

# AEI INSTITUTE

MARCH 17-20, 2023 | SEATTLE, WA



#NARAEI2023



[nar.realtor/AEI](https://nar.realtor/AEI)



NATIONAL  
ASSOCIATION OF  
REALTORS®

# A Tale of Two Boards

---

Bob Harris, CAE

# NonProfits in America

1.5 million nonprofits

155,000 associations

7,200 chambers of commerce

**What Could Go  
Wrong?**

My Turn 😊

**When I'm President.**

*I have a pet project for you.*

# 2022-2025 GHAR STRATEGIC PLAN



## Mission

To advocate for real property rights, promote equal housing opportunity, and advance the professional growth of our members.



## Vision

That GHAR is the premier choice for agents and brokers in Connecticut.



## Diversity

To promote a diverse, equitable, and inclusive environment through open communication and equal access to programs and services.

### INDUSTRY ADVOCATES

Advance public policy, foster relationships with lawmakers to build strong communities, protect property interests, and promote a vibrant business environment.

#### Affordable, Accessible Housing

Expand opportunities for real estate ownership & tenancy.

#### Issues & Influence

Monitor the issues and partner with relevant business organizations, leaders and associations.

#### REALTOR® Party Support

Educate members about the importance of investing in the REALTOR® Party.

### PROFESSIONAL GROWTH

Elevate professionalism in business practices, ethical behavior and customer experience.

#### Knowledge Hub

Develop a knowledge hub for all agents. Provide access to tools, best practices, seminars and professional standards.

#### Professional Standards

Support our commitment to excellence through C2EX, continuing education, leadership development, and the Code of Ethics.

#### Real Estate Transactions

Support the integrity of the transaction and all persons involved.

### COMMUNITY PARTNERSHIP

Increase opportunity for and awareness of REALTOR® involvement and investment in our community.

#### Outreach

Promote giving back to the community through GHAR projects and events.

#### Brand & Image

Enhance public's image of the REALTOR® brand by increasing awareness and member profiles.

#### Credible Resource

Be the premier resource for real estate data and trends.

#### GHAR Foundation

Increase benefit & maximize the use of the GHAR Foundation.

### MEMBER EXPERIENCE

Empower & equip agents with ready access to tools and resources to enhance efficiency, while fostering an environment of camaraderie and cooperation.

#### Diversity

Embrace the strengths of our diverse community and membership by training agents to be more culturally aware in their real estate transactions.

#### Value & Services

Increase support and services, provide access to competitive systems and convey benefits, opportunities and value to enhance member success.

#### Events & Meetings

Improve opportunities for members to connect & learn through strategic events.

#### Member Engagement

Deliver the support, services, & events that engage members, and improve retention and recruitment.

### ORGANIZATIONAL EXCELLENCE

Provide continuous support and foster growth within our organization striving for excellence.

#### NAR and CT REALTORS®

Align with NAR's Core Standards as a part of our tripartite federation with NAR & CTR.

#### Governance

Ensure leadership pathways and succession by developing volunteers able to serve on board of directors and committees.

#### Financial Stewardship

Be excellent stewards of the assets, real property and technology while diversifying revenue and asset portfolio.

#### Professional Team

Support the CEO & continued development of our staff.



Greater Hartford Association of REALTORS®

430 New Park Ave, Suite 202, Hartford, CT 06106 | 860.561.1800 | [www.GHARonline.com](http://www.GHARonline.com) | [GHAR@GHARonline.com](mailto:GHAR@GHARonline.com)



# Gen. Colin Powell



s Kraft LLC/Corbis/Getty Images)

**Great leaders are  
almost always  
great simplifiers...**

# STRATEGIC PLAN: 2020-2022



- 1. Member Value & Engagement**  
Providing resources and opportunities to support success.  
Environmental influences  
Growth  
Resources



- 2. Smart Technology**  
Using technology to support member and association efficiency.  
Technology investment, use, and support  
Efficiency



- 3. Community & Public Relations**  
Increasing public awareness of real estate.  
Fair housing education and outreach  
REALTOR® brand promotion  
Community relations and service  
Media relations



- 4. Professional Standards**  
Delivering education to support professionalism and excellence in real estate.  
Ethics and arbitration  
Diversity, equity, and inclusion  
Education  
Consumer protection  
REALTOR® competence



- 5. Advocacy & Government Relations**  
Serving as the voice of real estate and property rights.  
Government relations  
Affordable housing  
Economic growth  
Collaboration with allied organizations



- 6. Association Excellence**  
Sustaining a model association through leadership and resources.  
Leadership competency  
Financial management  
Committees  
Management

The mission of the Tallahassee Board of REALTORS® is to protect property rights and support the success of our members.



NATIONAL  
ASSOCIATION OF  
REALTORS®

# Business Card Plan





## Personal Agenda

# What Conflict of Interest?

“We should get *something* for serving as a volunteer.”

