

2025 IREM[®] Governance Handbook

A guide and resource for IREM leaders

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2025 Volunteer organizational chart



IREM HQ Liaisons

*Subject to change

2025 groups	HQ Liaison	Email
Advocacy Committee	Ted Thurn	tthurn@irem.org
Affordable Housing Advisory Council	Ted Thurn	tthurn@irem.org
DEI Advisory Council	Lynn Disbrow	ldisbrow@irem.org
Designations & Certifications Committee	Lilliane Smothers	lsmothers@irem.org
ESG Advisory Council	Todd Feist	tfeist@irem.org
Ethics Appeal Panel	Lee Anne Marinca	lmarinca@irem.org
Ethics Committee	Lee Anne Marinca	lmarinca@irem.org
Ethics Hearing and Discipline Panel	Lee Anne Marinca	lmarinca@irem.org
Ethics Inquiry Panel	Lee Anne Marinca	lmarinca@irem.org
Finance & Audit Committee	Chris Migala	cmigala@irem.org
Governance Committee	Lee Anne Marinca	lmarinca@irem.org
IAE Advisory Council	Yolanda Colon	ycolon@irem.org
Instructor Advisory Council	Wendy Becker	wbecker@irem.org
International Advisory Council	Leah Misbin	lmisbin@irem.org
Knowledge Solutions Advisory Council	Gwen Hefty	ghefty@irem.org
Leadership Development Advisory Council	Lynn Disbrow	ldisbrow@irem.org
Member Experience Advisory Council	Ania Flaim	aflaim@irem.org
Next Gen Advisory Council	Lilliane Smothers	lsmothers@irem.org
Nominating Committee	Lynn Disbrow	ldisbrow@irem.org
RVP Advisory Council	Carla DeFlorio	cdeflorio@irem.org
Technology Advisory Council	Todd Feist	tfeist@irem.org

Meeting types – open vs. closed

IREM Bylaws (Article VI, Section 5)

Closed Meetings. All regular sessions of the Governing Council and Institute committees and advisory councils shall be open to all members, except the Board of Directors, Nominating Committee, ethics panels, and such other committees or advisory councils as may be designated by the Board of Directors as closed meetings. Notwithstanding, however, the provisions of this Section, the presiding Officer may invite or allow others to attend or otherwise speak at any meeting.

Pursuant to IREM Bylaws, the IREM Board of Directors determines annually which groups will have closed meetings.

Open meetings = both members and observers may attend meetings, but only members can vote; discussions and/or decisions are not considered confidential

Closed meetings = only the members appointed to the group can attend meetings due to confidentiality around the group’s discussions, decisions, and/or other business matters

2025 groups	Meeting type
Advocacy Committee	Open
Affordable Housing Advisory Council	Open
DEI Advisory Council	Open
Designations and Certifications Committee	Open
ESG Advisory Council	Open
Ethics Appeal Panel	Closed
Ethics Committee	Open
Ethics Hearing and Discipline Panel	Closed
Ethics Inquiry Panel	Closed
Finance & Audit Committee	Open
Governance Committee	Open
IAE Advisory Council	Open
Instructor Advisory Council	Closed
International Advisory Council	Closed
Knowledge Solutions Advisory Council	Open
Leadership Development Advisory Council	Open
Member Experience Advisory Council	Open
Next Gen Advisory Council	Open
Nominating Committee	Closed
RVP Advisory Council	Closed
Technology Advisory Council	Open

2025 Volunteer rosters

The list of members serving on each group can be found on the [Volunteer Rosters](#) page on irem.org. Please note rosters may change at any time throughout the year.

IREM Governing documents

The most current IREM Bylaws and IREM Statement of Policies are available on the [Governing documents and resources](#) page on irem.org.

Top 10 things you should know about IREM Bylaws and Statement of Policies:

- 1** Bylaws contain key governance principles and the rules and policies by which IREM is governed.
- 2** SOPs define the purpose of and procedures for both U.S. and international chapters.
- 3** Bylaws define categories of membership – designated members and non-designated members, and how we are governed; includes the authority, meeting cycle, election process, and terms of the Governing Council.
- 4** SOPs include IREM's programs and services, including publishing and educational programs (i.e. JPM[®], I/E research publications, qualifications for instructors, chapter courses, etc.), IREM meetings, and government relations.
- 5** Bylaws define the Officers, the election process, terms and duties.
- 6** SOPs list the requirements and processes for IREM certifications: CPM designation, ARM certification, ACoM certification, and AMO accreditation; also includes the IREM and AMO Codes of Professional Ethics.
- 7** SOPs contain finance and administration information – trademarks, dues and fees, financial and cash reserves, investments, privacy policy, and member reimbursements.
- 8** Bylaws outline the authority, composition, and election of Governing Councillors, IREM Board of Directors, Officers, and RVPs; the Bylaws also list the standing committees.
- 9** SOPs define the purpose and composition for standing committees, advisory councils, and ethics panels; also includes definitions for ad hoc groups.
- 10** Bylaws include instructions and procedures for amending the Bylaws (i.e. proposed changes must be sent to all IREM members no less than 30 days in advance, 2/3 of Governing Councillors must vote in favor, NAR must approve before amendments become effective)

IREM Strategic Plan – 2021 and beyond

The work of a committee/advisory council may be guided by the strategic plan. Due to the importance of familiarity with this document, it's included on the next page. It's also available on the [Governing documents and resources](#) page on irem.org.

IREM® strategic plan

2021 and beyond

This plan was developed by the 2020 IREM Executive Committee and approved by Governing Council in September of 2020. It serves as a guide for the organization and the activities we'll prioritize over the next several years to ensure the long-term success of IREM, our members, and the profession. Each year's Executive Committee will review the plan to ensure relevance and account for a rapidly-changing environment and the needs of the organization.

Mission

IREM advances the profession of real estate management.

Vision

Real estate management professionals are recognized as essential for the success of our communities, the people who use the properties, and the investors who own the assets.

Values

Leadership

We believe that leadership is not just a position, it's a mindset. It's listening, understanding, and helping others succeed. IREM members lead the way, ensuring a sustainable profession for future generations.

Collaboration

We believe there's strength in members. When members join together to learn, network, and give back, they not only move the profession forward, they move each other forward. When one of us succeeds, we all succeed.

Integrity

We insist on uncompromising adherence to ethical standards. Our members do what's right, putting the interests of their clients, owners, tenants, and residents above their own.

Inclusion

We know our success depends on diversity. We're committed to understanding the perspectives of underrepresented groups and doing the work that's needed to include all voices.

Knowledge sharing

We hold ourselves accountable as knowledge experts with a responsibility to share all we know about property and asset management with each other. We advocate for continuous learning and sharing with peers, partners, and fellow organizations.

Awareness

Goal

Real estate management is known, understood, and globally recognized as a valued profession.

Objectives

Increase awareness of the value of property management professionals to employers.

Increase awareness of the value of professional property management to property owners and clients.

Increase awareness of property management as a career among students and others entering the workforce.

Increase awareness among practitioners outside of North America of property management as a true profession.

Next gen

Goal

IREM equips the next generation of real estate managers to impact the future success of the profession.

Objectives

Increase the impact of next generation within IREM leadership.

Improve digital/social engagement with next generation.

Increase engagement and participation of next generation in non-certification benefits.

Increase membership of next generation.

IREM experience

Goal

IREM is relevant to members and customers who are engaged on their terms.

Objectives

Improve consistency of member experience at the chapter level.

Increase effectiveness of communications about IREM opportunities and solutions.

Increase opportunities for engagement at all levels within IREM.

Improve perceived value of engagement in IREM.

