of members appointed by a committee Chair to do in-depth analysis on a specific issue(s) that is well-defined and within the purview of the committee. Membership is includes members who serve on the committee to which the work group reports as well as members from other committee jurisdictions. A work group disbands when its task is completed or at the end of the committee year, whichever comes first. If the work of the working group is not complete by the end of the committee year, it is at the discretion of the next President to decide whether to re-appoint the working group to complete the task.
Reporting Structure: A work group reports its findings/analysis to the full committee to which it reports. The full committee decides whether to move the recommendations from the work group through the committee reporting process.

PRESIDENTIAL ADVISORY GROUP (PAG)

Function: A Presidential Advisory Group's members are appointed by the President to address issues that may not fall within the jurisdiction of a standing committee or to address an issue that may be time sensitive. The term of each PAG shall not extend any longer than the term of the appointing President. A PAG evaluates single activities or projects as assigned by the President.
Reporting Structure: The report or recommendation(s) generated by a Presidential Advisory Group is to be provided to the President only. Therefore, there shall be no open hearings, forums or reports to committees or affiliates without the review and approval of the President in advance. At the President's discretion the report is provided to the Leadership Team for review. The Leadership Team will decide to move recommendation(s) forward through the committee reporting process.

Communicating with Committees

Committee leadership and staff should determine how they plan to communicate during the year, especially interim to the NAR annual business meetings. It is important to keep the flow of communication going between NAR business meetings so that the goals of the committee can be accomplished with ease. Some of the options available to you are as follows:

E-mail groups: Each committee, advisory group, advisory board, council, and forum within NAR has an e-mail group available. Staff maintains the contact records for the committee members.

1. E-mail groups can be helpful if you have information to impart on your committee members that requires no response or that requires that they respond to the sender only. For example, if a staff executive wants to send a note to the committee asking members if they are available to meet at a certain time, use of the e-mail group is an efficient way to do this. The committee members can hit the reply button, and the response will just be sent to the staff executive.

2. ITS pulls all the e-mail addresses for each committee from the Committee & Directors Directory to develop the committee e-mail groups. The Committee & Directors Directory pulls its information directly from NRDS. Therefore, it is important for committee members to update their address and email information in NRDS.

Conference Calls: For times when you need the group to interface for a short period of time, consider a conference call. Members can collaborate simultaneously and hash out ideas in a short period of time.

WebEx™: When a conference call just isn't good enough, have a virtual meeting without the hassle of travel. WebEx brings the visual element to ordinary conference calls. This is based through the NAR telephone system and enables the use of PowerPoint presentations. Participants will see the PowerPoint on their own screens while listening and talking through their phone. (Subscription to WebEx required.) Staff Executives can make these arrangements for your communication with committee members as needed.

Mail: If you need to send information about issues that are too lengthy or detailed, staff will send the information via the U.S. mail.
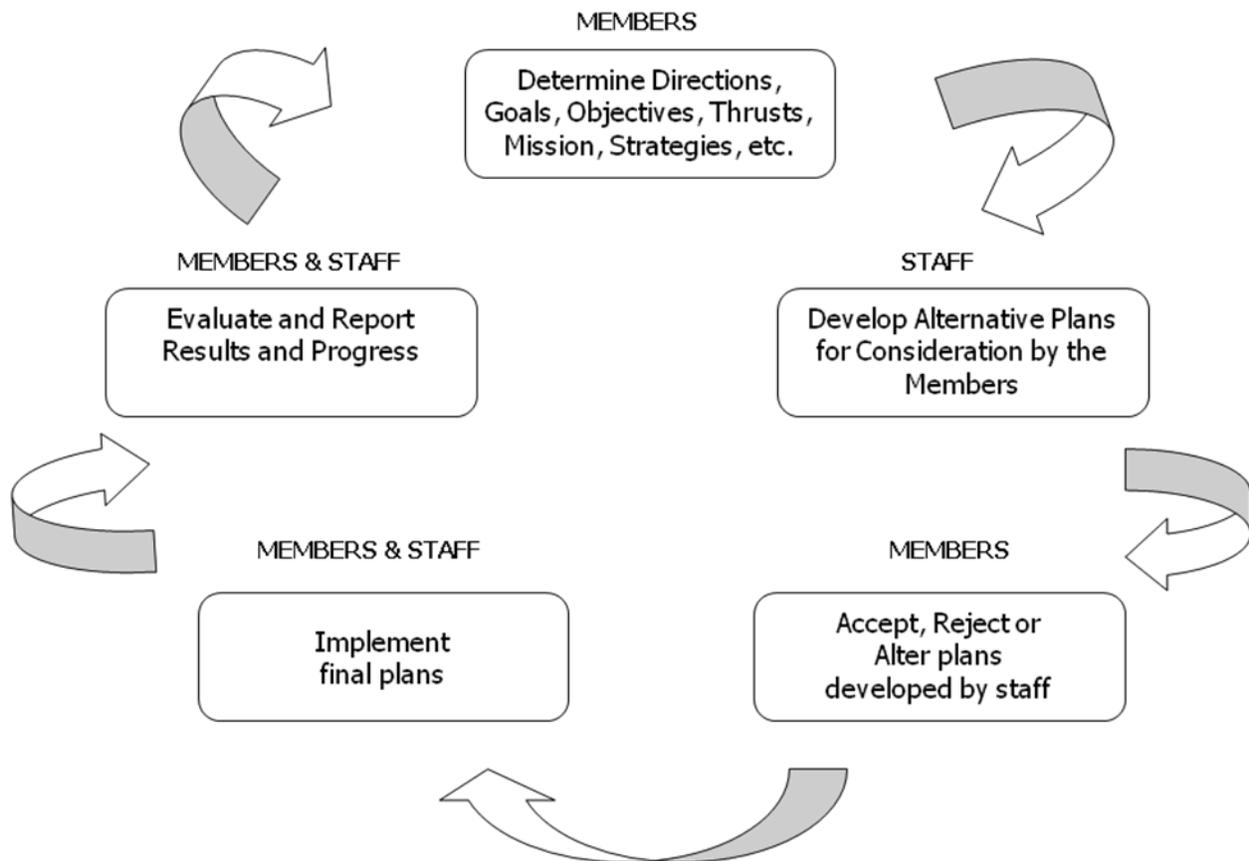
Fax: If you have information that is not too lengthy that you want sent right away, you may fax it. Staff Executives will handle the distribution of fax transmissions.

