



CCIM Institute

Commercial Real Estate's

Global Standard for Professional Achievement

CHAPTER RESOURCE MANUAL

FOREWORD

The CCIM Institute Chapter Resource Manual was developed to familiarize chapter leaders with activities and programs of the Institute, assist chapter officers with their duties and responsibilities and provide reference information, guidance and suggestions.

Additions and/or corrections will be distributed periodically. Please make copies as necessary to ensure your chapter's leadership is well informed and up to date.

The Chapter Resource Manual was designed to meet the needs of all chapters, with information easily adaptable to your specific situation. If additional assistance is needed, please contact the CCIM Institute's Chapter/Regions Department.

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Table of Contents

Chapter 1 – LOCAL CHAPTER LEADERSHIP	5
1.1 – QUALIFICATIONS FOR CHAPTER OFFICE	5
1.2 – ELECTION OF OFFICERS	6
1.3 – INSTALLATION OF CHAPTER OFFICERS	6
1.4 – CHAPTER BOARD OF DIRECTORS	6
1.5 – ESTABLISHING GOALS	7
1.6 – FINANCES/BUDGET	7
1.7 – MODEL CHAPTER BYLAWS AND MINIMUM REQUIREMENTS	8
1.8 – CHAPTER OFFICER LEADERSHIP TRAINING	9
Chapter 2 – LOCAL BOARD OF DIRECTORS ROLE	9
2.1 – ROLE OF THE CHAPTER PRESIDENT/ PRESIDENT ELECT	9
2.2 – Other Presidential Responsibilities	10
2.3 – ROLE OF THE CHAPTER VICE PRESIDENT/PRESIDENT ELECT	11
2.4 – CHAPTER PAST PRESIDENT	12
2.5 – CHAPTER SECRETARY (ADMINISTRATOR)	13
2.6 – Membership Records	14
2.7 – Chapter Meeting Reports	15
2.8 – CHAPTER TREASURER	15
2.9 – Assumption of Duties as Treasurer	16
Chapter 3 – CHAPTER COMMITTEES	17
3.1 – TIPS FOR CHAIRING A COMMITTEE	17
3.2 – DESIGNATION PROMOTION COMMITTEE	18
3.3 – CANDIDATE GUIDANCE COMMITTEE	22
3.4 – MEMBERSHIP COMMITTEE	22
3.5 – EDUCATION/PROGRAMS COMMITTEE	27
3.6 – MAKING COMMITTEE APPOINTMENTS	33
3.7 – SELECTION OF CHAIRPERSONS	34
3.8 – SELECTION OF COMMITTEE MEMBERS	35
3.9 – Assuring Committee Activity	35
Chapter 4 – Board of Directors Meetings	35
Chapter 5 – CHAPTER MEMBERSHIP MEETINGS	37
5.1 – CHAPTER MEETINGS – SCHEDULES AND SITES	37
5.2 – Selecting sites for the membership meetings	38
5.3 – PARLIAMENTARY PROCEDURE	39
5.4 – SAMPLE CHAPTER OPERATING CALENDAR	43
Chapter 6 – CCIM INSTITUTE REQUIREMENTS OF CHAPTERS	44
6.1 – CCIM Chapter Activity Report	44
6.2 – THE CHAPTER’S OBLIGATION TO FILE A TAX RETURN	44
Chapter 7 – NEW CHAPTER FORMATION PROCEDURES	45
7.1 – Steps for Chapter Formation in an Area Where No Chapter Exists	45
7.2 – Steps for Chapter Formation in an Area Where a Chapter Already Exists	46
7.3 – From the existing group	47
7.4 – Chapter District Formation can be found on CCIM.com	47
Chapter 8 – CHAPTER HOUSEKEEPING	48
8.1 – INCORPORATION OF CHAPTERS	48

8.2 – Professional Liability Insurance Policy	50
8.3 – General Liability and Fidelity Insurance	50
8.4 – GUIDELINES FOR PRESERVING CHAPTER RECORDS	51
8.5 – PRESIDENT’S CUP AWARD	52
Chapter 9 – CCIM VARIOUS	52
9.1 – CCIM INSTITUTE SCHOLARSHIP PROGRAMS	52
9.2 – CCIM CHAPTER PAST PRESIDENT APPRECIATION PLAQUE	53
9.3 – CCIM DESIGNEE PLAQUE	53
9.4 – CCIM LAPEL PINS	53
9.5 – CCIM Institute Bylaws	54
9.6 – CCIM Board of Directors	54
9.7 – CCIM Institute Business Meetings	54
9.8 – CCIM CHAPTERS	55
9.8 – CHAPTER AFFILIATION	56
9.9 – CHAPTER VISITATIONS BY CCIM INSTITUTE LEADERSHIP AND STAFF	56
9.10 – CCIM CHAPTER ADMINISTRATIVE SUPPORT STAFF	56

Chapter 1 – LOCAL CHAPTER LEADERSHIP

The strength of any organization rests with those individuals whose actions, decisions and policies most directly influence or are influenced by individual members. The CCIM Institute firmly believes chapters are an important part of its overall organization.

- ▶ It is the chapters that are most closely associated with the members.
- ▶ The chapter, primarily through its programs and activities, must develop and maintain an individual's interest and desire to participate.

Key Chapter Personnel

- ▶ Board of Directors
- ▶ Chapter President/President Elect
- ▶ Chapter Vice President
- ▶ Past President
- ▶ Committee Chairperson & members
- ▶ Secretary
- ▶ Treasurer

Activity is the strength and measure of The CCIM Institute. Without an active program involving as many members as possible, no organization can grow, prosper and attain the objectives for which it was formed. The greatest opportunity for involving members exists at the chapter level. Association-level programs are not intended to replace or compete with local activity. On the contrary, they are designed to complement chapter activity and to provide models for chapter programs.