# IRS Form 990

the organization's mailing address? If "Yes," provide the names and addresses on Schedule O . . . . 9

## Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates? . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	<input type="checkbox"/>	<input type="checkbox"/>
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<input type="checkbox"/>	<input type="checkbox"/>
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>13</b> Did the organization have a written whistleblower policy? . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>14</b> Did the organization have a written document retention and destruction policy? . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>15</b> Did the organization have a written policy regarding the organization's response to a disaster or emergency?	<input type="checkbox"/>	<input type="checkbox"/>

# Conflicts

- Disclose annually (per policy)
- Question at every meeting.
- Record in minutes.
- Promote transparency.
- Case by case basis – acknowledge, recuse, resign.

# Tool Kit

## Policy Management

Policies serve many purposes in an association. They represent the wisdom of the board of directors in interpreting the governing documents and identifying the best methods to advance and protect the organization.

### Contents

The Purpose of Policies .....	3
Definitions .....	3
Policies are NOT Procedures.....	4
Precautions .....	4
Policy Development.....	5
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From Bylaws .....	8
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Policy Samples.....	10
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CEO Performance Evaluation.....	10
Committee Authority .....	10
Compensation.....	11

SCAN ME



Roadmap

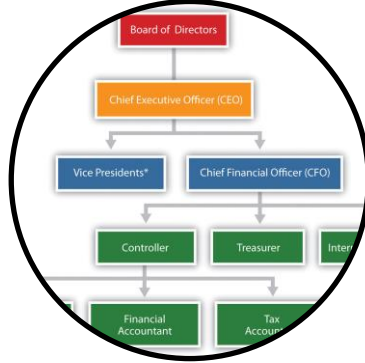
**We have a Strategic  
Plan?**



# Purposes of Planning



**Guide  
Transitioning  
Boards**



**Empower the  
Staff**



**Align  
Resources &  
Committees**



**Communicate  
Value**



2022 - 2024 Strategic Plan			
APPLY VALUE TO BUSINESS	ADVOCATE FOR BUSINESS	REINFORCE COMMUNITY EXCELLENCE	ALIGN RESOURCES FOR SUSTAINABILITY
<p>Provide resources and information to help businesses grow and succeed.</p> <p>Objective: To increase the number of businesses that are members of the Chamber.</p> <ul style="list-style-type: none"><li>1. Offer resources and information to help businesses grow and succeed.</li><li>2. Provide resources and information to help businesses grow and succeed.</li><li>3. Provide resources and information to help businesses grow and succeed.</li><li>4. Provide resources and information to help businesses grow and succeed.</li></ul>	<p>Provide resources and information to help businesses grow and succeed.</p> <p>Objective: To increase the number of businesses that are members of the Chamber.</p> <ul style="list-style-type: none"><li>1. Offer resources and information to help businesses grow and succeed.</li><li>2. Provide resources and information to help businesses grow and succeed.</li><li>3. Provide resources and information to help businesses grow and succeed.</li><li>4. Provide resources and information to help businesses grow and succeed.</li></ul>	<p>Provide resources and information to help businesses grow and succeed.</p> <p>Objective: To increase the number of businesses that are members of the Chamber.</p> <ul style="list-style-type: none"><li>1. Offer resources and information to help businesses grow and succeed.</li><li>2. Provide resources and information to help businesses grow and succeed.</li><li>3. Provide resources and information to help businesses grow and succeed.</li><li>4. Provide resources and information to help businesses grow and succeed.</li></ul>	<p>Provide resources and information to help businesses grow and succeed.</p> <p>Objective: To increase the number of businesses that are members of the Chamber.</p> <ul style="list-style-type: none"><li>1. Offer resources and information to help businesses grow and succeed.</li><li>2. Provide resources and information to help businesses grow and succeed.</li><li>3. Provide resources and information to help businesses grow and succeed.</li><li>4. Provide resources and information to help businesses grow and succeed.</li></ul>





## Powerful Advocacy



## Business Solutions



## Accountability & Economic Growth



## World Class Chamber



# 2020 Strategic Plan

# Brochure

The following implementation strategies support the Chamber's four organizational goals:



## Powerful Advocacy

- With input from many Chamber members, identify a compelling legislative agenda to advance Michigan.
- Maintain a highly effective lobbying team.
- Increase funding for political action.
- Retain business-friendly majorities in the State House and Michigan Senate.
- Retain a rule of law majority on the Michigan Supreme Court.
- Continue to collaborate with local chambers and trade or professional associations on issues of mutual interest.
- Deliver winning messaging on key issues, ballot proposals or election campaigns.
- Continue to be a strong leader of the Chamber Federation at the state and national level.



## Business Solutions

- Continue to provide high quality member benefits, products and services through Chamber Services.
- Develop new products and services beneficial to customers and profitable to the Chamber.
- Customize existing communications and open new channels of communication to more effectively reach current and prospective members and customers.
- Emphasize diversity in the growth of membership and strength of the Chamber.
- Achieve goals for membership growth and retention.
- Develop volunteer leaders and Chamber staff to serve as "Ambassadors" for the Chamber at the local level and in the policy arena.



