

## RCE BODY OF KNOWLEDGE

The RCE Body of Knowledge identifies the five competencies and 29 topic areas that RCE candidates should know and understand to prepare for the RCE exam. The RCE exam, which is comprised of three modules, consists of 120 multiple-choice questions – 40 questions in each of the three modules. Candidates can sit for one, two, or all three modules at a time, and are required to obtain a passing score of 75% on each of the three modules in order to earn the RCE designation. RCE exams are offered online annually in February and October, with an RCE proctor.

[The Answer Book](#), the main study reference for the exam, is comprised of 29 chapters that mirror the 29 topic areas outlined in the RCE Body of Knowledge. The RCE Body of Knowledge, below, is a customized blueprint of the necessary knowledge base leading to the RCE designation.

MODULE 1	MODULE 2	MODULE 3
<p>Manage the Association and Its Business Operations</p> <ul style="list-style-type: none"> <li>❖ Association Structures and Relationships</li> <li>❖ Association Technology</li> <li>❖ Budget and Financial Management</li> <li>❖ Commercial Services and Structures</li> <li>❖ Facilities and Equipment</li> <li>❖ Human Resource Management</li> <li>❖ Legal and Regulatory Activities</li> <li>❖ Meeting Management</li> <li>❖ Membership Development</li> <li>❖ Planning and Visioning</li> <li>❖ Product/Program Development</li> <li>❖ Professional Services</li> </ul>	<p>Understand the Structure of the REALTOR® Organization</p> <ul style="list-style-type: none"> <li>❖ Advocacy and REALTOR® Party</li> <li>❖ Governing Documents and Policy</li> <li>❖ Institutes, Societies, and Councils, and NAR Designations, Certifications, and Certificate Courses</li> <li>❖ Membership Policies and Procedures</li> <li>❖ MLS Policies and Delivery of Services</li> <li>❖ Professional Standards</li> </ul> <p>Foster Effective Interpersonal Relationships</p> <ul style="list-style-type: none"> <li>❖ Working with External Organizations</li> <li>❖ Working with Volunteers</li> </ul>	<p>Understand Real Estate Issues and Trends</p> <ul style="list-style-type: none"> <li>❖ Diversity, Equity and Inclusion</li> <li>❖ Fair Housing</li> <li>❖ General Real Estate Practices</li> <li>❖ Global</li> <li>❖ Real Estate Issues and Trends</li> </ul> <p>Communicate Valuable Information</p> <ul style="list-style-type: none"> <li>❖ Communications</li> <li>❖ Education</li> <li>❖ Marketing</li> <li>❖ Public Relations Programs</li> </ul>
<p><b>MODULE 1</b></p>		
<p><b>MANAGE THE ASSOCIATION AND ITS BUSINESS OPERATIONS</b></p> <p>Association executives (AEs) today need a comprehensive skill set, including the ability to prioritize time, finances, materials, space and human resources; to plan and coordinate processes to produce desired results; build a professional environment of trust and respect; and optimize association resources to ensure effectiveness of association decisions and provide knowledge for members.</p>		
<p><b>ASSOCIATION STRUCTURES AND RELATIONSHIPS</b></p> <ul style="list-style-type: none"> <li>❖ Understand board of choice and universal access to services</li> <li>❖ Understand association structure – 501(c)6 for-profit and applicability to REALTOR® associations</li> <li>❖ Understand the structure of a 501(c)3 non-profit subsidiary (e.g., charitable or education foundation)</li> <li>❖ Understand the Three-Way Agreement</li> <li>❖ Understand the advantages and disadvantages of mergers/consolidations and describe how they are accomplished</li> <li>❖ Understand the shared services concept</li> <li>❖ Define and implement structural and internal audits</li> </ul>		
<p><b>ASSOCIATION TECHNOLOGY</b></p>		