1.1 – QUALIFICATIONS FOR CHAPTER OFFICE

The following sections outline responsibilities of primary elected officers (president, vice president, president elect, secretary, and treasurer), and responsibilities for various appointed positions. Some of these positions have certain qualifications, such as accounting knowledge for the treasurer, or require specific facilities, such as access to clerical assistance for a chapter secretary.

However, all chapter leaders (officers, directors, committee chairs and others) should possess certain personal qualifications. Often these are assumed and taken for granted.

Desirable Qualifications for Chapter Office:

- Genuine dedication to the purposes of the organization
- Willingness to devote time and effort
- Ability to organize time and resources
- Ability to motivate others
- Sincere desire to participate and be actively involved
- Ability to work effectively in a group
- Effective interpersonal communication
- Ability to deal with people on a personal basis as well as extend and accept criticism

Other important considerations for chapter office are:

- ▶ Will the individual's employer approve of time and probable expense (i.e., travel) involved?

- ▶ Does the individual have a good attendance record at chapter meetings and a demonstrated willingness to accept chapter responsibilities through committee work?

If a chapter has a policy of *"progression through the chairs,"* each individual nominated for the initial position must possess the necessary qualifications not only for that office but also for all succeeding offices.

1.2 – ELECTION OF OFFICERS

Election of officers should take no later than July in the year proceeding the term in which the officers will serve. For example, where the officers will term will begin January 1, 2013, their election to that position should have taken place no later than July 30, 2012.

This will provide the incoming officers the opportunity to participate in the Annual Chapter Officer Leadership Training which is scheduled for August in Chicago and the opportunity to attend the Annual National Board of Directors meeting prior to the beginning their term.

1.3 – INSTALLATION OF CHAPTER OFFICERS

Installation of chapter officers should take place following the Annual National Board of Directors meeting in October and before the end of the calendar year December 31st, prior to the year in which the officers will serve. The installation can take the form of a formal event (a dinner) or an informal one like a special membership meeting with refreshments.

After the type of installation ceremony has been selected, chapters should decide who will conduct it. In addition to the outgoing chapter president, the chapter may consider inviting the regional vice president, president of the local commercial board and president of the Institute to participate in the ceremony.

A suggested format for the installation of chapter officers can be found on line at the CCIM.com.

1.4 – CHAPTER BOARD OF DIRECTORS

The governing body of each chapter is the Board of Directors. The success of every chapter program and activity is the responsibility of the Board of Directors.

The Board of Directors is comprised of chapter officers and other members (directors, past presidents, committee chairs, etc.) in accordance with the individual chapter's bylaws. The Board of Directors is responsible for the management of the chapter's affairs and supervises all chapter property. It should meet regularly to carry out its responsibilities. Meetings should be scheduled in advance to assure maximum attendance. It is also the responsibility of the Board of Directors to determine the basic format and length of the general membership meetings.

All members of the Board of Directors should be thoroughly familiar with the chapter's bylaws and the chapter's relationship to the national organization.

1.5 – ESTABLISHING GOALS

The Board of Directors should clearly state chapter goals; both short term and long range, and make them available to the membership. Each chapter committee and activity should be established and/or continued on the basis of contribution to these goals.

In order to take pride in accomplishment, evaluate progress and provide accountability, objectives must be measurable. Chapter members deserve to know what direction their leadership is moving and how they can contribute to the achievement of chapter goals.

A copy of the Institute Long-Range Plan and Mission Statement is available at <http://www.ccim.com>. The Institute Long-Range Plan should be considered when adopting chapter goals and objectives.

1.6 – FINANCES/BUDGET

At its first meeting of the year, preferably with the outgoing officers, the Chapter Board of Directors:

- ▶ Decides which officers will have the authority to sign checks. Checks usually carry a single signature, with two officers authorized to sign (dual signature is preferable).
- ▶ Reviews its banking relationship. The Board of Directors is responsible for selecting the bank where normal operating funds will be deposited (excess funds should be assigned to interest-bearing accounts.) Considerations include interest rate, withdrawal restrictions and FDIC insurance.

The Board of Directors is also responsible for approving a budget for the year and establishing policies for management of chapter funds. A budget is essential for implementing a yearly program of service to the chapter membership. Handling of chapter funds is a trust and safeguards should be established that insure wise use of these funds.

Chapters need a sound financial policy and an annual budget to achieve chapter goals. It is normal for a small committee to prepare the budget rather than the entire Board of Directors. The Budget Committee should involve at least the president, immediate past president, treasurer and, in a transition year, the former treasurer.

Review the chapter's mission statement, strategic plan and business plans for the upcoming year.

A key concern when preparing the budget is chapter meetings. "Profit" from a chapter meeting should not be a windfall. It should be planned as part of the operating budget and/or an addition to chapter reserves. A careful estimate of meeting expenditures is needed along with an attendance estimate in order to establish appropriate registration fees. For cash flow purposes, it is essential to estimate the timing of receipts and expenditures as well as the amounts.

Fixed items of expense should be considered first when establishing a budget. Examination of historical financial records will clarify what expenses are relatively fixed.

The next step might be developing a "blue sky" expense budget--estimated expenses for achieving all chapter objectives considered for the next year.

Assuming fixed income will not offset these expenses; next consider how to generate additional income. How much can the market, normally your membership, bear? This may impose a ceiling on registration fees, publication prices and/or chapter dues.

The next step is to prioritize goals. Decide what activities the chapter can pursue with its resources.

