

Report to the Board of Directors
Wyoming Association of REALTORS®

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November 2017 seems like a lifetime ago. NAR's Board of Directors met in Chicago at the fall convention. There were no controversial issues raised this year, although a number of benign recommendations were approved:

In past years, a campaign for national office would literally begin 5 or 6 years ahead of voting and installation. Recently, that time-frame has been shortened to a more manageable (and reasonable) 9 months. The Credentials and Campaign Rules Committee offered up a few tweaks to the campaign rules. First, beginning August 1, 2018, an Eligible Candidate may obtain endorsements and financial support from individuals and institutions. In addition, prior to submitting an application for elected office, the states and regions may interview, evaluate and select their representative candidate. Campaign materials may no longer be displayed at NAR's Annual or Legislative Conferences, except in areas approved by the Committee.

A major change was recommended by the Multiple Listing Issues and Policies Committee to prohibit MLSs from requiring participation by all offices of an MLS Participant, so long as the MLS Participant can demonstrate membership in another MLS. It also now requires all MLSs to provide sold listing data from January 1, 2012 forward that can be displayed on IDX feeds, but maintaining the existing exception for non-public information.

In December, NAR initiated The Hub, a daily transparent and interactive reporting vehicle to every member. Reception has been overwhelmingly positive. A subject-specific daily Hub is also sent to NAR committee members and to the Board of Directors

The retirement of longtime CEO Dale Stinton became official and NAR's new CEO, Bob Goldberg, immediately issued a reformation of NAR's leadership structure, eliminating positions and redirecting NAR's mission back to being member-centric. Bob's statement of 01/09/18:

As leaders of this association, you should be among the first to know the news: Today, I unveiled the beginnings of a staff restructuring that will transform the way we work at NAR.

When I became CEO last August, I talked about my vision for turning the association "inside out," for creating a *radically member-centric organization*. Many pieces of that vision are coming together:

All these activities will bring us closer to the members and associations we serve. But to operate more effectively, we needed to do more. That's why I engaged a leading global advisory firm, Willis Towers Watson, to conduct an organizational design study and recommend structural changes that would break down silos and make us a more nimble and collaborative organization.

The recommendations from that study led to the restructuring plan I announced to our staff this morning. I will provide more details to you tomorrow, but let me share today that:

- We are consolidating our marketing, communications, and convention groups under Matt Lombardi.
- We are consolidating our government affairs and community and political affairs teams under Bill Malkasian, who becomes our chief advocacy officer. Jerry Giovaniello remains our chief lobbyist.

As a result of these changes, Stephanie Singer and Walt Witek are no longer with NAR. We are grateful for their contributions and their leadership over many years of service, and we wish them well in their future endeavors. Tomorrow, I will share more details with everyone.

Bob issued further clarification of his proposed reorganization on 01/11/18:

We're moving rapidly to bring about organizational realignment, reduce bottlenecks, and drive efficiency. Tuesday, I posted news in The Hub about the consolidation of our marketing, events, and communications teams under Matt Lombardi and the consolidation of our political advocacy and lobbying teams under Bill Malkasian. These two changes take effect immediately. But that's just the beginning. This is an organization-wide realignment that will:

- Put a new level of focus on member satisfaction
- Introduce a holistic communications and marketing strategy
- Bring more synergy to our political advocacy efforts
- Drive innovation
- Give us greater insight from NAR's member and consumer data
- Increase nimbleness and speed in our decision making and reaction times

All told, 227 of our employees will be under new leadership. What's most important about this is the massive culture change underlying the shifts. As talented and hardworking as our staff are, they have been hamstrung to a certain extent by the silo mentality that's inherent in most corporate structures. Several months ago, we did away with referring to staff "departments" or "divisions," instead opting to use the words "teams" and "groups." With this reorganization, we take the next step, creating a matrixed organization centered around meeting your needs.

Effective Feb. 16, here are the groups and leaders of the new NAR.

LEADERSHIP RESOURCES

Group Leader: Erin Campo

This more focused group will report directly to me and will ensure key leadership groups are fully integrated in our larger vision and goals. This team will manage leadership travel and outreach, facilitate their meetings, and serve as their main points of contact. In addition, the team will act as chief administrators of the association, coordinating with all our new groups to create stronger cohesion in everything we do.