- ❖ Understand fundamental relationship database technology, including M1 (formerly known as NRDS), and be able to demonstrate the skills necessary to be a point of entry (POE)
- ❖ Be familiar with website resources including nar.realtor, and state association websites
- ❖ Develop and manage an interactive website, as mandated by the NAR Core Standards. Website to include links to other levels of the association for promotion of member programs, products and services, and access to professional standards and arbitration filing processes
- ❖ Have working knowledge of social media from the association perspective and how to communicate with members and the public (e.g., Facebook, YouTube, LinkedIn, Instagram, etc.)
- ❖ Identify e-commerce options (i.e., NAR and others)
- ❖ Use social media to communicate with members and the public (e.g., Facebook, YouTube, LinkedIn, Instagram, etc.)
- ❖ Demonstrate competency using technology tools such as webinars, virtual meeting software, podcasts, cloud storage, etc.
- ❖ Perform due diligence when working with and engaging third parties who receive, store, and work with the association data assets including member information, areas of cybersecurity, privacy policies, risk assessments, access and storage, and liabilities for data protection

#### **BUDGET AND FINANCIAL MANAGEMENT**

- ❖ Understand applicable IRS regulations governing for-profit and not-for-profit corporations; unrelated business income tax (UBIT); and the basic requirements of IRS Form 990 and 990T, as well as any other required state forms for exempt organizations. If the association is not tax-exempt or has for-profit subsidiary entities, understand basic requirements of the IRS Form 1120 and any required stated income tax returns
- ❖ Understand state corporate law, sales and include tax law and reporting requirements relevant to the association
- ❖ Adopt policies to ensure the fiscal integrity of the association's financial operations, as mandated by the NAR Core Standards: policies and practices include basic bookkeeping skills; accounting principles including the difference between cash and accrual accounting; payroll management; applying financial controls including internal and external audit procedures; reviews and/or compilations; enforcing policies and procedures; adopt a conflict of interest and records retention policy
- ❖ Understand NAR Core Standards requirements relating to the requirement to have an audit, review or compilation report prepared by a CPA annually based on the annual revenue of the association:
  - If association's annual revenues are \$50,000 or more, it must obtain a CPA report that includes an audit opinion or an accountant's review report
  - If association's annual revenues are less than \$50,000 annually, it must obtain a compilation report prepared by a CPA
- ❖ Forecast association financial needs and plan accordingly to meet strategic objectives
- ❖ Understand all aspects of the NAR dues variable formula
- ❖ Identify components needed to develop, monitor, and implement the association budgets, including planning for a capital budget
- ❖ Determine products and services and expectations for a business plan
- ❖ Understand and implement e-commerce applications and understand principles related to association business
- ❖ Train to ensure that that board of directors and other volunteer leadership understands its role in the financial management of the association's assets
- ❖ Understand the different corporate tax structures (e.g., tax exempt, for profit, foundation, parent and subsidiary companies)
- ❖ Determine the structure that best suits the association's strategic objectives
- ❖ Evaluate whether a foundation can help meet association's goals

#### **COMMERCIAL SERVICES AND STRUCTURES**

- ❖ Understand commercial structures and overlay boards
- ❖ Understand the services offered to associations through NAR's Commercial team
- ❖ Understand how NAR supports the commercial real estate sector, including resources and services available for members on [nar.realtor/commercial](http://nar.realtor/commercial)
- ❖ Understand the Institute Affiliate Dues structure
- ❖ Understand NAR's industry partners, including the five NAR commercial affiliate organizations and other external organizations
- ❖ Provide access to NAR's commercial resources, including research and technology tools (RPR Commercial, [commercialsearch.com](http://commercialsearch.com)) and commercial advocacy information)

**FACILITIES AND EQUIPMENT**

- ❖ Comply with the provisions of the ADA, as well as state and local fire marshal, zoning, and occupancy restrictions
- ❖ Implement appropriate risk reduction/insurance activities
- ❖ Perform needs assessments for facilities and equipment; develop RFPs for significant purchases
- ❖ Understand the issues related to maintenance, lease, and purchase agreements