The purpose of a non-profit organization like the CCIM Institute and its chapters is not to accumulate funds. All income, with the exception of operating reserves, should be employed in activities designed to benefit the membership and advance the profession. Accumulation of funds can endanger a non-profit organization's tax-exempt status unless specific purposes are stated why funds are being accumulated and when they will be used.

The CCIM Institute is classified by the Internal Revenue Service as a 501 (c) (6) tax-exempt organization. Individual state governments determine whether or not a CCIM chapter can be exempted from payment of state sales taxes. Each chapter needs to file for this non-profit status.

1.7 – MODEL CHAPTER BYLAWS AND MINIMUM REQUIREMENTS

The model chapter bylaws for CCIM chapters were designed to serve as a guide for chapters to use when developing their own bylaws. They cover such areas as chapter membership, dues and fees, chapter meetings, chapter officers, elections and committees.

They are structured to give chapters flexibility. It is, however, recommended that a chapter generally follow the guidelines of the model bylaws closely to eliminate any conflicts.

Chapters should review the model bylaws and compare them to their own bylaws. All chapters are required to meet the CCIM Institute chapter minimum requirements.

When proposing amendments to existing bylaws:

- First, the changes should be approved by two-thirds of the chapter's designee members based on the chapter's bylaws.
- Then a copy of the old bylaws and proposed amendments (with the changes highlighted on both) must be submitted to the CCIM Institute and approved by the Institute's CEO.
- This **all** must take place before the amendments can be adopted.

A sample of the Model Chapter Bylaws is located on CCIM.com.

1.8 – CHAPTER OFFICER LEADERSHIP TRAINING

When needed in August, the CCIM Institute regions and chapters conduct Chapter Officer Leadership Training. This training is designed to: develop chapter leadership, share best practices, update current and future chapter leaders on national policies and procedures as well as services and benefits available to them and their chapter from CCIM Institute. The training normally includes CCIM staff members and national CCIM Institute leadership.

The program agenda includes:

- Updates from leadership and staff on current national issues that affect the chapters and regions
- developing chapter goals and objectives for the upcoming year
- Services/programs available from CCIM Institute
- Roundtable's focusing on officer responsibilities including designation promotion, candidate guidance, membership, local delivery of CCIM courses and more
- Networking and sharing of ideas and programs with other chapter leaders from your region and other CCIM regions.

Chapter Officer Leadership Training funds are a set stipend to offset the cost of lodging and are determined by the Chapter Activities Subcommittee:

- ▶ On-site food expenses for all attendees;
- ▶ Transportation costs for chapter leaders are **NOT** covered.

It is important to take advantage of this opportunity to benefit from the experiences of current and past chapter officers. If you have CCIMs who are going to be in leadership positions in the next few years, encourage them to attend.

For more information, contact your regional officer or the office of Chapter/Regional Relations at CCIM Institute.

Chapter 2 – LOCAL BOARD OF DIRECTORS ROLE

2.1 – ROLE OF THE CHAPTER PRESIDENT/ PRESIDENT ELECT

A chapter, like any other organization, needs a good manager. The chapter president will be managing limited resources -- time, money and member involvement. An individual's nomination to presidency should be based on a record of accomplishments, a demonstrated interest in serving the organization and has the ability to promote the chapter. The more people directly involved in the chapter the stronger the organization.

Key Qualities and Primary Responsibilities:

Key Qualities	Primary Responsibilities
<ul style="list-style-type: none"> Strong leadership abilities, particularly in motivation and communication. Accomplished public speaking skills. Since the president serves as the spokesperson for the chapter he/she should be an articulate speaker. Ability to delegate authority to lessen management responsibility. Motivational skills to assure participation of officers and members 	<ul style="list-style-type: none"> Chief executive officer of the chapter Presides at all meetings of the chapter membership and the Board of Directors. Typically appoints committee chairs and members. Other responsibilities as assigned to the chapter president by the Board of Directors

Advance Work

Chapter officers serve calendar year terms. Ideally, there is a period of several months between election (July) and installation (December). The presidents should take advantage of this time to prepare for their terms of office. During this time incoming chapter presidents should:

- Begin to identify what they want to accomplish (i.e., set goals and objectives.)
- Review existing programs and examine how they are meeting the needs of the chapter members.
- Tighten and streamline the original tentative objectives to a manageable few. Recognize you can't do it all.
- Confer with predecessors; discuss positives and negatives of the previous year.
- Make sure all chapter officers have a copy of the current chapter bylaws and chapter leadership manual.
- Monitor the transition of the new chapter secretary and treasurer. Make sure all official documents and chapter possessions are turned over to the appropriate new officers (i.e., files, stationery, financial records, chapter banner, etc.).
- Make sure all officers and directors have a copy of the chapter operations calendar.

Check the calendar carefully for any events that occur during the transition period and confirm that the responsibility for any action that needs to be taken has been clarified.

2.2 Other Presidential Responsibilities

Presidential Responsibilities Extend into the Following Areas:	
<p>□ Chapter communication</p> <p>The chapter president is sent the majority of correspondence from CCIM Institute CCIM Institute.</p>	<p>▶ He/she distributes information to the appropriate officers, committee chairs and entire membership when necessary.</p>

<p>□ Represent the chapter at national meetings.</p> <p>The chapter president should represent the chapter at the two annual meetings of the Institute.</p>	<ul style="list-style-type: none"> ▶ If the president is unable to attend these meetings, the vice president or another officer represents the chapter. ▶ Each chapter president is appointed as a member of the national Chapter Activities Committee. ▶ This committee represents the chapter's voice in the administration of the Institute.
<p>□ Annual report to members</p> <p>The president should present a report on the "state of the chapter" to the membership annually.</p>	<ul style="list-style-type: none"> ▶ This report normally includes summaries of the chapter's accomplishments to date and goals for the future.

