The Women’s Council Leadership Policy & Procedure Manual (LPPM) is prepared annually to serve as a tool for the leadership of Women’s Council, including national, state, and local officers, and Regional Vice Presidents.
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### 2020 Dates to Remember

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<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
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<tr>
<td>January 30th</td>
<td>Deadline to sign affiliation agreement</td>
<td>March 1st</td>
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<tr>
<td>Deadline for State Network Annual Report</td>
<td></td>
<td>Recommendations for the National Nominating Committee due to Women’s Council National from regions and states</td>
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<tr>
<td>January 30th</td>
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<tr>
<td>Network program submissions due</td>
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<tr>
<th>April</th>
<th>May</th>
<th>June</th>
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<td>April 1st</td>
<td>May 14-16th</td>
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<tr>
<td>Dues renewal season closes</td>
<td>Women’s Council Midyear Meeting</td>
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<td></td>
<td>Washington Hilton</td>
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<th>July</th>
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<td>July 31st</td>
<td>August 12-14th</td>
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<tr>
<td>Network program submissions due</td>
<td>Network 360° Leadership Conference</td>
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<td>Sheraton Grand</td>
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<td>October 15th</td>
<td>November 1st</td>
<td>December 2nd</td>
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<tr>
<td>Local network elections deadline</td>
<td>2021 Officers Report for state and local networks due to National</td>
<td>Name of State Member of the Year due to National</td>
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<tr>
<td>October 31st</td>
<td>November 15th</td>
<td>December 2nd</td>
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<tr>
<td>Local and state network dues changes due to National for 2021 billing</td>
<td>Dues renewals distributed</td>
<td>Local Network Entrepreneur of the Year Award recipient name and nomination form due to National</td>
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<td>November 11-15th</td>
<td>December 31st</td>
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<td>Women’s Council National Conference</td>
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<td></td>
<td>New Orleans Marriott</td>
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<td>New Orleans, LA</td>
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Check the Events section of [wcr.org/events](http://wcr.org/events) for details on national meetings. Note, Women’s Council holds its meetings in conjunction with NAR’s.

To order Women’s Council branded materials, products, and awards, the preferred brand-compliant supplier is Women’s Council Team Store: [www.wcrteamstore.com](http://www.wcrteamstore.com)

Make sure your members enjoy an ROI on their dues dollars by visiting [wcrsavingcenter.net](http://wcrsavingcenter.net), a Women’s Council exclusive benefits partner. Deep discounts on office supplies, travel, and other products and services make membership a strong value.
WHAT DO WE BELIEVE IN?

Core Values

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

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

WHERE ARE WE GOING?

Vision and Long-Term Goals

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

Long-Term Goals
1. Women’s Council is a dynamic, accessible and diverse network, linking each member to the tools, training and support to develop their individual leadership potential and business goals.
2. Women’s Council identifies, supports, and promotes the development of strong women business leaders in the industry, organized real estate, and in the broader community.
3. Women’s Council provides an influential voice and perspective for women in real estate.
4. Women’s Council’s local and state networks consistently deliver high membership value and a collaborative, welcoming environment in which members can achieve their business goals.
5. Women’s Council is an efficient organization with the structure and capacity to fulfill the Council mission and vision with excellence.

THE POWER OF COLLABORATION
Success in business today is achieved through positive, productive collaboration. The Women’s Council of REALTORS® provides an environment in which members support one another and work together to achieve personal growth and business success.

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

PROFESSIONAL CREDIBILITY
Members of the Women’s Council of REALTORS® are career professionals who operate based on a shared value system of integrity and respect, and a commitment to excellence and continuous development.
1978 Women’s Council of REALTORS® National President Vivian Osborne reflecting on her early experiences in real estate (1999):

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

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

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

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

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

1977 Place where top producers are willing to share information and techniques, to brainstorm ... and just be friends. (1997)

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

1979 The recognition, support, encouragement and role models I need to trust and believe in myself. (1997)

1982 An amazing mix of professional relationships, dynamic friendships and deep-rooted strength, integrity and caring. (1997)

1992 A great mirror in which I may take a look at myself, a full-length look, and from which I can go with self-confidence. (1963)

1997 Helps me think like a man, conduct myself like a lady and work like a dog. (1959)

1999 My whole viewpoint with respect to real estate has changed thanks to Women’s Council. Not only do I make more commissions ... I get more pleasure out of my work. (1938)
With a current female membership of 67% in the National Association of REALTORS® (NAR), many who are unfamiliar with the organization may ask “why do we need a Women’s Council?” The answer lies in the history of organized real estate, with NAR going back over 110 years and Women’s Council over 80 years. Women’s Council exists because for the first 20 years of its existence, women were barred admission from many local REALTOR® associations, so a separate group was created, and in turn, a “women’s division” was formed at the Annual Convention in Milwaukee in November, 1938 by 37 women from nine states.