**HUMAN RESOURCE MANAGEMENT**

- ❖ Identify and understand employee hiring and termination procedures, and be able to document actions in compliance with employment law
- ❖ Understand appropriate federal and state employment issues including worker's compensation insurance, wrongful dismissal and unemployment claims
- ❖ Identify questions that may/may not be asked in job interviews
- ❖ Know the classes protected by federal and state law
- ❖ Understand the differences between exempt and non-exempt positions
- ❖ Understand the ramifications of hiring an independent contractor
- ❖ Annually review and update as needed, current job descriptions for each staff member
- ❖ Conduct annual performance reviews for each employee
- ❖ Succession strategy: development of succession strategies for key association positions (such as an emergency transition plan, ongoing development and cross-training of key staff)

**LEGAL AND REGULATORY ACTIVITIES**

- ❖ Maintain, or have access to, legal counsel, as mandated by the NAR Core Standards, and understand how to select and manage outside counsel relationships, including litigation management and basic litigation principles
- ❖ Understand the application of the Americans with Disabilities Act (ADA), state and local regulations to association activities and ensure compliance, including website accessibility compliance
- ❖ Have an understanding of antitrust laws fundamentals and ensure association's compliance with these laws; provide training to volunteer leadership and information to members regarding anti-trust
- ❖ Implement and maintain a document retention policy and ensure compliance
- ❖ Minimize liability for the association, officers, directors, and committees, through understanding providing training to leadership on fiduciary duties and other key responsibilities
- ❖ Understand and ensure compliance with trademark policies applicable to the REALTOR® trademark
- ❖ Understand intellectual property laws, including patent laws and copyright law concepts, and the licensing of music, software, photos, etc. to ensure compliance and avoid legal liability
- ❖ Understand insurance policies, coverage, and limits of, particularly NAR's umbrella professional liability policy; understand and determine coverage and limits of NAR's Umbrella Policy and combine with commercial coverage where applicable
- ❖ Understand the legal liabilities of social media
- ❖ Understand basic contracting principles and concepts, and contract clauses, such as indemnification, limitations of liability, force majeure and governing law, to protect the association and protect it from potential liabilities for association

**MEETING MANAGEMENT**

- ❖ Develop policies with volunteers regarding committee and agenda preparation, defining the purpose of the meeting, meeting notices, materials preparation and recording of meeting minutes pursuant to association policy and Robert's Rules of Order
- ❖ Work with volunteers to develop successful meeting and event planning procedures including speaker and site selection, room set-up, AV use, food/ beverage and registration and fees
- ❖ Understand basic elements of meetings contracts, including cancellation policies (e.g., force majeure clause), insurance policies and vendor liability law
- ❖ Ensure policies and procedures are in place to address attendees requiring special accommodations
- ❖ Develop procedures for meeting follow-up and evaluation
- ❖ Utilize technology tools for conference calls, videoconferencing, podcasts, webinars, etc.
- ❖ Research and negotiate contracts with favorable terms for the association with speakers and facilities

#### **MEMBERSHIP DEVELOPMENT**

- ❖ Gain basic understanding of strategic goals for membership development
- ❖ Understand the membership classifications and the membership benefits and programs at all three levels of REALTOR® associations (local, state, and national) and on nar.realtor
- ❖ Create realistic membership goals that are reflected in the association's strategic plan and obtain the resources necessary to accomplish them
- ❖ Develop and maintain a member value proposition
- ❖ Understand membership trends in real estate and other related industries and measure the impact of those trends

#### **PLANNING AND VISIONING**

- ❖ Understand the main elements of strategic plans, business plans, and mission and vision statements
- ❖ Annually adopt a strategic or business plan that meets or exceeds NAR Core Standards
- ❖ Regularly examine industry trends that may impact the association's vision, mission and/or strategic or business plan, and report to volunteer leadership
- ❖ Manage the elements and process of forming a strategic planning session, including a committee, location, agenda, responsibilities, assignments, review and follow-up, selecting a facilitator and assuring that diverse stakeholders are represented
- ❖ Develop business plans for the overall association, as well as for new products/services, and manage budget integration
- ❖ Understand and utilize best practices for gathering information, including member surveys, focus groups, etc.
- ❖ Understand impacts of demographic differences to address the desires and needs of future members and leadership when planning and visioning