As an aid to future officers, any other responsibilities given to the chapter president should be carefully documented. Documentation of these additional responsibilities should be updated continually, changing and adding responsibilities as they are assigned.

2.3 – ROLE OF THE CHAPTER VICE PRESIDENT/PRESIDENT ELECT

As provided in most chapter bylaws, the basic responsibility of the chapter vice president is to assume the powers and duties of the office of the President in the case of a vacancy in that office. The vice president is an officer who functions as the second in command. Should the president resign or be unable to complete the term of office, the vice president will assume that office. In many chapters the vice president is the next president; thus the term of vice president should be filled with activity. In these cases the vice president may be called president-elect.

Some chapters may also opt for a first vice president and a second vice president to add another position of responsibility as a leadership training opportunity.

In any event, the chapter vice presidents should be in close touch with all chapter activities. It is critical that the chapter vice president spend their year as vice president learning all the roles of the board as well as learning the role of the upcoming president chair. The president should also rely on these individuals to carry out many of the administrative functions.

To insure the vice president's term is one of both contribution and learning, the vice president should oversee the performance of several committees of the chapter that report to the board. The main function of the vice president is to assist the chapter president in implementing their agenda for the chapter and assist in steering the chapter in the strategic direction that will promote membership growth and retention, build committees, and assist in chapter activities.

The chapter vice president/president elect should have knowledge of the following committees:

- Chapter Development
- Finance
- Marketing
- Education
- Technology

Because the role of the vice president bears significant responsibility, the chapter vice president has the following responsibilities:

- Implementing the chapter president's agenda
- Communicating and leading the committee chairs based on the strategic plan
- Formulating and implementing the strategic plan determined by the chapter president and board to grow chapter membership and retention
- Cognizant and aware of the budget and profitability of the chapter
- Overseeing chapter growth as determined in the strategic plan

The chapter vice president receives a majority of correspondence sent to the chapter president from CCIM Institute. This helps keep them informed with the requests made of the chapter president and remain aware of the types of responsibilities they will assume.

The chapter vice president should be prepared to travel twice a year to the CCIM meetings in addition to the CCIM Office Training when it is offered.

2.4 – CHAPTER PAST PRESIDENT

Completion of the term as chapter president does not mean an end to responsibility. The past president:

- Serves an essential advisory capacity and is usually included as a member of the chapter board of directors.
- Has valuable experience to share regarding policies of the chapter and the Institute.
- Knows the details of administering various activities.
- Normally chairs the nominating committee. This individual must be aware of all chapter activities in order to identify potential candidates for chapter office.
- Provides continuity to chapter leadership.

Some chapters may wish to consider forming an advisory committee composed of active chapter past presidents. This group can meet on an as needed basis to counsel the Board of Directors on sensitive matters. Some chapters assign the duty of writing the chapter goals and objectives to a committee of past presidents.

2.5 – CHAPTER SECRETARY (ADMINISTRATOR)

The chapter secretary is the focal point of all communications, both internal and external. The chapter secretary probably knows more about what is going on in the chapter than any other officer.

Generally, the chapter secretary should:

- Keep all records
- Conduct all correspondence
- Submit various reports as required.

The detailed outline of the responsibilities below emphasizes the significant role played by the chapter secretary. Individuals considered for this position should be aware of the magnitude of responsibilities before accepting. The chapter secretary **must**:

- Have available administrative assistance and the time and funds to attend all chapter Board of Directors meetings as well as membership meetings.
- Be familiar with the responsibilities of other chapter officers and all chapter committees. Other chapter officers rely on the secretary to answer a variety of questions about members and activities.

In view of the qualifications needed to fill this important position, some chapters chose to appoint the secretary rather than elect the individual. Considering the extent of the responsibilities, many chapters provide some type of compensation to the secretary. This is acceptable, as long as no legal or ethical conflicts exist. When a chapter officer receives compensation from the chapter, it is strongly recommended the person's status on the chapter Board of Directors be non-voting.

As an alternative, several chapters retain a multi-association management firm or a staff member from their local board of REALTORS® to perform the secretarial duties.

Some of the responsibilities identified below may be assigned to other individuals or committees. However, in the absence of such delegation, the responsibility remains that of the chapter secretary.

RESPONSIBILITIES OF THE CHAPTER SECRETARY	
Maintenance of personnel records	<ul style="list-style-type: none">▶ The chapter secretary should keep a complete roster of the names, addresses and telephone numbers of all members of the chapter's Board of Directors; committee chairs and members; and officers of districts, if applicable.▶ A meeting attendance record and information on chapter activities of each member should be maintained for the use of the nominating committee.▶ Maintenance of the chapter roster.
Responsibilities related to the Board of Directors	<ul style="list-style-type: none">▶ Assist the president in preparing and distributing meeting agendas and notices to all members of the Board of Directors.