The Council exists today because its 80 year history and legacy is much more significant than “an organization of women”. It is the business leadership skills the Council provides that has positioned the Council as a leader for the industry, for organized real estate, and for political action committees. See at a glance for more information regarding the impressive statistics and infographics that demonstrate the Council’s impressive leadership in business and the industry that continues to today.

Since its inception, many dedicated members have served as role models and achieved many “firsts” in the industry and in their communities. Through the decades, Women’s Council membership growth has reflected the vast number of women choosing to work in real estate as they recognize the immense career benefits combined with a Women’s Council membership, including:

› Earnings equitable to men’s because “commission is commission.”
› Flexible work schedules allowing REALTORS® the ability to raise a family and have a career instead of choosing one or the other.
› A support system of women in the same field garnering many friendships, networking capabilities, and referrals.
› Confidence through connection with other professional women REALTORS®.
› Recognition for their own achievements and success, as well as inspiration and courage to strive for greater successes.

WOMEN’S COUNCIL TODAY

Today, Women’s Council is a nationwide community of 12,000 real estate professionals which includes many of the best and brightest in the business. The backbone of the Council is its network of more than 250 local and state networks in nearly 40 states, with volunteer managers trained to position their groups as a business resource in their REALTOR® communities.

This structure represents the largest Networks infrastructure in the REALTOR® family, that represent 1,200 elected officers that drive over 1,500 programs annually that focus on business leadership.

Women’s Council today includes award winning business leadership programs, including the Network 360 Leadership Conference, a conference that provides incoming leaders of Networks the skills needed to be successful at this leadership opportunity, and a Women’s Council Leadership Institute that capitalizes on the 80 year strength of carrying out the Council’s mission to advance women as professionals and leaders in business, the industry, and communities we serve. In addition to these leadership conferences, two national conferences are organized every year in May and November, together with the NAR so that members can take advantage of a “conference within a conference” that both respective organizations offer for members.

Business leadership education is also a core purpose of the Council today, and the Performance Network Management program provides members specific training in areas including presentation skills, running a business, negotiation skills, and networking and referrals. Newsletters such as eConnect and various social media channels provide continuous and ongoing business leadership skill building for its members.

Finally, at the foundation of all activities of Women’s Council throughout its 80 year history is business opportunities. Its “Member Finder” feature includes a full profile, bio, leadership experience, integration with member listings, and an online referral platform. The data supports the business success of the members. Average commission income from Council member-to-member referrals is $15,000, with 54% of members referring business to one another annually. In the surveys the Council has done for nearly 80 years, the #1 reason cited for doing Women’s Council member-to-member referrals is “Council membership means a high-level business leader who will follow through on client needs.”
WHO TO CONTACT AT THE NATIONAL WOMEN'S COUNCIL OF REALTORS®

JEFF HORNBERGER, CAE
CEO & Executive Vice President
jhornberger@wcr.org

› Overall management and policy
› Overall issues and escalation point of contact
› Governance
› Bylaws

› Executive Committee
› Contracts & legal issues
› Alliance partnerships and organizational relationships
› Investments

CINDY NEWKIRK
Manager
Meetings & Special Events
cnewkirk@wcr.org

› Ticketed events at Women’s Council meetings
› Meeting planning for three national flagship events
› Other special events

DEBBIE CODA
Vice President
Finance & Operations
dcod@wcr.org

› Accounting records (Payables & Receivables)
› Operational issues
› Dues, invoices, network checks
› Meeting minutes & records

ROB MILLER
Director
Member Services & Technology
rmiller@wcr.org

› New network chartering/network Formation Kits
› Network officer reporting
› Network microsites
› Membership applications & brochures
› New member processing
› Technology

OLIVIA PETERSON
Senior Director
Education
opeterson@wcr.org

› Performance Management
› Network Designation program
› National Meeting education programs
› Online education/programming
› Other special projects