#### **PRODUCT/PROGRAM DEVELOPMENT**

- ❖ Identify core vs. optional services and determine whether the product/service offering is consistent with association's mission statement and strategic plan and value proposition
- ❖ Identify available NAR, state, and local programs and products and communicate the offerings to membership
- ❖ Assess the impact of a product or program for any association liability, impact on tax status, and staffing
- ❖ Periodically re-evaluate association products/ services throughout the product life-cycle
- ❖ Develop and conduct a member needs assessment to determine products and services needed by membership
- ❖ Develop and conduct member, market, and competitive research to determine if the product/ service is feasible for delivery, including a cost/ benefit analysis
- ❖ Create a business plan for products/services including the product requirements, rationale, funding and implementation plan

#### **PROFESSIONAL SERVICES**

- ❖ Understand how to conduct needs analysis for professional services, including cost/budget, purchase vs. lease, length of contract term and renewal, responsible parties, etc.
- ❖ Understand how to prepare an RFP for potential vendors
- ❖ Understand the skills needed for procuring new services, determining contract agreement terms, understanding basic contract language and contract provisions
- ❖ Identify and develop criteria for the procurement, management, evaluation and termination of professional service relationships: legal counsel, financial consultants and auditors, technical/ computer consultants, et al.

## **MODULE 2**

### **UNDERSTAND THE STRUCTURE OF THE REALTOR® ORGANIZATION WITHIN THE CONTEXT OF THE EVOLVING REAL ESTATE INDUSTRY**

Demonstrate the ability to analyze, interpret, and apply REALTOR® association governance, policies, and procedures to understand and work with the governance and structure of the REALTOR® association.

### **ADVOCACY AND REALTOR® PARTY**

- ❖ Understand the local, state, and national expectations and goals for Call-For-Action (CFA) rates and REALTOR® Political Action Committee (RPAC) fundraising
- ❖ Identify information, programs, and data available for REALTOR® voter registration and voting engagement efforts
- ❖ Understand the expectations and directions of the NAR Core Standards Advocacy section
- ❖ Be familiar with the resources on realtorparty.realtor; be able to find information about the REALTOR® Political Action Committee (RPAC), political funding, grants, programming and other resources at the local, state, and national levels
- ❖ Have connections with government affairs professionals at the local, state, and national associations who administer political and government affairs activities, including PAC legal compliance
- ❖ Understand and identify the fundamentals of applying for NAR REALTOR® Party grants, programs and services
- ❖ Understand evaluating candidates, the candidate interview process and legal requirements for disbursements of PAC checks
- ❖ Coordinate with neighboring associations, the state/local associations, and coalitions on key issues and effort
- ❖ Be intimately familiar with the application process of the various political programs, grants and resources at the local, state, and national levels
- ❖ Develop and administer education programs for REALTOR® on political and legislative processes
- ❖ Develop and administer programs for monitoring and advocating for government affairs priorities at the local, state, and national level
- ❖ Understand the role of the local Government Affairs Director (GAD) and associated responsibilities (monitoring governments, reporting to members, representing the association in public policy development, etc.)
- ❖ Identify both traditional and non-traditional coalition partners, and ways REALTOR® goals and values align with other organizations, such as real estate industry organizations, housing and finance trade associations, property rights coalitions, workforce and affordable housing organizations and chambers of commerce
- ❖ Identify strategies to affect public policies, including utilizing REALTOR® Party programs, services and grants, and other methods to elect REALTOR® friendly candidates; mobilize members when action is needed and to influence in community development decisions
- ❖ Identify resources available for policy development strategies and support

