



430 North Michigan Avenue
Chicago, Illinois 60611-4093
800-245-8512
wcr@wcr.org | www.wcr.org

A Proud Affiliate of the NATIONAL ASSOCIATION of REALTORS®

2020 LEADERSHIP POLICY & PROCEDURE MANUAL

The Ultimate Guidebook for Network Leadership

Local Network Officers
State Network Officers
Regional Vice Presidents
National Line Officers
National Committee Chairpersons

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

JANUARY

- > **January 30th**
Deadline for State Network Annual Report
- > **January 30th**
Network Program Submissions Due

FEBRUARY

- > Deadline to sign affiliation agreement

MARCH

- > **March 1st**
Recommendations to the National Nominating Committee due to National Women's Council from Regions and States

APRIL

- > **April 1st**
Dues renewal season closes

MAY

- > **May 14-16th**
Women's Council Midyear Meetings
Washington Hilton
Washington, DC

JUNE

JULY

- > **July 31st**
Network Program Submissions Due

AUGUST

- > **August 14-16th**
Network 360 Leadership Conference for Local and State Network Presidents-elect, Governors without states, and National Liaisons
Sheraton Grand
Chicago, IL

SEPTEMBER

OCTOBER

- > **October 15th**
Local Network elections must be completed
- > **October 31st**
Local and State Network dues changes are due to National Women's Council for 2021 billing

NOVEMBER

- > **November 1st**
2021 Officers Reports for State and Local Networks due to National Women's Council
- > **November 15th**
Dues renewals deployed
- > **November 11-15th**
Women's Council National Conference
New Orleans Marriott
New Orleans, LA

DECEMBER

- > **December 2nd**
Name of State Member of the Year due to National
- > **December 2nd**
Local Network Entrepreneur of the Year Award Recipient name and nomination form due to National
- > **December 31st**
Local Annual Reports Due

Check the Events Section of wcr.org/events for details on National Meetings. Note, Women's Council does its meetings in conjunction with NAR's.

To order Women's Council branded materials/products/awards, the preferred and brand compliant supplier is Women's Council Team Store: www.wcrteamstore.com

Make sure your members enjoy an ROI on their dues dollars by visiting wcr.savingcenter.net, Women's Council's exclusive benefits partner. Deep discounts on office supplies, travel, and other products and services make membership a strong value proposition.

STRATEGIC FRAMEWORK

WHO ARE WE?

Mission Statement

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

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.

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.



THE POWER OF COLLABORATION

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



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.



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.



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.

IN THEIR OWN WORDS

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

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

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

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

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

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)



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.

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)

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

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)

HISTORY



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 thirty-seven women from 9 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’s membership growth reflected the vast number of women choosing to work in real estate as they recognized 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 who include 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 leaders.

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 a 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. And 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 teach other 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®

JEFFREY HORNBERGER, CAE
CEO & Executive Vice President

- > 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

- > Ticketed Events at Women's Council Meetings
- > Meeting planning for 3 national flagship events
- > Other special events

DEBBIE CODA

Vice President

Finance & Operations

- > Accounting Records (Payables & Receivables)
- > Operational issues
- > Dues, invoices, network checks
- > Meeting Minutes & Records

ROB MILLER

Director

Member Services and Technology

- > New Network Chartering/Network Formation Kits
- > Network Officer Reporting
- > Network Microsites
- > Membership Applications & Brochures
- > New Member Processing
- > Technology

OLIVIA PETERSON

Director

Education

- > Performance Management
- > Network Designation Program
- > National Meeting Education Programs
- > Online education/programming
- > Other special projects

JILLIAN THOMAS

Marketing & Communications

Manager

- > Website Advertising for Members
- > Annual Conference Expo Booth Volunteers
- > National Meeting Sponsors
- > Social Media

LYDIA MUNROE

Operations Specialist

- > National Officer Travel
- > Performance Management
- > Network Designation Administration
- > PMN Courses, Faculty, Applications
- > Customer service

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RESOURCES FOR NETWORKS & MEMBERS

NEWS YOU CAN USE

News You Can Use is the 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 it and distribution is monthly.

LOCAL AND STATE NETWORK MICROSITES

WCR.org has state of the art, mobile-friendly local and state microsities which house 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 year.

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 Meetings

Held in conjunction with the National Association of REALTORS® midyear legislative meetings 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. 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-elects (and governors without state networks), and National Liaison elects an indepth 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 “confer-

ence 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 for 2020 dates)

PERFORMANCE MANAGEMENT NETWORK COURSES

The Performance Management Network (PMN) is the 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.

LEADERSHIP DEVELOPMENT OPPORTUNITIES NATIONALLY

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® and National assists and facilitates in the process.

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.”

[Continued ▶](#)

RESOURCES FOR NETWORKS & MEMBERS

ADMINISTRATIVE & OPERATIONAL SUPPORT

- › Dues. All dues processing and operations, including: renewal notices (2 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 & 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 & 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

- › D & O Insurance for Networks
- › Use of the REALTOR® name and logo and enforcement of trademark 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 professionals and leaders in business, the industry and the communities we serve.”

NETWORK BUSINESS PLANNING

LOCAL & LOCAL NETWORK ANNUAL REPORTS

Annual reports are done to document activities that a network is doing. Submission is mandatory for local 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 Video.

A long and a short version are available for you to use <<insert links>>

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 house via [this link](#).

4. 2019 Membership Application

> [Click here](#) to download the 2019 Membership Application in pdf format.

> 2019 [Membership Application](#) (Word document)

5. Social media channels.

Visit our social media channels, which are there for your use and to repurpose any tools, resources or communications.

OUR OFFICIAL ONLINE COMMUNITIES



Facebook
[/wcrfans](#)



YouTube
<https://www.youtube.com/channel/UCRQTF5B1MFKtpyvjcFzR8yw>



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, the due date is in October (note: a notice in News You Can Use will remind you).

2019 LEADERS

Officer change report form, [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 agreed upon), 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, this is structured as 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 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. Additionally, 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, and 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 customizations).

GOVERNANCE STRUCTURE AND SYSTEMS

LOCAL NETWORK AFFILIATION AGREEMENT

This formed 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](#)
This outlines the minimum standards that must occur for a network to remain in good standing.
- › [Termination Revocation Exhibit C](#)
This outlines the de-chartering process.
- › [Network Governing Board Election Script](#)
This outlines how officers are elected.
- › [Network Governing Board Installation Script](#)
This 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 an impact locally.
- › [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](#)
National, State or Regional leader Invitation: Use this [fill-in form](#) to invite a national officer to your network. A [check-list](#) has been created to help you organize the visit.
- › 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](#).

STATE INFORMATION AND FORMS

- › [Click here](#) to report or update your 2019 Leaders.
- › State Annual Report is to be completed and submitted online using this [link](#). **Report is due no later than January 31, 2019.**
- › [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?

- › 2019 Important [Dates & Deadlines](#)
- › [State Network Purpose and Roles](#)
- › [State Leadership Position Descriptions, Responsibilities](#)
- › 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](#)