IREM®
strategic plan

2021 and
beyond

Education & life-long learning

Goal

IREM's knowledge solutions are recognized as essential and used by real estate management professionals and other real estate stakeholders.

Objectives

Increase knowledge of current and future real estate technology.

Improve corporate education programs for greater flexibility in delivering IREM education.

Enhance life-long education content, course selection, and delivery methodologies.

Explore continuing education requirements.

Explore decoupling membership and certification.

Diversity, equity, and inclusion

Goal

IREM leads the real estate management community worldwide in diversity, equity, and inclusion.

Objectives

Embrace DEI and understand what it means to IREM and the real estate management community.

Foster an inclusive environment within IREM.

Identify and enhance alliances with potential strategic partners to advance DEI.

Rules of procedure (informal)

The broad term, “parliamentary procedure” or “rules of procedure”, encompasses everything that goes into running a legal and effective meeting, including:

- ensuring enough members are present to conduct business (i.e., quorum)
- handling motions
- voting on action items (and using the correct voting method)
- meeting minutes

Rules of procedure can be tailored based on the size (and culture) of various groups within an association – and when properly tailored, meetings will be both **consistent and productive**. Because committees and advisory councils are smaller and a more intimate and relaxed group than Governing Council, their procedures can be less formal and rigorous. For example, imagine if every Councillor who wanted to speak could do so for an unlimited amount of time – or if Councillors could sit while speaking. The meeting could last an entire day! This is an example of how formal procedural rules work for large groups, while informal procedures work best for smaller groups like our committees/advisory councils/ethics panels.

Informal rules of procedure for committees, advisory councils, and ethics panels

It’s imperative to understand these procedures so that your meetings run as smoothly as possible and so that the members of your group all have the same expectations and volunteer experience.

- » Members can raise their hand (at in-person meetings) or use Raise Hand feature in Zoom (for virtual meetings) to be recognized to speak.
- » You can have discussion before (or without) a motion on the floor.
- » You can speak as often as you can politely obtain the attention of the other members or until the Chair asks you to stop.
- » The Chair can make motions, participate in discussion, and vote.
- » Your motions don't have to be seconded.
- » You can speak as often as you can politely obtain the attention of the other members.
- » Vote using unanimous consent whenever possible.

Ground rules for meetings

So that all volunteers are aware of the ground rules for governance meetings, a PowerPoint slide with the following information will be shared with the group at the start of each meeting.

- » Understand the role and purpose of our volunteer group
- » Come prepared – review agenda and materials in advance of meetings
- » Attendance is tracked – if you can’t attend, email Chair and HQ Liaison in advance
- » Meetings will start on time – if you join late, reach out to Chair or HQ Liaison after meeting to catch up on what you missed
- » We use knowledge-based decision making – information, dialogue, deliberation, action
- » Engage, participate, ask – everyone’s perspective is valuable
- » We prefer that questions and comments are shared verbally
- » Please use chat box for tech issues or if specifically requested by the Chair; do not use the chat box for official debate on a motion, voting, or questions/comments that are not germane to the agenda item being discussed
- » If you need accommodations to participate in meetings, please notify the HQ Liaison
- » Virtual meeting protocols – keep camera on, remain on mute when not talking, raise hand to speak
- » We must support the decisions of the group
- » Enjoy – we’re in this together!

Quorum

Quorum is the **minimum number** of members who must be present at a meeting to conduct business. The quorum requirement is provided in the IREM Statement of Policies (Article I, Section 1.6.2) and protects the organization by preventing a very small number of members from taking action on behalf of an entire group.

Quorum requirement

Business cannot be conducted unless there is a quorum – you can't even approve minutes!

A quorum for committee, advisory councils, and ethics panel meetings is **the majority of voting members.**

IREM Attendance Policy

As a reminder, all volunteers agreed to adhere to the attendance policy (revised January 1, 2025); failure to do so may impact a member's ability to continue in their current role and/or future volunteer appointments.

IREM Attendance Policy

IREM Statement of Policies (Article I, Section 1.6.9)

Attendance at meetings:

- (a) Serving on a standing committee, advisory council, ethics panel, or ad hoc group requires participation in all virtual and in-person meetings, as scheduled.
- (b) Attendance is tracked and monitored.
- (c) If a member is unable to attend any meeting, written notification must be sent to the IREM Headquarters Liaison and the Chair prior to the upcoming meeting describing the reason for not attending, which shall result in a documented excused absence.
- (d) An attendance problem may impact an individual's ability to continue as a member of the respective committee, council, panel, or ad hoc group and/or an appointment in subsequent years. An attendance problem occurs if any of the following conditions exist:
 - (1) The member has two unexcused absences in a row; unexcused defined as not sending written notice as defined in Section 1.6.9 (c) above.
 - (2) The member has three (3) excused absences in a row, notwithstanding professional or personal emergencies.
 - (3) The member misses one-third (1/3) of the total meetings in a twelve-month period.

Motions

Main motions are the most common types of motions made during committee/advisory council/ethics panel meetings and require discussion and action. Main motions are made for the purpose of discussion and action.

Important items regarding motions

- The Chair can determine if the motion being offered is in order; if the action item contains an issue that has not been properly researched and/or does not have adequate background information, the Chair can deem the motion out of order and postpone until the next meeting.
- Seconding a motion indicates that more than one member believes the motion is worthy of discussion.
- Committee/advisory council motions presented to the IREM Board of Directors and/or Governing Council do not require a second because the motion is being presented on behalf of the entire committee/advisory council – not just one person.

- In Step 3 below, the maker of motion should speak first and include any additional reasoning for bringing it forward and provide necessary background/context.
- In Step 4, when a consensus appears, or sufficient time has been spent on discussion – the Chair uses their discretion for when to call for the vote.
- The script for motions is included in the Notes Section of the PowerPoint you'll receive from your HQ Liaison; it's important to follow the script so that motions are facilitated correctly.

Process for handling main motions:

1. Member or Chair makes a motion.
MEMBER A / CHAIR: I move to <state motion>.
2. Chair restates motion; another member seconds or Chair asks for a second
CHAIR: There is a motion to <restate motion> – is there a second?
MEMBER B: Second!
3. Chair opens the floor for discussion
CHAIR: The motion has been moved and seconded. Is there any discussion?
4. Chair restates the motion and calls for the vote
CHAIR: I will now call for the vote to <restate motion>.
(Voice-vote | in-person meetings) - Those in favor, say "Aye"; those opposed, say "No".
(Unanimous consent | virtual meetings) - Any objections to passing the motion?*
- * Note: if a member objects when using unanimous consent, use Zoom poll for vote
CHAIR: I will now call for the vote for the motion, as shown on the screen.
(Zoom poll | virtual meetings) - Please submit your vote using the Zoom poll.
(Unanimous consent | virtual meetings) - Any objections to passing the motion?*
- * Note: if a member objects when using unanimous consent, use Zoom poll for vote
5. Chair announces the result of the vote
CHAIR: The motion <passes or fails>.

Motion mistakes to avoid

Because motions are official actions taken by the group, they needed to be worded as clearly and concisely as possible. Here are two popular situations where motions are made, and they shouldn't – **avoid these types of motions:**

- **Motion to NOT do something** – you wouldn't make a motion because nothing is going to happen! Likewise, you want to avoid motion language containing negative statements. It causes a lot of confusion!
- **Motions to reaffirm a previous action or decision** – motions remain in effect until changed or cancelled, so it would be useless to reaffirm a decision that was already made!

Voting

Most meetings are held for the purpose of discussing certain topics and to take action – and action and motions are one in the same. If you haven't done your prep work, voting can lead to controversy and disputes...and we want to avoid that!

