



Regional Vice Presidents Guide

Table of Contents

Introduction

Welcome Letter from the President and Chief Executive Officer
About NARPM®
Mission, Vision & Values

RVP and Running Your Region

Benefits
Expectations
Organizational Stability & Structure
Running
Rating
Reporting

Using Ambassadors

Definition of an Ambassador
Ambassador Benefits
Ambassador Requirements
Finding, Attracting & Vetting
Maximizing your Ambassador effectiveness
Ambassador Development Plan

Leadership Teams

Leadership Team Job Descriptions
Board of Directors Meeting Agenda example
Board of Directors Meeting Minutes example

Chapter Development

Preparing to Visit a Chapter Checklist
Chapter Meeting Checklist
Visiting a Chapter Checklist(s)
Chapter Health Assessment
Chapter Challenges FAQ
Chapter Meeting Sample Agenda
Purpose of a State Chapter Formation

Membership Development & Engagement

Defining Engagement
Member Engagement Checklist
Maximizing Your membership™

Section 8: Networking

How to be an effective Networker
Networking a Meeting

Section 9: Resources

Education/Speaker Topics
Articles/Resources on: How to be an effective Mentor, Tips to a Better Presentation
Board of Directors application

Introduction

Mission, Vision & Values



Regional Vice President's Welcome and Thank You!

Thank you so much for volunteering to serve as a Regional Vice President (RVP). Being a Regional Vice President (RVP) is no easy task and as you probably already know it is a BIG responsibility. For that we want to say thank you!

You play an integral role in the continued success and future growth of your NARPM® community. The growth and success of NARPM® has been, and will always be, dependent on the work done by our membership at all levels of the organization. It is your enthusiasm for NARPM®, your expertise as a Residential Property Manager, and your unique ability in assisting others that make you an essential member of our team.

Being an RVP means that you are the NARPM® spokesperson for your respective region and will act as a representative of the NARPM® president in such matters as may be assigned to you. This also means you are looked upon as a leader of our organization and your position is held in the highest of esteem.

In addition to holding a position of role model in your local NARPM® community, we will be asking you to serve as a liaison between NARPM® National and the chapters in your region. It is in this vital role that we see the most opportunity for chapter growth and success. We want to make your time spent as an RVP for the region as easy, rewarding and enjoyable as possible so we have created this Regional Vice Presidents (RVP) Guidebook to assist in your efforts to become the best RVP you can be.

NARPM® has worked hard to provide educational programs of exceptional value and give a voice for the Residential Property Manager Community. Thank you for your dedication to NARPM® and to our mission of being the professional, educational, and ethical leader for the residential property management industry.

Very Truly Yours,

Tim Wehner, MPM® RMP®
President, NARPM®

Gail S. Phillips, CAE
NARPM® Chief Executive Officer



History of NARPM®

Created to Fill Specific Needs

The creation of NARPM® was not one single event or the effort of one single individual. It was born out of a need for more education, validation, networking, and recognition for those individuals who were fee managers of single-family homes in the late 1980s. The management of this type of income property had in the past been left to the part-time activities of a real estate sales agent. The individuals that were managing single-family rentals were doing so with a little outside education and often isolated from other agents doing the same type of management.

Technology a Key Factor

The introduction of the personal computer in the real estate office made for the opportunity to change all this. The computer was able to achieve a standardization of accounting workflow for property managers in all areas of the country. Second, the computer allowed a property manager to manage many more properties than was previously possible, and with fewer staff. This enabled more property managers to make the management of single-family homes a career.

Computer Training Led to More

It wasn't long after the computer started to become standard office equipment that Ralph Tutor of Real Estate Software, Inc. started conducting productivity seminars for property managers throughout the country. These seminars would bring property managers together to learn how to operate his company's software.

NARPM® Elects Its First President

The single-family home managers found common ground on all issues within their businesses, not just the accounting software. With Ralph Tutor's help, in 1987, an organizational meeting was held for single-family managers in Dallas, Texas. The property managers in attendance elected Ralph the first president of the newly created non-profit trade association. Although the Association struggled on many fronts in the first year, it did survive.

Newsletter, National Convention and Committee Meetings

The early leadership put several ideas in motion that remain our focus today. A newsletter was created in 1988 and was published three times per year. Today, the Residential Resource is published eleven times per year and has become an award-winning full color news magazine. The first national convention was held in November 1989. Since then, Annual Conventions have been held in various parts of the country. Committee meetings by conference calls gave the national committee members a chance to work together on the projects started at the beginning of the year. The Association started to gain momentum.

Formal Education and Professional Recognition

By 1991, four one-day courses had been written, designed for the professional property manager of single-family homes. The list of courses available through NARPM® has been growing ever since. NARPM® offers the following designations and certifications:

For Property Managers: RMP® & MPM®

Residential Management Professional (RMP®) and Master Property Manager (MPM®) are the designations residential property owners recognize and seek

For Companies: CRMC®

Property management firms that are headed by an MPM® and that demonstrate the highest level of professionalism are eligible for the Certified Residential Management Company (CRMC®) designation.

For Support Specialist: CSS®

Certified Support Specialist (CSS®) professionals work in an organization with a NARPM® member who has earned the RMP® or MPM® designation. Those individuals who are actively engaged in supporting the company's property managers are eligible to earn the CSS® certification. Can specialize the CSS by taking classes that deal with Bookkeeping or Maintenance.

Code of Ethics and Standards of Professionalism

Enhancing the ethical behavior of the membership has always been a basic principle for NARPM®. The [Code of Ethics and Standards of Professionalism](#) was completely rewritten in 1994. These documents help educate our membership, both new and existing, on how a professional property manager should conduct business so that all parties in the landlord-tenant relationship are satisfied. NARPM® members know that ethical behavior is the right thing to do and that it sets the stage for increased business opportunities. In 2014, FTC investigations caused NARPM® to amend their code of ethics as relates to article 9.

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM's® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members' ability to solicit competitors' clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.

Growing Membership

Membership in late 1988 totaled only 13 members. By 1989, membership had grown to 78 members, and by the fall of 1991, membership stood at over 150. The need had arisen to develop local leadership and structure. A system of chapters was set up. The growth and success of NARPM® has been and will always be dependent on the work done by our membership at all levels of the organization. By January 1997, membership had grown to almost 1,300 members with 34 chapters in place. In 2005, NARPM® breached the 2,000 member mark with 68 chapters. Today, there are more than 5,900 members.

Mission and Vision of NARPM®

Mission

NARPM® provides resources for residential property management professionals, who desire to learn, grow and build relationships

Vision

NARPM® will be the recognized leaders in the residential property management.

NARPM® Core Values

NARPM® Core Values:

Networking – Cooperation and sharing as colleagues

Advocacy – Advance the profession by influencing issues that impact the residential property management industry

Professionalism – Recognize expertise through professional designation

Education – Promotion of education and business development

Ethics- Respect and integrity among members brought about by ethical, honest and credible behavior

RVP's and Running Your Region

Roles & Responsibilities

Benefits of being a Regional Vice President (RVP)

Regional Vice President/Director (RVP) will supervise their region of NARPM®. The NARPM® President, RVP, Member Services Committee, and National staff will work closely with the regions to provide the most beneficial services and programs to their members. The RVP will represent their region at the NARPM® Board Meetings. *Some of the benefits are:*

- ☐ Increased networking opportunities including:
 - Connecting one-on-one with new and existing NARPM® members
 - Potential for increased referral opportunities through other RVPs and members
- ☐ Heightened visibility to develop business contacts through association with other volunteers and NARPM® members.
- ☐ Opportunity to affect change within your local business community
- ☐ Opportunity to get insider's perspective of what's going on in NARPM® and in your region
- ☐ Opportunity to mentor and develop future leaders by sharing your expertise with new chapter leaders and helping them create and implement meaningful member programs and services
- ☐ Opportunity to lead and impact the development of our industry
- ☐ Increased education through special RVP trainings and mentoring
- ☐ Increased knowledge of NARPM® benefits and services
- ☐ Collaboration with other RVPs
- ☐ Opportunities that may lead to larger leadership role(s) within NARPM®
- ☐ Lasting business relationships and friendships
- ☐ Recognition at NARPM® events
- ☐ Build Relationships
- ☐ Ultimately, create a culture of connections

REGION VICE PRESIDENT DUTIES & RESPONSIBILITIES

OVERVIEW

The Region Vice President/Director (RVP) of the National Association of Residential Property Managers (NARPM®) will include one (1) member representing each of the Association's regions who are elected to oversee the work of NARPM®. These individuals will act as the representatives of the NARPM® President in such matters as may be assigned to them. In addition to serving as the spokesperson for the Association in their respective region, the RVP will work closely with the Member Services Committee, the Member Support Manager, and the Chief Executive Officer to identify problems or opportunities within their region and assist wherever possible.

The RVP will supervise their assigned region of NARPM®. The NARPM® President, RVP, the Region Ambassadors, Committee Chairs, and National staff will work closely with the RVPs to provide the most beneficial services and programs to their members.

It is the responsibility of the RVP to notify the Member Services Manager or National Staff of any assistance they may need throughout the course of their duties and responsibilities. If it is deemed during the term of the RVP that any of the required duties are not met, followed and practiced in good faith, then the respective RVP could be removed from the National Board of Directors by a majority vote of the National Board of Directors.

REGIONAL TEAM (to be established by 9/15 of each year)

The RVP role is designed to be successful with at least two Regional Ambassadors.

Each Region shall have a team of at least two Ambassadors, to be selected no later than September 15 of each year. Regional Ambassadors must apply for the position and be approved by the incoming President and President Elect.

You can find the Ambassador Application by following this link [NARPM Ambassador Application](#)

The RVP will oversee the Ambassadors, along with all Regional activities. The RVP Ambassador's role is to assist the RVP and/or be assigned specific Chapters within the Region.

Some examples of the Regional Ambassador support –

- Send welcome letters for new members
- Assist in putting together the agenda for Regional Chapter Leader calls
- Write the conference call email invitations
- Make sure the committee rep is always on the call
- Follow up with members who have dropped out due to non-renewal

RVP's are to delegate and use their Ambassadors to assist with the management of the Region. Ideally, one of the Ambassadors would remain during the transition from one RVP to another. This will maximize the continuity within the Region.

REQUIRED MEETING ATTENDANCE

In order to maximize your effectiveness for the organization and promote NARPM® to its fullest, the RVP is required to attend meetings and phone conferences throughout the year. If at any time an RVP is unable to attend a Board meeting, at least 14-days advanced notice is required to be submitted to the President and Chief Executive Officer for consideration of an excused absence. Excused absences must be approved by the Board of Directors. One (1) unexcused absence or two (2) excused absences within the year of service will be grounds for replacement of that Director.

- **National Board of Director Meetings – Six per year**
 - **3 Phone Virtual meetings**
 - Usually last about 2 – 3 hours
 - Held in the months when there is not an In-Person meeting
 - **3 In-Person**
 - Broker/Owner Retreat (Usually in the Springtime)
 - Next years' Annual Convention site (August)
 - Current Year Annual Convention (October) **Incoming Directors are to attend this meeting**
 - **Two Weeks before meeting** - All reports are to be submitted to National Staff two weeks prior to meeting
 - **One Week before meeting** - Review meeting Agenda and submit questions to Chief Executive Officer
- **Leadership Training**
 - NARPM National will offer quarterly classes for Chapter Leaders
 - A Tools Virtual Class will be offered in November each year
 - Will hold meet and greet for incoming chapter Presidents the last day of convention. NARPM will have grant available to cover extra night of lodging
- **Annual Strategic Planning & Board Training (September of each year – 3 day event)**
 - Returning and Incoming RVPs to attend
 - Hotel accommodations arranged by and paid for by NARPM National Staff
 - Cost is covered by NARPM® National.
- **Regional Chapter Leader Meetings (Zoom meeting – 1-hour event)**
 - Two (2) Zoom meetings are required per year. RVP's are required to have one on one calls with their chapter leaders to keep them up to date.
 - The dates of your meetings will be arranged with the help of the Member Services Manager. This is necessary because the Member Services Manager will attend every Regional call.
 - Agenda to be submitted to Member Services Manager at least 10 days before meeting. The MS Manager will distribute the agenda at least one week prior to your call

- **Chapter Visits (Visit every Chapter in two-year term)**

Be aware of the Chapters, if any, that are not doing well and provide them with guidance and expertise in getting them back on track. This includes engaging and working with the National staff and the respective National Committee(s.) This will be accomplished by spending time discussing the issues and brainstorming solutions or finding other chapters/members to help this chapter or it might mean traveling to this chapter to do whatever might be reasonably needed. It is recommended that you engage your Ambassador to help with any struggling Chapters.

- Every Chapter visit should be productive and bring added value to the members
 - A variety of topics are available for a short presentation at www.NARPM.org or simply take a few minutes to report on the National activities (Strategic Planning, Broker/Owner retreat, etc.)
 - Use the [State of NARPM®](#) presentation
- Up to two nights' travel are eligible for reimbursement when traveling to a Chapter
- RVP or their Ambassador is to visit every Chapter at least once within their two-year term.
- Focus should be placed on Chapter needs when evaluating Chapter visits.
- Be sure to use the [Chapter Health Guide](#) for each Chapter visit.
- **Two weeks prior to visit** – Send the [Chapter Health Guide](#) to the Chapter President and review it with them after their meeting.
- **One week after visit** - Provide feedback to the Chapter President. What are they doing well, what could they improve upon, be sure to include suggestions and not just criticism?

