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A proud Affiliate of the NATIONAL ASSOCIATION of REALTORS®

# 2022 NETWORK GUIDEBOOK AND GLOSSARY

The Ultimate Guidebook for Network Leadership

Local Network Officers  
State Network Officers  
National Line Officers and Liaisons

*The Women's Council Network Guidebook and Glossary is prepared annually to serve as a tool for the leadership of Women's Council, including national, state and local officers, and liaisons.*

*Updated October 2021*

# CONTENTS

2022 Dates to Remember .....	2
Strategic Framework .....	3
In Their Own Words .....	4
History.....	5
Who to Contact at the National Women’s Council of REALTORS® .....	6
Resources for Networks & Members.....	7
Glossary .....	10

## 2022 DATES TO REMEMBER

### JANUARY

- > **January 1<sup>st</sup>**  
2022 dues are to be paid
- > **January 7<sup>th</sup>**  
New Year Kickoff (virtual)

### FEBRUARY

- > **Feb 3-4<sup>th</sup>**  
Elevate Growth Summit (virtual)
- > **Feb 15<sup>th</sup>**  
Deadline to sign Affiliation Agreement

### MARCH

- > **March 31<sup>st</sup>**  
2022 renewal grace period ends.  
Unpaid members are dropped.

### APRIL

- > **April 15<sup>th</sup>**  
State and Local network taxes submitted

### MAY

- > **May 3-6<sup>th</sup>**  
Women's Council Midyear Meetings  
*Capital Hilton, Washington, DC*

### JUNE

- > **June 1-30<sup>th</sup>**  
Application period open for Leadership Institute 2023
- > **June 1<sup>st</sup> (at the latest)**  
Appoint State Liaison
- > **June 15<sup>th</sup>**  
Leadership Identification & Development names due to National

### JULY

- > **July 27-29<sup>th</sup>**  
Network 360° Leadership Conference  
*Sheraton Grand, Chicago, IL*

### AUGUST

- > **August 1<sup>st</sup>**  
Application period opens for Network Certification program

### SEPTEMBER

- > **September 6<sup>th</sup>**  
Consent to serve forms due for 2024 national office applications
- > **September 30<sup>th</sup>**  
Local network elections deadline

### OCTOBER

- > **October 1<sup>st</sup>**  
Network Certification applications due for recognition at National Conference
- > **October 10<sup>th</sup>**  
Local and state network dues changes due to National for 2023 billing

### NOVEMBER

- > **November 1<sup>st</sup>**  
Dues renewals distributed
- > **November 9-13<sup>th</sup>**  
Women's Council National Conference  
*Hilton Orlando, Orlando, FL*

### DECEMBER

- > **December 31<sup>st</sup>**  
2022 Dues Expire

Check the Events Section of [wcr.org/events](https://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 and brand-compliant supplier is Women's Council Team Store: [www.wcrteamstore.com](https://www.wcrteamstore.com)

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

# 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 one 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 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 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. 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®

## JEFFREY HORNBERGER, CAE

CEO & Executive Vice President

[jhornberger@wcr.org](mailto: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](mailto: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

[dcoda@wcr.org](mailto:dcoda@wcr.org)

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

## PATRICK McCONVILLE

Manager

Technology

[pmcconville@wcr.org](mailto:pmcconville@wcr.org)

- > Network Microsites
- > Member data and issues
- > Technology issues

## OLIVIA PETERSON

Senior Director

Education

[opeterson@wcr.org](mailto: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](mailto:jthomas@wcr.org)

- > Social Media and e-communications
- > Website advertising
- > Annual Conference expo booth volunteers
- > National Meeting strategic partners

## JACKIE FLORES

Member Services

[wcr@wcr.org](mailto:wcr@wcr.org) / [jflores@wcr.org](mailto:jflores@wcr.org)

- > Customer service, main contact for chat, phone, and general questions

## JAMIE SALTMAN

Director

Network Engagement

[jsaltman@wcr.org](mailto:jsaltman@wcr.org)

- > Network troubleshooting
- > Charters and de-charters
- > Governance situations

800-285-2955 | [wcr@wcr.org](mailto:wcr@wcr.org)

## RESOURCES FOR NETWORKS & MEMBERS

### ROAD MAP NEWSLETTER

Road Map Newsletter is the flagship publication distributed to network leadership team members on file, and it includes periodic flash memos, that are archived under network tools button of wcr.org. In addition to the Network Guidebook and Glossary, it is a guide and road map to assist you with resources, time lines and tips to run your network efficiently. Network leaders are automatically added to the monthly distribution list, please check spam filters and ensure you receive this.

### LOCAL AND STATE NETWORK MICROSITES

WCR.org has state of the art, mobile-friendly local and state microsities 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:

#### Winter: Elevate Online Conference

This online conference is designed to empower both network leaders and members business leadership success. Two dynamic and fast-paced days with lightning rounds will equip 2022 leaders for success.

#### 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 for 2022 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.

### 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®.

[Continued ▶](#)



## RESOURCES FOR NETWORKS & MEMBERS

### WOMEN'S COUNCIL REFERRAL CENTER

The Council's online Referral Center, powered by Radius at [wcr.radiusagent.com](http://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
- › Road Map 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](http://wcr.savingcenter.net).

### TECHNICAL

- › Local network microsites in [wcr.org](http://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."

# NETWORK BUSINESS PLANNING

## STATE & LOCAL NETWORK BUSINESS PLANNING

Your state network (if applicable) and national liaison are key touch points to connect you with National. They may require reports and planning documents and will be in touch to assist with business planning. These organizational layers are designed as a further support system to assist you in your success as a network.

## 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. 2022 Membership Application

- Apply online, or [Click here](#) to download the 2022 Membership Application in pdf format.
- Note, customized applications for your network in PDF format can be found under network documents section of your microsite, with your local logo and pre-filled dues amounts. You are free to edit this PDF and custom-make for your own network.

### 5. Social media channels

Visit our social media channels, which are there for your use. Re-purpose any tools, resources or communications as needed. Note that in 2020, thousands of hours of free sessions on hundreds of topics were added from recorded virtual meetings that are free for your use.

## OUR OFFICIAL ONLINE COMMUNITIES



Facebook  
[/wcrfans](#)



LinkedIn  
[company/womenscouncil](#)



Twitter  
[@womenscouncil](#)



Instagram  
[@womenscouncil](#)



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



**Podcasts:**  
Available on Apple Podcasts, iHeartRadio & Spotify, search “Womens Council of Realtors”



Listen on  
Apple Podcasts



iHeartRADIO



Spotify

## GLOSSARY

Most key information and forms can be found on [wcr.org](https://www.wcr.org). We realize that it's always a challenge to find information quickly and easily. The [online glossary](#) is designed to help you in quickly locating key information and resources.