Volunteer – Staff Partnership

*Philosophy of **collaboration** to yield extraordinary results for the benefit of the member!*

- It is an Ultimate partnership.
  - Chair, Vice Chair, Staff Executive, Committee Liaison
  - No action happens without everyone collaborating
  - No one in chain is blindsided or side-stepped
  - Every point of view respected
- The primary focus of this collaboration: Best interest of the organization and all its members.
  - Personal agendas are not tolerated
  - State or Regional agendas do not take precedent

MEMBER/STAFF PARTNERSHIP

MEMBERS
Determine Directions, Goals, Objectives, Thrusts, Mission, Strategies, etc.

STAFF
Develop Alternative Plans for Consideration by the Members

MEMBERS
Accept, Reject or Alter plans developed by staff

MEMBERS & STAFF
Implement final plans

MEMBERS & STAFF
Evaluate and Report Results and Progress

Planning and Conducting Effective Meetings

Chair's Role in Moving the Agenda
- Chair is the 'Traffic Director' facilitating the thorough, yet expeditious conduct of business
  - Doesn't interject personal opinions or positions
- Establishes the pace and tone
  - No personal agendas -All views respected
- Robert's Rules for orderly progression
  - Except when used to 'shut down' healthy debate
  - Allows debate, monitors redundancy
- Shares podium so the Vice Chair is actively involved
  - Relies on Staff to provide resource & background
  - Reserves Liaison in advance if Leadership Team position needed for clarification on issues

Rules for Effective Meetings
- Pre-meeting conference with Staff Executive/Liaison to
  - Review all aspects of agenda
  - Organize reports/actions for efficient progression
  - Review all background info relating to issues
- Prepare speakers for reporting time parameters
- Process Action Items appropriately
  - Identified in advance, written form if possible
  - Moved/seconded – open for questions & debate
  - Liaison provides Leadership Team rationales
  - Staff Executive provides background/history
  - Once action items managed, conclude meeting

Getting Members to Participate
- Members need to understand the committee's direction, goals and objectives in plan
- Provide opportunities for members to take responsibility for certain tasks or initiatives
  - Delegate work items and select team leaders
  - Trust & empower them to get the job done
  - Set timeframe for delivery identifying
- Encourage electronic conversation between meetings

Action Items
- Recommending new policy, program or budget
- Change in existing policy, program or budget
- Changes in existing committee structure will go through committee structure review process in March
- If there are any action items from your meeting, notify your Liaison
- All action items are brought through Executive Committee to Board of Directors
- Items that are discussed by your committee that may result in a **future** action item should be shown with an asterisk (*) in the information items section of your report.

Requesting Additional Funds or Budget Adjustments
*Reference the Budget Policy Approved May 2013

- Outline in detail the program and funding being requested and submit to CFO
- Finance committee will review request and make recommendation to Leadership Team
- If submitted within 30 days of NAR meetings, committee leadership will present request to Executive committee
- Action moves to Board of Directors for vote on committee's request
- Leadership Team may take action between meetings on committee funding requests - with or without Finance committee recommendation (although it is highly recommended to have Finance committee's input)

Robert's Rules of Order Motion Charts

Robert's Rules of Order Motions Chart (Side 1)
Based on *Robert's Rules of Order Newly Revised (10th Edition)*

The motions below are listed in order of precedence. A motion can be introduced if it is higher on the chart than the pending motion.