- **Regional/State/Area Conferences**

The RVP is required to offer support and attend any State and/or Regional Conferences held in their Region. There will be at least one Executive Committee member in attendance, as well.

TRAVEL GUIDELINES

When traveling to fulfill the duties of RVP be sure to consider the most cost effective way to meet your goals. All flight arrangements are to be completed by the RVP. There are two events where National Staff arranges your hotel accommodations: Strategic Planning and Annual Leadership Training. The RVP is required to make all other hotel reservations within the NARPM® guidelines.

Each RVP will be given a budget for the year. This budget is to be strictly adhered to and shall include expenses incurred by the Regional Ambassadors and expenses incurred by Regional virtual meetings. The RVP will also be given a Travel & Expense Report from National Staff. All reimbursable expenses are to be submitted by using this report within 30 days of the travel event. **All expense reports are due no later than Dec 31 of each calendar year.**

All the details regarding the NARPM® travel policy can be found by following this link [Valuable RVP Documents \(https://www.narpm.org/members/tools/leader-services/documents-for-rvp-use/\)](https://www.narpm.org/members/tools/leader-services/documents-for-rvp-use/)

COMMUNICATION

Successful communication is the key to becoming the most effective RVP you can be. Be sure to CC all interested parties, especially the Member Support Manager and your Ambassadors. All communication between National staff and other Board members should not exceed a 48-hour response time from either party.

To make your communication easier, set up email groups for the various Chapters or Chapter leader groups.

- **RVP Reports (Six per year – due two weeks prior to Board Meeting)**
 - National Staff will provide a report format for the RVP to complete and submit two weeks before each Board of Directors meeting.
 - Reach out to your Chapter Leaders at least one week prior to the due date of your report.
 - Read the report thoroughly and be sure to fill out all areas completely.
- **Residential Resource Magazine Article**
 - Each RVP is required to submit an article twice per year (750 words). This article is to highlight your Region, the activities going on and any upcoming notable events.
 - Due Dates for the articles will be assigned by National Staff.
 - Each RVP is also required to assign two Chapter Leaders to submit a Chapter Spotlight article featuring their Chapter.
 - The Chapter Spotlight article and the RVP Bulletin article will be published in the *Residential Resource* at the same time.
- **New Member Email Notifications**
 - Each week when a new member from your Region joins NARPM® the RVP and Chapter Leader will receive an email notification.
 - The RVP should immediately e-mail them welcoming him/her to their Region and copy the Ambassador and the local Chapter Leader. Sample welcome email can be found within the [Valuable RVP Documents](https://www.narpm.org/members/tools/leader-services/documents-for-rvp-use/) (<https://www.narpm.org/members/tools/leader-services/documents-for-rvp-use/>)
- **Chapter Visits**
 - After visiting a Chapter, the RVP is required to submit the completed Chapter Health Guide to National Staff where it will be kept on file for the Chapter. Expense reimbursements will not be processed without the completed Chapter Health Guide.

Expectations of being a Regional Vice President (RVP)

In order to maintain effective and prosperous Chapters that meet their goals and objectives, it is important that the Chapters have guidance from their designated Regional Vice Presidents to support them in the management of their Chapters. In an effort to provide the Chapters with the guidance and support they need, the RVP is expected to:

- Be in attendance for ALL National board meetings. This is usually three conference calls and three live meetings. The conference calls are an average of two hours each. The live meetings are usually from one to two days and when possible are in conjunction with a National Meeting.
- Attend Strategic Planning session in the fall at Nationals business office in Virginia. This will be a three day session and will be held in the month of September.
- Be in attendance for ALL conventions to include the convention and board meeting in October, where they will be installed.
- Make yearly visits to as many chapters as your budget allows, this can be done by the RVP or the Ambassador. It is strongly advised that the RVP should personally visit every chapter in their region during their 2 year term. First priority on visits must be chapters in need. The RVP visits should be productive and bring added value to the Chapter. RVP visits usually involve a minimum of one (1) to three (3) days depending on the occasion of which two (2) nights will be reimbursed per Chapter and city visited.
- Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
- Gets to know other committee members and builds a collegial working relationship that contributes to consensus.
- Is an active participant in the committee's annual evaluation and planning efforts.
- Represents the interests of members during BOD meetings.
- Stay in contact with the Chapter Support Manager and the Chief Executive Officer
- Write a minimum of two Resource Articles per year
- Get two Chapter members on board to write two articles for the Resource Magazine
- Plan and execute four chapter leader conference calls and work with National staff to send out e-mailings reminding them several times before the meetings along with agenda for meeting. Do follow-up after the meetings if needed
- Work to improve the relationship between National and chapters (local and state)
- Promote education and professionalism to all members

- Be involved in supporting State events
- Be aware of chapters that are not doing well and aid in getting them back on track, in partnership with the National staff and member services committee. This can be accomplished by spending time discussing the issues and brainstorming solutions or finding other chapters/members to help this chapter or it might mean traveling to this chapter to do whatever might be needed.
- Plan a presentation for chapter visits for the year so that you have something interesting to present when you visit the chapters. Consider teaching an class or having an “installation ceremony” for incoming board members for the Chapters.
- Be in tune to areas that want to form a new chapter and start mentoring them as to what is needed. Encourage these areas to form networking groups to see if they have enough support to form a chapter and have people who are interested in taking leadership and committee chair positions. Have their leadership planned out for at least three years, if possible. Make sure Member Services Chair is aware of this action along with keeping National Chapter Support Manager in the loop so they can immediately disseminate the Chapters-in-Formation (CIF) information. It is important for the RVP to notify the national staff and Member Services Chair of these areas so they can follow up with necessary information and assist in promotion of their upcoming events. The RVP should submit the executed CIF form to the Chief Executive Officer for approval by the Board of Directors at their upcoming meeting.
- Collect informational data on the chapters and get familiar with the board members and make your mailing groups, etc.
- When emails arrive on new members, turn around immediately and e-mail all of them and welcome them to the region, remind them who their chapter president is so they have a contact to get information on Chapter meetings and events coming up.
- RVP, and their Ambassador, are to oversee and assist with the submission of the combined Chapter compliance and Excellence reports for all Chapters in the Region. RVP is to assist Chapters, at their request, wishing to apply for Chapter Excellence.
- When traveling to a chapter the RVP’s, or their Ambassadors, must be available to meet with members to help with local issues. Spend time equally with any member who requests your attention, and not just with a few.

*If it is deemed that during the term of the RVP that if any of the above duties are not met, followed and practiced in good faith, then the respective RVP could be removed from the National Board by a majority vote of the National Board of Directors.

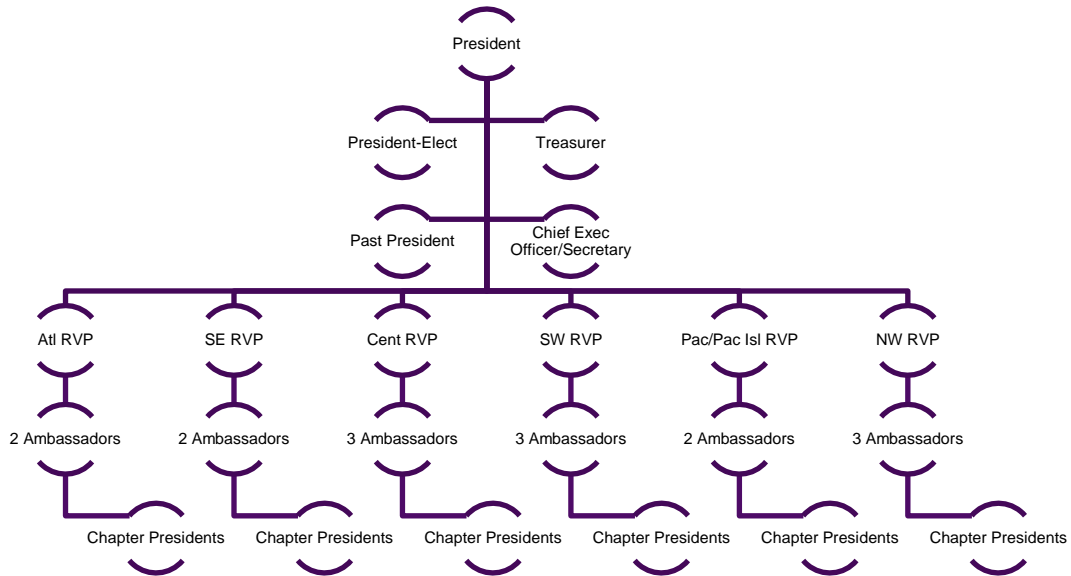
Each RVP will be given a budget for the year. This budget is to be strictly adhered to and shall include expenses incurred by the Regional Ambassadors and expenses incurred by Regional conference calls. The RVP will also be given a Travel & Expense Report from National Staff. All reimbursable expenses are to be submitted by using this report within 30 days of the travel event.

All the details regarding the NARPM® travel policy can be found by following this link [Valuable RVP Documents](#)

If you are in attendance at an event as a NARPM® Board Member, it is important to engage with the membership by attending as many of the sessions, including the Vendor Fair, as possible. Should you find it necessary to take a break to handle business or other needs, you are to go to a private location where members are not present. If you will be absent from the event for an extended period of time, please inform the Chief Executive Officer or someone else on the Executive Committee.

Organizational Stability & Structure

NARPM Leadership Organizational Chart



NARPM COMMITTEES AND STAFF

Communications Committee

Staff: Publications@narpm.org

Member Services Committee

Staff: Info@narpm.org

Governmental Affairs Committee

Staff: Legislativeinfo@narpm.org

Professional Development Committee

Staff: Educationinfo@narpm.org

Finance Committee

Staff: CEO@narpm.org or Accounting@narpm.org

Professional Standards

Staff: CEO@narpm.org

Convention & Broker/Owner

Staff: Conventioninfo@narpm.org

Technology Committee

Staff: chaptersupport@narpm.org

NARPM Women's Council of Property Managers

chaptersupport@narpm.org

NARPM Vendor Advisory Council

CEO@narpm.org/marketinginfo@narpm.org

NARPM® Management Team

Gail S. Phillips, CAE, Chief Executive Officer (gphillips@narpm.org)

Oversees all NARPM® operations, serves as Secretary for NARPM® Board of Directors, and is Chief Executive Officer for the organizations

Rebecca Woodring, CAE, Deputy Executive Director/Chapter Support Manager (rwoodring@narpm.org)

Oversees all aspects chapter support on the local and state level.

Shannon Sharples, Member Support (ssharples@narpm.org)

Oversees all aspects of NARPM® membership for both affiliates and professional members. Also works with Regional Vice Presidents, and Ambassadors.

Victoria Hecht, Public Relations & Digital Media Director (vhecht@narpm.org)

Supports all social media communications and all communications within the NARPM® team. Works with promoting NARPM® to external and internal audiences. Works at raising the level of event presentations.

Karen Gould, Event Planner (kgould@narpm.org)

Plans NARPM® National events and handles all aspects of the events that involve working with the facility, volunteers, and vendors. Staffs the Convention Committee and Broker/Owner Planning Group.

Jenna Frankfort, Graphic Designer (jfrankfort@narpm.org)

Handles NARPM® Communications needs, including the Residential Resource and all electronic communications. Manages the website and staffs the Communications Committee and works with the outside salesperson.

Tyler Craddock, Governmental Affairs Director (tcraddock@narpm.org)

Managers the Governmental Affairs program for NARPM® and the Governmental Affairs Committee. Works closely to advocate for NARPM® and the property management industry. Oversees the Day on the Hill program, staffs the NARPM® PAC Trustees, and is the primary contact for all Governmental Affairs and NARPM® PAC matters.

Troy Garrett, Governmental Affairs Director (tgarrett@narpm.org)

Works with Governmental Affairs program for NARPM®. Works closely to advocate for NARPM® and the property management industry. Oversees the Day on the Hill program and is a contact for Governmental Affairs and NARPM® PAC matters.

John Broadway, Regulatory Advisor (jbroadway@narpm.org)

Works closely with the Governmental Affairs Directors to support the Governmental Affairs program and NARPM® PAC.

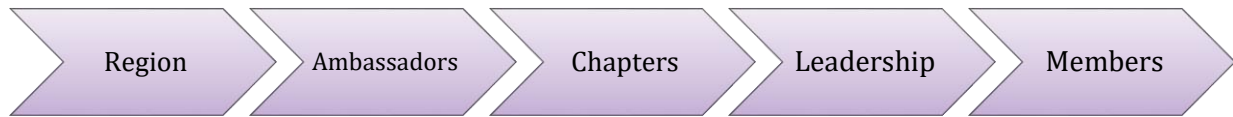
Chere Tonetti, Education Designation Support (ctonetti@narpm.org)

Supports the Professional Development programs of NARPM® to assure that necessary support for the education and designation programs. Assists with education courses.

Organizational Oversight:

- Each RVP will have Ambassadors to assist them in the duties throughout their term, then there would always be someone “trained” and ready to step in at any time if they desire to do so. These individuals will be chosen through an application process. The main duties of the Ambassador would be to assist the RVP in all the paperwork, articles, e-mails, and communication with assigned chapters. This way, there is always a pool to pick from for future RVP or leadership in general. The RVP will send their recommendations to the Chief Executive Officer who will meet with the President and President-Elect to ratify the selections.
- Regions with less than 400 members will combine with another region to share an RVP. The shared RVP will be from an adjacent region. Since Pacific Islands has several adjacent regions, they will share with the Pacific region. In the event of a shared RVP, the Region that does not retain the RVP position will have at least one (1) RVP Ambassador who will work closely with the RVP to assure that the Regions concerns are addressed. The RVP Ambassador will assist the RVP in maintaining compliance and remain in contact with all chapters in their respective Region.