Voting requirement for committees/advisory councils/ethics panels:

A majority vote is required for all committee/advisory council/ethics panel action.

Majority vote = more than half of the votes

Example: If 20 members are present and the vote is 7 "Yes" and 4 "No" – the motion passes (even though 9 members didn't vote)

Other voting items to consider:

Tie vote = a motion requires majority vote and only receives 50% of the votes, the motion fails

Example: If 20 members are present and the vote is 10 "Yes" and 10 "No" – the motion fails

Chair vote = see "informal rules of procedure" section...the Chair can always vote!

Voting methods

While Robert's provides several ways to conduct a vote on a motion, we use three voting methods depending on the meeting type.

Voice-vote (in-person meeting)

- For in-person meetings, voting is done using voice-vote.
- Chair says, "Those in favor, say 'AYE' – those opposed, say 'NO'."

Zoom poll (virtual meetings)

- For action that **requires further approval** by the IREM Board of Directors and/or Governing Council (i.e. motion has a financial, policy, program, or bylaw impact).
- The purpose of using Zoom polls for this type of action is to ensure accurate motion language and appropriate voting requirements/counts. The motion approved via Zoom poll should be the exact motion that is presented to the Board/Governing Council.

Unanimous consent (virtual meetings and routine business for in-person meetings)

- For action that **does not require further approval** by the IREM Board of Directors or Governing Council (i.e. motion has no financial, policy, program, or bylaw impact).
- Unanimous consent is an efficient and effective methods of voting to save time on action items that are routine and non-controversial; in addition to motions that do not require further unanimous consent is used to facilitate several agenda items, such as approving minutes and adjourning the meeting.
- If a member objects, you will need to vote using a Zoom poll.

Meeting minutes

HQ Liaisons are responsible for creating minutes for each and every meeting. The purpose of minutes is to create an official record of the body's actions – and the purpose becomes clouded over and obscured when irrelevant material is included.

Minutes are a record of what was **DONE**, not what was **SAID**!

Here's why you don't need lengthy summaries of discussions or details about who said what....

- » Detailed minutes make it hard to sort out the actions taken from the verbiage.
- » WHO said WHAT is irrelevant – **it's the decisions of the body as a whole that are important.**
- » Discussion is merely a means to an end, not an end in itself.
- » If records are kept of members' arguments, participants can become intimidated or guarded and may fail to express their true opinion, which is essential for good decision-making.
- » Detailed minutes can result in the group taking too much time to correct the minutes – "that's not what I said!"

Other helpful resources

Tips for taking control of your meeting

The role of the Chair is to lead the meeting, and in order to do that the Chair must be in control of the meeting. It's the Chair's responsibility to ensure the meeting runs smoothly and according to the plan (i.e. agenda) – and when it doesn't, the Chair must intervene. It isn't always easy or comfortable demanding control, but once you learn how to do it efficiently and effectively handle "problem" members, you'll feel more confident to jump in and take control back! The information below is borrowed from IREM's Parliamentarian, Jim Slaughter's book, *Fast Track: Robert's Rules of Order*. According to Jim, "The effect of one or two members not speaking up can be as detrimental as a member speaking too much."

Handling different types of "problem" members

In Jim Slaughter's book, *Fast Track – Robert's Rules of Order*, he discusses various types of "problem members" – and the best way to handle them. He points out that it's not only the members who unintentionally disrupt or derail conversations who are a problem, it's also those who show up to the meeting but don't participate.

» The "too participatory" member

You'll often have members who constantly want to speak or have something to say, however, it's important that the Chair encourages all members to speak. If a member who has already spoken tries to chime in again, the Chair can say, "**Peter, you've already spoken – let's hear from someone else**".

» The "never participatory" member

If the Chair notices a member who rarely speaks up, there's nothing wrong with the Chair acting as a therapist. "Acting as a therapist" is referring to the Chair encouraging the quiet or timid members to share their thoughts and insights! It's often the quiet ones who have the best stuff to say! There's nothing to lose by asking a member if they'd like to share – best case scenario is that you get a new viewpoint, and the worst-case scenario is they say, "No thanks". "**Mary, we haven't heard from you yet – is there anything you would like to share?**"

» The "parking lot" member

Members who constantly bring up new ideas or topics are also considered a "problem" – especially when they're not germane (relevant) to the discussion or matter at hand. While a new idea or topic may be intended to be helpful, it's a problem if it's off track to the issue(s) being discussed. And ultimately, it could leave to an overall unproductive meeting. The best way to handle this situation is to use a "parking lot" to "park" new ideas or topics. The HQ Liaison can write down the ideas and have the Chair consider adding them to the next meeting's agenda. "**Sally, it sounds like you have some new ideas you'd like to share, however, at this time we're discussing XYZ. We will add that to the parking lot to consider at another time.**"

» The “argumentative” member

While some people’s personalities are more argumentative than others, this type of behavior is extremely disruptive during meetings – and especially when two argumentative personalities engage in direct conversations with each other. Such situations often begin with one member asking another member a question. According to Robert’s Rules, all remarks should be addressed to the Chair – and the reason is to avoid members engaging in an argument or direct conversation with each other. As soon as you notice a direct conversation between two members, step in! **“As a reminder, all remarks should be addressed to me, as the Chair.”**

Virtual meeting challenges & solutions

Here are some solutions to reoccurring challenges our volunteers have shared regarding facilitating and/or attending virtual meetings. Keep these in mind while you attend/lead your meetings throughout the year.

Challenge: Zoom options / Technology / Virtual environment

- Determine when “calling-in only” is not an option; if sharing important documents (via screen sharing), everyone must login using a computer so they can view the screen—especially important for Zoom Polls
- While the Chair (with help from HQ Liaison) is running the meeting, the Vice Chair can help keep an eye on the Chat Box and/or Raised Hands
- If experiencing bad connection/low bandwidth, let everyone know at the start of the meeting (and ask others to do the same) and so the Vice Chair can be prepared to step in if connection is lost
- Before the meeting, assess the way you appear on camera and make any adjustments ahead of time... it won’t set a positive/welcoming vibe if you look dark or distorted on camera
- Dress to impress (from the top down at the least)... you want to present yourself in a way that says, “I’m prepared and ready to conduct IREM business!”
- If your background isn’t ideal, use a virtual background

Challenge: Meeting fatigue/scheduling meetings

- Consider the amount of time you really need for the meeting... all meetings don’t need to be an hour+
- Make sure you have a meaningful agenda before scheduling a meeting; meetings that meander from topic to topic without purpose can be exhausting and a waste of everyone’s time
- Schedule meetings well in advance so everyone has time to prepare and plan accordingly
- Use Doodle to find the best date and time to schedule a meeting (your HQ Liaison can do this)
- Consider your members’ locations and time zones – 9 am in one region could be 7 am in another
- Consider the day and time for a meeting... first thing Monday morning isn’t always ideal

Challenge: Distractions

- Reiterate the importance of not multi-tasking (even though it’s what property managers do!)
- Put cell phones and office phones on silent when the meeting begins and close computer applications (emails, web browsers, etc.) so you don’t get pop-up notifications during the meeting
- Use headphones to help cancel out background noise
- If the meeting is engaging, members are less likely to “zone out” and pay attention to other things
- Remain on camera the entire meeting – if you know people can see you texting or talking to someone in the room, you’ll be less likely to do it!