§	YOU WANT:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§21	Close meeting	I move to **adjourn**	No	Yes	No	No	Majority
§20	Take break	I move to **recess** for …	No	Yes	No	Yes	Majority
§19	Register complaint	I rise to a **question of privilege**	Yes	No	No	No	None
§18	Make follow agenda	I call for the **orders of the day**	Yes	No	No	No	None
§17	Lay aside temporarily	I move to **lay the question on the table**	No	Yes	No	No	Majority
§16	Close debate	I move the **previous question**	No	Yes	No	No	2/3
§15	**Limit or extend debate**	I move that debate be limited to …	No	Yes	No	Yes	2/3
§14	**Postpone to a certain time**	I move to postpone the motion to …	No	Yes	Yes	Yes	Majority
§13	**Refer** to committee	I move to refer the motion to …	No	Yes	Yes	Yes	Majority
§12	Modify wording of motion	I move to **amend** the motion by …	No	Yes	Yes	Yes	Majority
§11	Kill main motion	I move that the motion be **postponed indefinitely**	No	Yes	Yes	No	Majority
§10	Bring business before assembly (a **main motion**)	I move that [or "to"] …	No	Yes	Yes	Yes	Majority

Incidental Motions - no order of precedence. Arise incidentally and are decided immediately.

§	YOU WANT:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§23	Enforce rules	**Point of Order**	Yes	No	No	No	None
§24	Submit matter to assembly	I **appeal** from the decision of the chair	Yes	Yes	Varies	No	Majority
§25	Suspend rules	I move to **suspend the rules**	No	Yes	No	No	2/3
§26	Avoid main motion altogether	I **object to the consideration** of the question	Yes	No	No	No	2/3
§27	Divide motion	I move to **divide the question**	No	Yes	No	Yes	Majority
§29	Demand a rising vote	**Division**	Yes	No	No	No	None
§33	Parliamentary law question	**Parliamentary inquiry**	Yes	No	No	No	None
§33	Request for information	**Point of information**	Yes	No	No	No	None

Motions That Bring a Question Again Before the Assembly - no order of precedence. Introduce only when nothing else is pending.

§	YOU WANT:	YOU SAY:	INTERRUPT?	2ND?	DEBATE?	AMEND?	VOTE?
§34	Take matter from table	I move to **take from the table** …	No	Yes	No	No	Majority
§35	Cancel previous action	I move to **rescind** …	No	Yes	Yes	Yes	2/3 or Majority with notice
§37	Reconsider motion	I move to **reconsider** …	No	Yes	Varies	No	Majority

Committee Reporting Quick Reference Guide

Please note that the Staff Executive is in charge of entering the Action or Filed Report into the Committee Reports Database.

DEFINITION OF ACTION AND NON-ACTION ITEMS ON COMMITTEE REPORTS

Action Item: Recommends a new or a change in NAR policy or program or a change in budget.
Examples:
- That the standing Strategic Thinking Group be eliminated and to integrate strategic thinking and planning into the Leadership Team and Senior Staff with input and expertise from individuals inside and outside the industry, as appropriate to the issues identified. (Change in program.)
- That a special assessment of $20 per member be approved to fund this activity. (Change in budget.)
- That NAR support income tax credits or other similar incentives designed to increase the supply of affordable single-family housing. (New policy.)

Non-action Item: Outlines informational items only; items that are not policy recommendations or changes in program or budget. Non-action items include outlining referrals back to a committee for further study or referrals to another committee. The establishment of working groups is also a non-action item.
Examples:
- The Committee reviewed information on the impact of "toxic mold" and decided to collect information regarding the scope and extent of the impact upon real estate transactions for future committee consideration.
- The Equal Opportunity - Cultural Diversity Committee established an interim Diversity Program Oversight Group to assure quality instruction and to adjust or revise content of the At Home with Diversity course as necessary.
- The following recommendation was referred to the RPAC Trustees Committee: "That state RPAC goals be reviewed based on their individual campaign and election laws."

FORMATTING OF COMMITTEE REPORTS

Action Report Containing Only Action Items:
- Use the appropriate button to insert Action Report Header. (See online help in Committee Reports Database.)
- Begin recommendations with "That . . ." (do not use extraneous language such as "It was moved, seconded and carried that..." or "The committee recommends that...").
- Number your recommendations "1.", "2.", "3.", etc.
- Only include background information with the rationale if essential. The rationale, and any background information, should be placed after the recommendation.
- Type recommendations in bold and background information in regular type.
- Use the appropriate button to outline when a coordinating committee/committee recommendation differs from the original recommendation of a group which reports to your committee. (See online help in Committee Reports Database.)
- Complete the Program Impact Analysis Form if a program will have financial implications at the national, state, or local level. Attach the form to the committee report. Reference the Budget Policy for requirements to complete for the Budget Review process in the first quarter. (See online help in Committee Reports Database).

- If you have referred a recommendation to another committee for their review, check the box in the review section under "This recommendation has been reviewed by:" and type in the name of the committee that reviewed the recommendation.

Action Report Containing Action and Non-action Items:
Same procedures outlined above with the following additional steps:
- Use the appropriate button to insert a macro between your action and non-action items that informs the directors that the remaining items are informational only. (See online help in Committee Reports Database.)
- Number informational (non-action) items "1.", "2.", "3.", etc. and outline them in complete sentence format (do not begin with "That...").
- Place an asterisk before any informational (non-action) items that may require future action by the BOD. Use the appropriate button to insert a macro at the end of your report outlining the meaning of the asterisk(s). (See online help in Committee Reports Database.)