## Accountability & Economic Growth

- Drive public policy debate for more efficient and effective government at the federal, state and local levels.
- Continue to partner with the US Chamber to educate and inform voters about the growing need for Congress and our next President to take bold action in 2017-18 on federal entitlement reform.
- Collaborate with education and economic development partners to close Michigan's talent gap by improving workforce readiness for high school and college graduates.
- Promote entrepreneurship, leadership and diversity initiatives through the Chamber Foundation.



## World Class Chamber

- Attract visionary volunteer leaders at the Chamber.
- Increase member engagement through annual regional meetings, Chamber of Commerce Day in Lansing and other special events.
- Improve Chamber marketing, advertising and communications through enhanced messaging and better use of technology.
- Encourage personal and professional development for Chamber staff.
- Improve the linkage between the Chamber Foundation, Chamber Services and the Michigan Chamber by promoting the "One Chamber" theme.
- Continue to rely on performance metrics and benchmarking of best practices to monitor progress toward the long term goal of 10,000 members or regular customers and \$10 million per year in revenue by 2020.
- Engage and provide services to local chambers.
- Earn recognitions and awards of excellence.
- Maintain leadership roles in the Chamber Federation.



**REALTOR® ASSOCIATION**  
of Sarasota and Manatee  
*Reach Further.™*

# 2023–2025 STRATEGIC PLAN



## ENGAGE

RASM supports an engaged membership through a culture of inclusion, collaboration, and value.

- **Member Engagement**  
Provide valuable opportunities to members to collaborate, create unique experiences, and grow professionally.
- **Broker Relations**  
Empower and support the success of our broker community.
- **Inclusion**  
Foster inclusivity through the diversity of our membership and communities.
- **Communications**  
Intentionally focus communications to most effectively reach members' unique interests and needs.



## LEARN

RASM provides opportunities to enhance members' productivity, profitability, and professionalism.

- **Ethics**  
Ensure fair and ethical cooperation within the profession.
- **Training**  
Deliver relevant education programs that expand members' business skills and increase professional competence.
- **Leadership Development**  
Identify future leaders and provide the tools and resources to help them reach their maximum potential.



## IMPACT

RASM is the voice for real estate, advocating for members, the profession, and our communities.

- **Influence**  
Enhance the effectiveness and capacity of our government relations efforts.
- **Grassroots Engagement**  
Encourage member involvement in government relations activities.
- **Issues Management**  
Position RASM as a thought-leader in identifying and influencing key issues such as housing, infrastructure, etc.
- **Community**  
Enhance the public perception of REALTORS® and the REALTOR® brand through the Foundation's charitable efforts and involvement.



## LEAD

RASM is a dynamic organization that adapts, innovates, and grows as a preeminent association.

- **Governance Structure**  
Maintain a structure that ensures the most productive environment for volunteers and staff.
- **Growth**  
Position RASM for opportunities that may arise to expand its impact.
- **Finances**  
Sustain the financial health of the association.
- **Professional Staffing**  
Support our CEO and the development of our professional staff to serve members with excellence and grow RASM.

### MISSION

Empower and engage our REALTOR® community by delivering essential services, resources, education and experiences that elevate member success and professionalism, while advocating for REALTOR® initiatives and private property rights.

### VISION

We are an innovative and relevant association that elevates the standards of professional excellence and is critical to our members' success while providing value to our community.

### VALUES

Member-Focused  
Transparency  
Inclusivity  
Innovation  
Collaboration




NATIONAL  
ASSOCIATION  
OF REALTORS





# Pop Up Banner at Meetings



## Strategic Objectives

**MISSION**

To provide our members with personalized service and exceptional resources

The most vibrant and valuable REALTOR® organization inspiring success, innovative growth, fun, and professional collaboration

**VISION**

### Core Missions

**ENGAGE**

Provide opportunities, benefits, and services that facilitate the success of members

Represent the interests of real estate and protect private property rights

**ADVOCATE**

**ELEVATE**


Provide education and information that elevates professionals and promotes standards of excellence

Improve awareness of the profession through community and public relations

**CARE**

**SUPPORT**

Maintain a highly effective organization to grow the profession



The mission of the Tallahassee Board of REALTORS® is to protect property rights and support the success of our members.

## Strategic Direction: THE ROAD TO 2020

- 1. Member Value**
  - Provide Resources and Tools
  - Facilitate Business Relations
  - Provide Technology Training
  - Serve All Real Estate Sectors
- 2. Community & Public Relations**
  - Increase Community Awareness
  - Improve Media Relations
  - Facilitate Community Involvement
- 3. Professional Standards**
  - Protect Consumers & Resources
  - Provide Education
  - Ensure Ethics
- 4. Advocacy & Government Relations**
  - Monitor & Respond to Legislative Issues
  - Encourage Engagement
  - Advocate for Housing
  - Maintain Collaboration
  - Support Regional Economic Growth
  - Support Leadership in Public Service
- 5. Association Excellence**
  - Increase Membership Growth
  - Maintain Financial Stewardship
  - Invest in Technology
  - Manage Assets
  - Develop Leadership
  - Maintain Professional Staffing





# Performance Measures

“Nonprofit have KPIs?”