Running your Region



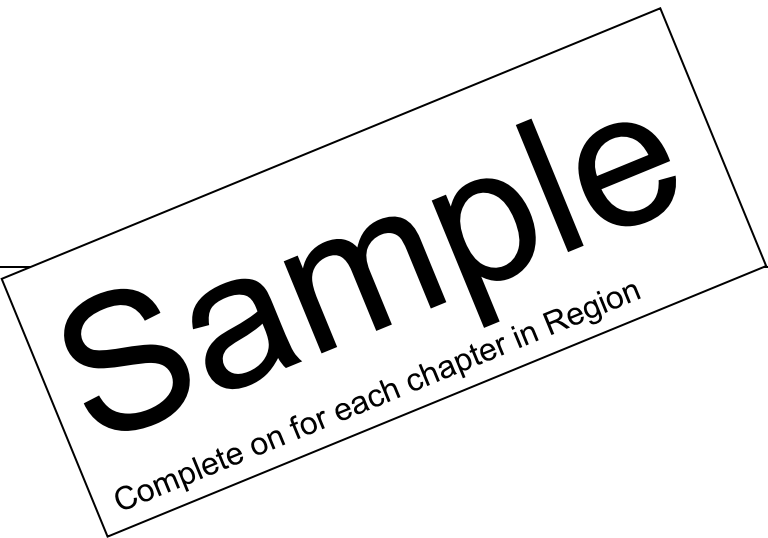
1. You have two jobs, one as a board member and one as a RVP
2. This position was never designed to do it alone
3. Use your resources
4. Utilize your Ambassadors
5. Make sure to have FUN
6. Don't forget that you DO make a difference
7. Keep in mind that others don't know what it's supposed to look like
8. Don't forget the resources at NARPM® National
9. Measure your results (rating) not your feelings
10. Use NARPM.org Chapter Leader site to help manage the chapters. It can be found at **<https://www.narpm.org/members/tools/chapter-services/>**

RVP/CHAPTER REPORTS

Under OneDrive

_____ Region Vice President

Board of Directors Reporting
Complete all information in the white boxes.

Chapter Name		
Health Rating: <ul style="list-style-type: none"> • 10 Outstanding: Chapter goes well above the minimum. provide benefits to members. • 5 Acceptable: Chapter meets the minimum requirement or provide benefits to members. • 1 Poor: Chapter does not meet minimum requirements nor provide benefits to members. 		
1.	Provide current overall chapter health rating:	
2.	Provide current health rating for Chapter Board of Directors:	
3.	Written summary on Chapter.	
a.	Explain activities the RVP assisted with supporting and/or improving the chapter:	
b.	Provide comments from Chapter President:	
4.	Date of one-on-one calls with Chapter President	
5.	Was one on one call performed by RVP or Ambassador.	

Using Ambassadors

What is an Ambassador?

The Ambassador is a representative at the chapter level, who volunteers their time to serve as a liaison between the Regional Vice President (RVP) and the chapter.

The Ambassador approach is to have someone trained to assist the RVP with their various duties. RVP's are required to use their team members to cover the regions geographical area and work with chapters. This team will consist of professional members from different Chapters spread throughout the Region. The team members will travel as needed to assure that chapters are supported.

It is recommended that for every 3 to 4 chapters you should have one (1) Ambassador. For example: Regions with 3 or less chapters will have 1 Ambassador appointed through the application process; 4-10 Chapters will have 2 - 3 Ambassadors; 11 or more Chapters will have 4 + Ambassadors.

What does an Ambassador do?

The **ambassador's** primary roles are to provide support to the RVP and the chapters in the areas of chapter growth and sustainability as well as to strengthen the connection with new and first-year **members** to create welcoming environments in which they can thrive as members.

What is the purpose of an Ambassador program?

This program was designed to ensure that members and potential members are having their needs met and are gaining value from their membership. It is also designed to give individual NARPM® members' opportunities to become more involved in the NARPM® organization.

By distributing some of the "administrative" tasks necessary to keep our NARPM® organization efficient and growing, we provide our members with an opportunity to have more ownership within the organization, develop more meaningful relationships, and allow the RVPs to focus their time on training and directly impacting their regions.

One of the prior year Ambassadors shall be the transition person when the RVP term changes. This Ambassador will help with continuity within the region and will help the new RVP. Also, this position will assist in grooming future leaders by preparing the Ambassador to possibly apply for a Board position along with assisting in transitioning a new RVP. The Ambassador will also give NARPM® someone to fill in, should something should happen to RVP, while waiting for Board of Directors approval of a replacement.

Benefits of being an Ambassador

- ☐ Increased networking opportunities including:
 - Connecting one-on-one with new and existing NARPM® members
 - Potential for increased referral opportunities through other Ambassadors and members
- ☐ Heightened visibility to develop business contacts through association with other volunteers and NARPM® members.
- ☐ Opportunity to affect change within your local business community
- ☐ Opportunity to help your local/regional chapters show their NARPM® community pride
- ☐ Opportunity to get insider's perspective of what's going on in NARPM® and in your region
- ☐ Opportunity to lead and impact the development of our industry
- ☐ Increased education through special Ambassador trainings and mentoring
- ☐ Increased knowledge of NARPM® benefits and services
- ☐ Opportunity that may lead to larger leadership role(s) within NARPM®
- ☐ Lasting business relationships and friendships
- ☐ Recognition at NARPM® events
- ☐ Build Relationships
- ☐ Ultimately, create a culture of connections

Ambassador Requirements

Not everyone can be a "right fit" for every position. Therefore, not just anyone can be an Ambassador for NARPM®. In an effort to ensure that we have the right people in the right positions we have created a list of the qualifications we feel are necessary to not only fulfill the role, but to also be a "right fit" for the position.

- ☐ The Ambassador must be knowledgeable about the offerings of NARPM® as well as the inner workings of chapter leadership
- ☐ Must possess strong interpersonal skills and be sensitive to member/potential member needs
- ☐ Must attend quarterly Ambassador mentoring sessions
- ☐ Must attend yearly Ambassador Training
- ☐ Must have the ability to travel when requested to visit other chapters within the region*
- ☐ Make a commitment of one (1) year to the NARPM® Ambassador Program
- ☐ Must be able to dedicate a **minimum of 5 hours** monthly.
- ☐ Must have successfully completed an individual candidacy for a recognized NARPM® designation
- ☐ Must have served as an Officer or Director/Regional Vice President for a Region, or State, or Local Chapter. Served as a Chair and/or Vice Chair of NARPM® National Committee or Task Force; Chair of a local chapter committee; and/or served in an active capacity on a NARPM® National Committee for a minimum of two (2) years.
- ☐ Must be a member in good standing with NARPM®

Association policy details:

- The RVP will approve Ambassador travel reimbursements that will be allocated in a regional travel fund that is shared by the RVP and their Ambassador. National will fund the travel line item in the budget to make sure a majority of region chapters can be visited at least once by either the RVP or the Ambassador.
- RVPs are to use their travel budget to have the Ambassador travel on their behalf, when needed.
- Ambassadors are to submit their expense reimbursements to the RVP for approval who will then submit to the Chief Executive Officer for final approval.

Finding: What to look for in an Ambassador

Taken from ASAE, the Center for Association Leadership

Regardless of your membership structure, the use of Ambassadors is critical. Associations not only need the resources and labor provided by Ambassadors; they benefit from the credibility created by member involvement.

The screening and selection process is the first and probably most important step in attracting Ambassadors. You want to attract Ambassadors that not only you connect with, but have a drive for excellence, and are aligned with NARPM's® vision and mission.

The selection process need not be complicated, but it should be a process — meaning you should follow it every time. Here are some of the things to look for when selecting a new Ambassador:

Alignment. Are they aligned to NARPM's® vision and mission and want to see this vision and mission become a reality? Are they stepping forward because they think the position will be cool, or are they are doing it for the recognition? Do they understand and agree with NARPM's® goals for the future? Unfortunately, some Ambassadors may step forward because they disagree with the direction the association is taking and want to make sure they are heard. It's valuable to determine if the prospective Ambassadors have a burning issue that matters to them. Even if there isn't an adversarial perspective, you need to determine if the member is aligned with staff on the goals, purpose, roles, and objectives of the board of which they wish to serve. It's important that you know they are engaged and committed.

Overreliance. Are we overusing the same volunteers? While this might not be a concern for the Ambassador position, many other leadership and committee roles may have involved the usual suspects being rotated from committee to committee or leadership position to leadership position. The danger of this is that it promotes burnout and limits access to new ideas. As a general rule, the Ambassador is not able to serve in another leadership or committee position while serving as an Ambassador, however you should be aware of their prior leadership commitments and length of time serving in these roles.

Collaboration skills. Can the member work well with others? The majority of the Ambassadors' roles for the association involve working as part of a group. There are plenty of individuals with expertise in their field, tremendous wisdom, and strong commitment who are abysmal at teamwork.

Energy level. Do they bring a sense of energy and enthusiasm to the role of an Ambassador? What is their natural disposition, are they happy go lucky or a sourpuss? Are they interesting and engaging or are they monotone and lack enthusiasm? This is critical in promoting the growth of chapters and development of their leadership. They serve as "Ambassadors" of NARPM®. Their primary role is to get members and prospective members excited about NARPM® and what it has to offer.

Track record. What is the member's track record with affecting change, whether in their own chapter or on a committee in which they have served? Have they been successful in working with other members to implement goals and strategies that they helped develop? Are they aware of local issues and have had experience in handling conflict? They may not have had experience in all these areas, but these would be great precursors to a great Ambassadorship.

Attracting: Getting people to raise their hands

One of the biggest challenges to bringing on an Ambassador (or any leader) is getting them to say yes. One of the simplest ways to getting a leader to say yes, is doing the following:

_____ (insert name), the leadership and I were talking and we think you would make a great _____ (insert position like Ambassador). Would you be open to being an/the _____ (insert position like Ambassador)? The key is to open a conversation about the position. So often they say, *yes I would be open, what's all involved.*

Then you would share what all is involved.

1. Visiting chapters from time to time to check in to see how they are doing
2. Participate in RVP conference calls _____ times a year
3. Participate in chapter support calls from time to time
4. Provide me with a report every 6-8 weeks on how the chapter is doing
5. Attend conferences
6. Attend a 2 hour training on "How to be an effective Ambassador"

Share the Benefits

- Contribute to the continued success of NARPM®
- Additional Visibility with other companies and members
- Collaborate with other companies in other chapters
- Position yourself for future leadership in the organization
- Ability to make a difference for other members
- Bring back "best practices" to your own chapter increasing its success
- Assist with creating the "NARPM® Experience"

Answer any Questions (FAQ's)

- How much time does it take?
- How long do I serve?
- Is there someone I can talk to about their experience?
- When is training?

Complete a NARPM® Regional Vice President Ambassador Nomination Form

Complete an interview

Once Accepted, schedule training (orientation)

Vetting: Ambassador Interview Questions

One good way to prepare for an interview is to think about questions you could be asked and the answers you would give. Here are some sample questions your leaders might ask you. Remember, your interview will be an informal conversation, so you won't need this as a "cheat sheet" during your interview. These are simply thought-starters to help you think about the experiences you've had or the special qualities that you want your leaders to know about you.

- ☐ Tell us about your experience with NARPM®.
- ☐ How did you get into the current profession you are in?
- ☐ What do you enjoy most about what you do other than helping people?
- ☐ Why do you do what you do?
- ☐ If you had 3 million in the bank, what would you be doing?
- ☐ What are your three biggest challenges?
- ☐ What are the most important values you demonstrate as a leader?
- ☐ What is your greatest strength?
- ☐ What is your greatest weakness?
- ☐ Are you more effective in a group or on a one to one basis?
- ☐ How would you go about getting cohesion among a team who disagree?
- ☐ Describe ways in which you have demonstrated your ability to be a leader.
- ☐ How would you motivate a team?
- ☐ Have you ever been a mentor? How did you go about establishing that relationship?
- ☐ What motivates you to want to be an Ambassador?
- ☐ What do you hope to gain as an Ambassador?
- ☐ What change or improvement are you most interested in seeing occur as an Ambassador?
- ☐ How would you get to know someone new to NARPM®?
- ☐ How will Ambassador Experiences help you in your future?
- ☐ Are you more comfortable with written or verbal communication?
- ☐ How do you go about resolving conflict?
- ☐ How did you handle a time when you had to make an unpopular decision?
- ☐ How do you organize projects and tasks?

Maximizing your Ambassador effectiveness

Your Ambassador can help in many ways

Visiting Chapters

Assist with managing the region

Monthly contact with assigned Chapter Presidents

Assist with combined Chapter Compliance and Excellence in the Region

Teaming up with RVP to increase chapter performance

Teaming up with RVP to increase member engagement

Co-lead an RVP call (and fill in when absent). Design agenda for meetings

Check in with Chapters at least quarterly to see how they are doing (caring)

Volunteer to be a speaker at a chapter that is located close to Ambassador

Assist in sending welcome emails for the region's new members

Follow up on chapters that haven't sent in reports

Assist RVP with other tasks as requested

Your ultimate goal is to make
the Chapters feel “**cared for**”
and “**connected**” to National!