Filed Report (Contains Only Non-action Items):
- Use the appropriate button to insert Filed Report Header. (See online help in Committee Reports Database.)
- Outline items in complete sentence format (do not begin with "That...").
- Number your items "1.", "2.", "3.", etc.
- Place an asterisk before any items that may require future action by the BOD. Use the appropriate button to insert a macro at the end of your report outlining the meaning of the asterisk(s). (See online help in Committee Reports Database.)

Note regarding committee structure changes: All proposed changes to a committee's purpose, composition, qualifications, and terms of service should be recorded as non-action item and then submitted for action through the Committee Structure Process in the first quarter of the year. You may place an "*" next to the non-action item, which should reference a footnote that indicates that this may be a future action item.

COMMITTEE REPORTING PROCEDURES

Action Reports:
- Only full Committees with action items report to the Executive Committee and Board of Directors.
- Prepare an action committee report in the Committee Reports database, subject to approval of your Committee Chair.
- Inform your Committee Liaison/Senior VP of any controversial items or items that are being reviewed by another committee.
- Deliver one master copy of the action report and all exhibits (if applicable), single-sided on white paper, to Executive Offices by 7:00 p.m. the evening prior to your presentation. Executive Offices will provide a copy to your Committee Liaison in the SVP/Committee Liaison Pre-Executive Committee meeting.
- If the Executive Committee has amended your Committee's report, you must review the changes with a member of the Executive Offices' staff **before** leaving the Executive Committee Meeting. As the staff executive, you are responsible for providing a rationale for the Executive Committee amendment.

Non-action (filed) Reports:
- Prepare a non-action committee report in the Committee Reports database, subject to approval of your Committee Chair.
- Inform Executive Offices that you are filing as soon as you know, so that your committee may be taken off of the Executive Committee reporting agenda.

- Deliver one master copy of the filed report and all exhibits (if applicable), single-sided on white paper, to Executive Offices by 7:00 p.m. the evening prior to your presentation. Executive Offices will provide a copy to your Committee Liaison in the SVP/Committee Liaison Pre-Executive Committee meeting.
- Inform your Committee Liaison/Senior VP of key informational items or potential future action items in your report that should be announced during the Executive Committee and Board of Directors meetings.
- If you have referred a recommendation to another committee for their review, check the box in the review section under "This recommendation has been reviewed by:" and type in the name of the committee that reviewed the recommendation.

Reporting to the Executive Committee and Board of Directors

Reporting to the Executive Committee
- Committee will be given a scheduled time to report to Executive Committee.
- This time is **tentative**; presenters should be there prior to assigned time and check in at holding area.
- Understand there may be considerable discussion on action items of the committees appearing before you, which will result in lengthy delay of your appearance time. **Be sure not to schedule other activities assuming you will be finished by a certain time!**
- Schedule is available the evening before; your staff executive will inform you of your tentative reporting time.
- Chair, vice chair, liaison and staff executives will all be present for the Executive Committee meeting.
- Chair introduces everyone on the team, then reads each recommendation and gives rationale (unless it is decided to take several recommendations at one time in order to more easily follow the issue).
- If the motion is lengthy, highlight the changes and explain the rationale.
- Respect the time of the Leadership Team and other Executive committee members. Do not drag out your presentation. Brevity is appreciated, especially if things are running behind. If your issue is non-controversial, do not attempt to spend time giving rationale.

When Reporting to the Executive Committee, Keep in Mind…
- As the committee chair, you will wear the "cloak" of the committee when reporting.
- Are you able to clearly articulate the issue? Quickly? With authority?
- Could you write the brief rationale that goes on the Executive committee recommendation form?
- Knowing and understanding the history of the policies adopted through your committee with rationale is very helpful
- Typically you would rather have questions raised in Executive committee than at Board of Directors

Reporting to the Board of Directors
- Agenda will be provided the evening before and will outline when your report is scheduled.
- Wait in "holding area" well before your report.
- Chair alone presents action item to Board of Directors.
- Liaison accompanies and assists as needed.
- Chair will "move" the action item(s) and give rationale.
- President will ask for motion immediately after it is presented by the Chair.
- Chair will respond to any questions asked from the floor or provide additional information important to the discussion but Chair is not there to debate the issue.

How Association Policy is Made

Outlined below is the general process for how Association policy is made and changed:

COMMITTEE

A committee is charged with deliberating issues under its purview. When a recommendation has been made, the committee may do any of the following:

- Request additional study on an issue
- Defeat the recommendation
- Send the recommendation to the Leadership Team, Finance Committee, or other relevant committee for review
- Submit the recommendation to the Executive Committee and the Board of Directors for consideration

EXECUTIVE COMMITTEE

The Executive Committee is charged with considering all recommendations brought forward by NAR committees. The Executive Committee may do any of the following:

- Recommend referral of an issue back to the committee for further study
- Recommend defeat of a recommendation
- Recommend approval of a recommendation to be forwarded to the Board of Directors for consideration
- Recommend approval of an alternate recommendation to be forwarded to the Board of Directors for consideration

The Executive Committee may only make recommendations to the Board of Directors; it is not a decision-making body.