# Everything can be measured.

- Membership
- Ratio dues to non-dues
- RPAC
- Committee Impact
- # Volunteers
- DEI - IDEA



To make the best use of TMA resources and staff time, please consider these questions before you initiate a project.

## What is the objective of this project?

(membership growth, revenue generation, provide CME, other)

## Which TMA goal(s) does this project support?

## What resources will the project require?

(e.g., staff, financial, equipment)

## What is the "return on investment"?

(value to members, efficiency improvement, etc.)

## How will you measure success?

(surveys, income, other)

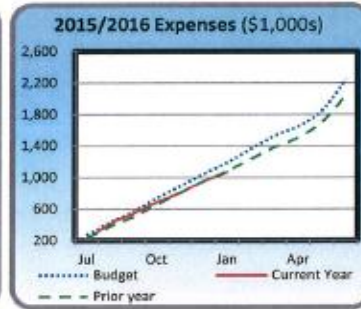
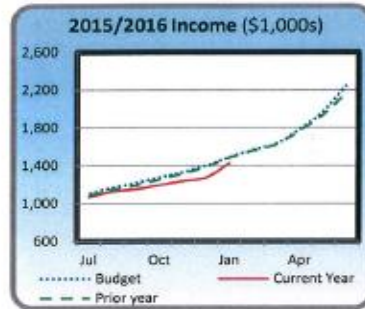
See the reverse side of this card for TMA's vision, mission, and goals.

**Arkansas Bar Association**  
**Monthly Dashboard Report**  
For the Period Ended January 31, 2016

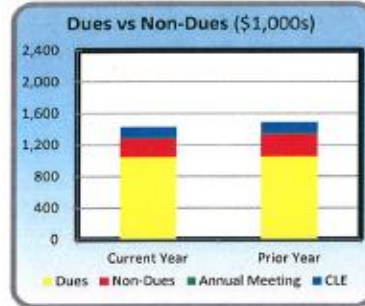
Date Prepared: 02/19/16

# Dashboard

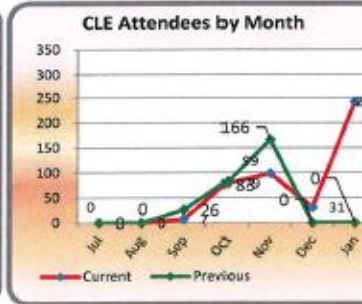
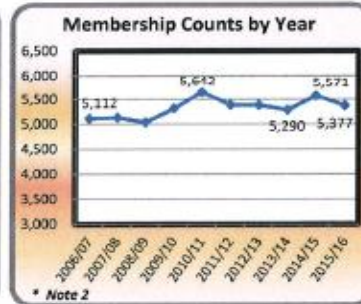
## Financial Information:



	YTD Actuals	YTD Budget	Variance	Annual Budget
Income	\$ 1,425,383	\$ 1,490,779	\$ (65,396)	\$ 2,257,075
Expenses	\$ (1,068,846)	\$ (1,190,018)	\$ 121,172	\$ (2,242,538)
Profit/Loss	\$ 356,537	\$ 300,761	\$ 55,776	\$ 14,537









## Non-Financial Information:



\*Note 1: Current Year Income and Expenses are from the annual budgeted amounts.

\*Note 2: Current Year Membership Counts are as of this report. Prior year counts are as of the end of the bar year.

# Performance Dashboard

WINTER PARK CHAMBER OF COMMERCE				
FINANCIAL EXECUTIVE SUMMARY DASHBOARD --- April 30, 2021				
BALANCE SHEET				
ASSETS	April 30, 2021	April 30, 2020	Dec 31, 2020	
Checking and Savings	300,995	41,988	49,372	
Certificates of Deposit	0	303,737	200,000	
Prepaid Expenses	184	187	214	
Checks to be deposited	2,055	736	576	
Investments -Schwab	2,718,359	2,053,131	2,552,034	
Fixed Assets - Net	818,239	816,003	818,239	
<b>Total Assets</b>	<b>3,839,833</b>	<b>3,215,782</b>	<b>3,620,435</b>	
LIABILITIES				
Accounts Payable	1,564	1,899	6,310	
Accrued Expenses	19	(2)	10	
PPP Loan	118,523	0	0	
<b>Total Liabilities</b>	<b>120,106</b>	<b>1,897</b>	<b>6,319</b>	
NET ASSETS				
Beginning Net Assets	1,950,805	1,950,805	1,950,805	
Unrestricted Net Asset	1,663,311	1,568,547	1,568,547	
Current year-to-date net income	105,611	(305,467)	94,764	
<b>Ending Net Assets</b>	<b>3,719,727</b>	<b>3,213,885</b>	<b>3,614,116</b>	
<b>Total Liabilities and Net Assets</b>	<b>3,839,833</b>	<b>3,215,782</b>	<b>3,620,435</b>	
CHAMBER BY THE NUMBERS				
MEMBERSHIP			SOCIAL MEDIA FOLLOWERS	
	April 21	April 20	April 21	April 20
Members	681	16%↓ 812		
Revenue	\$29,750	132%↑ \$12,831		6,258 12%↑ 5,609
Retention	69%	7%↓ 74%		4,869 15%↑ 4,244
TRUSTEE PROGRAM				
	April 21	April 20		
Platinum	19	6%↑ 18		8,915 .7%↓ 8,979
Gold	14	13%↓ 17		2,125 20%↑ 1,772
Patron	23	15%↑ 20		
ONLINE COMMUNICATION				
	April 21	April 20		
	13,267	79%↑ 7,429		
	9,091	8%↑ 8,383		