COMMERCIAL & GLOBAL SERVICES

Group Leader: Janet Branton

Janet's team remains focused on delivering service and value to our members working in the commercial and global arenas; helping local and state associations strengthen and build membership in these segments; and building and maintaining partnerships with real estate professional organizations around the world. Currently, the team fosters more than 90 allied partnerships in over 70 countries with the goal of ensuring accessible, profitable, and ethical marketplaces for REALTORS® to conduct business.

FINANCE

Group Leader: John Pierpoint

John's team serves as good stewards of association finances, overseeing budgeting, tax, audit, financial analysis, and real estate management. In addition, the Finance group will be forming a new area focused on centralized procurement for the association, designed to provide greater efficiency and savings to the entire organization.

HUMAN RESOURCES**Group Leader: Donna Gland**

Our most-valuable asset in delivering outstanding products and services to our members is our staff. We strive to hire not only the best and the brightest-but also those embracing our member-centric approach; that's the way to move the association forward and drive the innovation that's critical to members' success. Donna's team makes this happen through selective recruiting, ongoing training, a solid employee relations program, and competitive compensation and benefits. We are working to be "the employer of choice," which we know will translate into exceptional service for our members.

INFORMATION TECHNOLOGY**Group Leader: Mark Lesswing**

The flow of information is vital to modern association management. Mark's team focuses on staff-facing IT services and supporting, improving, and keeping secure NAR's enterprise technology infrastructure. These systems serve associations nationwide and include the \$1 billion e-commerce network, member information network (NRDS), and RAMCO association management systems. In addition, Mark's team represents NAR on technical standards organizations inside and outside of the industry including the Real Estate Standards Organization (RESO).

MARKETING, COMMUNICATIONS & EVENTS**Group Leader: Matt Lombardi**

Matt's group will drive a holistic and integrated marketing/communications strategy that ensures consistent branding, design, and messaging standards for the association. This group will also create, manage, and produce meetings and events to have a consistent look, feel, and production quality. The result will be a focused approach to NAR marketing, communications, and events.

MEMBER DEVELOPMENT**Group Leader: Marc Gould**

Driving an integrated education strategy for NAR's members, Marc's group delivers engaging education and professional development programs online and in the classroom. The team creates and maintains our valuable designation and certification programs. Marc will continue to serve as dean of student services for [REALTOR® University](#). In addition, the member development team is taking an innovative approach to NAR's Leadership Academy and two programs currently in development: NAR's Commitment to Excellence and the new financial wellness program.

MEMBER EXPERIENCE**Group Leader: Katie Johnson**

As NAR's General Counsel, Katie continues to lead the legal affairs team in protecting the assets and policies of NAR and its subsidiaries as well providing valuable risk management resources to members and REALTOR® associations. Now, Katie will also oversee NAR's new member experience team, which will focus on ensuring that all members and REALTOR® associations are highly engaged and satisfied with NAR's many offerings. This team will leverage the tens of thousands of contacts and interactions NAR staff has with members on a monthly basis through the call center, [nar.realtor](#), the Executive Outreach Program, and NAR's many committees in order to improve the way members and associations view and interact with NAR. This new group brings together the InfoServices, Association Leadership Development, HR Connection for Associations, and the Association and MLS Governance (formerly Board Policy & Programs) teams.

POLITICAL ADVOCACY

Group Leader: Bill Malkasian

Most of you know that Bill was previously the long-time AE for the Wisconsin REALTORS®. For the past several years, he has been overseeing our campaign services team. Under his leadership, we'll generate greater synergy in our advocacy efforts by bringing together our lobbying, fund-raising, and grassroots advocacy teams.

RESEARCH

Group Leader: Lawrence Yun

Under Lawrence, we're building centralized research capabilities for NAR. The team will continue to do economic forecasting and conduct research on behalf of NAR across disciplines. In this new structure, our marketing research staff and predictive analytics teams will join Lawrence's group. This will provide faster data-gathering capability and a deeper understanding of members, their involvement and satisfaction in the association, and factors affecting business success. The application of data scientists with machine learning will also help us better understand consumer decisions about real estate transactions in the growing world of Big Data.

