



OPERATING MODEL

# State Networks

*Revised 04/01/22*

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## MODEL DESIGN

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The State Network operating model is structured as a set of minimum standards that all State Networks must follow in key operating areas to ensure a baseline of support to local networks, consistency in member value and experience, and the integrity of the Women’s Council brand. Scalable options are suggested for larger networks to accommodate difference in capacity. State leaders are free to operate above these standards based on the needs and desires of local networks and members but must at a minimum meet each standard as a baseline of operation.

### DESIGN CRITERIA

The Women’s Council State Network operating model has been designed to satisfy the following criteria for how every State Network should operate:

- › Simple and intuitive
- › Supportive (of Local Networks)
- › Strategic, forward-looking and inspiring
- › Collaborative
- › Flexible, scalable
- › Consistent reflection of the Women’s Council brand to both internal and external audiences
- › Nimble, efficient and sustainable
- › Focused, relevant

## THE STATE NETWORK OPERATING MODEL

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FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>State Network Purpose, Focus and Scope</b></p>	<p>A State Network will be focused solely on delivering value to local networks and members in the following areas:</p> <ol style="list-style-type: none"> <li>1. Identification and development of leaders (to complement and enhance local and national efforts).</li> <li>2. Development and support of Local Network, including:               <ul style="list-style-type: none"> <li>› Local leader orientation and training</li> <li>› Facilitation of local leader networking and collaboration</li> <li>› Local network issue management and compliance</li> <li>› Development of new networks</li> </ul> </li> <li>3. Development of industry relations and collaboration as the voice of women in real estate, including relationships within organized real estate and with related industry organizations.</li> <li>4. Delivery of a consistent Women’s Council brand and messaging.</li> </ol>

# THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<b>Organizational Structure (State Presence)</b>	See Figure 1 below

Figure 1: Organizational Structure Guide

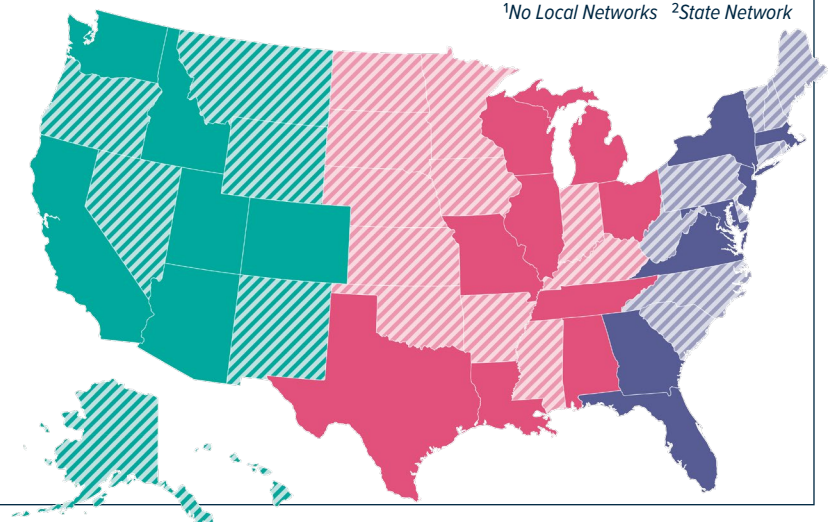
National Liaison Support																									
Level 1	Level 2																								
<b>No State Network and No State Liaison</b> In states where there are no Local Network and no members.	<b>National Liaison support</b> In states where there are no Local Network but where there are members-at-large and/or where there is one Local Network. National Liaisons will focus on outreach to members-at-large to invite them as feasible to Local or State network programs in neighboring states. National Liaison will promote engagement in National to all members.																								
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National + State Liaison Support																										
Level 3	Level 4	Level 5																								
<b>State Liaison support</b> In states with two (2) Local Network and at least fifty (50) members. A mandatory State Liaison position will provide support (see State Liaison job duties below and full job description in State Network job description document).	<b>State Liaison support and/or a State Network</b> In states with three (3) to five (5) Local Networks, a mandatory State Liaison can provide support as described in LEVEL 3. In addition, a State Network can be formed (optional) if it can meet and maintain minimum operating standards.	<b>State Network</b> In states with six (6) or more Local Network, the formation of a State Network is mandatory																								
Connecticut Indiana Nevada North Carolina Oregon	<table border="0"> <tr> <td>Alabama<sup>2</sup></td> <td>Utah<sup>2</sup></td> </tr> <tr> <td>Colorado<sup>2</sup></td> <td>Virginia<sup>2</sup></td> </tr> <tr> <td>Idaho<sup>2</sup></td> <td>Washington<sup>2</sup></td> </tr> <tr> <td>Louisiana<sup>2</sup></td> <td>Wisconsin<sup>2</sup></td> </tr> <tr> <td>Massachusetts<sup>2</sup></td> <td></td> </tr> </table>	Alabama <sup>2</sup>	Utah <sup>2</sup>	Colorado <sup>2</sup>	Virginia <sup>2</sup>	Idaho <sup>2</sup>	Washington <sup>2</sup>	Louisiana <sup>2</sup>	Wisconsin <sup>2</sup>	Massachusetts <sup>2</sup>		<table border="0"> <tr> <td>Arizona<sup>2</sup></td> <td>Missouri<sup>2</sup></td> </tr> <tr> <td>California<sup>2</sup></td> <td>New Jersey<sup>2</sup></td> </tr> <tr> <td>Florida<sup>2</sup></td> <td>New York<sup>2</sup></td> </tr> <tr> <td>Georgia<sup>2</sup></td> <td>Ohio<sup>2</sup></td> </tr> <tr> <td>Illinois<sup>2</sup></td> <td>Tennessee<sup>2</sup></td> </tr> <tr> <td>Maryland<sup>2</sup></td> <td>Texas<sup>2</sup></td> </tr> <tr> <td>Michigan<sup>2</sup></td> <td></td> </tr> </table>	Arizona <sup>2</sup>	Missouri <sup>2</sup>	California <sup>2</sup>	New Jersey <sup>2</sup>	Florida <sup>2</sup>	New York <sup>2</sup>	Georgia <sup>2</sup>	Ohio <sup>2</sup>	Illinois <sup>2</sup>	Tennessee <sup>2</sup>	Maryland <sup>2</sup>	Texas <sup>2</sup>	Michigan <sup>2</sup>	
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<sup>1</sup>No Local Networks <sup>2</sup>State Network