### **GOVERNING DOCUMENTS AND POLICY**

- ❖ Understand the components of and be able to apply/ comply with the following: Bylaws, NAR Model Bylaws; Constitution; and Articles of Incorporation
- ❖ Understand and enforce the REALTOR® dues formula
- ❖ Know the function and purpose of governing documents, policies, and procedures
- ❖ Maintain governing documents in compliance with NAR policy
- ❖ Be able to obtain approval of governing documents by NAR (a condition of coverage under NAR's Master Professional Liability Insurance Policy)
- ❖ Understand and ensure compliance as mandated by the NAR Core Standards
- ❖ Understand the difference between bylaws (broad statement) and policies (precise statements); understand how and who can modify or amend bylaws and policies

<p><b>INSTITUTES, SOCIETIES, AND COUNCILS, AND NAR DESIGNATIONS, CERTIFICATIONS, AND CERTIFICATE COURSES</b></p> <ul style="list-style-type: none"> <li>❖ Identify the Institutes, Societies and Councils and understand the scope of their respective designations</li> <li>❖ Identify the various NAR Designations and Certifications and Certificate Courses and understand their purpose in the marketplace</li> <li>❖ Be aware of programs offered by NAR Academy in partnership with Columbia College</li> <li>❖ Identify and assess the need for developing specialty sections or councils (e.g., appraisers, property managers)</li> <li>❖ Know the steps needed to bring a NAR designation or certification course to the association and what resources and support are offered by NAR and the ISCs</li> </ul>
<p><b>MEMBERSHIP POLICIES AND PROCEDURES</b></p> <ul style="list-style-type: none"> <li>❖ Understand board of choice (BOC) and how BOC policies apply to other association services: <ul style="list-style-type: none"> <li>➤ Identify how BOC applies to a designated REALTOR®</li> <li>➤ Identify how BOC applies to a firm's licensees where the firm's DR belong to different boards/associations and where the firm operates in multi-state markets</li> <li>➤ Identify the requirement for a REALTOR® (non-principal) to choose an association as primary</li> <li>➤ Identify how NAR dues formula applies to a DR who holds both primary membership in one association and secondary membership in another</li> <li>➤ Identify whether a secondary member may receive multiple listing services</li> </ul> </li> <li>❖ Identify, implement and enforce member policies and procedures, including: <ul style="list-style-type: none"> <li>➤ types of membership</li> <li>➤ membership qualification criteria</li> <li>➤ application process</li> <li>➤ membership privileges and obligations (including triennial Code of Ethics training requirement)</li> <li>➤ membership suspension, expulsion or termination</li> </ul> </li> </ul>
<p><b>MLS POLICIES AND DELIVERY OF SERVICES</b></p> <ul style="list-style-type: none"> <li>❖ Understand the value and purpose of MLS, including ancillary services</li> <li>❖ Be able to describe the differences between core, basic and optional services</li> <li>❖ Understand the difference between an MLS subscriber and participant and how their rights/ privileges differ</li> <li>❖ Understand the different MLS operational structures (committees, corporations and regional entities) and the NAR MLS policies and model documents</li> <li>❖ Understand listing content management and distribution including ownership (copyright vs. license) and authorized displays and possible uses of MLS data by participants, subscribers, and others including IDX, VOW, syndication, aggregation and other service vendors</li> <li>❖ Understand NAR Model MLS Rules and their impact on MLS services and delivery and ensure policies are in compliance with NAR MLS policies and model documents</li> <li>❖ Understand the value and functions of RESO, data dictionary, WEB API, and industry data standards</li> <li>❖ Enforce NAR MLS Rules and Regulations, including the NAR MLS Antitrust Compliance Policy</li> <li>❖ Understand the use of listing content and the enforcement procedures for state and federal regulations, intellectual property rights, and applicable laws (antitrust, copyright, agency)</li> <li>❖ Understand the role of MLS policy and license agreements to authorizing the access to and use of MLS data</li> <li>❖ Understand the unilateral offer of compensation in MLS and the determining factors for procuring cause</li> <li>❖ Understand the potential benefits of MLS regionalization, cooperative, and reciprocal agreements</li> <li>❖ Develop and implement policies regarding data feeds for subscribers, participants, and third-parties</li> <li>❖ Develop and implement policies regarding the public distribution and use of MLS statistics</li> </ul>
<p><b>PROFESSIONAL STANDARDS</b></p>