763 MEMBERS

- 565 Active Leadership
- 150 Active Instructional
- 48 Associate
- 293 Districts Represented



29%  
from 2018

285 new  
members

1377 Attendance CTAT Events

250 Educational Training Sessions

70 CEU Credits Available

56 Volunter Positions Filled



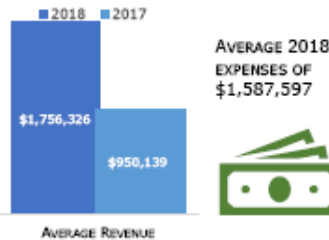
# Info-Graphics



How AGC Chapters are Advancing the Mission.

## OPERATIONS

### REVENUE AND EXPENSES



AVERAGE 2018  
EXPENSES OF  
\$1,587,597

**53%**

OF CHAPTER REVENUE  
COMES FROM MEMBERSHIP  
DUES



AGC CHAPTERS  
HAVE A MEDIAN  
OF  
**6**  
STAFF

### MEDIAN MINIMUM DUES

GC \$1,275  
SC \$948

### MEDIAN MAXIMUM DUES

GC \$16,171  
SC \$1,300

**2.5**

YEARS IS THE AVERAGE  
TERM FOR CHAPTERS'  
BOARD OF DIRECTORS

**87%**

OF CHAPTERS ALLOW  
SPECIALTY  
CONTRACTORS TO  
SERVE ON THEIR BOARD

**53%**

ALLOW SPECIALTY  
CONTRACTORS TO  
SERVE AS OFFICERS

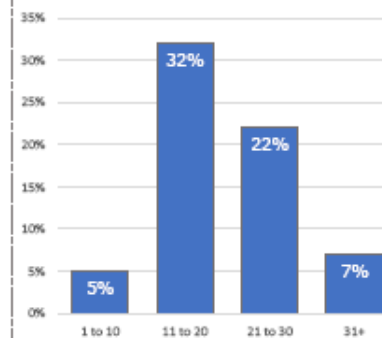
**5**

IS THE MOST  
COMMONLY REPORTED  
CHAPTER EXECUTIVE  
BOARD SIZE

**79%**

OF CHAPTERS PERFORM  
STRATEGIC PLANNING  
ON A REGULAR BASIS

### CHAPTER BOARD OF DIRECTORS SIZE



### CHAPTER COMMITTEES & TASK FORCES

	2018	2017
MUNICIPAL OR UTILITY CONSTRUCTION COMMITTEE/TASK FORCE	24%	28%
TECHNOLOGY COMMITTEE/TASK FORCE	21%	31%
FEDERAL CONTRACTORS COMMITTEES	17%	15%
SPECIALTY CONTRACTORS COUNCIL	21%	20%
SERVICE AND SUPPLY COUNCIL	28%	30%



**Read to Lead**

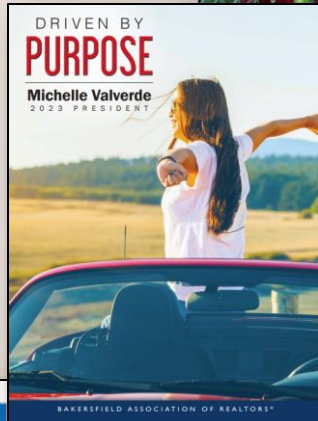
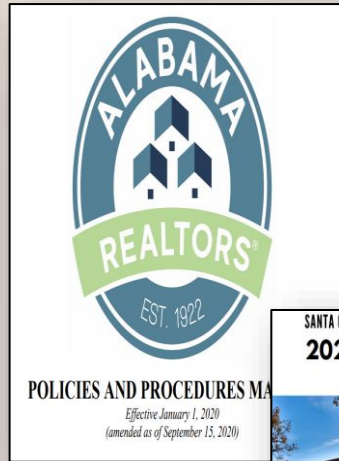
**Read - *read what?***

*“I don’t think you sent me that.”*

# Governing Documents

Trigger for doctrine of Volunteer Immunity.

# Read to Lead



## Mission

(Purpose for existence)



## Articles of Incorporation

(Relationship to state gov't.)



## Bylaws

(Relationship to members)



## Policies

(interpretation of the governing documents)



## Strategic Plan

(roadmap for the organization)



## Annual Budget

(financial position)

SCAN ME



**Monthly = 200 Hours of AE Time**

# Meeting Frequency





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#### CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the CEO.