BOARD OF DIRECTORS

The Board of Directors is charged with considering all recommendations brought forward by a committee and reviewed by the Executive Committee. The directors may do any of the following:

- Refer the issue back to the committee for further study
- Defeat a recommendation
- Approve a recommendation
- Approve an alternate recommendation of the Executive Committee
- Approve an alternate recommendation as amended by the Board of Directors

Note: If the Board of Directors approves a recommendation it becomes part of Association policy. If a recommendation approved by the Board of Directors involves an amendment to the <u>NAR Constitution or the Code of Ethics</u>, the recommendation is forwarded to the Delegate Body for final disposition.

DELEGATE BODY

The Delegate Body is charged with voting on the final disposition of recommendations that involve amendments to the NAR Constitution or the Code of Ethics. The Delegate Body may do any of the following:

- Defeat a recommendation
- Approve a recommendation
- Approve an alternate recommendation as amended by the Delegate Body

<u>Note Regarding Program Impact Analysis</u>: If a recommendation will have an impact on board or state associations (either financially or in policy), a Program Impact Analysis form must be completed and attached to the recommendation as an Exhibit.

<u>Note Regarding Budget Funding Requests</u>: If a committee recommendation requires new funding, a Budget Funding Request Form and a brief memo explaining the nature of the request must be completed and provided to the Finance Committee in advance of an annual meeting so that it can be included in the Finance Committee meeting agenda.

If a budget adjustment is required in years 2 and 3 of the three-year budget cycle, then the following process must be adhered to:

The policy/process for any funding request or beginning new program thrusts in years two and three would follow this sequential order:
(1)   First, by eliminating lower priority programs of equal resource value (any reprogramming over $100,000 would have to be approved by the Board of Directors, any reprogramming under $100,000 would be the responsibility of the Executive Vice President and reported to the Finance Committee).
(2)   Should reprogramming NOT be considered prudent or desirable, a request to use reserves would require approval by the Board of Directors.
(3)   Should either reprogramming <u>or</u> using reserves NOT be considered prudent or desirable, a change in dues could be considered by the Board of Directors in accordance with Article II of the NAR Bylaws.

Committee Application Process

Application Process

- Online application database opens in March and closes at the end of May (usually one week after the NAR midyear meetings)
- Committee application database is located on Realtor.org within the NAR Governance page
- Make sure to complete your own online application. Because of the large number of members desiring to serve, it is impossible to expect the President to remember that you want to serve on a specific committee. It is your responsibility to submit your application online.
- Chairs, vice chairs, liaisons will be asked by members to submit endorsements for them to serve on a committee, advisory board, advisory group, council, and/or forum.
- Because the President will be closely reviewing these applications, be sure you are only submitting an endorsement for individuals you feel have strong credentials and would be a knowledgeable and valuable member.

Online Expertise Profile

You are required to complete your Expertise Profile so that NAR has a detailed resource when making committee, work group and presidential advisory group appointments or when seeking members for other volunteer opportunities. You will be able to indicate a level of participation with which you feel comfortable within the profile form. If you wish to serve on a committee, you must still submit an online application during NAR's application period.

- Pivotal step to getting appointed
- Living resume - should be updated every year and should include your photo
- Provide concise details of your accomplishments and specialized involvement
- Demonstrate depth and breadth of experience where possible by adding thorough written comments

TIMELINE FOR 2018 COMMITTEE APPOINTMENT PROCESS

Dates subject to change

March 1, 2017	Instruction documents about the application and selection process are available on REALTOR.org/governance/committees.
March 7 – May 23, 2017	• Committee Application Website opens on March 7. • Members complete/update their Expertise Profiles. • Members submit separate committee applications for up to five (5) committees, and seek endorsements. • Members and staff submit endorsements for applicants.
May 13, 2017	NAR Committee Structure for 2017 voted on by the Board of Directors at the REALTORS® Legislative Conference.
May 24 – 31, 2017	• State AEs recommend members for their state representative positions on committees. • Institute, Societies, and Councils (ISC) EVPs recommend members for their ISC representative positions on committees.
May 23, 2017	**DEADLINE:** Committee Application Website closes.
June 1 – June 7, 2017	State Associations review and rank all committee applications for members within their state.
June 7, 2017	**DEADLINE:** State Associations review and ranking period closes.
August 2017	• NAR committee chair and vice chair appointments for 2018 finalized. • Committee appointment letters for chairs and vice chairs are mailed.
September 11 – 18, 2017	State Associations AEs and ISCs EVPs review the preliminary committee rosters with appointments for all members within their organization.
September 18, 2017	**DEADLINE:** State associations and ISCs feedback due.
September 30, 2017	REALTOR® Party Committee appointment letters are emailed to members.
October 13, 2017	• Non - REALTOR® Party Committee appointment letters are emailed to members. • NAR committee rosters are posted on REALTOR.org/governance/committees.
November 1 – 6, 2017	REALTORS® Conference & Expo – Chicago, IL
November 27 – 30, 2017	REALTOR® Party Training Conference – San Antonio, TX
May 14 – 19, 2018	REALTORS® Legislative Meetings & Trade Expo – Washington, DC
October 31 – November 5, 2018	REALTORS® Conference & Expo – Boston, MA