Ways the Ambassador Can Partner with Their RVP

The NARPM® Ambassador program is designed to provide additional support for chapters by appointing, training and managing Ambassadors who will visit assigned chapters on a regular basis. Partnering with your RVP allows you to figure out “your” best “fit” so you can maximize chapter impact!

- ☐ To act as a representative of NARPM®
- ☐ To work closely with the RVP to assure that the Region's concerns are addressed.
- ☐ To answer basic questions concerning NARPM® policies and procedures. Any questions that cannot be answered will be directly referred to the RVP

- ☐ To actively promote chapter growth in their region
- ☐ To increase the retention rate of the existing membership by conducting ongoing goodwill calls and relationship building with the membership of the chapters within their region

- ☐ Assist the RVP with communications to the chapter, to include but not limited to, paperwork, emails, articles and welcome letters
- ☐ Assist in creating an agenda for the RVP conference calls to the chapters while making sure the NARPM® National Staff has the conference call emails to send out
- ☐ Assist in the collection of chapter compliance updates as needed

- ☐ Mentoring new chapters- in-formation as to what is required of them
- ☐ Remain in contact with all chapters in their respective region
- ☐ Ambassador will fill out a "Chapter Health Assessment Form" after each visit and update the RVP on the status

- ☐ Meeting with members to help with local issues.
- ☐ Following up with members that have dropped out due to non-renewal
- ☐ Assist members with introduction to other members that prove beneficial to their business
- ☐ Support struggling chapters in partnership with the RVP and NARPM® National Staff

- ☐ Keep NARPM® Chapter Support Manager (staff) at National informed on issues and aware of communications with chapters
- ☐ Accept additional Ambassador assignments from RVP as requested

If the RVP documents that their assigned Ambassador is failing to meet their assigned duties, then the RVP can submit a request to the Chief Executive Officer, who will meet with the President and President-Elect to determine if a replacement is needed. Should it be determined there will be a replacement issued, the new appointee will be chosen from current applications for Ambassadors.

Ambassador Development Plan (30, 60, 90 days)

- ☐ Review Development Plan with your RVP
- ☐ Thoroughly review and sign off on Policy Handbook
- ☐ Demonstrate competencies as an Ambassador with all procedures and processes
- ☐ To answer basic questions concerning NARPM® policies and procedures.
- ☐ Conducting goodwill calls and relationship building with the membership of the chapters within their region
- ☐ Communications to the chapter, to include but not limited to, paperwork, emails, articles and welcome letters
- ☐ Copy NARPM® Chapter Support Manager (staff) at National on emails so staff is aware of communications with chapters
- ☐ Creating an agenda for the RVP conference calls to the chapters while making sure the NARPM® staff has the conference call emails to send out
- ☐ Following up with members that have dropped out due to non-renewal
- ☐ Collection of chapter compliance updates
- ☐ Accept additional Ambassador assignments from RVP as requested

- ☐ Demonstrate competencies in management and leadership activities
- ☐ Connecting with all chapters in their respective region
- ☐ Visiting a Chapter
- ☐ Filling out a "Chapter Health Assessment Form" after each visit and update the RVP on the status
- ☐ Support struggling chapters in partnership with the RVP and the NARPM® staff

- ☐ Assist members with introduction to other members that prove beneficial to their business
- ☐ Meeting with members to help with local issues.
- ☐ Mentoring new chapters- in-formation as to what is required of them

- ☐ Be a temporary replacement for the RVP
- ☐ When applicable, become the transition person when the RVP term changes to maintain continuity among the chapters and assist the new RVP in becoming acclimated to their region.
- ☐ Assist as needed at NARPM® events with activities such as: Check-in, name tag distribution, greeter, host, introductions, connector, mentor, etc.
- ☐ Keep NARPM® Chapter Support Manager (staff) at National informed on issues

Development Plan Schedule – Ambassador

Preliminary Measures			
Time	Location	Topic	Person
First Week			
Day	Location	Topic	Trainer
Second Week			
Day	Location	Topic	Trainer
Third Week			
Day	Location	Topic	Trainer
Fourth Week			
Day	Location	Topic	Trainer

Leadership Teams

Leadership Teams – The key to consistency

Once form is completed forward to
How many leaders should a chapter have? Why?

Chapter Leadership

President:	_____
Past President:	_____
President-Elect:	_____
Secretary:	_____
Treasurer:	_____
Educational Coordinator:	_____
Designation Coordinator:	_____
Membership Coordinator:	_____
Legislative Coordinator:	_____
Affiliate Program Coordinator:	_____
Marketing/Publications:	_____
Recognitions Chair:	_____
Other:	_____
Other:	_____
Other:	_____

Who else should be on your team? Why?

Make sure the chapters submit this information to their Regional Vice President and also National NARPM®
(leadershipinfo@narpm.org)

Job Descriptions

NARPM® CHAPTER President Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to provide vision and leadership for the chapter. Facilitate all meetings of the Chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Verify that the chapter's articles of incorporation and bylaws are on file with the appropriate state agency. If they are not, complete and file them.
3. Organize a membership meeting to elect officers. All positions listed below are required. Give each member a job description.
 - a. President
 - b. President-Elect
 - c. Secretary
 - d. Treasurer
4. Form committees (some or all). Give each committee chairperson a job description. Note that it is also possible to "double" positions. Give each member a job description.

a. Membership	e. Web Site
b. Education	f. Arrangements
c. Legislative	g. Affiliates
d. Newsletter/Publications	h. Certification
5. Attend the Leadership Tool Box session. Chapters should plan to send their president-elect to the conference in future years at the expense of the chapter.
6. Hold strategic planning meeting with the board and subcommittee chairs. Ask each subcommittee chair to bring an outline of their vision for their area to the meeting. Publish your annual plan in your newsletter, web site, etc. Use the Chapter Excellence Award Application as a planning guide. Get copy of Nationals plan and use it as a starting point.
7. Facilitate chapter meetings by organizing presentation and keeping meetings on time schedule.
8. Attend quarterly RVP calls and if not available assign another leader.
9. Complete Chapter Compliance documentation that is required to be submitted March 15 annually.

NARPM® CHAPTER PRESIDENT ELECT

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to assist in the leadership of the organization and prepare for the presidency.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Attend the Leadership Tool Box session. Chapters should plan to send their president-elect to the conference in future years at the expense of the chapter.
3. Assist in the coordination and execution of organizational activities.
4. Arrange membership meeting location and speaker needs.
5. Prepare the chapter excellence application annually.
6. Facilitate board meetings in the absence of the president.
7. Facilitate chapter meetings in the absence of the president.
8. Work with the President to complete Chapter Compliance documentation that is required to be submitted March 15 annually.
9. Train to move into President position the following year.

NARPM® CHAPTER PAST PRESIDENT

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to assist in the leadership of the chapter and to assist with mentoring future leaders within the chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Shall serve as Chairman of the Nominating Committee
3. Undertake responsibilities as assigned by the President
4. Serve a term of one year commencing with the beginning of the calendar year.

NARPM® CHAPTER SECRETARY

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to maintain the official records of the chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Maintain the official records of the association.
3. Record the minutes of the organization's board meetings.
4. Provide the member sign-in sheet for membership meetings and file.
5. Send out meeting notices by broadcast fax or broadcast email.

NARPM® CHAPTER TREASURER

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to maintain the financial records of the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Send out member renewal forms in November of each year.
3. Collect dues and record.
4. Pay expenses of the organization.
5. Arrange for the preparation of the federal and state tax returns.
6. Provide financial statements to the board.
7. Prepare the annual budget for consideration.
8. Arrange for the preparation of the annual federal and state tax returns.

NARPM® CHAPTER EDUCATION CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to select and arrange for educational topics, speakers, and membership activities.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Determine educational wants of members (i.e., verbal and written surveys).
3. Solicit and secure speakers for meetings. Be creative because there are thousands of topics that would be beneficial and equally as many local speakers who would be willing to lead discussions or speak to your chapter.
4. Coordinate national speakers and classes as desired by the chapter.
5. Work with other chapters to provide combined educational events and state or regional conferences.
6. Arrange for continuing education credit if possible.

NARPM® CHAPTER DESIGNATIONS CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to promote NARPM® classes and designations to members.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Convey information about potential NARPM® classes in the area.
3. Convey information about the value and benefit of NARPM® classes.
4. Convey information about the benefit of professional designations.

NARPM® CHAPTER MARKETING CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to promote chapter events and communication with members and prospective members.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Coordinate the chapter newsletter.
3. Send notices for upcoming meetings and events

NARPM® CHAPTER MEMBERSHIP CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to invite and welcome the participation of prospective members in the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the chapter leader tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Record prospective members in the online database.
3. Personally call and invite prospective members to meetings.
4. Welcome members as they enter the meeting.

NARPM® CHAPTER AFFILIATE CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to invite and welcome the participation of vendor members in the organization.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the site.
2. Solicit and welcome participation of vendors in the chapter.
3. Arrange for vendor spotlights at meetings and in the chapter newsletter.
4. Consider holding and arrange vendor fairs.
5. Select the best quality vendors for the affiliate relationships with the chapter.
6. Leverage vendor benefits (i.e., Vendor discounts, vendor preference to services to NARPM® members, etc.)

NARPM® CHAPTER LEGISLATIVE CHAIR

Job Description

Function: To enhance the foundation for a long-term, sustainable chapter by outlining and implementing the policies, procedures, and structure needed to maximize the benefit of NARPM®. Their role is to keep abreast of national and local laws and ordinances that impact members in your chapter.

Duties/Responsibilities:

1. Utilize resources provided by national at www.narpm.org under the Chapter Resources tab. Be sure to read each position description and browse through the chapter leadership section of the web site.
2. Develop relationships with the local apartment association.
3. Subscribe to legislative newsletters and monitor for activities which impact property management in your area.
4. Develop a local mailing tree to advise members of actions in local or state governing bodies which are open for public comment on topics related to property management.

Board of Directors Meeting Agenda

Date

Chapter Mission:

Chapter Vision:

	Carried	Failed	Description
1			Call Meeting to order
2			Roll Call determines quorum is present. If quorum is not present cannot hold meeting
3			Strategic/Industry Discussion
			1. Use this time to have a discussion on what is happening in the industry that affects the chapter. Can assign this discussion to a different board members each month to bring a discussion item
			2. Sometimes these discussions will lead to a motion by the directors on action that is needed.
4			Consent agenda (items on a consent agenda do not need discussion or formal motion. They are reoccurring monthly items such as below:
			1. Written Committee Reports that are informational only (no action needed)
			2. Minutes of previous meeting if no additions or corrections must be made
			3. Correspondence that does not require action
			Any item under the consent agenda can be removed by an agreement by the group and moved under discussion item on agenda
5			Treasurer's Report
			1. Review the financial report to assure the board understands details
			2. Make sure when a budget is suggested it shows actual vs forecasted amounts
			3. Reports from any financial advisors or institutions
6			Presidents Report
			1. Report on what information that is relevant to the board of action around chapter
			2. Update on meeting attended as President of the Chapter
			3. Any other pertinent information that should be shared with the Directors
7			President-Elect Report
			1. Review action of committees/work groups/task forces that met who are not in attendance at meeting
			2. Other actions that were assigned by the President
8			Committee Reports
			1. If action is needed have Committees reports given here
			Business Action

9			Unfinished Business
			1. Take action on any unfinished business from previous meetings
			2. Take action on any items that were tabled at the last meeting
			3. Remember Motions are needed and seconds are to be made. Discussion must take place before the vote
			4. If it action has a financial impact make sure the Treasurer/Finance Committee gives input
10			New Business
			1. Bring forward motion for items to come to the floor, followed by second, discussion and vote
			2. Continue this action on all items
11			Discussion Items*
			1. If an item was pulled from the consent agenda add the items here for the meeting
			2. If a motion is needed on the item it should be handled at this time
			3. If there are any pending items that need to be discussed from last meeting it should be addressed at this time
			4. Review Pending Items
12			Adjourn Meeting
			President can adjourn meeting, not need for a motion

Pending Items Date			Explanation of Action Pending from last meeting

*Remember to review the code of ethics

Board of Directors Minutes Template

Name of Chapter
Date of Meeting
Location of Meeting

List of Officers, Directors, and Staff Present

List of Guest Present

Welcome and Call to Order

President _____ called the meeting of the _____ Chapter of the National Association of Residential Property Managers to order at [time] on [date].

[MUST use your chapter name in all records as the Directors do not represent NARPM® National but rather their chapter.]

Roll Call

Roll Call was given and a quorum was present at the meeting

Strategic/Industry Discussion

[Short explanation on what was discussed at meeting. List other motions here. Do not include discussion in your minutes. Stick to the facts. Should a motion come out of the discussion:]. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

Consent Agenda

There being no discussion the Consent Agenda was adopted by acclamation. *[If the Directors pulled items from the consent agenda any action is noted under Discussion Items.]*

Treasurer's Report

Board of Directors reviewed the *[month and year]* financial report for the organization

Committee Report

The *[name of committee]* brought forward a motion to *[brief explanation]*. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

Unfinished Business

The *[explain motion]* that was tabled at the *[date of meeting]* was brought back on the table. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

New Business

The Board of Directors considered action to *[give brief explanation of action requested]*. Motion was made, seconded, *[amended if needed]* and *[carried or defeated]* to *[write out motion wording as adopted]*.