Challenge: Participation/lack of discussions & conversations

- It’s more challenging to get a read on participants’ feedback during virtual meetings vs. in-person meetings where feedback is often immediate and more obvious

- Take notes (or ask your HQ Liaison) to mark off who has/is participating; ask those who haven't spoken up to do so... it's often the quiet ones who have the most insight!
- Reiterate the "rules" for how people can contribute to conversations
- Don't brush off moments of silence and move on... allow time for members absorb the information and then ask them to share before moving on
- If a member is taking over a conversation and not allowing others to speak, step in and ask that each member limit their speaking time to 3 min. to allow time for everyone to contribute to the conversation
- If members are talking over each other, politely interrupt and remind the group of the meeting rules for participating
- Use Breakout Rooms to help facilitate conversations and generate ideas; this provides an opportunity for members to share their thoughts and insights and make the meeting more engaging by having each breakout room to report back to the group



January 15, 2025 | 1:00 pm – 2:30 pm Central

2025 Chair & Vice Chair Orientation

For those who manage to make a difference.™

Welcome!



2025 President

Dawn Carpenter, CPM®
Dawning Real Estate Inc., AMO®
Staten Island, NY



2025 President-Elect

Mindy Gronbeck, CPM®, CCIM, CSM, CRX
Hawkins Companies, AMO®
Boise, ID



2025 Secretary/Treasurer

Kim Collins, CPM®
Bradley Company, AMO®
Indianapolis, IN

Welcome!



2025 Secretary/Treasurer Nominee

Ryan M. Huffman, CPM®
Hunt Midwest
Kansas City, MO



Immediate Past President

Libby Ekre, CPM®
MEB Management Services, AMO®
Phoenix, AZ

Welcome!



Parliamentarian
Jim Slaughter
Law Firm Carolinas

Your HQ Liaisons

Wendy Becker

Carla DeFlorio

Lynn Disbrow

Yolanda Colon

Todd Feist

Ania Flaim

Gwen Hefty

Lee Anne Marinca

Chris Migala

Leah Misbin

Lilliane Smothers

Ted Thurn

You are part of IREM's leadership!

**What are you most excited about or
looking forward to as Chair or Vice Chair?**

Share your response in the chat!

Agenda

- Parliamentary Survival Skills for IREM Leaders (Jim Slaughter)
 - Documents hierarchy
 - Why Robert's Rules?
 - Rules of order
 - Motions
 - Additional resources
- IREM governance
 - Governing documents
 - Governance structure
 - Flow of decisions and reporting
 - Knowledge-based decisions
 - Roles of the Chair, Vice Chair, and HQ Liaison
 - Ensuring DEI
 - 2025 Roadmaps

Parliamentary Survival Skills for IREM Leaders

Jim Slaughter - Parliamentarian

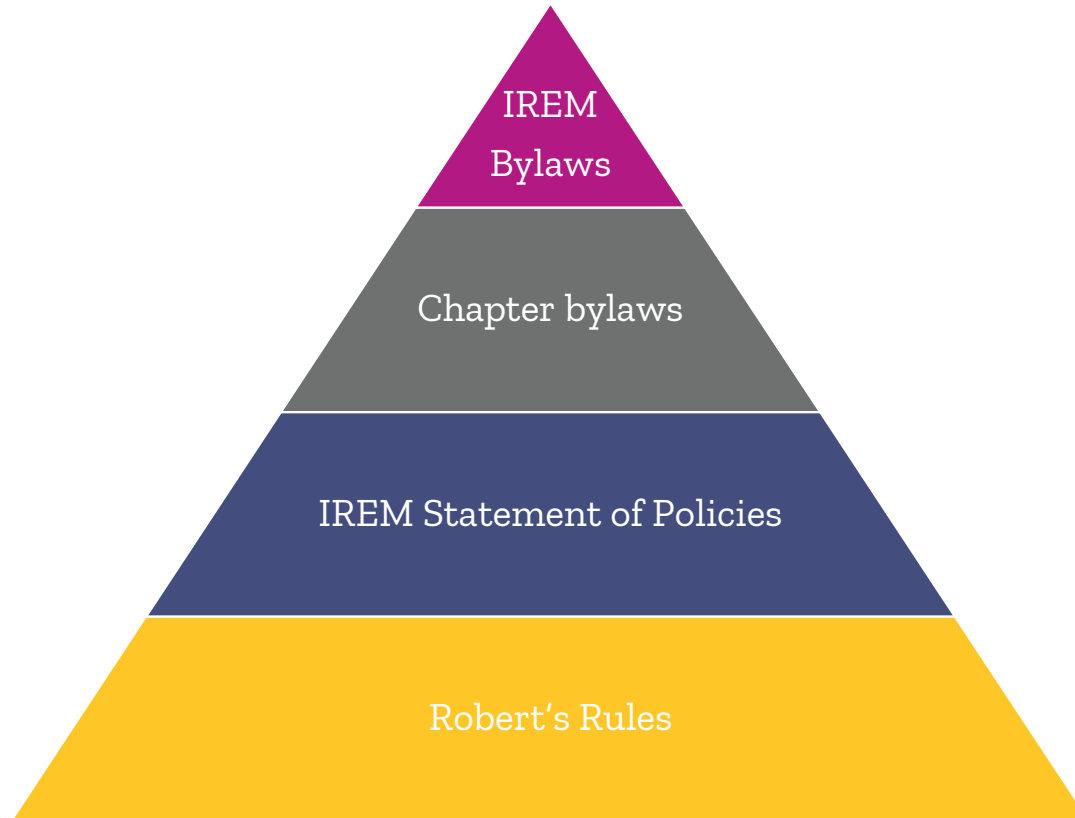
For those who manage to make a difference.[™]

Overview

- Documents Hierarchy
- Bylaws
- Why Robert's Rules?
- What rules to Follow?
- Making a Motion
- Handling a Motion
- Resources



Governing authorities



Bylaws

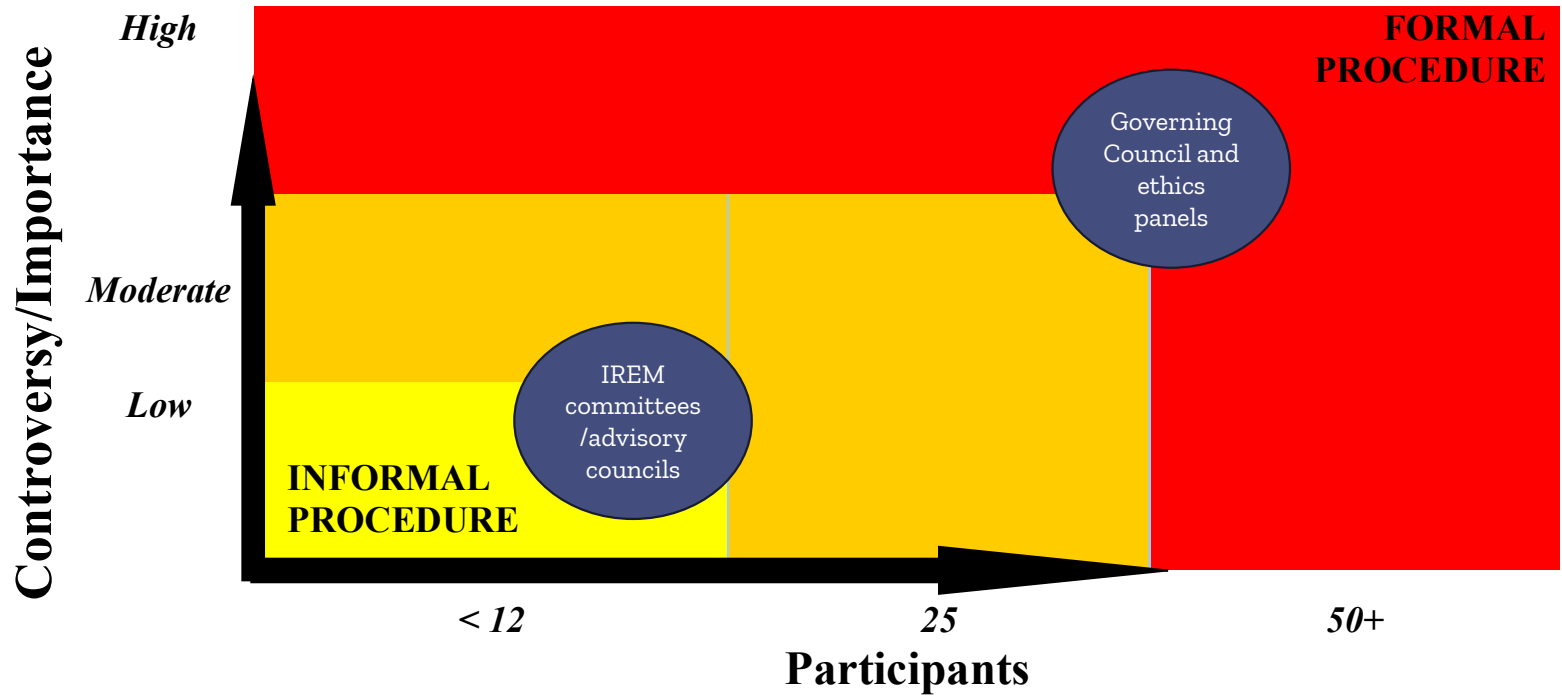
- I. Name
- II. Object
- III. Members
- IV. Elected Officers
- V. Governing Council (highest authoritative body)
- VI. Other elected positions (IREM Board of Directors, RVPs)
- VII. Standing committees
- VIII. Parliamentary Authority
- IX. Amendment