Committee Structure Review

- Every March, the VP & Liaison to Committees chairs the Committee Structure Review meeting
- Committee Liaisons and Senior staff provide requests and rationale for changes in purpose, composition, terms and/or qualifications to existing committees, advisory boards, advisory groups, councils, and forums.
- May also recommend sunset, merging or adding committees, advisory boards, advisory groups, councils, and forums.
- Enlarged Leadership Team (ELT) reviews requested changes
- Recommendations reviewed by Executive Committee in May
- Recommendations voted on by Board of Directors in May

2017 Committee Liaison Contact List

LIAISON GROUP	NAME, ADDRESS & EMAIL ADDRESS	PHONE, FAX , S/O	
Vice President of Association Affairs	Mabél Guzmán, AHWD, CIPS	Phone:	
	@properties	Cell:	312-286-4401
	618 West Fulton Street	Fax:	312-491-0228
	Chicago, IL 60661	S/O:	
	mabelguzman@ymail.com		
Vice President of Government Affairs	Kevin Sears	Phone:	
	Sears Real Estate	Cell:	413-785-1636
	928 Belmont Avenue	Fax:	413-348-9631
	Springfield, MA 01108	S/O:	Molly Sears
	kevinsears@searsre.com		
Association Executives	Jarrod Grasso, RCE	Phone:	732-859-1166
	New Jersey Association of REALTORS®	Cell:	732-494-5616
	200 American Metro Boulevard, Suite 123	Fax:	
	Hamilton, NJ 08619	S/O:	Paige Baran
	jgrasso@njrealtor.com		
Business Specialties Group	Baro Shalizi, AHWD, CIPS, CRS, GRI, RSPS, SFR	Phone:	505-474-4203
	Shalizi Real Estate	Cell:	505-670-8431
	2199 Candelero Street	Fax:	505-471-3132
	Santa Fe, NM 87505	S/O:	
	shalizi@aol.com		

Commercial	Deena Zimmerman	Phone:	312-756-7336
	SVN Chicago Commercial	Cell:	312-699-6660
	940 W. Adams Street, #200	Fax:	312-676-1867
	Chicago, IL 60607	S/O:	James Hanratty
	dzimmerman@svn.com		
Consumer Relations	Christine Hansen, CIPS, CRB, GRI	Phone:	
	Century 21 Hansen Realty Inc.	Cell:	954-817-4881
	3010 E. Commercial Boulevard	Fax:	954-862-6812
	Fort Lauderdale, FL 33308	S/O:	
	christinehansenfl@gmail.com		
Global Real Estate	Mark Kitabayashi, AHWD, CIPS, SRES	Phone:	
	Windermere RE Puyallup, Inc.	Cell:	360-888-2210
	12114 104th Avenue East	Fax:	253-845-0113
	Puyallup, WA 98374	S/O:	Marie Kitabayashi
	mark@windermere.com		
Large Residential Firms Relations	Robert Bailey, CRB	Phone:	831-688-7434
	Bailey Properties, Inc.	Cell:	831-818-5948
	9119 Soquel Drive	Fax:	831-685-6422
	Aptos, CA 95003	S/O:	Lillie Bailey
	rbailey@baileyproperties.com		
Law & Policy	Diane Disbrow, ABR, CRB, CRS, e-PRO, GRI, RENE, RSPS, SFR, SRES, SRS	Phone:	609-296-9670, x220
	Bayshore Agency	Cell:	609-335-1734
	600 Route 539	Fax:	609-296-0905
	Tuckerton, NJ 08087	S/O:	Harry Disbrow

dkd@bayshorerealty.com

Member Services	Jennifer Branchini, CRS	Phone:	
	BHG Tri-Valley Realty	Cell:	925-577-6113
	5442 Corte Paloma	Fax:	925-463-6145
	Pleasanton, CA 94566	S/O:	Cam Inman
	jbranchini@gmail.com		

Public & Federal Issues	Brenda Small, BPOR, GRI	Phone:	
	Keller Williams Capital Properties	Cell:	202-841-4312
	3003 Van Ness Street NW, Apt. W129	Fax:	202-243-7701
	Washington, DC 20008	S/O:	Aaron Dawkins
	bsmall@kw.com		

REALTOR® Party Director	Charlie Oppler, AHWD	Phone:	201-337-3392
	207 Franklin Farms Court (residence)	Cell:	201-314-4922
	Franklin Lakes, NJ 07417	Fax:	201-337-6724
	chasoppler@aol.com	S/O:	Geri Oppler

REALTOR® Party Community Engagement	Wendell Bullard, GRI	Phone:	
	Bullard Properties, LLC	Cell:	919-621-6953
	1532 Pomona Drive	Fax:	919-596-7589
	Durham, NC 27707	S/O:	Lisa Ann Walton-Bullard
	bullardw@aol.com		