#### ANTITRUST AVOIDANCE

State and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations. No such exchange or discussion will be tolerated during this meeting or in informal discussions during breaks, meals or social gatherings.

#### CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize the CEO is the spokesperson for the board unless otherwise specifically indicated.

### Board of Directors Meeting Agenda

November 28, 2018

#### Call to Order

Kimberly Lease

#### Invocation and Pledge of Allegiance

Edward Oswald

#### Consent Agenda

##### Association Reports

[Minutes](#)

[By the Numbers](#)

[Financials](#)

##### Committee/Staff Updates

[Government Affairs Report](#)

[Professional Standards Report](#)

[Programs and Events](#)

##### MLS Reports

[CTMLS Minutes](#)

##### Correspondence

[Thank you Note](#)

[Dewitt King Memorial](#)

# Craft Your Agenda

## NEW BUSINESS SUBMISSION TO THE AGENDA

### Board of Directors New Business Request

In an effort to better explore and position issues, provide solutions, and advance our mission and goals, directors are asked to submit new business topics in *advance* of the meetings. (Saving new business for the end of a meeting is a disfavor as the meeting comes to a close.) Submissions will be reviewed by the chief elected officer and the executive director. The intent is to review the submission and position it properly on a future agenda.

Topic, idea, or motion:

Rationale:

How it is related to the mission, vision, values, or strategic goals?

How is it measurable and what success will look like? What is the economic impact?

Person Submitting: \_\_\_\_\_ Position: \_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Additional supporting documents/data/information attached? [ ] Yes [ ] No





# Abundance of **COMMITTEES**

# COMMITTEE ANSWERS

Forms and Templates  
for More Effective Committees



Bob Harris, CAE | bob@rchcae.com



NATIONAL  
ASSOCIATION OF  
REALTORS®



SCAN ME



## COMMITTEE RESPONSIBILITIES

Committees are an integral part of successful organizations. Their purposes include: supplementing the work of the board and staff; engaging members; and developing leaders. The *Committee Responsibilities* guide clarifies responsibilities, authority, recommendations, smart practices, trends and risk avoidance.

### Types of Committees

**Standing Committees** are identified in the bylaws and serve the duration of the year.

**Subcommittees** divide work amongst subgroups.

**Task Forces and Ad Hoc Committees** are appointed for a specific purpose. The committee disbands after completing the assignment. Because volunteers have limited time, consider using task forces or **Quick Action Teams** (similar to task forces but even shorter duration.)

**Councils, Think Tanks, Brain-Trusts, Strike-Forces and Special Interest Groups** are other committee names, often created to engage persons with similar interests, such as practice specialty, geography or ethnicity.

### Chairs and Liaisons

Every committee needs leadership.

The **chair** should have the best understanding of the purpose of the committee and the immediate tasks. He or she sets the tone for achieving results and engaging volunteers. The chair should be able to communicate a clear vision and desired outcomes.

Use a **vice-chair** or **co-chair** for sustainability. The position supports the chair and may become next year's leader.

**Committee liaisons** serve as an advocate and champion. A board liaison is the communication channel between the committee and board. The staff liaison is a link to management and resources.

### Alignment in the Organization

Committees have a "fit" within the organization. Each has an explicit purpose often identified in the **governing documents** (bylaws, policies or committee purpose statements.)

Efforts of the committee should align with the organization's structure, strategic goals and resources. An org-chart will depict hierarchy and the relationship to the board and staff.

### Trends in Committees

- There are no "sacred cows." Is the committee necessary?
- Elimination of standing committees in favor of task forces.
- Committees are all aligned with the organization's strategic goals.
- Technology use, on-line meetings and committee web portals.
- No silos. Committees should interface with other committees to collaborate.

### Outcomes and Recommendations

Committees should produce **results**. For example, instance, creating new educational content, programs, publications, fund raising, a robust special interest section or enhancements in the organization.

Most efforts by a committee will require approval by the board. **Recommendations** should be in the form of a motion or resolution. A request to the board should be explicitly clear so that directors understand and approve.

When setting committee goals, be realistic about what can be achieved. Break projects into monthly or quarterly steps.

### Committee Resources

Resources take the form of time and money:

**Finances** – The annual budget may have allocations for committees.

**Time** – Consider the value of a committee meeting by multiplying the # of persons involved x the length of the meeting x \$50 hour wage/vale (minimum).

**Information** – "Read to Lead." Know the mission, bylaws, policies, strategic plan, budget and organizational chart.

*"Some committees keep minutes and waste hours."*

# Effective Committees

## free

### Committee "Want Ads"

Break projects into smaller tasks and then **advertising** for members who prefer short term commitments; another way to increase member participation. Seek out subject matter experts.

### Planning Meetings

Whether meeting in person, on-line, or by conference all --- there is a pattern for successful meetings.

**Before** – Plan for the meeting with adequate **notice**, an impactful agenda, and enthusiasm for achieving results.

**During** – "The devil is in the details." From room set up to having the information at hand for making decisions, preparation is critical. Try to avoid motions to delay --- or poor decisions because the committee didn't have needed information. The likelihood for success is set by the attitude and vision of the chair.