Why Robert's Rules?

IREM Bylaws - Article XII

Procedures. Except when inconsistent with these Bylaws and policies adopted by the Governing Council, Robert's Rules of Order, most recent edition, shall govern all meetings.

Scale



IREM culture

- Chair protocols less formal
 - Participates in discussion
 - Allowed to make a motion
 - Votes
- Member protocol less formal
 - Doesn't need to stand when speaking
 - Can speak more than once
- Discussion/debate less formal
 - Can happen without a motion on the floor
 - Speakers are not limited in time and can speak more than once



Order of business

- I. Call to order, introductions, and roll call
- II. Approve minutes
- III. Reports (or updates)
- IV. Unfinished business from previous meeting
- V. New business per the agenda



Importance of quorum

Quorum =

Number of voting members who must be present for business to be legally transacted

Minutes

Minutes =

A record of what was done at the meeting, NOT
what was said

Planning

- **Start/end times** – be respectful of everyone's time
- **Agenda** – keep yourself and members on track and focused on specific items
- **Involve members** – no one wants to hear from the same person the entire time



Virtual meetings

- **Recognition** – standardized process (i.e., Raise Hand for larger groups; simply speak up for smaller groups)
- **Seconds** – members will need to unmute
- **Motions and voting** – unanimous consent and Zoom Poll
- **Chat features** – use for tech issues or if you need to step away/leave early



Presiding

- Use correct terms
- Equalize participation
- Control digressions
- Arguments
- True disruptions



The MOST important role...

Chairs set the tone in and
out of meetings.

Facilitating motions and voting in a less formal meeting

- 1. Chair or member makes a motion** – *“I move to purchase 50 copies of Jim’s book.”*
- 2. Another member seconds the motion after the Chair asks** – *“There is a motion to purchase 50 copies of Jim’s book. Is there a second?”*
- 3. Chair asks for discussion** – *“The motion has a second. Is there any discussion?”*
If someone wishes to speak, address the member and allow further discussion; allow all members who wish to speak to do so.
- 4. Chair calls for the vote** – *“Hearing no further discussion, I will call for the vote to purchase 50 copies of Jim’s book.”*
Restate the motion so everyone is clear on what they are voting on.

Facilitating Motions & Voting

5. Chair conducts the vote using unanimous consent or Zoom Poll

Unanimous consent – *“Are there any objections to purchasing 50 copies of Jim’s book.”*

Zoom Poll – *“Please vote using the Zoom Poll”.*

5. Chair announces the result

Unanimous consent – *If no one objects, Chair announces the result – “Hearing none, the motion passes to purchase 50 copies of Jim’s book.”*

If a member objects:

- *Chair recognizes the objection – “Hearing an objection, we will vote via Zoom poll.”*
- *HQ Liaison conducts Zoom poll vote; tallies votes and announces the results.*

Zoom Poll – *“Majority have voted in favor/not in favor, the motion passes/fails.”*

Resources



American Institute of
Parliamentarians



National Association of
Parliamentarians



Thank you!

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Organizational structure

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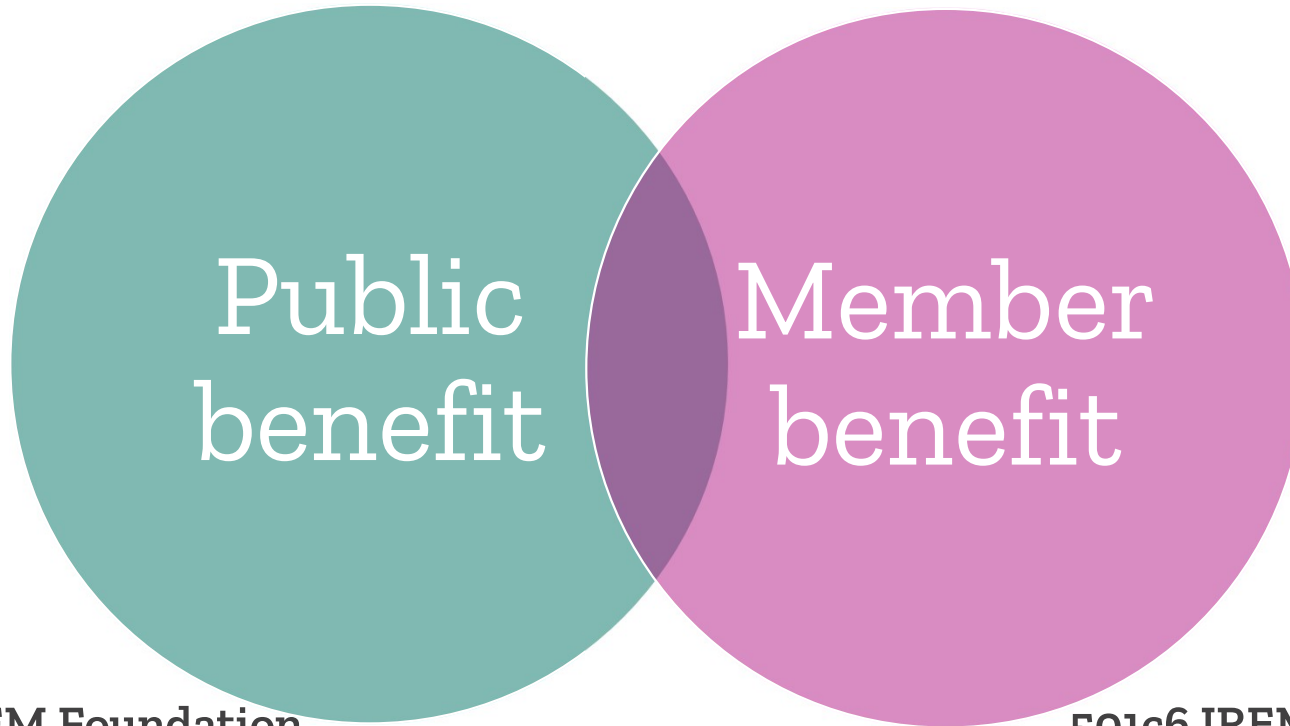
Organizational structure