JILLIAN THOMAS
Manager
Marketing & Communications
jthomas@wcr.org

› Social media and e-communications
› Website advertising for members
› Annual Conference expo booth volunteers
› National Meeting strategic partners

Operations Specialist
operationsspecialist@wcr.org

› National Officer travel
› Performance Management
› Network Designation administration
› PMN courses, faculty, applications
› Customer service

800-245-8512 | wcr@wcr.org
RESOURCES FOR NETWORKS & MEMBERS

NEWS YOU CAN USE

News You Can Use is a flagship publication distributed to network leadership. In addition to the LPPM, it is a guide and road map to assist you with resources, timelines, and tips to run your network efficiently. Network leaders are automatically added to the monthly distribution list.

LOCAL AND STATE NETWORK MICROsites

WCR.org has mobile-friendly local and state microsites which house individual network documents, a welcome message, photos, events, list of officers, members list, strategic partner list, and other features. The key five officers receive login credentials which are valid for the duration of their service.

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

FLAGSHIP NATIONAL EVENTS

Women’s Council National offers three flagship events, all of which are highly recommended for leadership teams. They are as follows:

Spring: Midyear Meeting
Held in conjunction with the National Association of REALTORS® midyear legislative meeting and trade expo, this “conference within a conference” with over 700 leaders includes networking events, governance meetings, an awards program, education sessions, and training for network leaders. It is held at the Washington Hilton every May and has a $250 registration fee.

Summer: Network 360 Leadership Conference
The annual Network 360 Leadership Conference provides local and state network presidents-elect (and governors without state networks), and National Liaison elect an in-depth chapter management training so that they are prepared to work with their teams to position the local network as a business resource in the REALTOR® community. Leaders who attend this conference are well equipped to handle their volunteer leadership year. It is an outstanding and award-winning conference that attracts 90% of all incoming network Presidents. It is held every August before the NAR Leadership Summit and has a $495 registration fee.

Fall: National Conference
Held in conjunction with the National Association of REALTORS® annual meeting and trade expo, this “conference within a conference” with over 700 leaders contains networking events, governance meetings, awards program, education sessions, and training for network leaders. By marking “WCR” as a specialty, the $450 registration includes both the full NAR conference and the Women’s Council track. The fall conference is held in a different city every year (see calendar, p6, for 2020 dates).

PERFORMANCE MANAGEMENT NETWORK COURSES

The Performance Management Network (PMN) is a flagship REALTOR® business leadership designation designed to give you practical tools and provide you with access to a nationwide peer network of business leaders. Diving into hot topics such as leadership, negotiating, networking, and business planning, the PMN’s suite of professional performance training courses are focused on keeping your business out front and on top of an ever-changing market. Courses are available for local networks to organize and a low royalty structure is designed to ensure the course can be held affordably and profitably in your local market.

NATIONAL LEADERSHIP DEVELOPMENT OPPORTUNITIES

State Leadership Identification and Development Committees make recommendations on appointments each year by May 1 and put forth future leaders to fill national positions including Finance & Budget Committee, Meeting Ambassadors, Election Volunteers, and numerous project teams annually. Women’s Council members typically hold 30% of all committee positions at the National Association of REALTORS®.

WOMEN’S COUNCIL REFERRAL CENTER

The Council’s online Referral Center, powered by Radius at wcr.radiusagent.com, is the most up-to-date, reliable way to network with thousands of national members across the U.S. Profiles include photos, MLS listings, designations, RPAC investment level, a bio, markets served, and an online system that tracks referrals and monitors them. This powerful tool is one of the many reasons why 54% of members who refer business to another member annually, and the #1 reason cited for doing Women’s Council member-to-member referrals is that “Council membership means a high-level business leader who will follow through on client needs.”
ADMINISTRATIVE & OPERATIONAL SUPPORT

› Dues: all dues processing and operations, including: renewal notices (two mailed & multiple emailed), data entry of new member applications and renewals, deployment of dues remittance checks (and reports) to networks, absorption of credit card fees, and ecommerce support.
› Customer service: available for all members and network leaders during business hours via telephone, email, and other means.
› Bylaws and network management support
› Leadership Development tools & training
› Planning programs tools
› Assistance with policies & procedures for network operations
› Representation and relationship management to partner groups, including: National Association of Realtors®, NAR Institutes Societies and Councils, and other real estate allied groups.
› Maintenance of “Women’s Council archive”, storage and retrieval of documents outlining the 80 year history of Women’s Council (please contact 1-2 weeks in advance for archived material for your local network).
› International outreach
› National leadership administration
› National Committee administration (governing board, finance & budget, steering committees, other).