**After** – Distribute a summary report or minutes. Follow up and promote accountability. Use technology and opportunities to connect in between the face-to-face meetings.

### Meeting Details

1. Meetings need plenty of **notice** to maximize participation; consider setting a year-long calendar.
2. There must be a **compelling reason** to meet; postpone meetings if the purpose is not clear.
3. Create a written **agenda** of what needs to be accomplished; share the agenda and supporting

documents with committee members in advance.

4. Involve the board and/or staff **liaison**. Their role is for **support**; not to run the meeting or serve as secretary.
5. **Rules of order** will help advance the agenda and maintain decorum.
6. **Chairing** the meeting is like conducting an orchestra. Try to engage each attendee, stick to the agenda, avoid distractions and sidebar conversations, and work towards consensus.
7. Meeting **minutes** are important to maintain accountability, reports, and to inform the board and staff<sup>1</sup>.
8. Use **technology** when face to face meetings are difficult to plan. Collaborate on documents to maintain accountability, reports, and to inform the board and staff<sup>1</sup>.
9. Set **guidelines**, such as meetings will start on time and information will be treated with confidentiality.

### Risk Management

Committees are an extension of the board of directors and thus appear as representatives of the organization. Generally they DO NOT have authority to speak for the organization, expend funds or sign contracts.

**Apparent Authority** arises when a board chair, though *not* granting actual authority, permits a leader or committee to behave as if they had authority. Authority rests with the organization's chief elected officer (and his or her spokespersons) and should not be usurped by a committee.

<sup>1</sup> The IRS asks on Form 990 if committees with authority keep meeting minutes.

**Antitrust Violations** occur when two or more persons from the same industry or profession discuss and agree on suppliers, processes, prices or operations. Stop any conversation that would affect how business is conducted because of collusion among competitors.

**Copyright** laws must be respected. Be sure copyrighted materials are not mistakenly used when creating training curriculum or newsletter articles. Committee original works should belong to the organization, not the committee. [©]

**Financial safeguards and insurance** should be in place for all projects and events.

**Public Records** in most organizations are limited to IRS documents. Respect confidentiality!

**Conflicts of Interest** should be disclosed at the first meeting of the committee and throughout the year.

- Committee Responsibilities© LAMINATED
- Board Responsibilities© LAMINATED
- Strategic Planning Guide © LAMINATED

\$12 or \$10 ea. for 2 or more + s/h  
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Agenda Design

**We're in the  
WEEDS.**





# ALTIMETER OF GOVERNANCE



**50,000'**  
**Board  
of Directors**

**25,000'**  
**Committees**

**10,000'**  
**Management**



# **We are in the Weeds!**



Govern More - Manage Less!

**BOARD GOVERNS  
STAFF MANAGES**



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Micromanagement

**Snupervision**

# Adopt a Governance – Management Model

## BYLAWS

The Association has **adopted a model of management and governance to ensure the volunteer leadership and CEO effectively advance all aspects of the association.** The Governing Body will focus on governance in accordance with the laws and governing documents. The elected officers and board will direct efforts to advance the mission, vision and strategic goals, serve and grow the membership, protect and build resources, and set a visionary direction. The Executive Director, as authorized in the bylaws and through contract, is responsible for the administration and management details, including staffing, physical locations, protection of assets and other responsibilities associated with a corporate CEO. **While the Board shall govern, the CEO shall manage. They will work together,** in partnership, to best position and serve the Association and the membership. With exception of the Chief Elected Officer, the volunteer leaders will not direct staff or expand their duties to include management and administration.





# Association Business Model

Manage the association or chamber like a business. The book Traction suggests the secret ingredient to an organization is SYSTEMS. Develop best practices, then document them as systems for consistent service delivery, sustainability, and growth. Apply the franchise-model to maintain a high-performing organization with minimal inefficiency.

## Legal & Governing Documents

- Articles of Incorporation (state government)
- Bylaws (relationship to membership)
- Filing Required (sales tax, corporate, registration marks, IP, etc.)
- IRS Records – Public Request
  - Letter of Determination
  - Non-Profit Application (1023/1024)
  - Form 990 Information Return
- Minutes (safeguarded)
- Annual Meeting
- Membership Notices
  - Charitable Deductions
  - Lobbying Deductions
- Brand Strength
  - Mission
  - Vision
  - Values
- Orientation Processes
  - Boards
  - Committees
  - Professional Staff

## Primary Documents

- Operating Manuals
  - Leadership – Board Book
  - Personnel/HR

- Policies
- Style/Communications Guide
- Crisis/Business Continuity
- Procedures/SOP
- Insurance Coverages
- Strategic Plan (3-5 years)
  - Annual Review
  - Staff/Committee Program of Work with KPIs
- Finances
  - Annual Budget
  - Financial Reports
  - Investment/Reserves Policy
  - Audit, Review or Compilation (CPA)
- Software Licenses
- Critical Policies
  - Antitrust Avoidance
  - Conflicts of Interest Disclosure
  - Record Retention/Doc. Destruction
  - Financial Audits
  - Whistleblower
  - Public Record Requests
  - Confidentiality – Apparent Authority
  - Compensation
- Affiliation Agreements – Parent/Chapter
- Subsidiary Agreements – Foundation 501c3, PAC, For-Profit Corp.
- Volunteer Commitment Form