- ❖ Know components of the Code of Ethics, the NAR Handbook on Multiple Listing Policy, and the Code of Ethics and Arbitration Manual
- ❖ Be able to explain the duties of the REALTOR® under the Code of Ethics and how they apply to his/her daily business
- ❖ Describe the general steps for processing an ethics complaint and for processing an arbitration request (including who is eligible to file and the differences between an ethics complaint and an arbitration request)
- ❖ Know the role and scope of the Grievance Committee, Professional Standards Committee and the Board of Directors in conducting ethics hearings, arbitration hearings and appeal hearings
- ❖ Understand and enforce NAR's Code of Ethics training requirements
- ❖ Understand and enter into a cooperative enforcement agreement
- ❖ Understand NAR's REALTOR® Association Dispute Resolution Process
- ❖ List the basic principles of due process and how they apply to administrative timelines and the role of the Association Executive to ensure parties a fair and impartial hearing
- ❖ Understand the differences between mandatory and voluntary arbitration
- ❖ Know the elements of an ethics decision including: (1) clearly articulated findings of facts that support the conclusion and are reasonably applicable to the cited articles (2) progressive discipline and (3) use Declaratory Relief when appropriate
- ❖ Understand what a REALTOR® association may publish about a member found in violation of the Code of Ethics
- ❖ Promote and explain the benefits of mediation
- ❖ Promote and explain the benefits of the ombudsman service
- ❖ Understand both employee and member roles in the observance of confidentiality
- ❖ Understand who must be disqualified/excused from any tribunal considering a professional standards matter
- ❖ Understand the NAR Core Standards that apply to professional standards
- ❖ Understand the relationship between REALTORS® on the various tribunals, and their roles compared to the AEs in the professional standards process
- ❖ Promote and explain the benefits of the dispute resolution system for buyer and seller (DRS)
- ❖ Understand the optional sections in the NAR Code of Ethics and Arbitration Manual that may be adopted at the discretion of the association
- ❖ Understand the options available to REALTOR® associations to expedite complaints – fast track processing, ethics mediation, citation policy, anonymous complaints, expedited administrative ethics procedures
- ❖ Understand sanctioning guidelines (Appendix VII, Part 4) and the principles of progressive discipline
- ❖ Promote the benefits of the mediation process as compared to the arbitration process
- ❖ Promote the benefits of the ombudsman process compared to the ethics process and the arbitration process

#### **FOSTER EFFECTIVE INTERPERSONAL RELATIONSHIPS**

Demonstrate the ability to accomplish objectives through effective relationships and partnerships with a variety of internal and external constituencies and coalitions; integrate social, organization, and technological considerations to implement the most effective structures and processes; effectively manage and work with staff and volunteers and to develop effective coalitions.

#### **WORKING WITH EXTERNAL ORGANIZATIONS**

- ❖ Identify and use NAR grants (Smart Growth Action Grants, Commercial Innovation Grants, Diversity Initiative Grants, Placemaking Grants, etc.)

#### **WORKING WITH VOLUNTEERS**

- ❖ Understand the role of leadership, volunteers and staff
- ❖ Understand the differences between committees, and task forces/work groups
- ❖ Implement an annual call for volunteer leaders
- ❖ Identify training and other opportunities for volunteers to develop their leadership skills
- ❖ Provide access to training and develop effective committee and work group leaders
- ❖ Develop programs to recruit, recognize, and retain volunteers
- ❖ Understand and accommodate volunteers' generational and motivational preferences
- ❖ Provide access to a leadership training program that ensures the most qualified individuals are leading officer and director orientation
- ❖ Understand, and accommodate different leadership styles, personality types, generational and motivational preferences

## MODULE 3

### UNDERSTAND REAL ESTATE ISSUES AND TRENDS

Understand the diverse issues that foster a successful real estate operation, as well as the forces that are shaping the industry; manage the changes to ensure an environment that puts the REALTOR® at the center of every real estate transaction; analyze and affect the impact of issues and trends in the industry.