[List other motions here. Do not include discussion in your minutes. Stick to the facts]

Discussion Items

[If any items were pulled from the consent agenda add them here along with action taken. If no action taken, then give brief explanation of item.]

[List other motions that come from discussion items. Do not include discussion in your minutes. Stick to the facts]

No further business to come before the directors, the meeting was adjourned.

Signed by Secretary

Name of Secretary
Chapter Secretary

[Take this off agenda:]

Pending Items

Due Date	Completed	
March BoD Meeting		At the January Board Meeting it was discussed to move the meeting location to _____. President _____ assigned the Membership Committee to study this issue and bring a report to the Board in March for action
November BoD Meeting		October the President requested volunteers to help with planning the Regional Conference. If no one volunteers the President will appoint the volunteers

Chapter **Development**

Preparing to visit a Chapter

Chapter Visits

The RVP and Ambassadors will work together to arrange visits with the chapters as needed. All scheduled visit dates are to be sent to NARPM® national to ensure chapters in need are being visited. The most productive visit includes a chapter meeting, event, or Board meeting where the Ambassador is prepared to speak regarding national NARPM® issues. These meetings are important in presenting a national perspective to the membership. These visits should be scheduled early to avoid conflicts with other chapters. The Ambassador is reimbursed for an approved amount for chapter visits. This amount is subject to annual review through the budgeting process.

Best practices when arranging to visit a chapter

- ☐ These meetings should coincide with a Chapter Meeting and possibly their board of directors meeting
- ☐ Try to schedule several meetings with chapters back to back so it makes less time the Ambassador is out of the office.
- ☐ Arrange for a volunteer to pick you up from the airport (if flying) so you can chat about the chapter and how things are going

Preparing for the visit:

- ☐ Along with the RVP, determine the chapters that would benefit from a visit (growing or struggling)
- ☐ Contact chapter president to talk about current challenges and arrange for a visit
- ☐ Prepare an educational presentation to share with the Chapter. Send topic to leadership well in advance to visit so it can be promoted
- ☐ Reach out to chapter leadership to arrange time to get together and discuss their challenges
- ☐ Review updated roster of chapter and send note to those you know, letting them know you will be in town and hope to see them at the meeting
- ☐ Review updated roster for key influential members and schedule time to get together to connect and make sure their needs are being met
- ☐ Help the chapter in the marketing of the event. Find nonmembers who are close by and send a list to chapter leaders so they can send invitations to attend.



Chapter Health Assessment for: _____

This assessment is designed to determine whether the chapter is on track to succeed. Take a few moments to answer each question by rating each item on a scale of 1-10 using the rating system below. After you answer all the questions, average your score and rate the chapter.

Organization Member Event	Poor	Average	Great	NOTE
How did Chapter handle any guests/potential new members?				
Was there an organized agenda that was followed?				
Overall feeling of welcome from the chapter?				

Execution Membership Event	Poor	Average	Great	NOTE
Did the meeting facilitate growth and development of the membership and/or the Chapter?				

Chapter Leadership/Board Meeting	Poor	Average	Great	NOTE
Did leadership team work well together?				
Did they understand NARPM organization/structure/tools available?				
Was agenda distributed before the meeting?				
Did the President follow the agenda and give member a chance to share their concerns?				
Did the Board Members come prepared to the meeting by reviewing information?				
Were Leaders positive?				
Were Leaders professional?				

Strategic Plan	Notes
What is the leadership's plan for growing the chapter?	
What elements of the chapter does the BOD feel need to improve? Do they have a plan?	
How has the chapter engaged members to encourage new membership?	
Additional Notes on Chapter:	

Submitted By: _____ Date: _____

Please return completed form to NARPM® National with reimbursement form

Chapter scoring guide

10-8 score

Holds regular meetings
Full Board
Good attendance
Committees/chairs
Submits reports on time
Submits compliance on time
Submits excellence
Board/member engagement
Holds a strategic planning
Communicates with RVP/ Ambassador
Adding value to their members
Strong affiliate program

7-5 score

Holding meetings
Lower attendance
Slight lack of engagement
Submits reports at last minute or late
Does not submit excellence
Compliance is some but late
Struggles to get volunteers for board
Struggles to grow chapter
Mediocre affiliate program

4-0 score

Does not hold regular meetings
Does not have full board
Does not submit reports
Does not submit excellence
Submits compliance late
Does not have engaged board/members
Fails to communicate with RVP/ambassador
Weak affiliate program

Chapter Meeting Checklist

Chapter Leaders to use for Planning Meetings

Before the meeting

- ☐ Intentional greeting area is set up with at least one Board Member greeting and welcoming members and guests
- ☐ Welcome table is set up with professional name tags and agendas where members and guests are warmly greeted
- ☐ NARPM® membership materials are displayed with proper NARPM® signage
- ☐ A table is set up for raffle prizes or silent auction items -if applicable
- ☐ Members are standing and participating during the networking portion of the meeting
- ☐ Guests are being introduced to members

During the Meeting:

- ☐ Meeting is started on time
- ☐ Meeting agenda (enough for all attendees) are on the tables, which must include one Code of Ethics item to be read aloud at the meeting or displayed for all members to see
- ☐ Encourage Board members to sit at separate tables (no cliques)
- ☐ Board members to greet people they don't know well at each meeting
- ☐ Members and Guests are thanked for attending
- ☐ Code of Ethics item on agenda is read aloud
- ☐ Depending on the size of the Chapter, individual introductions of each attendee should be encouraged. For larger Chapters, first time attendees should be introduced to the group
- ☐ President's report given
- ☐ Committee reports given by Chairperson like:
 - ☐ Membership
 - ☐ Communication
 - ☐ Education/Speaker
 - ☐ Marketing/Publication
 - ☐ Newsletter
 - ☐ Legislative
 - ☐ Affiliate/Vendor
 - ☐ Recognitions
 - ☐ Charity
 - ☐ Other: _____
- ☐ Speaker(s)/presentation?
- ☐ Announcements of the next board meeting/membership meeting dates and other announcements pertaining to the members
- ☐ Silent auction closes (if applicable)
- ☐ Raffle drawing (if applicable)
- ☐ Thank everyone for coming
- ☐ Meeting ends on time
- ☐ People stick around to connect (network)

After Meeting:

- ☐ Prepare meeting minutes for approval at the next chapter meeting and file a copy along with the meeting agenda
- ☐ Submit a copy of the meeting minutes approved by the membership to NARPM® _____
- ☐ Send survey to all participants about the meeting and ask for feedback on future topics

Visiting a Chapter Checklist(s)

When visiting, what to look for (elements of a good meeting)

- ☐ Welcoming
- ☐ Room set up
- ☐ Registration desk
- ☐ Agendas on tables
- ☐ Leadership is on time
- ☐ Meeting started on time
- ☐ Agenda is being followed
- ☐ NARPM® materials displayed
- ☐ Antitrust law statement on documents ☺
- ☐ Leadership is interacting with guests
- ☐ Announcements, what's going on, etc.
- ☐ At the end members are staying around to network
- ☐ Guests are thanked for attending and asked, would they like information on membership

The KEY areas

- ☐ Welcoming
- ☐ Professionally ran meeting
- ☐ Member involvement
- ☐ Energy in the room
- ☐ Members sticking around to network
- ☐ Do they have, or are they using, Affiliate

Leadership meeting

- ☐ Agenda
- ☐ # of members present
- ☐ Score card (rate your chapter)
- ☐ Encouragement and direction
- ☐ NARPM® Code of Ethics/Antitrust law statement

Finally (things to consider/remember)

Do's...

- ☐ Be positive
- ☐ Be a resource
- ☐ Be Professional
- ☐ Bring Value!!!

Don'ts

- ☐ Don't be hard on the chapter
- ☐ Don't say "what I would do," say "what I've seen other chapters do..."

Chapter Challenges (FAQ's)

Finding people willing and able to contribute/getting members to step up and volunteer

One of the reason people don't volunteer is they don't know it's an options. The second reason and the bigger reasons they are not individually asked to contribute. In most cases Leadership team "announce it" and for whatever reason people don't think you are talking to them. Suggestion is to approach a person you think would be a great leader and then asking them, "would you be open to _____," typically they say, "yes, I would be open to _____, what all is involved."

Member engagement- getting members to events

Traditionally, I find some of the reasons why members don't attend events are:

1. The events aren't consistent (follow a specific format and/or flow)
2. People don't always feel welcomed (clicks form and guest are overlooked)
3. If people don't know what the event will look like they are hesitate to attend

For me, if I know who is going to be there, that I will be welcomed when I arrive and that I can count on it be consistent, I am more likely to attend.

How to run our meetings

What can you do to run a better meeting? For starters always have an agenda*. Don't be a "meeting hogger." Get others involved using reports, sharing success and results.

Finding new, interesting material to present at our meetings.

See Educational/Speaker topics in resource section.

Check with your ambassador (who oversees other chapters) to see what has worked

Coming up with new speakers/Finding good speakers for their chapter meetings

See Educational/Speaker topics in resource section.

Check with your ambassador (who oversees other chapters) to see what has worked

Check with your local Speakers Bureau, Toastmasters, Chamber of Commerce, & Real Estate Assoc.

Chapter Challenges (FAQ's) continued

Member Recruitment

There are many ways to grow a chapter. The best way is to invite guests. The best way to get members to invite guests is to get them excited and give them a reason. A lot of chapters I visit are not exciting (in some cases boring). Who would want to invite someone to that? As I mentioned earlier, if the meetings are not consistent or the president rambles on, who would want to invite someone to that? But say you have all the elements of a great meeting in place, then what? Teach your members who to invite and how to do it effectively. You see, so often the membership committee or the affiliates chair "just announces" we need to "invite guests" but do they ever teach you who would be a GREAT guest and how to do it?

Who?

1. **Property Managers.** Make a list of property managers that in your area that you think would be great "potential" members.
2. Go to linked in to see who the owner is or key person
3. Type of the list and share it with the chapter. Ask, "Does anyone know any of these people on the list?" See if they would be willing to invite them.

How?

1. Reach out to the potential guest and ask them, "Would it benefit you to meet _____ number of business people?"
2. Would it benefit you to network with other property managers to learn best practices, collaborate and/or just support one another in the industry?"
3. If they say yes, great, tell them more. If they say no, that is o.k. maybe now is bad timing for them or they just don't know what they are missing and that is o.k.

Who?

4. **Affiliates Guests.** Make a list of your top 2 -3 vendors as a property manager you can't not live without. Those vendors that help you do what you do.
5. Go to linked in to see who the owner is or key person
6. Type of the list and share it with the chapter. Ask, "Does anyone know any of these people on the list?" See if they would be willing to invite them.

How?

4. Reach out to the potential guest and ask them, "Would it benefit you to meet _____ number of business people?"
5. Would it benefit you to network with property managers in the area that a notch above the rest?"
6. If they say yes, great, tell them more. If they say no, that is o.k. maybe now is bad timing for them or they just don't know what they are missing and that is o.k.



NARPM® Chapter Meeting SAMPLE agenda
Date

1. Welcome Members and Guests
2. Purpose & Overview

Mission

NARPM® provides resources for residential property management professionals,
who desire to learn, grow and build relationships

Vision

NARPM® will be the recognized leaders in residential
property management.

3. Introductions
4. Leadership Reports
5. Committee Reports (review code of ethics)
6. Sponsor of the month
7. Featured Speaker
8. Q & A
9. Announcements
10. Door Prize
11. Next meeting

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members' ability to solicit competitors' clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.

Chapters

(Duties of RVP's as mentioned throughout the P&P can also be performed by the RVP Ambassador)

Objectives

National members of the Association may join together in local chapters serving specific geographic areas. A member may join one or more local chapters. The local chapter membership is in addition to the National Association Membership. The objectives of the local chapters of the Association shall be to encourage adherence to high standards of professionalism and ethical conduct; to advance the spirit of professional cooperation among the members; to provide opportunities for continuing education in concert with the Association; to increase the recognition and public acceptance of professional property managers; and to advance the interests of residential property managers in the local chapter area.

NARPM® Networking Groups and Chapter in Formation

(Adopted April 2020) NARPM® works with areas across the country on the formation of “area name” NARPM® Networking Groups (NNG), prior to discussion on becoming a Chapter. The NNG will enable a group of members to join to meet and discuss industry issues in their market area, without the requirements placed on a chapter. Each NNG shall have a “Group Leader” who will be responsible for the regularly scheduled meetings. The NNG leader will assign other volunteer positions as needed. These assignments will allow the NNG to find the future leaders. The two (2) group leaders are to attend Chapter Leader training in November.

The NNG can function similarly to a chapter, without the requirements of having a minimum of members, completing chapter compliance, filing for incorporations, tax filings, etc. The NNG shall abide by all antitrust requirements, and other anticompetitive policies. NARPM® does not oversee the operations of NNG's and will not be involved in their formation until such a time as they decide to become a Chapter.

The RVP for the area will be limited to approving any chapter grant requests, or other documentation on behalf of the NNG, prior to being submitted to National. Once the NNG has been formed and desires to move forward to a Chapter in Formation, the NNG shall meet with the RVP, or their ambassador, who will assess if the NNG is strong enough to move forward. If it is determined that the NNG has the strength to move forward, the RVP/Ambassador shall be the one to recommend the next step that will be a “Chapter in Formation”.