LEGAL

› Directors & Officers Insurance for networks
› Use of the REALTOR® name and logo, and enforcement of trade mark violations

MARKETING

› Customizable recruitment, retention and marketing tools
› Membership Applications – print and customizable documents
› Marketing videos
› News You Can Use newsletter
› Social media tools on all verticals, and ability to repurpose & resend info
› Customized logos – .EPS, .JPG, .PNG
› Performance Management Designation (PMN) program and networks course delivery system
› Quarterly webinars and networks training webinars
› Member Discount Program. Member benefits program including business services and travel and entertainment. Program link is as follows: wcr.savingcenter.net.

TECHNICAL

› Local network microsites in wcr.org with local program promotion
› Database management
› Hosted website, training and tech support

eCONNECT NEWSLETTER

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

Annual reports document a network’s activities. Submission is mandatory for networks to remain in good standing. Due dates and forms will be submitted through News You Can Use.

MARKETING & COMMUNICATIONS RESOURCES

Women’s Council has several marketing & communications resources available to you:

1. **Official Women’s Council Marketing Videos**
   A long and a short version are available for you to use - find them on our YouTube channel.

2. **Women’s Council Branding Guide**
   As an 80 year-old organization representing women business leaders and carrying the REALTOR® name, we ask that you follow our branding standards, which are mandatory in order for your network to remain in good standing.

3. **Brand Assets subpage on wcr.org**
   The “brand assets” button on wcr.org contains downloadable logo files, infographics, and other tools that are available for you to use. All marketing materials are housed via this link.

4. **2020 Membership Application**
   › Click here to download the 2020 Membership Application in .pdf format.
   › 2020 Membership Application (Word document)

5. **Social media channels**
   Visit our social media channels, which are there for your use. Re-purpose any tools, resources or communications as needed.

**OUR OFFICIAL ONLINE COMMUNITIES**

- Facebook /wcrfans
- YouTube [https://www.youtube.com/channel/UCRQTF5B1MFtPyvjcFzR8yw](https://www.youtube.com/channel/UCRQTF5B1MFtPyvjcFzR8yw)
- Twitter @womenscouncil
- LinkedIn company/womenscouncil
- Instagram @womenscouncil
LOCAL INFORMATION & FORMS

2020 LEADERS FOR LOCAL NETWORKS
Click here to report your 2020 local leaders and directors online. Due in October (a notice in News You Can Use will remind you).

2019 LEADERS
Click here to report any changes to your 2019 local leaders and directors online. Any time there is a change in officers, this must be reported to National in order to make the proper updates.

NETWORK NAME CHANGES
If the local network wishes to adopt a formal name change, get in touch with National (wcr@wcr.org) to go through the process. Name changes are permitted if nearby local networks are consulted and agree, and if the state network approves. Name changes are granted on a case-by-case basis, but formal processes must be followed.

QUARTERLY REPORTS
All reporting is done electronically and on a quarterly basis. The link for the Quarterly Report is emailed to the local network President.

THE NETWORK OPERATING MODEL
Fully implemented in 2018, the Network Operating Model is a set of minimum standards that all networks follow in key operating areas to ensure a baseline of member value and experience, and the integrity of the Women’s Council brand. Network leaders are free and encouraged to operate above these standards based on the needs and desires of members, but must at a minimum meet each standard as a baseline of operation. An affiliation agreement is signed annually which outlines the operating standards. Below are some additional resources on the network model.

› Network Model Governance System
› Programming, Strategic Partnerships, Branding & Industry Relations
› Network Model Operations Planner (Business Plan)

MEMBER PROGRAMS AND SERVICES.
The Exchange of Value Between Members documents program ideas at the local level, as well as ideas and samples that are implementable.

STRATEGIC PARTNERS
Strategic partnerships are the lifeblood of any local network. Here is an example of Strategic Partners and ideas/suggestions for Strategic Partner benefit packages. The Women’s Council national strategic partnership program can be visited here. The network microsites allow input of strategic partner logos and links, and provide partners outstanding web-based visibility. Get in touch with National if you need to organize logos at different levels (contact wcr@wcr.org to consider any microsite customizations).
LOCAL NETWORK AFFILIATION AGREEMENT

This form must be signed annually by the President for a network to remain in good standing. National will send reminders, but the deadline to sign the document is late February. This “road map” outlines the relationship between National and local networks. The other documents associated with the affiliation agreement are as follows:

› Minimum Operating Standards
  Outlines the minimum standards that must be met for a network to remain in good standing.