IREM is a 501(c)(6)

- Vision: Anyone in real estate management is engaged with IREM
- Mission: IREM advances the profession of real estate management

IREM Foundation is a 501(c)(3)

- Vision: The IREM Foundation is a highly recognized catalyst to the future evolution of the real estate management profession
- Core purpose: Provides resources for people and organizations to advance the real estate profession



501c3 IREM Foundation

- Limited in non-exempt activities
- Donors get tax benefit
- Cannot engage in political campaigns

501c6 IREM

- Can engage in non-exempt activities
- No tax benefit from donors
- May engage in some political campaign activity



Organizational structure

IREM is a commercial affiliate of NAR

- All CPMs must be members of NAR
- IREM owns the CPM
- Leverage advocacy power of the NAR voice
- Other commercial affiliates – CCIM, CRE, RLI, SIOR

Organizational structure

- Articles of Incorporation: our “birth certificate”
- Bylaws: rules that define our association, who we are, and how we govern
- Statement of Policies: rules and guidelines that define our programs and procedures regarding how and when we conduct business, requirements, terms, etc.
- Strategic plan: guides and shapes our future, IREM’s roadmap
- Annual operating plan & budget: running our business, supports strategic plan

IREM Governance

- Governance structure
- Flow of decisions
- Reporting

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What is governance?

- Principles, practices, policies, and structures that guide and regulate actions and the decision-making processes
- Moves us forward toward our goals
- Committees and advisory councils play an important role in moving our strategic direction forward!

Elements of governance:

- **Strategic** – seeing the BIG picture
- **Operational** – oversight of initiatives (not the day-to-day operations of our business)
- **Cultural** – values; best interest of our members



2025 IREM® Volunteer Organizational Chart



Governance structure

Governing Council: highest decision-making body; receives and acts on recommendation from the IREM Board of Directors; **final authority** on decisions affecting bylaws, governance policies, and budget matters.

IREM Board of Directors: keeps IREM **strategically focused** and oversees operating policies; acts as a filter between volunteer groups and Governing Council; may exercise the powers of the Governing Council when the Council is not in session.

Standing committees: included in IREM Bylaws; develop policies and provide guidance for programs that are **focused on the core business functions essential to IREM.**

Advisory councils: included in SOPs only; provide guidance, expertise, and advice for IREM programs that are **focused on the real estate management profession and serving members.**

Ethics panels: are the **enforcement bodies** for the IREM Code of Professional Ethics and AMO Code of Professional Ethics.

Governance structure

Ad hoc groups: formed when needed for a specific purpose

- **Task forces:** focus on a major project or initiative as identified by the President and/or Board of Directors; make complex and consequential recommendations to the Board of Directors
- **Work groups:** focus on a specific issue/topic as identified by the Board of Directors, standing committee, advisory council, ethics panel, or IREM HQ team; report to and provide recommendations to the forming body
- **Review teams/subject matter experts:** focus on specific content and product review and development as identified by IREM HQ team; provide insight, feedback, and expertise for specific product and content
- **Influencers:** non-traditional governance group, including but not limited to: focus group or crowd-sourcing; provide insight and feedback only

Reporting

Standing committees

- Chairs present motions to the IREM Board throughout the year, as needed
- If approved by the IREM Board, Chairs report to Governing Council if further action is required
- Chairs provide reports to Governing Council whether action is needed or not

Advisory councils

- Chairs present motions to the IREM Board throughout the year, as needed
- If approved by the IREM Board, Chairs may report to Governing Council if further action is required

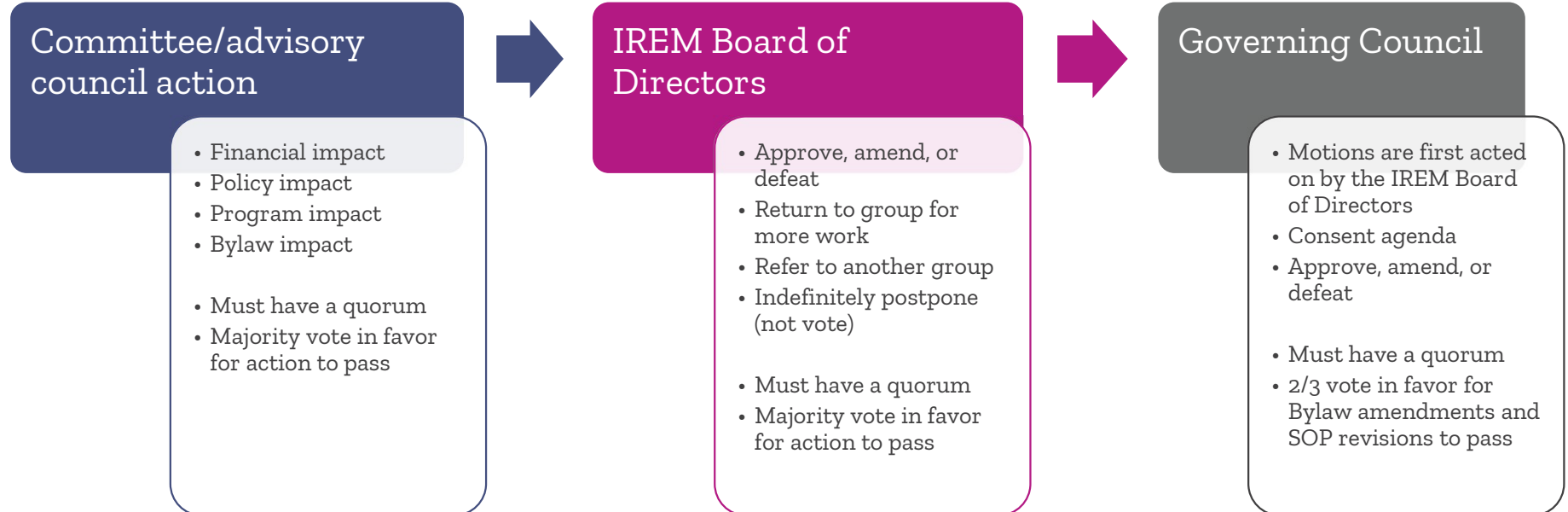
Ethics panels

- Reporting/decisions of the ethics panels are defined in IREM SOPs; in summary, these groups may be required to report decisions and do so by publishing information in JPM (i.e., a member termination)