New Chapter Application Procedures

A group of members may submit a Chapter formation Request and the Board of Directors may authorize the organization of a chapter in any geographical area. Any application for a new chapter may be submitted by thirty-five (35) or more members of NARPM® in good standing. Within six (6) months the chapter must have fifty (50) members in good standing and be able to sustain themselves as a full chapter.

The Chapter Formation Request is to be forwarded by the local members or membership committee and received by National. National verifies all members signing the request are in good standing, with a minimum of thirty-five (35) members.

National verifies that the proposed new chapter name describes a geographical area listing either a city, county or state name and includes NARPM®.

CIF requests must be submitted to NARPM® staff at least 30 days in advance of the next Board of Directors meeting. National forwards the verified request to the RVP. The CEO will prepare a motion on behalf of the RVP

Chapter in Formation

A Chapter in Formation can be formed with a minimum of 35 members for the first 6 months and will be required to build membership to 50 members within the following 12 months. Should the chapter not be able to meet the requirement of 50 members, the chapter will be placed in a conditional membership status for an additional 6 months. The Regional Vice President and Member Support Manager will work with the Chapter to assist in getting the chapter in good standing.

The Board of Directors approves request. National will assign a chapter number, update database and web page by adding the new CIF. National determines identity of chapter leader. Once the CIF is ready to move to full Chapter Status, this action must be presented to the Board of Directors by the RVP, with a motion drafted by the CEO. After approved the name will be changed to fill Chapter and the RVP to contact chapter informing them of approval.

Chapters may charge dues but all billing and accounting must be separate from the National Association billings. A NARPM® Chapter will not collect National NARPM® dues.

The local chapters shall adopt chapter bylaws for their governance which are not in conflict with the bylaws of the National Association. The formation of the local chapter and the bylaws shall be the responsibility of the local chapter as a condition of becoming a chapter of the National Association and must be submitted to National.

Chapters must have membership categories consistent with the National Association and Professional members must be National members. Chapters shall be self-governed and shall be responsible for the election of their own officers, holding of periodic (at least four (4) per year) chapter meetings and shall annually be required to submit chapter certification information.

Separate Incorporation and Functions Required of Chapters

The local chapter shall be an incorporated entity formed under state laws and must provide documentation of its status to the National Association. National will assist in set up incorporation in conjunction with local leaders. Also, the new chapter must be set up as a 501 C (6) nonprofit corporation through the IRS. NARPM Staff will coordinate the application process for the chapter.

Chapter Probation Status

All local chapters must complete a chapter recertification form annually. These forms will be disseminated from National.

When the membership of a chapter falls below fifty (50), the Association shall notify the President and Secretary of the local chapter. In the event such membership remains below the required minimum for a period of six (6) months from notification date, and upon approval of the National Board of Directors, the Member Services Committee shall authorize the Secretary of the National Association to issue a notice of probation to the officers of the local chapter. Upon receipt of the notice of probation, the local chapter shall have a period of six (6) months to restore the membership to the minimum level for a chapter. (Follow chapter in formation requirements). Those chapters that were formed prior to January 1, 2016, be grandfathered to allow them to retain a minimum of 10 members

If the required membership is not restored and the chapter ceases to be a local chapter, the members may either join another local chapter or shall remain as independent, at-large members of the National Association. The member of National shall retain their membership rights, privileges, benefits, or obligations as a result of the chapter ceasing operations.

Chapter Recertification

The certification requirements were developed to maintain fair, specific procedural standards for the Chapters and to protect the legal accountability of the Association. The NARPM® Board of Directors determines each Chapter's recertification status after consideration of recommendations submitted by the Regional Vice President, staff, and the Member Services Committee.

In order to receive recertification local Chapter Presidents, or their designee, must participate in a minimum of three of the quarterly Regional conference calls.

Levels of Recertification: The levels of recertification are:

Full recertification

The Chapter has met all recertification requirements, indicated by compliance with items listed on the certificate of compliance. Only fully certified Chapters are eligible for Chapter Excellence Awards. Once recertified, an email will be sent along with a recertification certificate.

Chapter in Review (Amend in 2022)

Should the Chapter submittal displays lack of submission of any items on the certificate of compliance. Chapters will have six (6) months from compliance deadline to restore their certification. NARPM® Board of Directors must confirm that a Chapter can be taken off Chapter in Review status.

A Chapter will be placed in Chapter in Review/Conditional Compliance if documents are not submitted by compliance deadline. Members of the chapter will not be notified when a Chapter is placed in condition compliance. The chapter must meet the chapter compliance deadline for the following year.

De-certification

De-certification must be preceded by a period of Chapter in Review and indicates continued non-compliance of recertification requirements. NARPM® Board of Directors must approve all de-certification of Chapters.

A time line was established to deal with chapter certification:

March 15 - DEADLINE to submit Chapter Compliance Certification to NARPM® staff.

Chapter not in compliance list sent to RVP's

June 1 - July 30 – RVP works with NARPM® staff to get in chapter certifications completed and turned in. Updated list of chapters not in compliance sent to RVP's regularly

Beginning of August a list of chapters not in compliance included in National Report to members

Beginning of September Email from President to members of all chapter who have not responded to chapter certification notifying them the chapter is on Chapter in Review status

October 1 Chapters are decertified and all members are notified by mail with a list of all current NARPM® chapters and they are placed as at-large Members until such time they choose another chapter.

State Chapter Formation taken from NARPM® Policy & Procedures Manual Appendix 14

State Chapters will be encouraged to be formed in states where there is a minimum of 50 members at the time of formation and 70 by the time they become a state chapter. Other members in adjoining states, who do not currently have a chapter, can be members of a State Chapter in Formation

Should a state not be able to maintain 70 members, they will be placed on probation for six (6) months in order to grow the membership. Should the state chapter still be unable to have the 70 members they will be disbanded.

NARPM® will also assist by providing financial support to help get a state chapter started. NARPM will have fund set aside to have seed money to help get events set up. The seed money will be replenished through registration at the CIF events. The funds are kept on the National NARPM account and tracked on the balance sheet in the financials. The maximum amount provided will be up to \$10,000 for the first year, and up to \$7,500 for second year. This seed money will alleviate the need for state chapters to charge dues initially to set up events. Once a CIF becomes a full chapter, all money in the Chapter balance sheet account will be forwarded to the Chapter.

State Chapters must have name similar to National: (State) Association of Residential Property Managers.

Purpose of State Association:

- Helping property management industry with state and local law. Promote professionalism and help with training, education focuses on state landlord tenant law. To offer legislative support and advocacy.
- Coordinate getting together with people in their state so chapters do not feel there are on their own.

- Bundle chapters together to offer education by combining member numbers and allows smaller chapters to offer their members education.
- Assist in cultivating and developing leaders.
- Support local chapter as needed

Relationship with local Chapters

- Critical that State chapters will assist National in supporting local chapters.
- Have state Board members visit assigned local chapters and trying to get involved in legislative arena and committees and leadership on local levels
- Assist with getting CE credits for courses chapters are offering.
- Vital to be able to translate information down the chain from National to local chapters.

NARPM® State Conferences

- NARPM® will assist state conference with the following:
- Support in marketing the event to all NARPM® members. Assist in finding additional keynote speakers who have been successful at National level and will fit their budget.
- National to assist in the coordination with hotels contracts.
- Promote conference to all members so they can attend and understand what happens in one state may soon be in their state (i.e.: Medical Marijuana issue).

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state chapter until it is determined they can function on their own.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

How can states get local leaders to agree need state chapter?

- Every chapter will have a voting member on the board so they all get to have a voice in the state. Locals need to get a fire in their belly so they see how combining efforts will add to aiding the entire state.
- One voice for all Property Managers in the state
- Support to local chapters that National may not have time or staffing to aid.
- Have chapters sign off to start a state chapter in lieu of a number of members. 6

NARPM® needs to be promoting more states to have State Chapters

- NARPM® will not incorporate a state chapter until it is determined they can function on their own, which must be accomplished in a minimum of two (2) years, and no longer than four (4) years.
- States are encouraged to make money through their affiliates, sponsors, and conferences.

Minimum number of members needed approve state chapters in formation

- In order to have a state chapter they must have a minimum 70 members throughout the state.

NARPM® will support the state chapter for the first four years with:

- Along with the funding by members, the deposits to book hotels for state conferences will be needed. Chapter can use the seed money from NARPM National and as their event begins to make a profit, money will be set aside for future hotel deposits. NARPM® will retain their funds on a balance line item as long as the state is a CIF.
- Support to hold Legislative program and educational offerings.
- Assist with partnering with other groups on legislative issues.
- States will fall under National for a minimum of 2 years and when ready, NARPM will assist in incorporating them individually.
- Assist with campaign for membership recruitment and printing membership info.
- Ensure the State Chapters having admin staff to assist in coordination of the activities. Volunteerism will drop off, which is the reason for admin support.
- Legislative Chair needs to be correct person to make sure the state can hold day on the hill and have members involved in. National offers grants to assist with this program.
- Offering education throughout the state. Partner with local chapters.

Member Development & Engagement

Creating Raving Fans

What is your Engagement Plan?

Creating Raving Fans = Retention

Welcoming

Creating a Culture of Connections

Create a sense of belonging (application)

Application is accepted

Welcome email, call and/or letter
Short Survey

New Member Orientation (Onboarding = VISION with Enthusiasm)

Encourage them to engage by getting on a Committee
Teach them how to network
Attend an Event

Share with them about Education & Advocacy

New Member Mentoring for your success

3, 6 and 9 month check in

Recruitment Strategies and Tactics	Engagement Strategies and Tactics	Value Added Strategies and Tactics	Engagement Strategies and Tactics	Retention Strategies and Tactics
Be welcoming at events	Orientations	Mentoring	Survey members	Are you member getting results? Relationships?
Encourage members to invite guests	Engagement plan	Education	Be welcoming at events	
	Survey members	Networking	3, 6 and 9 month check in	
		Committees		

Remember - Member Engagement

Creating Raving Fans = Retention

Why do people JOIN?

Why do people LEAVE?

1. Develop an engagement plan
2. Create a welcoming environment for members and guests
3. Put on events that excite and create that experience
4. Show members how to maximize their membership (NMO)
5. Offer programs that address not only their WANT but the NEED
6. Improve members impression of members benefits
7. Create ways for members to get involved
8. Create a Culture of Connecting (networking)
9. Create a sense of belonging
10. Did I mention creating a welcoming environment?
11. Measure your members' success not just their feelings

Engagement Checklist

- ☐ Welcoming – Do your key people have the welcoming mindset and actions?
- ☐ Orientation – Do you have one? Are you creating the culture you want?
- ☐ Value – Are you telling and selling or are you SHOWING them the value?
- ☐ Offer – Are your benefits written in a way that speaks to your prospect?
- ☐ Engagement – Are you checking to see if members are engaged? When? How often?
- ☐ Committees – Do your committees follow a set agenda every time?
- ☐ Ambassadors – Do you have an Ambassador program? Visitor/Guest Hosts?
- ☐ Survey's – Are you conducting surveys? (1st, 30th, 90 day, 6 and 9 month mark)
 - Why did you join?
 - What are three things you want to get out of being a member?
 - How do we know we are winning?
 - What would you need to get out of your membership to be worth the investment?
- ☐ Education – Does your education address members “needs” and “wants”?
- ☐ Networking – Are you teaching (showing) your members how to network?
- ☐ Results – How do you measure your members' results other than “feelings”?

BONUS

- ☐ Engagement the next Level - Are people sticking around after meetings & events?

Running Effective, Engaging and Energetic Meetings

Tips and Tricks

What are some of the keys to designing effective meetings?

- ☐ The importance of a written agenda
- ☐ The design of an agenda (hidden elements to an effective and energetic meeting)
- ☐ Staying on task, track and time – Techniques
- ☐ Avoiding burnout - strategies and tactics (ex: how to pick and transition to your next successor)
- ☐ Motivating Team Members (actions)

- ☐ Staying on task, track and time – Techniques
 - Have an Agenda (learning styles, paying attention)
 - Give an overview of the agenda and asking “is there anything else” from the beginning
 - Learn the phrase, “If we have time we can discuss that in the end?”
 - Time Keeper (utilize challenging committee members)and/or Co-leader
 - Have a plan in the meeting*

- ☐ Avoiding burnout - strategies and tactics
(Ex: how to pick and transition to your next successor)
 - Get others involved by giving updates, reports or perspective on something (pre-plan)
 - Picking your next successors (miss a meeting or show up late)
 - Getting your next successor to say yes and how to transition of new successor
 - Pulling people aside and “asking for help”
 - Subcommittees with agendas?

New Member Orientation

Maximizing Members' Membership

New Member Orientation

*Are you getting the most out of your membership?
Would you like to?*

Then JOIN us on _____ where we will discuss:

*How to GET the MOST out of Your Membership
How to Connect & Collaborate with KEY members
Much, much more*

Sample Agenda

- 3:00 p.m. **Welcoming remarks by**
Attendee Introductions with one thing you would like to get out of today
- 3:05 p.m. **About NARPM®**
Vision, Mission, Structure, Staff
- 3:10 p.m. **Committee Descriptions**
- Communications
 - Finance
 - Governmental Affairs
 - Nominating
 - Member Services
 - Professional Development
- 3:30 p.m. **Using your Membership Tools to Promote Your Business**
- 3:45 p.m. **Feature Presentation** Jim Roman, Business Owners Institute
Maximizing your Membership™
- Top Reasons why people join
 - Getting the most out of your membership
 - Getting involved (get on a committee)
 - 1 year membership not a 24 hours membership
 - Events (all types)
 - How to Network (help others get what they want)
- 4:15 p.m. **Networking**
- 4:30 p.m. **Adjourn**

Member Benefits

What Do You Receive from Your NARPM® Membership?