Responsibilities related to Chapter meetings	<ul style="list-style-type: none"> ▶ Record minutes at these meetings and distribute them promptly. Direct copies of these minutes to the regional vice president, regional first vice president and Institute CCIM Institute. ▶ Keep a record of Board members attendance at these meetings. ▶ Prepare and mail meeting notices/ programs. ▶ Record minutes of business meetings and distribute as directed. Send a copy to the regional officers and Institute headquarters. ▶ Maintain attendance records/registration lists. ▶ Submit chapter meeting report form after every meeting
Correspondence	<ul style="list-style-type: none"> ▶ Initiate all correspondence as directed by the Board of Directors and/or membership, including prompt notification to officers, nominees and committee members of their selection, nomination or appointment. ▶ Send welcome letters to new members, if not routinely handled by another individual or committee.
Committee Activity	<ul style="list-style-type: none"> ▶ Because of the unique position regarding the exchange of information and the membership roster, the secretary often serves on the membership promotion, newsletter, designation promotion and/or other committees.
File Maintenance	<ul style="list-style-type: none"> ▶ The chapter secretary should maintain a file of committee and other activity reports, minutes, lists of officers, recipients of awards, current chapter bylaws, programs and papers presented.
Order and distribute supplies	<ul style="list-style-type: none"> ▶ The secretary is the primary contact for basic supplies such as stationary and forms.
Maintain possession of the chapter's physical property	<ul style="list-style-type: none"> ▶ The secretary is responsible for items such as, the banner, office supplies and equipment, certificates and plaques.

The Institute and regional officers should be added to the mailing list for all chapter mailings such as newsletters and meeting announcements.

2.6 – Membership Records

Computerized information on all CCIM members is available from headquarters to the chapter.

The following reports are available from CCIM Institute:

- Reports listing new members and dropped members.
- Reports listing all active CCIM candidates and designees.
- Reports listing the candidates course history.

These documents help the chapter track how far along candidates are in the program and should be reviewed by the chapter president. They should then be forwarded to the chapter secretary and/or appropriate committee chair.

The New Member Report was created to assist chapters in their recruiting efforts. Chapters should contact the individuals listed on the new member report to encourage participation at the chapter level. It is also

essential to contact members of the CCIM Institute who are not members of the chapter and encourage their participation in the growth of the Chapter.

Chapters can request a Dropped Member Report to assist in retention efforts of members who have withdrawn from the CCIM Institute or the chapter. The report lists dropped individuals, including their reason for withdrawal. Those listed should be encouraged to reinstate their membership with CCIM or join or maintain their membership in the local chapter.

It is the chapter's responsibility to update your membership database. The CCIM Institute relies on chapters to provide current information, such as changes of address or title and notices of deaths.

2.7 – Chapter Meeting Reports

A chapter meeting report form can be found on CCIM.com. Chapter Administrators should copy and submit a completed report after each chapter membership meeting.

Chapter meeting reports should include:

- A brief report on the meeting with short summaries of papers presented or topics covered. If papers are available, they should be sent with the reports.
- Some arrangements should be made for pictures at all chapter meetings. Photographs should be maintained in the chapter files and a few prints should be sent with the chapter meeting report. It is suggested chapters also use photographs in the chapter's newsletters.
- The names and titles of distinguished guests and speakers.
- Information on new officers after meetings when elections are held.
- All available information about forthcoming meetings should be included, i.e., dates and locations.
- Highlights of actions taken at such as projects initiated and committees named.
- Attendance figures.

2.8 – CHAPTER TREASURER

The chapter treasurer:

- Must be familiar with basic bookkeeping procedures such as double entry bookkeeping and journal entries.
- Is expected to attend each meeting of the chapter's Board of Directors.
- As with other chapter officers, the treasurer must have available time and employer support to perform the job effectively.

In view of the special qualifications for this position, many chapters appoint rather than elect their treasurer. Several chapters have engaged a professional accountant and enrolled the individual as an affiliate or associate member of their local chapter. This practice is recommended if the chapter membership lacks an individual qualified to serve as treasurer.

Information regarding chapter finances and the chapter treasurer can be found on CCIM.com. Particular emphasis is placed on reporting and recordkeeping procedures.

2.9 – Assumption of Duties as Treasurer

Recognizing the importance of maintaining accurate financial records, a smooth transition is essential. The incoming and outgoing treasurers should schedule a convenient meeting at which they can thoroughly review the operating procedures. The new treasurer should make sure the reconciled bank statement for the end of the year agrees with the book balance, which is the amount reported as the cash balance. (See section on Fiscal Responsibilities for details).

RESPONSIBILITIES OF THE CHAPTER TREASURER	
All Chapter Funds	<ul style="list-style-type: none"> ▶ The treasurer is responsible for the receipt, safekeeping and disbursement of all chapter funds. ▶ All funds shall be deposited in the name of the chapter in a bank account.
Check Disbursements	<ul style="list-style-type: none"> ▶ All significant disbursements must be made by check. ▶ The treasurer prepares a list of all cash disbursements, showing check number, date, payee and amount, with an explanation, where deemed appropriate, for approval by the chapter Board of Directors at its regular meetings.
Recordkeeping	<ul style="list-style-type: none"> ▶ The treasurer maintains complete records of all financial transactions of the chapter, preparing periodic financial reports and collecting of any and all monies.
Reconciling Receipts	<ul style="list-style-type: none"> ▶ Receipts from luncheon ticket sales, registrations and any social events the chapter may sponsor. ▶ While a committee chair may handle much of this, it remains the treasurer's responsibility to reconcile receipts with such things as attendance figures. ▶ In view of this accountability, the treasurer must work with the committees to establish procedures for meeting receipts and expenses

Chapter 3 – CHAPTER COMMITTEES

One of the most effective ways of accomplishing your chapter's stated objectives are to assign working committees to achieve the task. Chapters that function well and carry on good programs have a strong network of committees.

Key Chapter Committees ADD REQUIRED COMMITTEES Per the CCIM Institute and Bylaws

- ▶ Designation Promotion Committee
- ▶ Candidate Guidance Committee
- ▶ Membership Committee
- ▶ Education/Programs Committee
- ▶ Nominating Committee
- ▶ Audit Committee

There are five sound reasons for establishing committees:

1. They distribute the workload so that a few (i.e., Board of Directors) do not have to carry the whole burden.
2. They provide members the opportunity to participate and contribute to the chapter.
3. They provide a means for developing group ideas, normally better than "unchanneled" individual thoughts.
4. They provide an orderly way of planning and carrying on the work of the chapter.
5. They give members a chance to develop their leadership capabilities and skills.