› Termination Revocation Exhibit C
  Outlines the de-chartering process.

› Network Governing Board Election Script
  Outlines how officers are elected.

› Network Governing Board Installation Script
  Outlines a sample script to install officer.

› Job Descriptions for Governing Board Positions.

› Guidance on filing State and Federal tax returns

› Candidate Review Project Team and Election Procedures

› Sample Application and Consent to Serve form

› Network Officer Reporting form

› National Bylaws. The latest bylaws were amended in May, 2019 and a copy of National bylaws can be found under National Forms section.

› Local Network Model Bylaws Example only. Your Network Bylaws are on your wcr.org website. Women’s Council updates your local bylaws when National bylaws changes have a local impact.

› State Network Model Bylaws Example only.

› Insurance, Taxes, and Legal Issues. This document gives a good overview of these topics and contains tips, information, and other resources.

MISCELLANEOUS RESOURCES

› Network bylaws:
  Located here under your Network’s documents

› Local network sample budgets

› Sample Standing Rules

› Entrepreneur of the Year form and guidelines

› Member of the Year form

› Officer Invitation Form. National Officers are available to visit your local market (networks cover air, hotel and other minimal expenses). To initiate the process, please fill out this form.
Click here to report or update your 2020 Leaders.

State Annual Report is to be completed and submitted online using this link. Report is due no later than January 31, 2020.

State Network Model Bylaws Please contact the national office at wcr@wcr.org to request a copy of your State Network Bylaws.

WHAT ARE STATE LEADERS AND COMMITTEES SUPPOSED TO DO?

State network purpose and roles

State Leadership position descriptions

State Orientation sample agenda and Chapter to Network Transition PowerPoint presentation

State Orientation Roundtable Example for Vice Presidents of Membership.

Checklist for success

Organization timetable for the President

How to Charter a local network (email rmiller@wcr.org to request a charter kit.)

Charter presentation ceremony

And Procedures for State Networks Not Meeting Standards

National, State or Regional Leader Invitation: Use this fill-in form to invite a National Leader to your network.

A checklist has been created to help you organize the visit.

Member of the Year Award Guidelines

MISCELLANEOUS RESOURCES AND LINKS

Check out our Network Training Videos here. You’ll find out how other networks are using our network tools to market their local programs and events, and increase their membership!

The latest National, Regional and local Programs & Events

Important Dates & Deadlines

Sample Budgets

State Standards

Insurance, Taxes & Legal Issues

Strategic Plan

Local Network Entrepreneur of the Year form

LEADERSHIP IDENTIFICATION AND DEVELOPMENT COMMITTEE

Information on volunteer application process and Committee Guidelines

Leadership Identification & Development webinar: Your Networks Guide to Finding Tomorrows Leaders

EVENT RECOGNITION AWARDS GUIDELINES AND SUBMISSION FORM

Local Event Recognition Guidelines

Communicate the Value of the Council & Marketing to Members and Prospects
NATIONAL INFORMATION & FORMS

› Women's Council 2019-2021 Strategic Plan and Framework approved 11/4/2018
› National Bylaws - effective 5/18/2019

FORMS FOR 2019

› Recommendation Form for 2019 President-elect, First Vice President and Treasurer
› Application and Consent to Serve - 2019 President-elect
› Application and Consent to Serve - 2019 First Vice President
› Application and Consent to Serve - 2019 Treasurer
› Application and Consent to Serve - 2019 Regional Vice President
› Timeline for Shifting National Election to May 2018

NATIONAL LINE OFFICERS AND EVP

› National Officers' descriptions
› Executive Vice President's description
› Criteria for Candidates Seeking the Offices of President-elect, Recording Secretary and Financial Secretary

NATIONAL COMMITTEES

› National Committees and Steering Committees Descriptions
› Steering Committee Chairmen Responsibilities
› Steering Committee Responsibilities

REGIONAL VICE PRESIDENT

› Regional Vice President Responsibilities
› Regional Vice President Timeline
› Regional Committee Guidelines
› Regional Committee Standing Rules