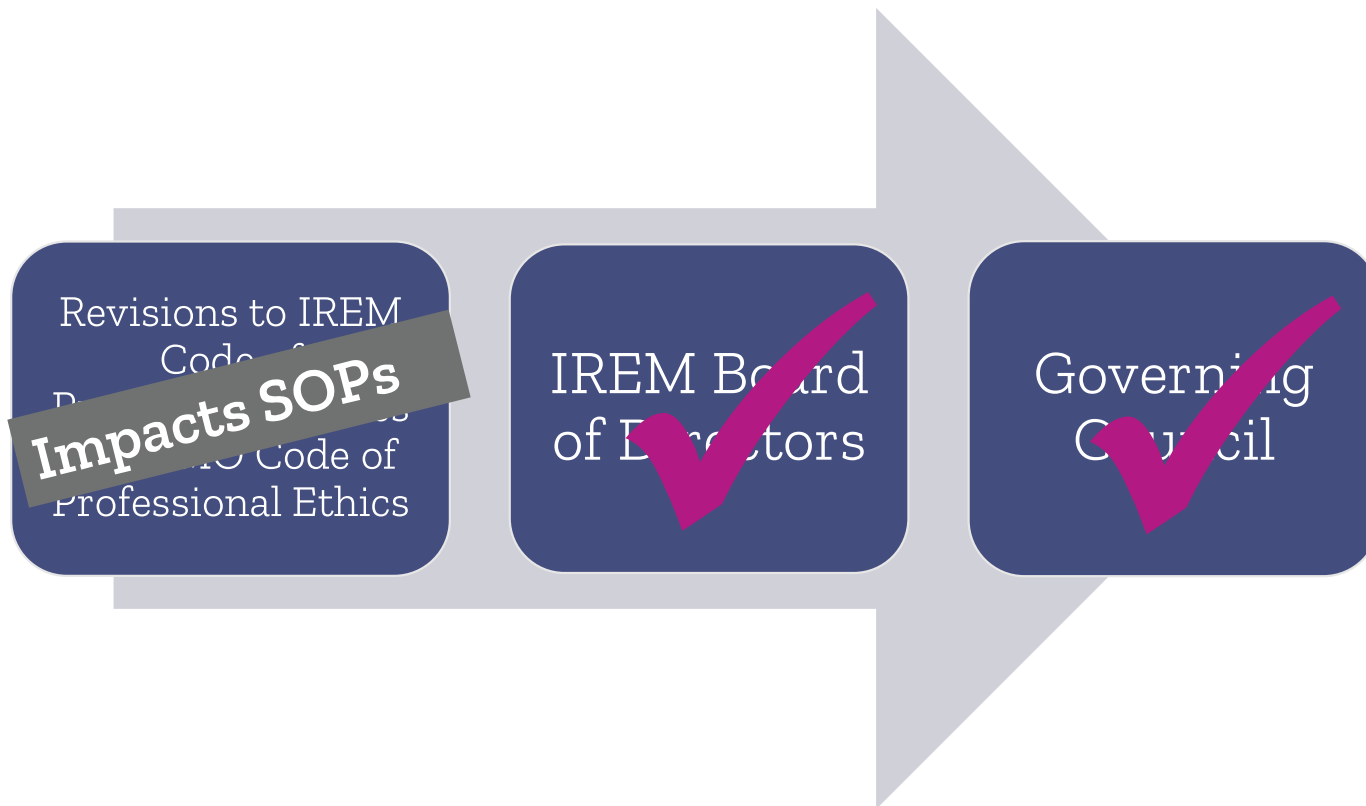
Ad hoc groups

- Task forces – report to the President and/or IREM Board
- Work groups – report to and provide recommendations to the forming body
- Review teams/subject matter experts/influencers – do not report; provide insight/feedback only

Flow of Decisions



Example: Ethics Committee





Knowledge-based decision making

- Information
- Dialogue
- Deliberation
- Action

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Knowledge-based decisions

I **Information** – gather the facts (research, historical data, scanning, articles, etc.)

D **Dialogue** – initial phase to illuminate an issue, verbal exchange of ideas/questions

D **Deliberation** – debate the issue, speak to the pros and cons

A **Action** – vote on the issue; **Motion/Vote Required** on agenda

Considerations for Dialogue

3 ways of thinking:

- DIALOGUE ... seeking information for understanding
- DELIBERATION ... statements of support or opposition
- ACTION ... voting on the motion

DIALOGUE

1. What is the problem or opportunity to be addressed or resolved?
2. What do we know about our members' needs regarding this decision?
3. What are the financial, operational, or implementation impacts of this decision?
4. What do we know or what else do we need to know about this decision?
5. What are any risks or concerns in this consideration?
6. Are there any unintended consequences?

Considerations for Dialogue

Own Your Idea

- “We know ...” - information, research, captured knowledge
- “I believe ... ” - based on my experiences
- “I feel ... ” - based on my values

KNOW BELIEVE FEEL

Outcomes

- Lead by communicating outcomes
- Think and speak and in terms of *“The desired outcome we want to achieve is ...”*
- Focus on the “what” not the “how”

Roles of Chairs, Vice Chairs, and HQ Liaisons

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Chair's role and responsibilities

Chairs are responsible for facilitating productive meetings!

1. Be knowledgeable about IREM and your groups' purpose and roadmap
2. Attend all meetings of the group – both virtual and in-person
3. Work with the Vice Chair and HQ Liaison to develop meaningful agendas aligned with your roadmaps
4. Be prepared – add your own personality, knowledge, and insights!
5. Lead and facilitate meetings:
 - a) Start and end on time and follow the agenda to keep the meeting on track – everyone's time is valuable!
 - b) Engage and encourage participation; show willingness to listen and be open to new ideas – be impartial and objective!
 - c) Facilitate discussion, don't monopolize!
 - d) Facilitate motions and voting!
6. Present reports and recommendations on behalf of your group to the IREM Board of Directors and Governing Council as needed
7. Chairs should always vote!

Vice Chair's role and responsibilities

Vice Chairs step in for the Chair as needed and facilitates productive meetings!

1. Be prepared to step in!
2. Attend all meetings of the group – both virtual and in-person
3. Work with your Chair and HQ Liaison to develop meaningful agendas aligned with your roadmaps
4. As determined for agenda, lead discussions or present reports
5. Contribute to conversations and be engaged

HQ Liaison's role and responsibilities

HQ Liaisons are your partners!

1. Understand purpose of group and expected outcomes; supports knowledge-based decision making
2. Answer questions, offers suggestions, raises questions, provides background information, historical data and research
3. Manage technology for virtual meetings
 - Virtual meeting protocols
 - Roll call (quorum = majority of voting committee/advisory council members)
 - Monitors "Raise Hand" and Chat
 - Assist with virtual voting procedures
4. Prepare with the Chair and Vice Chair
5. Coordinate, communicate, and implement the work from an operational perspective
6. Support YOU!

Virtual meetings

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Tips & tools for virtual meetings

- Sit in a quiet place or use headphones with built in microphone to reduce background noise.
- At least 10 minutes before your meeting start time, log in to ensure everything is working right – and for any last-minute items/discussions with your HQ Liaison.
- Close all other tabs in your browser and other open programs to have a stronger WiFi connection [this will help ensure the audio/video feeds don't lag].
- Lighting should come from in front of you – a window or light behind you will make it difficult to see you.
- Keep your background clear of distractions.
- Use gestures and mannerisms that you would typically use in person.

Tips for taking control of your meeting

- Handling the various types of "problem" members
 - ✓ The "too participatory" member
 - ✓ The "never participatory" member
 - ✓ The "parking lot" member
 - ✓ The "argumentative" member

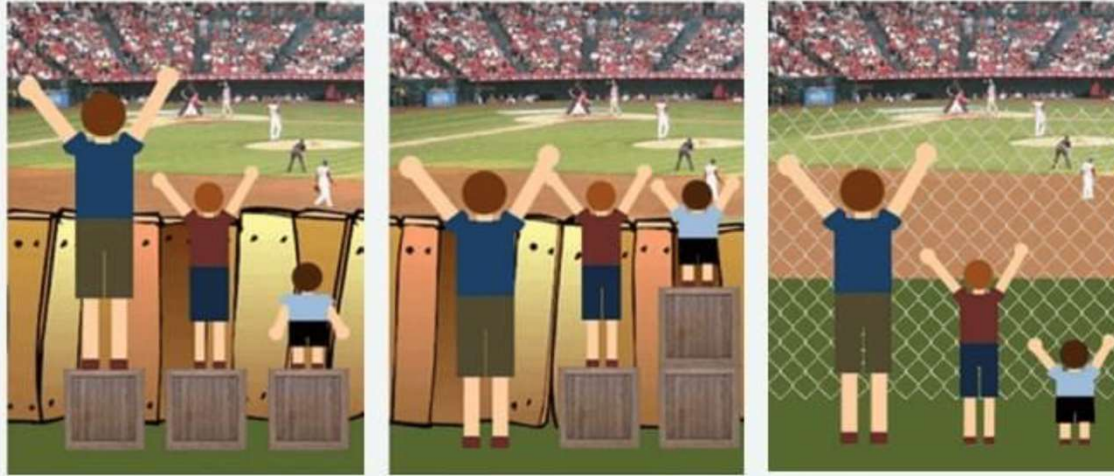
Purpose statement: Ensure diversity, equity, and inclusion

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Diversity for us means we embrace our similarities and differences. We welcome a myriad of all races, ages, genders, gender identities, sexual orientations, creeds, nationalities, national origins, and individuals with disabilities to our community.