Chapter officers are the prime movers of all chapter activities; this is particularly true with committees. It is through the selection of qualified and interested committee members and the support of the committee's work that successful programs are initiated and maintained.

Local chapter needs, size, geography and other considerations vary so much that not all chapters have the same configuration of committees. Committees such as designation promotion and candidate guidance are common to all chapters, while others may vary with the interests of members. In some chapters, the Board of Directors may perform the committee functions described on the following pages. Whatever the case, all committees should be provided with direction as to their purpose, authority and responsibility.

3.1 – TIPS FOR CHAIRING A COMMITTEE

Even with capable members, a firm goal to achieve and good staff support, a committee without strong leadership will be handicapped. To achieve continuity, committee chairs, when possible, should be selected from the previous year's committee members.

The success achieved by the chair of a committee will depend largely on his/her ability to guide the committee meetings toward a definite goal. The following guidelines will be helpful for reaching that goal.

TIPS FOR CHAIRING A COMMITTEE

Opening the Meeting	<ul style="list-style-type: none">▶ Always start the meeting on time and try to avoid interruptions.▶ Work with a definite agenda. Agendas should be mailed to your members at least ten days prior to the meeting.▶ Clearly state the reason for the meeting beginning with a brief overview of what is to be accomplished. If there is no pressing business to conduct, don't hold a meeting.
MOTION TO USE	
Structure and Control	<ul style="list-style-type: none">▶ Make sure committee members get all the information about an issue, pro and con.▶ Invite contributions, but keep a low profile while directing the meeting.▶ Encourage incomplete ideas. These can serve as springboards to workable solutions.
Summarize and Record	<ul style="list-style-type: none">▶ Make sure adequate minutes are kept of each meeting and distributed to each committee member, the chapter secretary and CCIM's membership staff.▶ Minutes from the previous meeting should be distributed to members in advance of each meeting.▶ Check at the end of the meeting to see if members feel that all relevant subjects have been adequately covered.

Committees perform a necessary function in the operation of the chapter. They provide a cross-section of experience and knowledge and allow for continuity of thought and cooperation. Committee work serves as an excellent training ground for future leaders. The opportunity for an individual to participate in committee work, and the challenge it provides, enhances the feeling of belonging and of playing a significant role in the chapter. It is important to involve new designees on various chapter committees.

3.2 – DESIGNATION PROMOTION COMMITTEE

Public relations are used to increase the public's awareness of an organization's goals, programs and/or membership. CCIM chapters can use it to promote the CCIM designation.

The extent of that promotion depends on the chapter's size and budget. Larger chapters may be able to establish a detailed campaign that includes a wide range of activities, while smaller chapters may only be able to send out news releases. Regardless, the success of public relations is based on the message that is being delivered and the frequency that it is being heard.

To determine those two critical elements and other related factors, every chapter is required to have someone responsible for organizing its designation promotion program. As part of chapter minimum requirements, each chapter must have a designation promotion committee. Chapters with the manpower should consider forming a committee since public relations is an integral part of chapters and a benefit and service to their membership.

Committee Responsibilities for PR Planning

Conducting any kind of public relations efforts requires a certain amount of planning and organizing. Forming a committee spreads the work among a group of people.

The following are some of the **basic responsibilities of a Designation Promotion Committee**. The more extensive the program, the more responsibilities are involved:

- Set public relations goals and determine the approach and budget for achieving them.
- Develop a local media list to include newspapers, trade publications and radio and television stations.
- Develop contacts with the media.
- Monitor the local media for opportunities to provide story ideas that involve the CCIM designation.
- Prepare and distribute news releases concerning the CCIM designation and chapter activities.
- Talk to the media about the CCIM designation and chapter.
- Plan guest-speaking engagements for chapter meetings.
- Monitor your public relations activities and accomplishments.
- Maintain contact with CCIM's public relations department staff in order to stay abreast of national public relations activities.
- Prepare a year-end report on the public relations program, including final budget estimates and recommendations for the following year.

Laying the Ground Work for Successful PR

The three main steps for conducting public relations are:

- ▶ Communicate the appropriate message.
- ▶ Target an audience or public that should hear the message.
- ▶ Chose the best way to reach that audience.

Once the committee members set goals for promoting the designation, they will be better able to develop a message and determine who should hear it. One of the best ways to reach your target audience is through the print and broadcast media. Most people get information from some type of media outlet—newspapers, trade publications, television or radio programs.

Developing a Media List

When developing a media list, select the outlets best suited to reach your target audience. The following are types of media outlets you should include on your list:

- Local newspapers (daily and weekly)
- Local trade publications
- Local business publications
- Local cable programs
- Local television news programs
- Local radio news programs
- Local television and radio information

- Publications of state associations, programs (i.e., talk shows) and local boards

A specific contact person should be listed on your media list for each outlet. You should try to select people who are already familiar with your subject area, such as real estate reporters or business reporters. You will be able to determine the appropriate news people to receive your information by reading the publications and listening to the programs chosen for your media list.

The best way to learn the names of news people who should receive your information is to call the organization where they work. You can locate the organizations' telephone numbers and addresses in your local telephone directory.

It is very important to periodically update your media list because news people frequently relocate. Information that is sent to someone who is no longer at an organization might be thrown away instead of forwarded to the new person.

Two important publications that should be included on your media list are:

- ▶ Chapter newsletter
- ▶ Magazines of local boards and state associations.