## Secondary Documents

- Meetings
  - Rules of Order
  - Agenda Development
  - Recording Minutes
- Nomination and Election Processes
- Job Descriptions
  - Board
  - Staff
- Committees and Task Forces
  - Purpose
  - Statements
  - Current Year Charges
  - Reporting Mechanisms
- Succession Plan
- Sponsor Opportunity Menu
- Chapter Guidelines
  - Programs
  - Operations
  - Filings/Reports
- Awards and Recognitions
- Positions and Public Policy Statements

Contact Bob Harris at  
bob@rchcae.com ©2023

# It's a business!

Ideal for training  
and transitions in  
associations and  
chambers. [enhanced 2-23]



## SCAN ME

\*Indication of "primary" and "secondary" refers to the order in which the documents and systems are likely to have impact. It does not mean secondary documents are less important than the primary or legal documents.



# It's a Business not a Club

The most  
**Successful**  
associations don't  
behave like  
associations.



**Voting Blocs**

# **Rump Sessions**



# We've decided how to vote....



Meeting without the AE

# **Executive Sessions**



# **Staff or legal be in all meetings.**

General reasons....(only).

1. CEO Performance
2. Confidential Contract
3. Member Grievance

**Minutes....?**

\$10 Million

**Yeah, I heard about  
Antitrust.**

Did we sign something?



Meeting Date \_\_\_\_\_ Location \_\_\_\_\_

[illegible]

Meeting attendees are reminded that state and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations, and that no such exchange or discussion will be tolerated during this meeting. These guidelines apply not only to the formal meeting sessions, but to informal discussions during breaks, meals or social gatherings.

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the chief elected officer.

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize that the chief elected officer is the spokesperson for the board unless otherwise specifically indicated.

The mission of the organization is to advance and protect.....*[insert your mission statement.]*

SCAN ME



Respect

**Safe Space**



# Professional and Collegial

## Accountability for personal behavior ^

Because inappropriate conduct can arise from a lack of understanding of community norms, we offer general guidelines to participants to clarify the School's standards and your obligations to meet them.

- The faculty, staff, and fellow participants you will work with are professionals, and your relationship with them should be professional at all times.
- Staff and faculty often socialize with participants in the context of program activities. This kind of friendly social interaction should not be interpreted as an invitation, or signal of availability for, a more personal relationship.

Knowledgeable Directors

# Elevator Speech

How much do you know?

# Elevator Speech

- Same messaging by all directors.
- Just a minute or two to talk about assoc.
  - Year Founded
  - Mission
  - # Members – Impact
  - Relationship to NAR/State
  - Goals (property rights, housing, ethics, community, etc)

## Serving on a Board?

### How well do you know the organization?

1. About the **MISSION STATEMENT**:

- a) I can communicate it from memory. ☐
- b) I've seen it before. ☐
- c) That's something the staff knows. ☐

2. About the **MEMBERSHIP**:

- a) Approximately how many members do we serve? \_\_\_\_\_
- b) What is our market share of members compared to potential members? \_\_\_\_\_
- c) What percentage would be a satisfactory retention rate: ☐ 75% ☐ 85% ☐ 95%

3. About the **BUDGET**:

- a) What is the size of the annual income? \_\_\_\_\_
- b) How much do we maintain in reserves? Liquid? \$\_\_\_\_\_ Real Estate Value \$\_\_\_\_\_

4. About the **REVENUE**:

- a) What are the top three revenue generators in the budget?
- b) What percentage of the revenue is generated by member dues? \_\_\_\_\_%

5. About the **STRATEGIC PLAN**:

- a) How many goals (pillars or core competencies) are in the plan? \_\_\_\_\_
- b) For what purposes do we use the strategic plan?
  - ☐ Guide the Board ☐ Guide the Committees ☐ Empower the Staff
  - ☐ Promote Value to Members ☐ Distinguish Ourselves from other Orgs.

6. About the **GOVERNING DOCUMENTS**:

- a) Which documents are important to read and understand?
  - ☐ Bylaws ☐ Policies ☐ Articles of Inc. ☐ Mission ☐ Budget ☐ Strategic Plan

7. About the **PUBLIC RECORDS**:

- a) Which documents are considered public records:
  - ☐ Board Packet ☐ Meeting Minutes ☐ Budget ☐ IRS Forms



SCAN ME



*We used to do that.....*

# Erosion

# Erosion

## We used to do that....

- Annual conference, nobody attends.
- Installation gala – sponsors lost interest.
- Ads in the newsletter – gone digital.
- Membership directory – its an APP new.

.....

**FAILURE  
IS  
NOT  
AN  
OPTION**



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# What about Bob

- Tallahassee
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Azerbaijan, etc.
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