Equity for us means that we acknowledge that everyone starts from a different place. We elevate individuals by continuously being progressive in identifying and removing unintentional barriers that may impede access and success.

EQUALITY VERSUS EQUITY



Diversity for us means we embrace our similarities and differences. We welcome a myriad of all races, ages, genders, gender identities, sexual orientations, creeds, nationalities, national origins, and individuals with disabilities to our community.

Equity for us means that we acknowledge that everyone starts from a different place. We elevate individuals by continuously being progressive in identifying and removing unintentional barriers that may impede access and success.

Inclusion for us means we will create an environment where individuals in our profession feel valued, respected, supported, and welcome to bring their authentic selves to IREM.

DEI is a process and a goal.

Good DEI work should build toward “...full and equal participation of all groups in a society that is mutually shaped to meet their needs.”

- **A process:** ongoing; can be measured; objective.
- **A goal:** once achieved, time to set a new goal; run our processes over again, creating a sustainable routine.

Source: Adams, et. al. Teachings for Diversity & Social Justice.



IREM's definition of diversity can guide your way.

"...all races, ages, genders, gender identities, sexual orientations, creeds, nationalities, national origins, and individuals with disabilities to our community."

Use the identity groups listed as a lens to help inform your work where appropriate this year!

Next steps

- What might a DEI-related goal look like for your group? Even if you don't set a goal, just having the conversation is a great start.
- If a DEI-related goal – make it SMART: Measurable, Achievable, Relevant, and Time-Bound
Just saying you want everyone to feel welcome is nice, but hard to measure – try to be as specific and measurable as possible.

IREM's strategic plan and 2025 roadmaps

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Awareness

Goal

Real estate management is known, understood, and globally recognized as a valued profession.

Objectives

Increase awareness of the value of property management professionals to employers.

Increase awareness of the value of professional property management to property owners and clients.

Increase awareness of property management as a career among students and others entering the workforce.

Increase awareness among practitioners outside of North America of property management as a true profession.

Next gen

Goal

IREM equips the next generation of real estate managers to impact the future success of the profession.

Objectives

Increase the impact of next generation within IREM leadership.

Improve digital/social engagement with next generation.

Increase engagement and participation of next generation in non-certification benefits.

Increase membership of next generation.

IREM experience

Goal

IREM is relevant to members and customers who are engaged on their terms.

Objectives

Improve consistency of member experience at the chapter level.

Increase effectiveness of communications about IREM opportunities and solutions.

Increase opportunities for engagement at all levels within IREM.

Improve perceived value of engagement in IREM.

IREM strategic plan

2021 and beyond

Education & life-long learning

Goal

IREM's knowledge solutions are recognized as essential and used by real estate management professionals and other real estate stakeholders.

Objectives

Increase knowledge of current and future real estate technology.

Improve corporate education programs for greater flexibility in delivering IREM education.

Enhance life-long education content, course selection, and delivery methodologies.

Explore continuing education requirements.

Explore decoupling membership and certification.

Diversity, equity, and inclusion

Goal

IREM leads the real estate management community worldwide in diversity, equity, and inclusion.

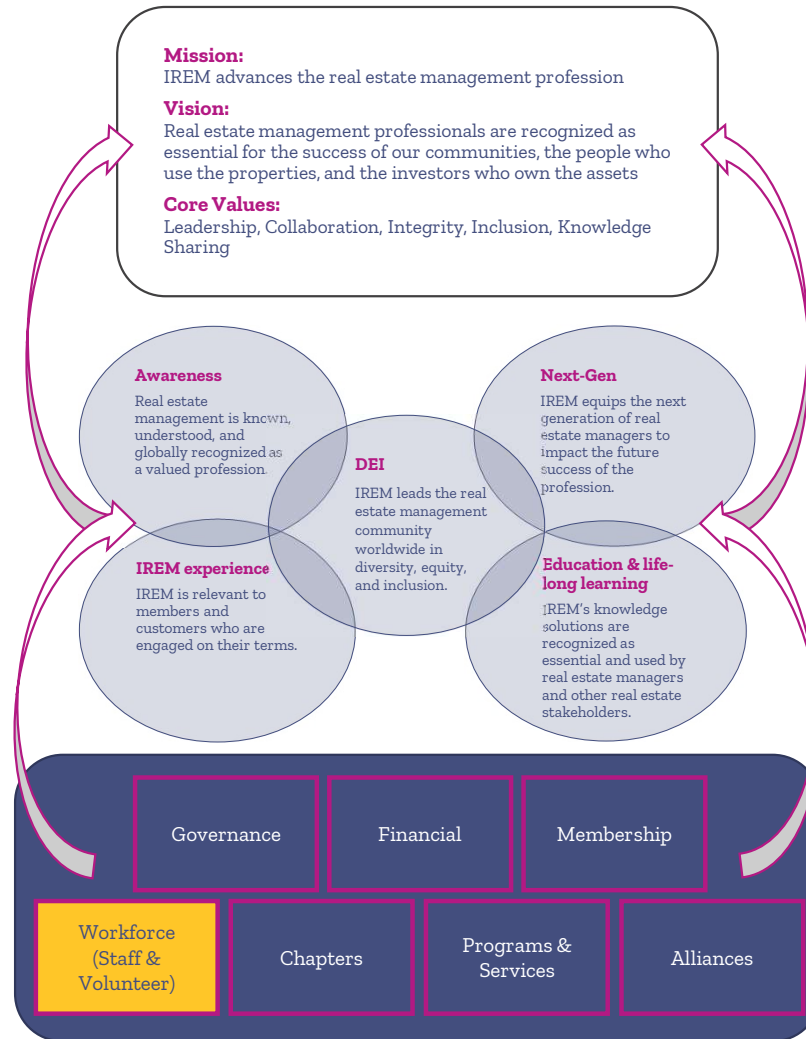
Objectives

Embrace DEI and understand what it means to IREM and the real estate management community.

Foster an inclusive environment within IREM.

Identify and enhance alliances with potential strategic partners to advance DEI.

Envisioned future – 2021 and beyond



How will the work of your group support the strategic plan?

Roadmaps for committees and advisory councils

Where your group is going in 2025, driven by:

1. Purpose of your volunteer group
2. Strategic plan
3. 2025 operating plan and budget



A look ahead...

1. IREM Governance Handbook for IREM Leaders

- You'll receive the handbook following this orientation from ivolunteer@irem.org
- Be sure to review prior to your first meeting this year!

2. Finalize roadmaps and schedule meetings accordingly

- All committees and advisory councils will have an onboarding meeting before the first official business meeting of the year; ethics panels will have a more in-depth orientation.

Your 2025 IREM badges will be mailed to you in a couple weeks!

Register today!

April 23-24, 2025 | Boston, MA



- Education sessions covering financial operations, maintenance and operations, marketing and leasing, professional development, and leadership training – plus hot topics like DEI, sustainability, and technology.
- Plenty of fun too – welcome reception, keynote, opening night party, and more!
- No IREM governance/meetings



Thank you!

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