Here are just a few of the outstanding benefits you receive from NARPM®:

Business Building Referrals and Marketing Support – Build your business with referrals through networking with other members across the country and through the NARPM® website. Go to find a property manager and see the great referral tool or the NARPM® directory of all members is available for download on the website at www.narpm.org/members/tools/membership-directory/.

National Website – A free listing on the NARPM® website at www.narpm.org gives you international exposure. NARPM® has received outstanding testimony from members who have received great referrals from this site.

Code of Ethics and Standards of Professionalism – NARPM® members are committed to the highest level of professionalism and ethics, giving them a powerful marketing advantage with prospective clients.

Unparalleled Networking Opportunities – Membership in NARPM® opens up networking opportunities with property management colleagues throughout North America and around the world.

Industry Specific Educational Opportunities – Education is a focal point of the association. Through the Annual Convention and Trade Show, Leadership Training sessions, state conferences, and locally sponsored education courses; NARPM® provides property management courses, seminars and roundtable workshops. NARPM® education promotes an exchange of ideas among members and offers fundamental, as well as advanced training in many facets of property management. NARPM® offers one and two-day courses cover topics such as marketing, operations, maintenance, tenancy, risk management, technology and personnel practices. Coursework is required of members who wish to earn NARPM® designations.

Nationally Recognized Professional Designation Program – NARPM® has developed a certification program that enables the property management professional to continually update and refine crucial skills. Achieving skills and overall competence in a changing market. There are four such designations: RMP® – Residential Management Professional, MPM® – Master Property Manager, CRMC® – Certified Property Management Company, along with three certifications: CSS® – Certified Support Specialist.

Annual Convention & Trade Show – The Annual Convention and Trade Show is filled with opportunities for learning, networking and examining the latest technology for property management. The Leadership Training sessions offer members the opportunity to learn about how to improve their leadership skills and obtain new techniques to motivate, inspire, lead and succeed.

Broker/Owner Retreat – This event is planned just for Broker, Owners, and Major Decision makers of companies. Plan to attend and network with other company decision makers to discuss concerns in running the business.

Current Industry-Related News and Information – Regular publications keep you current on issues of interest and concern to residential property managers. The NARPM® monthly news

magazine, the Residential Resource, is the source for industry information, legislative updates, association news and tips for making your business more successful and effective.

Awards Programs – Prestigious awards are presented each year to NARPM® members and chapters who distinguish themselves with outstanding achievements.

Leadership Opportunities – Participation in national committees and local chapters is an excellent way to build your individual leadership skills—skills that are transferable to your professional career. You can participate in shaping the residential property management industry by joining a NARPM® committee, serving as a local chapter leader or serving as a national director.

NARPM® Logo – As a NARPM® member you are entitled to use the NARPM® logo. This logo is most often used by our members on company letterhead, in advertising, on business cards, etc. Guidelines for using the NARPM® logo are available online at <http://www.narpm.org/press-center/narpm-logos/download-logos/>.

Publications – In addition to the monthly Residential Resource, NARPM® has available to members a various supply of publications giving ideas and possible enhancements to lease forms, office management, website, etc. To find out what is available, contact NARPM® National, or access the archive of publications by going to <https://www.narpm.org/members/resources/residential-resource/>.

Member Services – NARPM® has partnered with Home Depot to bring you rebates back on your purchases, along other vendors. You can locate information on these services <https://www.perksmarketplace.com/narpm>. Look at the many features that are available to you, a NARPM® member.

Steps to Maximizing Your Membership

by Jim Roman

Step 1: Get involved, especially if you are new. One of the best ways of Maximizing your Membership is getting involved. There is no better way to get involved than being on a committee. If you like to network, be on the membership committee. If education is important to you, then you may want to assist in finding speakers for your chapter. If creating great experiences is important to you, then you may want to get involved in an events committee.

Why join a committee? Because it increases your visibility and you start to gain credibility among your peers by giving back, showing you are a giver. Being on committees is great because you get to rub elbows with like-minded people. You get to know them better and see how they do business. In public people act one way, but get them into a more intimate setting and they are completely different. Being involved in a committee allows you to see their passion and their heart. It is a great way to get connected. There are many ways to get involved, talk to your leadership team!

Step 2: Attend events and bring a guest. A lot of times people don't like going to places where they don't know people. I too can be that way, but being involved will help you know more people. Why bring a guest? It gives you a purpose for being there and takes the focus off of you and helps get you over the anxiety of not knowing anyone. More importantly, bring a guest that you can introduce around. Help make introductions. It is easier to start making introductions of someone you know; than it is a stranger would you agree? Another good reason is to get you out of an awkward (tough) situation. It is always helpful to have someone to rescue you from the proverbial "Sales Guy."

Tip 3: Use the resources. NARPM® has many resources available to its members from its websites and webinars to classes, courses and discussion boards. Check them out at www.NARPM.org

Tip 4: Be a better networker: Do you know what a 90 minute wonder is? It's someone who attends an event and stands in the corner for 90 minutes wondering why this networking thing isn't working. One of the best ways to be a better networker is to have a plan *before, during* and *after* a networking event.

Before:

1. Pick the right event (not all events are created equal)
2. Have a goal - Who do you want to meet? Who do you want to help get connected? How many people do you want to schedule coffee with etc.?
3. Have a plan- Don't just show up and throw up (the key to networking is being memorable)

During:

Have the right mindset: Serving versus selling

Do you remember that life insurance agent, Ned Ryerson, in the movie Groundhog Day? He sees Bill from across the street and starts calling his name and next thing you know he is in his face trying to sell him something? Have you ever met that "guy" at a networking event? We all have come in contact with these people right? More than likely, we all have been that person. Not intentionally, it's just how you may come across to someone, especially if it is your first time, you are new to this networking game and you don't know anyone. Are you passionate about what you do? That sometimes comes across as selling. The moment that someone asks you what you do, it's like the timer has been started and you feel like you are on a countdown to tell them

everything. Or if you are just starting out and need to start making money and have a mortgage to pay, you start your sales pitch right away because you are trying to close that gap from when you meet to actually doing business. That's not how you get an ROR (return on relationships) from networking. Networking is not selling. Ivan Misner, the founder of one of the largest referral organizations in the world, has been known to say, "Networking is more about farming than it is about hunting." It is about building relationships. If you are in it for the long term you will get results.

"Why are memberships typically a one year membership versus a one day or one month membership?" Because statistics show that it takes at least a year to get results. Most people want the instant satisfaction and start writing the association off after only a few months, because it's not working. Building relationships takes time. Take the time and see the rewards!

After:

Have a plan to follow up to get to know people, not to sell people.

People buy from people they know, like and trust. Give them time to get to know YOU! One of the best ways I've done this all over the world is by asking key (caring) questions. Questions to REALLY get to know people:

Caring Questions™:

1. How did you get into the current profession? Not what do you do? It is a different question
2. What do you enjoy most about what you do other than helping people?
3. Find 10 things in Common (this world is a small world)
4. What is your biggest Challenge?
5. No really what is your biggest challenge?
6. No REALLY, other than time and money, what is your biggest challenge?

Master these questions and you will master relationship building. The next step from here is to figure out how to help them. Helping them helps you!

In closing, this is YOUR NARPM® Community. Your experience is what you make of it and you get out what you put into it. It is (our) job to help people get connected, collaborate, and create a community and care. *May your contacts turn into contracts!*

Networking

Creating a Culture of Connections

“How to take the WORK out of Networking”®

Are you getting all the business you want from your Networking activities? Are you racing from networking event to networking event with little to no results? Are you spending a lot of time networking in hopes to bring in more business, but don't seem to be getting anywhere or where you want?

In this issue of the Monday Motivational we will be sharing with you the myths of networking, how to overcome them and how to maximize your networking activities. Jim speaks all over the country on this topic and has helped thousands of business owners network more effectively so that they are spending less time networking and more time doing the things that they enjoy. We hope that you enjoy this article.

We are going to start off with a couple of networking myths that are out there:

Myth 1: **“Marketing, Networking and Selling are the same thing.”** This is a myth - I am here to tell you that Marketing is not Networking is not Selling. It's been my experience that when people go to networking events they are selling and that is not the best place for that. If you get, that Marketing is visibility (gaining exposure for you and your company). Networking is relationship building and connecting other and Selling is more about a process, then your results will drastically improve. So when I go to a networking event, I would focus on marketing (gaining visibility for myself and my company) while networking (building relationships with strategic alliances and current and past customers). If you do that, you plant those seeds for today you will reap in the future.

Myth 2: **“It's a numbers game”** Another myth. It is not a numbers game it is a relationship game. In fact I did a study 10 years ago with life insurance agents, where some life insurance agents had to cold call and others did not. What I found out was that those who cold called had little to no relationships (ones that led to business) and the others had relationships (or were good at building them fast) and got referrals. So as you build relationships, your referrals go up and you get to make less cold calls. So if you learn how to build better relationship, then it will be much easier to build up the momentum to get more referrals and minimize or eliminate your cold calls.

Myth 3: **“It's not how many people you know, it's “who” you know in this town”:** It is not “who” you know, it's not how many you know, it's how well you know them. What I mean by this is, I know thousands of people in Virginia but I don't know them well enough to make introductions to a life insurance agent, realtor or banker etc. Just because I know them doesn't mean that I can get business for them or from them. So remember, the better you get to know people, the smaller the world becomes.

Myth 4: **“You have no more than 60 seconds to connect”** This is a myth, I believe that you have more than 60 seconds to connect, so stop trying to sell people within the first 60 seconds you meet them. Often times I will go to a networking event and when I am first introduced to someone it goes something like this:

They ask “What do you do”, I say - I run a company called BOI – Business Owners Institute and we help business owners to position themselves to sell their business in 3-5 years by getting the business to run without the owner and intern increasing the value of the business.” They say, “WOW, that's interesting, here are two of my cards, this is what I do and I would love an opportunity to meet to see how we can work together”, what they are really meaning is how they can sell me.

I don't know about you, but that totally turns me off from wanting to do business with them. People have a fear that if they don't do this, they may never get an opportunity with this person again. What opportunity did you have in the first place, they don't know you? People do business with people. The key thing to remember is that it takes time to build relationships with people, look at it as a long-term investment.

Now that we have uncovered the 4 myths, let's talk about how to be more effective with your networking. Here are just a couple of things you can do to increase your networking effectiveness.

1. **Have a plan** –What is your plan before, during and after a networking event?

Before: Think about why you are going? What is your goal? Think about who you plan to invite to go with you (don't go to a networking event alone)? Finally, before you go to an event, pick the right networking event. Not all networking events are equal. As you probably know they have different people (target markets) attending and they have different results.

During: For starters arrive early. How can you act like a host? Make people feel welcomed? How can you help others get introductions so you get introductions? Remember what goes around, comes around. Someone has to start it.

After: How do you plan to follow up with the people that you meet? It's been my experience that people don't have a follow up plan. They are what I call "90 minute wonders." They stand in the corner at a networking event and "wonder" why these networking events don't work. One, is they don't "work" it, two they have no plan before, during or after. Take time to sit down with people after a networking event to get to know "them." What I like to say is to "WTO" – win them over not sell them over and over.

2. **Don't sell**- Often times our passion for what we do can be easily misconstrued as selling so be careful. When we get asked about what we do, we are so passionate about it that we go on and on and on about how great our product or service is and worse yet we start talking in industry terms that no one understands. Don't be selling, networking events are primarily events designed to get you visibility (exposure) and build relationships.

3. **Help others get what they want**- typically what do people want at networking events? Business. They want opportunities, they want introductions. What goes around comes around. What I did the first year living in Richmond, knowing nobody, I spent the whole year introducing people that I met to other people, and eventually I was the man who knew everybody. Seek out the people that are standing in the corner by themselves, I do this because I remember what it was like, to not know anybody, and start to introduce them around. They will never forget that you did that for them.

Here are some key things to remember when deciding to go to a networking event, we will discuss in further detail during our lunch talk on this subject.

1. Have a plan, Be memorable, Take someone with you, Pick the right event
2. Arrive early and act as a host and Make introductions
3. Get to know others before they get to know you
4. "Networking is more about farming than it's about hunting" – Ivan Misner, Founder of BNI

As you can see there is a lot more to networking than just showing up and winging it. There actually is a process to it.

I hope that you found this article to be useful.
Sincerely,

Jim Roman
President, Business Owners Institute

P.S. If you would like a free Networking Checklist go to www.NetworkingChecklist.com

How to be an effective Networker-Networking a Room

1. Go to the networking event with a goal in mind (don't go just to go)
2. Present yourself professionally (first impressions are important)
3. Take your networking tools (business cards, cell phone, etc.)
4. Decide how many strong contacts you want to make at the event
5. Enter the room, center yourself, and observe
6. Initiate a conversation (listen more than you speak)
7. Ask good questions (figure out how to help someone)
8. Circulate (make connections for people)
9. Don't get stuck (always bring someone with you to an event)
10. Follow up (serve don't sell)
11. Always have a plan (www.NetworkingChecklist.com)

Networking a Meeting

Reflect on a recent meeting or social event you attended.
Answer each of the below with a "yes" or "no"

- _____ 1. Did you come to the event well groomed?
- _____ 2. Did you initiate a conversation with at least 5 people?
- _____ 3. Did you introduce yourself?
- _____ 4. Did you listen for common interests and special needs?
- _____ 5. Were you open-minded to those who may have appeared to be different from you?
- _____ 6. Did you actively listen for clues to each person's special strengths and abilities?
- _____ 7. Did you genuinely compliment others on their positive attributes?
- _____ 8. Did you convey enthusiasm, energy, and direction through your conversation?
- _____ 9. Did you let others know your expertise or special skills?
- _____ 10. Did you mingle throughout the room?
- _____ 11. Did you make a point of introducing any person you talked with to anyone else?
- _____ 12. Did you exchange business cards or telephone numbers?
- _____ 13. Have you followed up on significant contacts by phone or personal note?