REALTOR® Party Disbursement	Carol Griffith, GRI	Phone:	810-227-1016, x203
	Griffith Realty	Cell:	586-907-6930
	502 W. Grand River Avenue	Fax:	810-227-9531
	Brighton, MI 48116	S/O:	Ron Jones
	carol@griffithrealty.com		

REALTOR® Party Fundraising	Kenny Parcell, CRS	Phone:	801-794-7777
	665 East 820 South (residence)	Cell:	801-636-0222
	Salem, UT 84653	Fax:	
	Kenny@kennyparcell.com	S/O:	Heather Parcell

REALTOR® Party Member Involvement	Tracy Kasper, CRS, GRI, SFR	Phone:	208-459-4326
	Silverhawk Realty	Cell:	208-867-2709
	3041 S. Whitepost Way	Fax:	208-459-4533
	Eagle, ID 83616	S/O:	Mike Kasper
	tracy@justimagineidaho.com		

Second Century Ventures	Bob Kulick	Phone:	Phone: 408-376-3450
	Nova Investment Realty	Cell:	Cell: 408-489-9459
	18074 Daves Avenue	Fax:	Fax: 408-376-3459
	Monte Sereno, CA 95030	S/O:	S/O: Marilyn Kulick
	bobkul@gmail.com		

Special Projects	Beth L. Peerce	Phone:	
	Prime Time Properties	Cell:	310-880-4424
	2222 Avenue of the Stars, Suite 606	Fax:	
	Los Angeles, CA 90067	S/O:	Larry Peerce (310-418-3325)
	words4beth@aol.com		

Staff Executive	Idis Rivera	Phone:	312-329-8870
	National Association of REALTORS®	Cell:	708-699-4347
	430 North Michigan Avenue	Fax:	312-645-7738
	Chicago, IL 60611	S/O:	
	Irivera@REALTORS.org		

Staff Coordinator

Julie Finney

National Association of REALTORS®

430 North Michigan Avenue

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Phone: 312-329-8333

Cell: 312-493-9171

Fax: 312-929-0317

S/O:

2017 OFFICERS AND VICE PRESIDENTS COMMITTEE OVERSIGHT

PRESIDENT: Bill Brown (CA)

- Board of Directors
- Credentials and Campaign Rules Committee
- Delegate Body
- Executive Committee
- Leadership Academy
- Second Century Ventures Liaison
- Special Projects Liaison

PRESIDENT-ELECT: Elizabeth Mendenhall (MO)

- Strategic Thinking Advisory Committee
- Strategic Thinking Forum

FIRST VICE PRESIDENT: John Smaby (MN)

- Regional Vice Presidents
- Institute Advisory Committee Chair
- Multicultural Real Estate Leadership Advisory Group

TREASURER: Tom Riley (NH)

- Finance Committee
- Reserves Investment Advisory Board
- Treasurer's Forum
- Real Property Operations Committee

IMMEDIATE PAST PRESIDENT: Tom Salomone (FL)

- Credentials and Campaign Rules Committee Member
- Past Presidents' Advisory Group Member

Vice President of Association Affairs: Mabel Guzman (IL)
- Association Executives Liaison   - Business Specialties Group Liaison   - Consumer Relations Liaison   - Global Real Estate Liaison   - Law & Policy Liaison   - Member Services Liaison
Vice President of Government Affairs: Kevin Sears (MA)
- Commercial Liaison   - Large Residential Firms Relations Liaison   - Public & Federal Issues Liaison   - REALTOR® Party Director: Charlie Oppler (NJ)   - REALTOR® Party Community Engagement Liaison   - REALTOR® Party Disbursement Liaison   - REALTOR® Party Fundraising Liaison   - REALTOR® Party Member Involvement Liaison

MABEL GUZMAN, VICE PRESIDENT OF ASSOCIATION AFFAIRS

2017 COMMITTEE LIAISONS OVERSIGHT

Association Executives Liaison: Jarrod Grasso (NJ)

Senior Vice President: Doug Hinderer/Assistant: Janet Crowe

- Association Executives Committee
  - AE YPN Advisory Board
  - AEC/AE Institute Advisory Board
  - AEC/RCE Certification Advisory Board
  - AEC/Recommendations and Recognition Advisory Board
  - AEC/State AE Forum
- Local Leadership Idea Exchange Council
  - Mega, Large, Medium and Small Board Forums
- State Leadership Idea Exchange Council
  - Large, Medium and Small State Forums

Business Specialties Group Liaison: Baro Shalizi (NM)
Senior Vice President: Bob Goldberg/Assistant: Cherie Pollard

- Resort & Second Home Real Estate Committee (reports to the PPCC on federal public policy issues only)
- Real Property Valuation Committee (reports to the PPCC on federal public policy issues only)
  - Real Property Valuation Forum

Consumer Relations Liaison: Christine Hansen (FL)
Senior Vice President: Stephanie Singer/Assistant: Yolanda Byrd