Sending your information to these publications will help you get your information to chapter members and other REALTORS. Local industry professionals should continually be exposed to the significance of the CCIM designation. If the local boards or state association in your area do not have publications, send the information to their Executive Officer or Secretary for distribution.

News Releases--The Basics of PR

Now that you've developed your media list, you're ready to start distributing the CCIM message. News releases are probably the easiest way to do it. Preparing and distributing news releases can be simple if you're organized.

The first step is to determine what events, activities, and situations will warrant distributing news releases. It's important to send out releases of substance that will interest the people you're trying to reach.

Sample Press Release Topics:

- Special guest speaker your chapter has scheduled.
- Chapter member's achievement that impacts the real estate community.
- Forum hosted by your chapter where a "hot" issue is being discussed.
- Special educational program the chapter is presenting.
- Preparing news releases on the special events your chapters has scheduled, call and invite the media to attend those events. They will be especially interested in attending if they have been covering the issue or if it's an extremely important issue in your community.

Writing the release is a critical step. The person responsible for this should be a good writer and a good speaker, since he/she will be responsible for both preparing news releases and handling inquiries from the

media after the releases have been distributed. It is extremely important for this person to be able to assist the media when they call regarding a news release. This is the chapter's opportunity to gain considerable publicity. If the contact person cannot provide them with the additional information they need, that publicity is jeopardized.

Formatting Suggestions for Press Releases

- Use your chapter letterhead or make sure the name, address and telephone number of your chapter appears at the top of the release.
- Indicate when you would like the material released, i.e., **For Immediate Release, Release after January 1.**
- Date the release appropriately to ensure it is released on time. One rule of thumb is to postdate the release one day if it is being mailed locally, two days if it is being mailed out-of-town.
- Always include a contact person and a telephone number where he/she can be reached.
- Include a headline that summarizes the release.
- Double-space the body text of the release.
- At the end of the release type the symbols "###." If the release runs more than one page, type the word "More" at the bottom of each page that continues.

The work does not end after the news release has been mailed. It is a good idea to attach the distribution list to each release and file it. Organizing your releases makes it easier to assist the media when they call. The file also can be referred to when preparing the year-end public relations report.

Chapter Newsletters--Keeping the Insiders Informed

Another important public relations tool is the chapter newsletter. It is an excellent way to keep chapter members informed especially if the chapter encompasses a large area.

A newsletter can be as detailed or as simple as you want it be. It can be a one-page, typewritten sheet or a 12-page, typeset booklet, depending on the amount of time and money that is available. The two most important factors when producing a newsletter are:

- ▶ Distribute it regularly (monthly or quarterly)
- ▶ Include up-to-date, relevant information.

Not only does a newsletter link chapter members together, but it can also serve as a designation promotion tool. By including allied professionals and other related groups on your complimentary subscription list, you will continually expose them to CCIM.

The person selected as the Newsletter Editor should be a good writer, well organized and has a strong interest in the project. This person will have many duties in order to take the newsletter from being a good idea to the member's mailboxes.

Basic responsibilities of the Newsletter Editor

- preparing the production schedule

- writing articles
- editing articles submitted by others
- securing articles to reprint in the newsletter
- securing photographs
- arranging the articles and photographs on the pages
- coordinating with the printer to have the newsletter typeset and printed
- developing a mailing list for the newsletter and coordinating the distribution

Business Development Brochures

CCIM offers a marketing brochure to assist CCIMs in the area of business development opportunities with clientele and prospective clientele.

3.3 – CANDIDATE GUIDANCE COMMITTEE

The basic responsibility of the Candidate Guidance Committee is to assist or guide CCIM candidates through the entire candidacy process. The staff at CCIM Institute is available to provide assistance and answer any questions candidates may have about the program.

However, some of the candidate’s concerns can be more effectively met at the chapter level. This is why each chapter **must** have a functioning **Candidate Guidance Committee**. The chapter Candidate Guidance Committee assists candidates in a variety of ways, such as:

- Informing people who have taken CI courses and are involved in the chapter about the procedures of becoming a candidate.
- Assisting candidates through the process of obtaining the CCIM designation
- Sponsoring portfolio-writing workshops prior to each deadline; this should include follow-up with candidates preparing portfolios. Designees who have recently been awarded the designation are a good resource for mentoring. Portfolio graders and CI staff are also available to assist with chapter seminars.
- Helping candidates study for the comprehensive exam
- Familiarization with the designation process, with CCIM staff and various Institute events, enables committee members to answer questions candidates may have or to direct them to the proper person.

3.4 – MEMBERSHIP COMMITTEE

Chapters that have been successful at developing strong memberships continually work hard at it. Under CCIM chapter minimum standards, all CCIM chapters must form a membership committee. The Membership Committees develop projects and strategies for recruiting and retaining chapter members.

The Membership Committee should consist of members who are good at:

- Identifying people to bring into the chapter
- Posses good communication skills
- Be knowledgeable of Chapter Activity

Preparing membership drives to increase chapter members "selling" the CCIM organization and designation to prospective members developing ideas for keeping members active.

The chair and vice chair should be chosen from the chapter leaders and must be in good standing with the chapter and national institute.

The Membership Committee may have a wide variety of responsibilities ranging from recruitment/retention activities to maintenance of the chapter's roster of active members. Its size and the responsibilities will vary from chapter to chapter depending on the chapter's size.

First Things First

After the committee is formed, the members should:

- Immediately discuss the benefits of belonging to the chapter.
- Develop a list of reasons why prospects may want to join and why members should maintain their membership.
- Review the membership application or develop one that can incorporate the above-mentioned list whenever it is distributed.
- Formulate goals and set a course of action for recruiting and retaining members.
- Develop membership appreciation program for members

Quality services and programs that change with the times to meet member needs are the key to successful member retention and recruitment. If you are not providing new, innovative and quality benefits and services, do not expect current members to stay and new members to join.