### DIVERSITY AND INCLUSION

- ❖ Be knowledgeable about the many types of diversity (age, gender, racial and ethnic background, etc.) in local markets, in the membership and in association leadership
- ❖ Identify the purposes of NAR's Leading with Diversity workshop and Diversity Grants
- ❖ Understand and communicate the importance of meeting the association's goals of structuring the Directors/committees to be inclusive and reflect the diverse membership
- ❖ Communicate demographic trends, statistics, the value of inclusion, and ideas to the membership and leadership
- ❖ Identify and promote community outreach programs, leadership development programs, and mentoring programs for diversity

### FAIR HOUSING

- ❖ Be knowledgeable about federal, state, and local fair housing laws, types of potential violations and the consequences, and where complaints may be filed
- ❖ Understand the importance of and the application of Article 10 of the Code of Ethics
- ❖ Promote the principles of fair housing
- ❖ Develop regular fair housing communications to members
- ❖ Be familiar with NAR fair housing resources and grant opportunities to support local initiatives
- ❖ Understand how fair housing laws, including those relating to advertising, are enforced in the community
- ❖ Educate members on fair housing testing and its implications
- ❖ Incorporate fair housing issues into education programs

### GENERAL REAL ESTATE PRACTICES

- ❖ Know the basics of real estate contract law
- ❖ Understand license law and regulations; identify agencies that regulate licensees
- ❖ Understand the liabilities inherent in real estate activities (e.g., misrepresentation, negligence)
- ❖ Be knowledgeable of disclosure requirements and related documentations to reduce liability (e.g., Megan's Law, stigmas)
- ❖ Understand basic listing/sales procedures, and terminology
- ❖ Describe the difference between Exclusive Right to Sell and Exclusive Agency agreements
- ❖ Understand independent contractor status and brokerage models
- ❖ Have a basic understanding of agency, agency relationships and agency disclosures
- ❖ Have a general understanding of basic real estate forms, particularly those offered by the local and state associations and ensure forms are regularly updated
- ❖ Have a general understanding of TRID (TILA/RESPA Integrated Disclosures)
- ❖ Identify NAR resources for brokers
- ❖ Be knowledgeable of record-keeping requirements for real estate practitioners
- ❖ Understand privacy laws (Do-Not-Call/Fax, Can Spam, etc.) as they pertain to real estate
- ❖ Be knowledgeable of real estate office employment issues
- ❖ Understand broker/agent relationships

### GLOBAL

- ❖ Be knowledgeable about the cultural diversity (racial and ethnic background, languages spoken, etc.) within the local market in the membership and in association leadership
- ❖ Raise awareness of NAR Global Programs and services to share with members in addition to awareness of the Global Achievement Program
- ❖ Identify and promote community outreach programs, leadership development programs, and mentoring programs for global
- ❖ Understand your role as a leader in connecting your association with economic development groups or local government entities to be sure the real estate industry is part of the larger discussions on foreign direct investment opportunities in your state

### **REAL ESTATE ISSUES AND TRENDS**

- ❖ Work with leadership and volunteers to identify the industry's major member/broker liability issues
- ❖ Understand the day-to-day operations of real estate practitioners
- ❖ Understand the types of government regulation impacting real estate brokerage, licensing and educational requirements
- ❖ Have a working knowledge of the basic economics of prevailing real estate brokerage business models (e.g., split commission, 100% commission, limited service) and their impact on members
- ❖ Understand trends affecting the transfer and ownership of real estate; this includes funding, document processing, title and escrow, and taxes
- ❖ Understand regulations affecting the ownership and transfer of real estate, fair housing, and diversity
- ❖ Identify, evaluate and develop action plans to address emerging real estate issues and trends
- ❖ Understand how the rapid evolution of technology impacts deliverables (products and services) of associations and MLSs
- ❖ Stay informed about social, political, technology and demographic trends and how those trends affect the real estate market and the business activity of members
- ❖ Analyze the impact of changing consumer demands and demographics and provide direction to members and the association
- ❖ Be knowledgeable about consumer demands and trends affecting the real estate transaction, including competitive entities and services to REALTORS<sup>®</sup>, such as FSBOs, third party aggregators, syndication, energy and green, MLS services and potential replacements, and related technologies
- ❖ Develop a leadership pipeline that accommodates changing member demographics and real estate business trends