## NETWORK REGIONS

- Western Region with State Network
- Western Region No State Network
- Central Region with State Network
- Central Region No State Network
- Eastern Region with State Network
- Eastern Region No State Network



# THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Governance Structure</b></p>	<p><b>LEADERSHIP TEAM</b></p> <p><i>Composition</i></p> <p><b>President</b></p> <ul style="list-style-type: none"> <li>› Automatically assumes position from President-Elect; REALTOR® member, one-year term</li> <li>› Oversight: Communication, Industry Relations, Past President Advisory Committee</li> </ul> <p><b>President-elect</b></p> <ul style="list-style-type: none"> <li>› Elected position; REALTOR® member, one-year term</li> <li>› Oversight: Leadership Identification and Development; Leadership Development Initiatives; Strategic Planning</li> </ul> <p><b>First Vice President</b></p> <ul style="list-style-type: none"> <li>› Elected position; REALTOR® member, one-year term</li> <li>› Oversight: Network Development; Elections Process; Bylaws</li> </ul> <p><b>Treasurer</b></p> <ul style="list-style-type: none"> <li>› Elected position; REALTOR® member, one-year term</li> <li>› Oversight: chairs Budget and Finance Committee; Strategic Partner Development</li> </ul> <p><b>State Liaison:</b></p> <ul style="list-style-type: none"> <li>› Position appointed by the incoming president and ratified by the Governing Board <i>before the election</i>; REALTOR® member, one year term, but can serve up to two consecutive terms (<i>note: if no State Network - Levels 3 and 4 above - the National Liaison will appoint the State Liaison with ratification by the National Leadership Team</i>)</li> <li>› Reports to the National Liaison for the Region</li> <li>› Oversight: Local Network Support and Local Network Compliance</li> </ul> <p><i>*Note: regardless of the size of the State Network, there will be only ONE (1) State Liaison.</i></p> <p><i>State Liaison Requirements:</i></p> <ul style="list-style-type: none"> <li>» REALTOR® member</li> <li>» Have served as a Local Network President or Membership Director (or equivalent leadership experience) and understand the current Local Network minimum operating standards/model</li> <li>» Attended two (2) National meetings in the last two (2) years</li> </ul>

continued »

# THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Governance Structure</b> (continued)</p>	<p><b>State Liaison (continued):</b></p> <p><i>Additional Requirements in States with a State Network</i></p> <ul style="list-style-type: none"> <li>» Have knowledge of the current roles and responsibilities within a State Network</li> <li>» Have served on the State Network Governing Board in a capacity other than Local Network President (e.g., Leadership Team member, Leadership Identification and Development Committee Chair, Nominating Committee Chair, etc.)</li> </ul> <p><i>Preferred</i></p> <ul style="list-style-type: none"> <li>» Attended leadership training programs (any credible source)</li> <li>» Attended conflict resolution/mediation training (any credible source)</li> <li>» Hold the PMN designation</li> <li>» Attended Local Network and State Network operations sessions in the last twelve (12) months (at National meetings)</li> </ul> <p><b>EXTENDED LEADERSHIP TEAM (Leadership Team plus District Vice Presidents)</b></p> <ul style="list-style-type: none"> <li>› <b>District Vice Presidents</b> <ul style="list-style-type: none"> <li>» States with eight (8) or more local networks can opt to have District Vice Presidents as elected positions on the Governing Board.</li> <li>» While there is no requirement to have District Vice Presidents, the maximum number of District Vice Presidents in a state should be no more than one (1) District Vice President for every three (3) Local Networks in the State. (For example: if a state has ten (10) Local Networks, there can be a maximum of three (3) District Vice Presidents).</li> </ul> </li> </ul> <p><b>Function of Leadership Team</b></p> <ul style="list-style-type: none"> <li>› Provides leadership for and facilitates the work of the Governing Board (setting agendas, framing issues, etc.)</li> <li>› Performs official leadership duties/oversight as listed in the Bylaws</li> <li>› Makes appointments for committees, project teams and District Vice President Local Network oversight/assignments as necessary.</li> <li>› Can act as needed in between Board meetings; reports to the Board on actions taken</li> </ul>

# THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Governance Structure</b> (continued)</p>	<p><b>GOVERNING BOARD (Quorum: 30% of the REALTOR® members on the Board, must meet at least twice a year)</b></p> <p><i>Composition</i></p> <ul style="list-style-type: none"> <li>› Leadership Team (President, President-elect, First Vice President, Treasurer and State Liaison)</li> <li>› Local Network Presidents</li> <li>› Leadership Identification and Development Chair</li> <li>› Nominating Committee Chair (if not the most recent PP)</li> <li>› Strategic Planning Committee Chair</li> <li>› Past Presidents Advisory Committee Chair</li> <li>› (Ex officio, non-voting) any National Liaison or National Executive Committee member residing in the state</li> <li>› District Vice Presidents (large state networks/eight (8) or more local networks)</li> </ul> <p><b>MANDATORY COMMITTEES</b></p> <ul style="list-style-type: none"> <li>› Budget and Finance Committee (including audit functions)</li> <li>› Nominating Committee</li> <li>› Leadership Identification and Development Committee</li> <li>› Past Presidents Advisory Committee</li> <li>› Strategic Planning Committee</li> </ul> <p><b>PROJECT TEAMS (as needed) Examples:</b></p> <ul style="list-style-type: none"> <li>› Leadership Orientation</li> <li>› Leadership Development/Training Events</li> <li>› Conference/State Meeting Coordinator</li> <li>› Technology/Social Media</li> <li>› State Association of REALTORS® Relations</li> <li>› Industry Relations</li> <li>› Strategic Partner Development</li> <li>› Ways and Means</li> </ul>

# THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Services and Events</b></p>	<p><i>Note: for greater efficiency or impact, the State Network may combine several of the following activities into one event.</i></p> <ul style="list-style-type: none"> <li>› Conduct one membership meeting per year.</li> <li>› Conduct an annual orientation for state and local leaders (can be done in conjunction with the leadership development/ training program below).</li> <li>› Develop and implement a follow-up system after the orientation, including:               <ul style="list-style-type: none"> <li>» Regularly scheduled contact with local leaders to provide support, remind them of key dates and deadlines, facilitate problem-solving</li> <li>» Providing resources, tools and templates to fulfill responsibilities and operate an effective local network</li> </ul> </li> <li>› Support local network planning efforts (can conduct sessions with multiple networks in attendance).</li> <li>› Offer an annual leadership development/training program for members.</li> <li>› Conduct an event to facilitate networking between local network leaders.</li> <li>› Operate a Leadership Identification and Development process.</li> <li>› Offer an issue management/local development support service to Local Networks, including:               <ul style="list-style-type: none"> <li>» Leader coaching and mentoring</li> <li>» Facilitation of local leader networking and collaboration opportunities</li> <li>» Local support/intervention to help manage operating issues, including conflict resolution</li> <li>» Monitoring of local compliance with affiliation agreement and related support</li> </ul> </li> <li>› Implement initiatives to collaborate and build relationships with the State Association of REALTORS® (and industry-related groups as the opportunities arise). Initiatives could include:               <ul style="list-style-type: none"> <li>» Joint programming</li> <li>» Involvement opportunities</li> <li>» Support of legislative/RPAC efforts</li> <li>» Women’s initiatives</li> </ul> </li> <li>› Investigate and/or respond to requests for development of new local networks. Forward this information to National Staff for further research and support.</li> </ul>



## THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Governance Systems</b></p>	<ul style="list-style-type: none"> <li>› Submit annually a Business Plan to the National Liaison.</li> <li>› Develop and submit to the incoming National Liaison by the 4<sup>th</sup> Quarter an Annual Budget for the following year, with actuals for the current year.</li> <li>› File annually State and Federal Tax Returns.</li> <li>› Maintain a 501c6 IRS tax-exempt designation.</li> <li>› Maintain through National Women’s Council D&amp;O insurance.</li> <li>› Maintain Event/Liability insurance.</li> <li>› Conduct a Periodic Financial Review. (audit)</li> <li>› Conduct the Leadership Identification and Development process as defined by National.</li> <li>› Conduct an annual Election.</li> </ul>
<p><b>Women’s Council Branding</b></p>	<ul style="list-style-type: none"> <li>› The State Network mission statement must be the mission statement of the National Women’s Council:               <ul style="list-style-type: none"> <li>» We are a network of successful REALTORS®, advancing women as business leaders in the industry and in the communities we serve.</li> </ul> </li> <li>› The official Women’s Council logo must be used on all media/communications according to the official Council branding guide provided; no deviations or alternations allowed.</li> <li>› All Network events and communications (including any graphics, fundraisers, etc.) must reflect that of a professional, business organization.</li> <li>› Website: Utilize and maintain the State Network microsite provided by National, to include:               <ul style="list-style-type: none"> <li>» Leadership opportunities (including Leadership Identification and Development forms, process)</li> <li>» State Events</li> <li>» Messaging about Women’s Council (from National)</li> <li>» Strategic Partner recognition</li> <li>» Governance documents</li> <li>» Ability to register for events</li> </ul> </li> </ul>

## THE STATE NETWORK OPERATING MODEL

FUNCTION/OPERATING COMPONENT	MINIMUM OPERATING STANDARDS
<p><b>Communications</b></p>	<p><b>TO MEMBERS</b></p> <ul style="list-style-type: none"> <li>› Quarterly electronic communication with all members to include leadership opportunities, member benefits, state/local events, key dates/deadlines, etc.</li> </ul> <p><b>TO LOCAL NETWORK LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>› <i>Note:</i> see follow-up system after Local Network Leader orientation</li> <li>› Develop a system of communication between like State and Local Leader positions (e.g., Treasurers, Presidents, etc.) for networking, idea sharing and coaching.</li> <li>› Develop a method for facilitating, sharing and collaboration between Local Network Leaders.</li> </ul> <p><b>EXTERNAL</b></p> <ul style="list-style-type: none"> <li>› Strive to have a representative of Women’s Council hold some role or position within the State Association of REALTORS®.</li> <li>› Develop a tangible presence for the Women’s Council brand at meetings of the State Association of REALTORS®.</li> <li>› Initiate and implement some collaborative effort between the State Network and the State Association of REALTORS®.</li> </ul>
<p><b>Participation/ Reporting to National</b></p>	<ul style="list-style-type: none"> <li>› State Network President-elect and the State Liaison are expected to attend the National Network 360.</li> <li>› State Network Leadership Team (at a minimum) – President, President-elect, First Vice President, Treasurer, State Liaison - is expected to attend the Women’s Council Mid-Year and Annual Meetings and attend appropriate meetings (including Governing Board, Regional Caucuses, Network leader best practices sessions, etc.).</li> <li>› The President and the State Liaison will be an active member of the National Liaison’s team in the Region.</li> </ul>

## MODEL COMPLIANCE

State Networks will sign an affiliation agreement each year that will delineate the responsibilities of the State Network and National Women’s Council. The affiliation agreement will contain a monitoring and compliance procedure to oversee and support State Networks in complying with minimum standards set.