- Consumer Communications Committee

Global Real Estate Liaison: Mark Kitabayashi (WA)
Senior Vice President: Janet Branton/Assistant: Sue Young

- Global Business and Alliances Committee (reports to the PPCC on federal public policy issues only)
  - Global Business Councils Forum
  - Global Alliances Advisory Board
  - CIPS Advisory Board

Law & Policy Liaison: Diane Disbrow (NJ)
Senior Vice President: Katie Johnson/Assistant: Aimee Nieves

- Legal Action Committee
  - Amicus Brief Advisory Board
- Risk Management Committee
- Multiple Listing Issues & Policies Committee

- o   Multiple Listing Service Forum
  - o   MLS Technology & Emerging Issues Advisory Board
- Professional Standards Committee
  - o   Commitment to Excellence Advisory Board
  - o   Professional Standards Forum
  - o   PS Interpretations and Procedures Advisory Board
- Membership Policy & Board Jurisdiction Committee

Member Services Liaison: Jennifer Branchini (CA)
Senior Vice President: Stephanie Singer/Assistant: Yolanda Byrd
Senior Vice President: Lawrence Yun/Assistant: Caroline Van Hollen
Senior Vice President: Bob Goldberg/ Assistant: Cherie Pollard
Senior Vice President: Mark Lesswing/ Assistant: Kathy Michaels

- Member Communications Committee
  - Young Professionals Network Advisory Board
  - Emerging Business & Technology Forum
- Research Committee
  - Residential Economic Issues & Trends Forum
- Data Strategies Committee
- Meeting & Conference Committee
- Professional Development Committee

KEVIN SEARS, VICE PRESIDENT OF GOVERNMENT AFFAIRS

2017 COMMITTEE LIAISONS OVERSIGHT

Public & Federal Issues Liaison: Brenda Small (DC)

Senior Vice President: Jerry Giovaniello/Assistant: Lynda Keese

- Public Policy Coordinating Committee
- Business Issues Policy Committee
    - Federal Technology Policy Advisory Board
- Conventional Financing & Policy Committee
- Federal Financing & Housing Policy Committee
- Federal Taxation Committee
- Insurance Committee
- Land Use, Property Rights & Environment Committee
- Federal Legislative & Political Forum
- Regulatory Issues Forum

Commercial Liaison: Deena Zimmerman (IL)
Senior Vice President: Janet Branton/Assistant: Sue Young
Senior Vice President: Lawrence Yun/Assistant: Caroline Van Hollen

- Commercial Committee (reports to the PPCC on public policy issues only)
    - Commercial Legislation & Regulatory Advisory Board
    - Commercial Real Estate Research Advisory Board
    - Commercial Leadership Forum
    - Commercial Economic Issues & Trends Forum
    - Property Management Forum
- Large Commercial Firms Advisory Group

Large Residential Firms Relations: Robert Bailey (CA)
Senior Vice President: Jerry Giovaniello/Assistant: Lynda Keese

Senior Vice President: Bob Goldberg/Assistant: Cherie Pollard

- Large Residential Firms Real Estate Services Advisory Group
- Idea Exchange Council for Brokers
- Top 75 Large Residential Firms NAR Directors Forum

CHARLIE OPPLER

2017 REALTOR® PARTY DIRECTOR

REALTOR® Party Community Engagement Liaison: Wendell Bullard (NC)

Senior Vice President: Walt Witek/Assistant: Kathleen LaMarre

- Housing Opportunity Committee (reports to the PPCC on public policy issues only)
- State & Local Issues Policy Committee (reports to the PPCC on public policy issues only)
  - Smart Growth Advisory Board
- Diversity Committee (reports to the PPCC on policy issues)

REALTOR® Party Disbursement Liaison: Carol Griffith (MI)

Senior Vice President: Walt Witek/Assistant: Kathleen LaMarre
Senior Vice President: Jerry Giovaniello/Assistant: Lynda Keese

- RPAC Trustees Federal Disbursement Committee (**Giovaniello)**
  - Federal Independent Expenditures Advisory Board
- State and Local Issues Mobilization Support Committee
- REALTOR® Party Trustees Campaign Services Committee

REALTOR® Party Fundraising Liaison: Kenny Parcell (UT)

Senior Vice President: Walt Witek/Assistant: Kathleen LaMarre

- RPAC Trustees Fundraising Committee
  - Corporate Ally Program Advisory Board
  - RPAC Fundraising Forum
  - RPAC Major Investor Council
  - RPAC Participation Council

REALTOR® Party Member Involvement Liaison: Tracy Kasper (ID)

Senior Vice President: Walt Witek/Assistant: Kathleen LaMarre

- REALTOR® Party Member Involvement Committee
  - Broker Involvement Council

The following Liaisons report to the President:

- Second Century Ventures Liaison: Bob Kulick (CA)
- Special Projects Liaison: Beth A. Peerce (CA)

NOTE: Committees that report to PPCC on public policy issues: Diversity Committee, Commercial Committee, Global Business and Alliances Committee, Housing Opportunity Committee, Resort & Second Home Real Estate Committee, Real Property Valuation Committee, State and Local Issues Policy Committee.