### **COMMUNICATE VALUABLE INFORMATION**

Identify, acquire, interpret, and communicate valuable information to association members and external audiences; market programs and services that meet member needs; use knowledge, skills, and technological tools to achieve desired results; relate information from outside sources to support members in their day-to-day business.

### **COMMUNICATIONS**

- ❖ Utilize effective listening skills
- ❖ Utilize appropriate business writing skills for various communications, such as scripts, social media posts, speeches, blogs and articles
- ❖ Ensure president, president-elect and association staff subscribe to relevant NAR communication vehicles, such as newsletters, magazines, blogs, podcasts, The Hub, and social media groups
- ❖ Ensure staff effectively learns and uses print, email, web, social media, and video communication channels
- ❖ Understand and adhere to copyright privacy and trademark laws
- ❖ Implement a process to respond to feedback on social media platforms and other online channels
- ❖ Analyze current online communication channels and develop a comprehensive platform that includes design, data security, e-commerce features, and methods to drive traffic to the site(s)

### **EDUCATION**

- ❖ Develop and maintain effective education program record keeping and administration
- ❖ Understand and utilize educational resources available through the NAR family of REALTOR® organizations
- ❖ Work with state and neighboring associations, as well as local members, to present training programs
- ❖ Identify delivery systems and explore cost-effective sources
- ❖ Be able to negotiate instructor fees and expenses, room rental, and other costs of providing educational courses
- ❖ Determine course fees based upon a cost analysis
- ❖ Develop an annual education plan with corresponding budget
- ❖ Conduct education needs assessments based on member demographics and industry trends
- ❖ Develop the association's overall value proposition for education, and its long-term impact on the association budget

## **MARKETING**

- ❖ Understand the concepts of marketing and selling, and be able to define the differences
- ❖ Understand the value of the REALTOR® brand, its relationship to the association and ensure the brand is marketed consistently
- ❖ Communicate the association's value proposition to members in terms of real benefits (what's in it for them)
- ❖ Understand how technology changes marketing approaches
  - Be familiar with social media do's and don'ts
  - Comply with copyrights and licensing rules
- ❖ Identify the association's target audiences, and be able to customize a marketing plan to accommodate preferred methods of communication and maximize engagement (e.g., text, social media, radio, billboard, newspaper, newsletter)
- ❖ Understand the latest marketing methods and techniques and incorporate them into various platforms
- ❖ Conduct needs assessments to identify market opportunities
- ❖ Understand and evaluate marketing processes, functions and applications
- ❖ Leverage segmentation in marketing campaigns to personalize the member experience and increase relevancy within the organization
- ❖ Define strategic intent, establish standards of success, specify marketing goals, and be able to measure and evaluate results

## **PUBLIC RELATIONS PROGRAMS**

- ❖ Utilize the public relations tools provided by NAR and the state association
- ❖ Develop and maintain a media relations plan
- ❖ Define and understand public relations and the differences between PR and publicity
- ❖ Create a strategy for a public relations program that promotes REALTOR® value and positions the REALTOR® organization as the recognized resource for real estate information within the community
- ❖ Determine what content is relevant and newsworthy (articles, photos, videos, blogs) to various media outlets
- ❖ Develop consumer outreach programs using NAR Core Standards guidelines
- ❖ Develop and communicate the vision for the public relations strategy to both staff and leadership
- ❖ Develop and implement an effective strategic public relations and related communication plan