STRATEGIC BUSINESS, INNOVATION & TECHNOLOGY

Group Leader: Mark Birschbach

This group will seek to drive industry innovation and benefits to members through strategic relationships with a broad range of business and technology players. In addition to Second Century Ventures and the REach® Accelerator program, Mark will take on management responsibilities for the REALTOR® Benefits Program, the Center for REALTOR® Technology, NAR's top level domains products, and its relationship with Move Inc., operator of realtor.com. Mark will also lead the effort to create and collaborate with a strategic think tank of world class business leaders and innovators to ensure that NAR is at the forefront of emerging technologies and business trends that will lead our association into the future.

Change of this magnitude is not easy, and one of my ongoing concerns has been how to manage and ease the anxiety level of our employees. You've heard my philosophy of "leadership in the sunshine." That's the approach I've taken, communicating frequently with staff and making them an essential part of the change process. They've joined me in engaging with members in social media. They've shaped the new [Executive Outreach](#) and "[Day in the Life of a REALTOR®](#)" programs. And they provided valuable input on the organizational study that led to this shift. In other words, our employees are facing a challenging time-but they are 100 percent behind these changes.

With all this sunshine comes new accountability and new responsibility for every member of our team. So I'm working with our HR team to improve the quality of our work life and eliminate rules that no longer make sense. This fall, for example, we relaxed the dress code, and we introduced a new Intranet website to improve internal collaboration. Next, we'll undertake a comprehensive employee survey to ensure we're doing all we can to attract and retain world-class talent.

When I became CEO, it was with a strong desire and commitment to make positive change at NAR. I want to thank both the staff and the members for supporting this vision. We are owning it, and as we evolve under this new structure, we are counting on your feedback to keep us moving forward. On behalf of our entire team, we look forward to working with you in 2018.

At the Mid-Year Legislative Conference in Washington DC in May, the Board of Directors will be asked to vote on the results of a Presidential Advisory Group report on the future of the REALTOR® Party. This PAG was initiated by past president Bill Brown. The link to the PAG is set forth below. It was also emailed to you earlier this month by Wyoming REALTORS®. If you missed the email, you can find it here: <https://realtorparty.com/download/2119/>

One of the more cogent responses to the PAG report above came from NAR member, Ted Loring, Jr.:

Let me join others in commending the authors of the report. The recommendations are bold, exciting and sometimes provocative.

The recommendations, as a group, should be adopted. They provide a lot of grist for our political mill. If implemented, they are likely to produce a more cohesive and effective political machine.

I'd like to focus our leaders on a couple of points that may be critical to the effective management of the REALTOR Party Program through time.

1. Like most directors, I approach political action with an evangelical fervor. More is better. But more is only better if you have an unlimited budget. The ability to support continuing innovation is essential to long term success.
2. Continuing innovation feasible only if deadwood is pruned periodically. Every new program will develop its own constituency. Leadership will have to fight those constituencies to release resources from marginal programs.
3. I like the evaluative mechanisms proposed: key performance indicators, impact/effort matrix and return on mission analysis.
4. The mechanisms will work best when coupled with explicit, measurable performance expectations that are articulated before a new or augmented program is rolled out.
5. The ten strategic objectives are a mixed bag. Some set precise objectives where success will be easy to recognize. Others just talk about 'more' - when a bit more may not be sufficient to have a real world impact. Each objective, I suggest, should be linked to a specific performance measure. And each measure should talk about a desired, real world impact, not just the increase in some set of deliverables.
6. Collectively, I'm not sure what impact the totality of the proposed recommendations will have on the Political Party Program. It would help my understanding to have an elevator pitch or vision statement which describes how our Realtor Party world will be different when all the recommendations are implemented. Such a vision statement might be helpful to leadership as well, acting as a kind of compass needle when navigating through the seas of program management and innovation.

Finally, on April 11, 1968, President Lyndon Johnson signed the Fair Housing Act into law. This marked an important and historic change in our nation's commitment to property rights, bringing our nation to recognize that property rights should not be abridged because of discrimination based on race, color, national origin or religion. In later years, the law was amended to prohibit discrimination based on gender, disability and familial status.

NAR is commemorating this historic piece of legislation with a year-long campaign which began in January and will be highlighted with a reception at the National Museum of African American History and Culture during the May Legislative Meetings.

The campaign will incorporate a look at history, recognizing our early opposition to fair housing and primarily focusing on those individual real estate leaders and organizations that helped change our policy.

As a critical part of the REALTOR® family, we ask that you pick up this charge and stand together with us in this commitment. We are encouraging the REALTOR® community and beyond to join us in this commemoration. For more information, resources and to get involved: www.FairHousing.realtor