Resources

Education/Speaker Topics

State continuing education credit

- If you need assistance contact National's Education Manager
- Obtain state requirements
- Prepare learning objectives
- Design educational activities
- Measure learning outcome
- Submit proposal
- Colorado allowed 15 one-hour clock hour classes. You never know till you try!

NARPM® board members

- Industry leaders
- Perfect for membership drives
- Break down competition barriers
- Outline NARPM® benefits

Local experts

- Human resource professionals
- Marketing professionals (newspapers, graphic designers,)
- Tenant/owner panels
- Real Estate Commissioner
- Public Housing Agencies
- Universities
- City Officials
- Chapter members giving presentations
- Accountant/tax adviser
- Property tax negotiator
- Eviction Attorneys
- Collections Experts

Affiliates offering education

- Insurance agents
- Internet providers
- HVAC contractors
- Carpet cleaners/restoration contractors
- Plumbers/electricians/painters
- Lawn contractors
- Credit agencies -- identity theft and fraud
- Home Warranty Companies
- Affiliate panel discussions

Building a Better Business Section

- Resident screening
- Effective collection techniques
- Court preparation

How To:

- Get a chapter to become more involved locally/nationally
- Hold classes/education
- Use www.NARPM.org

National/Regional

- State and Local educational classes and events
- Conventions/retreats
- NAR/IREM

Miscellaneous topics

- Effective collection techniques
- Court preparation
- Property management plans
- Strategic business planning
- Surviving a catastrophe
- Stress management
- Conflict resolution
- Understanding personality styles
- Multiple income streams
- Business expansion
- Measuring success
- Tax strategies for your business
- Choosing owners and tenants
- Staying healthy
- Retirement planning
- Marketing and branding your business
- Protecting yourself and your employees from crime
- Real estate investment
- Accounting do's and don'ts
- Handling criminal activity
- Policies and procedures manuals
- Hiring effectively
- Rent controls and landlord licensing
- Running a maintenance company
- Economic trends (national & local)
- Time management
- Banking topics (ACH, lock boxes, etc.)
- Websites/blogs
- Advertising/Marketing/Apps
- How to manage the daily day to day
- Reduce stress

Chapters can co-sponsor NARPM 6 hour courses. Go to the bottom of this website, <https://www.narpm.org/education/>, and find details.

How to be an effective Mentor

Mentoring is a relationship between two people – the "mentor" and the "mentee." As a mentor, you pass on valuable skills, knowledge, and insights to your mentee to help them develop not only in their position, but also professionally.

Tips for effective Mentoring

To be an effective mentor you need to:

- **Have the desire to help** – You should be willing to spend time helping someone else, and remain positive throughout.
- **Have a willingness to share skills, knowledge, and expertise** – A good mentor is willing to teach what he/she knows and accept the mentee where they currently are in their professional development. The mentor does not take the mentoring relationship lightly and understands that good mentoring requires time and commitment. They are willing to continually share information and their ongoing support with the mentee.
- **Be a good role model** – A good mentor exhibits the personal attributes it takes to be productive and successful in their role, as well as in their industry. A good role model also possesses the personal attributes that inspire personal development of the mentee as well.
- **Ask more questions** – The best mentors ask questions that make the mentee do the thinking. A simple guide is to think of what you want to tell the mentee, and to find a question that will help the mentee come to the same conclusion on their own. To do this, try asking open questions that cannot be answered with just yes or no. Or ask more direct questions that offer several answer options. Then ask the mentee why they chose that particular answer. Avoid statements such as "You should", "You have to", "You need to", and other statements that infer the feeling of "Being told what to do."
- **Listen actively** – Be careful to process everything the mentee is saying. Watch body language, maintain eye contact, and understand which topics are difficult for the mentee to discuss. Showing someone that you're listening is a valuable skill in itself. It shows that you value what the person is saying and that you won't interrupt them. This requires patience, and a willingness to delay judgment.
- **Provide feedback** – Do this in a way that accurately and objectively summarizes what you've heard but also interprets things in a way that adds value for the mentee.

Remember, mentoring is about transferring information, competence, and experience to mentees, so that they can make good use of this, and build their confidence accordingly. As a mentor, you are there to encourage, nurture, and provide support.

How to Manage a Mentoring Relationship taken from [Mindtools.com](https://www.mindtools.com)

Below are some guidelines for setting up and running a successful mentoring arrangement:

Set regular mentoring meetings

A mentoring relationship is one of mutual trust and respect. So meet regularly, and lead by example. The mentoring conversation may be informal, but treat the overall arrangement with formality and professionalism.

If possible, conduct mentoring meetings away from the mentee's normal working environment. A change of environment helps remove the conversation from everyday perspectives.

Be honest and open

If you're not honest, a mentoring meeting will probably be a waste of time for both of you. Discuss current top issues or concerns. Sometimes an honest exchange leads to the mentor and mentee deciding that they don't really like or respect each other. It's better to know up front and build from this sort of understanding, rather than have it hurt the relationship.

Build sustainable improvements, not quick fixes

Use the mentoring session to exchange views and give the mentee guidance, and don't just give the mentee immediate answers to a problem. A simple answer to a problem is rarely as valuable as understanding how to approach such problems in the future.

Play by the rules

Establish some rules or a charter for the mentoring arrangement, with desired outcomes. This could be a set agenda for points to cover, or some performance goals for the mentee to pursue outside of their regular appraisal structure. (One of the key reasons that mentoring can fail is that there's a fundamental misunderstanding about what's expected from the mentor and mentee.)

Most mentoring arrangements work best when they're outside of the day-to-day line management relationship between people. That doesn't mean that you can't mentor the people in your team, but it's often best to have a mentoring relationship that crosses reporting lines.

In a small organization, you may not have this option. If this is the case, make sure everyone knows when you're acting as a mentor, rather than as a manager.

Tips to a better Presentation

What do most people fear more than death? Fear of public speaking, which is ultimately a fear of being rejected, not being respected, people looking down on you, making fun of you etc... People will go to great lengths to avoid such a fate as speaking in front of an audience. Some people do this with avoidance. They pass up promotions and assignments which would require speaking. Others don't go that far, but will go to great lengths to avoid making presentations, or even just having to speak at a meeting.

If you are one of those people referenced above, we would like to share a few tips that we learned over the years from speaking to thousands of people.

1. You are told you have 20-30 minutes to speak but in reality you have less time than you think. Something always comes up that delays the presenter, the meeting may not get started in time, trouble with technology, people talk too much etc. One way to avoid the agonizing pain of finding out you have half the time you thought, ***highlight the key points you need to cover as if you only had 10 minutes to talk.*** This keeps you focused on the real meat of your presentation and your message. This will save you A LOT of anxiety.

2. When you feel stuck, ask a question of your audience. This will give you a chance to gather your thoughts. Let's face it sometimes we lose our train of thought because we are so nervous or sometimes, if we are reading from notes, we lose our place. Come up with some questions that you could ask the audience that would allow you to be more interactive as well as give you some breathing room if you start to feel yourself getting anxious. Having a glass of water handy is also helpful.

3. Just because they are silent doesn't mean anything, they are thinking. Be OK with silence. This is a big one. People in front of the room hate silence when they ask the audience a question. If you are a comedian and you just told a joke, it's OK, but if you are not, don't make it mean anything. Because we are so nervous and gripped with fear, we start to tell ourselves that the silence means they didn't get it, they don't care, I am boring them and on and on and on we go. More than likely it doesn't mean any of that! They are probably taking time to think. Guess what, people in the audience are also fearful of public speaking so they never want to be the first person to speak. We would suggest having someone in the room you know that will be your first person to speak if no one else is. Once the conversation is going, more and more people will speak up.

Bottom line: Your message is bigger than yourself, so if what is keeping it from getting through is you, it's time to get out of the way.

Board of Directors Travel Travel Policy

The following is the travel reimbursement policies for all volunteers who travel on behalf of the Association:

General Travel Policy:

- Travel: is expected to be by the lowest and most efficient method of travel available, using coach fare, and purchased as soon as possible, but no later than 20 days in advance. Compare airlines if necessary. If the volunteer chooses to drive personal vehicle, or use a rental car, a cost comparison with other means of travel may be requested to demonstrate the lowest travel cost was secured.
- Hotel: Room charges, including internet service, will be reimbursed as long as volunteer is within the budgeted allowance. NARPM will not pay for upgrades.
- Baggage fees: The limit of \$30 baggage fee that will not require a receipt to be submitted with expenses.
- Transportation: Use Hotel shuttles if available. NARPM will reimburse car rental fees at the same rate for the shuttle service or taxi fee, whichever is less, to and from airport/hotels. NARPM will not pay for parking or fuel of rental cars. Please make a note on car rental receipt.
- Food: Actual cost for food, beverage, and tips with a max of \$75 per day (no alcohol) and is not cumulative
- Tips: A maximum of \$5 each tip with a maximum daily amount of \$10
- Maximum reimbursement (includes airlines tickets, hotel charges, food, etc.) will be based on amounts requested in budget for volunteer/event.
- Receipts must be submitted for any expenses, along with reimbursement form, within 30 days after event has ended.
- Long distance phone charges will not be reimbursed
- Parking and mileage to/from airport for personal vehicle will be reimbursed. An airport limo/taxi may be taken to the airport if the charges are less than or equal to mileage and parking.

RVP's and Leadership Travel:

- Internet usage: Board of Directors will be reimbursed internet usage on airlines to allow them to continue their business while traveling on behalf of NARPM®. Receipts for internet usage during trip must be attached to reimbursement requests. If annual contracts are secured then NARPM® will reimburse for month that traveling occurs.
- Broker/Owner Conference & Expo and National Convention: NARPM Board of Directors attending Board meetings will be entitled to receive reimbursements of expenses. When attending a board of directors meeting at the Broker/Owner Conference & Expo and

National Convention, members will be reimbursed for expenses for the entire convention/retreat which includes registrations fees (not ticketed events) days for attendance at the Board of Directors meeting. NARPM® will reimburse all travel expenses within individuals approved budget.

- State Conferences: NARPM® shall also reimburse Directors/RVP's to attend those state conferences that are held and/or sponsored by their respective regions for three (3) days to attend the event. The President and President-Elect will be reimbursed for travel to all NARPM® National related events.
- Chapter Visits: RVP's are encouraged to travel to individual chapters once a year. If a second chapter visit is needed, trip will need to be approved by the Executive Committee thirty (30) days in advance, if RVP will be over their respective budget. Since Chapters have use of Trade Show grants for state conferences, RVP's will not be reimbursed to attend the same state trade shows. Chapters are given funding for necessary support through the grants. A Chapter visit is limited to be reimbursed up to 2 nights.
- Chapter Events: When traveling to a chapter the RVP's must be available to meet with members to help with local issues. Spend time equally with any member who requests your attention, and not just with a few. A Chapter visit is limited to be reimbursed up to 2 nights.
- President Chapter Visits: The President will go visit chapters when they are grouped together in a trip. Individual chapter visits are discouraged as other chapters will expect visits also. It is the RVP's responsibility to visit individual chapters.
- Events: Board of Directors will be reimbursed for any event the President determines to be mandatory, with the Board of Directors approval, for Board members to attend. This is to include any training, ticketed events, etc.
- Convention Chair to be reimbursed for the convention registration.
- President, President-elect, and CEO will attend a leadership training course at the end or beginning of the year.

Reimbursement requests must be submitted within 30 days after incurring an expense and prior to December 30, of the year expense is incurred. If reimbursements are submitted after 30-day time frame, approval will be required from the Finance Committee prior to payment being issued to the volunteer.

Clarification:

Please make notes on receipts of the amount to be reimbursed. Where available, use long term parking at airports, no short-term parking will be reimbursed, unless long term parking is not available. Plan additional time to board your flight. All travel, included to and from airport, is expected to be by the lowest cost available. This means you are responsible for checking into the most economical means of travel, even from your home to the airport. NARPM® will pay mileage plus long-term parking. All volunteers are to plan their visits so they fall within their budget. Any overage must be approved by the finance committee prior to spending on the travel. Reimbursements will only be made to volunteers after the event has taken place. NARPM will not advance any travel reimbursement prior to an event being held.

It is the policy of the NARPM® to comply fully with all antitrust laws. The antitrust laws prohibit, among other things, any joint conduct among competitors that could lessen competition in the marketplace. NARPM® membership is composed of competitors; they must refrain from discussing competitively sensitive topics, including those related to pricing (such as rates, fees, or costs), individual competitors or specific business transactions, or controlling or allocating markets. Further, NARPM® shall not restrict members' ability to solicit competitors' clients or to advertise for business in any way that is not false, deceptive or otherwise illegal.