Getting People to Join

Getting someone to join your chapter is "*where the rubber meets the road.*" A detailed recruiting plan will be instrumental in your success.

Sample Steps for Effective Recruiting: suppose your recruitment goal is to double chapter membership by the end of the year.

- As a first step, develop a list of prospective members to contact. The prospective member list can be composed of new CCIM candidates; students from CI designated or licensed courses and local individuals from allied professions.
- Personal contact is the most influential tool, but often it is impossible because of time constraints. Telephone calls, personal letters, leaflets, form letters, faxes, e-mail or booklets can also be effective ways of reaching prospects.
- When approaching a prospective member by telephone, the person should always receive something in writing as well. You may want to precede the call with a letter that includes a "Why Should I Join" list and application. State in the letter that you will be following up with a call in a few days. You may also want to send a letter with the list and application after an initial telephone call as reinforcement.

Instead of telling potential members why they should join the chapter, a more effective method is to show them. Invite prospective members to a chapter meeting, special awards program or professional development seminar. Create a Membership appreciation event with networking opportunities

The committee should also consider scheduling events specifically designed for recruiting, such as holding a barbecue and picnic and requesting each chapter member bring one prospective member. Of course have membership information available for the prospects to take home.

Generic CCIM Chapter Membership Application

Available to CCIM chapters, at no cost, is a photo-ready generic membership brochure which can be used by all chapters to promote membership. Contact CCIM Institute for an instruction sheet showing you how to use the brochure. All your chapter membership committee has to do is:

- Add the chapter name in the appropriate places
- Make copies of the brochures depending on chapter need
- Insert inside pages between front and back panels
- Fold line for brochure
- Apply mailing label and postage
- Include chapter contact and phone number

The brochure was developed to make it simple for CCIM chapters to send out a membership promotion piece without the cost of creating your own. You can also include chapter-specific materials with the brochure. It is a good start to help attract new members as well as national CCIM designees and candidates who are not currently chapter members.

Keeping Members Interested

Adding new members to the chapter roster should be pursued, but keeping members interested is equally important. The Membership Committee should set concrete plans for member retention.

Example #1: Committee Goal - have all current members renew their memberships.

Steps to reach this goal:

- Determine the reasons members decide to resign and attempt to prevent them. Sometimes members do not see how the chapter is benefiting them or they become dissatisfied for some reason.
- Consequently, it is essential to encourage members to voice their displeasure so steps can be taken to resolve the problem.
- Continually update members on membership benefits through the chapter newsletter or other information pieces.

Consider sending a personal letter along with the dues renewal notice. This will give your chapter another opportunity to highlight the benefits of membership

Develop a deal completion memo for distribution of our deal between chapter members

Remember: A key to keeping members interested is to try to anticipate their needs, now and in the future.

Example #2: Committee Goal - reinstate one-half of the chapter members who dropped out during the previous year.

Steps to reach this goal:

- Determine why each member dropped, either through a personal contact or exit survey.
- If a legitimate complaint exists, make corrections. Follow up with the person who brought the complaint to the chapter's attention.
- Even if the dropped member does not renew, a telephone call or letter may resolve any misunderstandings and increase the chance the ex-member may return at a later date.
- A conciliatory gesture may also prevent a former member from speaking against the chapter.

Lists to Help You

To assist membership committees with their efforts, several reports are available either to a chapter administrator or other chapter member with administrative access to the CCIM Institute database. These reports include:

The New Member Report lists new CCIM members in your area. If they are not already members of your chapter, add their names to the prospective member list and inform them of the benefits of belonging to your chapter. National CCIM members are your primary source for prospective local chapter members. Keep in mind membership in local chapters is separate from national membership and is not mandatory.

The Dropped Member Report lists candidates and/or designees who were taken off CCIM's membership roster. A code is listed along with the name, which tells why the person was dropped. Members are most often dropped because of non-payment of dues. This report can help you with your retention efforts. Committee members can personally contact those listed to encourage them to continue their membership. If they are not chapter members, telling them about the benefits of belonging to your chapter may help retain them as CCIM members and recruit them as new chapter members.

Be aware when contacting those who were dropped for non-payment of dues that there is a possibility their payment was received between the time the report was generated and when you received it.

The Candidate/Designee Roster lists all candidates and designees in your area. You can compare this list to your chapter's membership roster and begin recruiting those people who have not joined your chapter.

The Candidate Course History Report, available at the chapter president's request, lists the candidates in your area and the courses they have taken. Those candidates listed who are not members of your chapter should be added to your prospective members list.

NOTE: In reviewing these reports, if you find any discrepancies with your chapter's records, please alert the Membership Department at CCIM Institute.

Now That They're Interested

Along with setting goals and planning ways to achieve them, the Membership Committee is responsible for welcoming new members and submitting reports to the chapter regarding progress in recruiting new members.

Following up after the membership promotion campaign is crucial. When prospective members have decided to join, they are curious about two things:

- ▶ If their application has been received.
- ▶ If they were accepted as members.

After membership applications are reviewed, someone on the committee must be responsible for responding to the applicants.

- Anyone not accepted should be sent an explanation letter.
- Those accepted should be sent a congratulatory letter and any other information and materials a new member should have (a sample welcome letter to new members is located in Appendix 3D).

We recommend you recognize new members publicly by publishing their names, titles and addresses in the chapter's newsletter. Be sure to introduce them to other members at the next chapter meeting or event. This is the sort of attention that establishes a base for retaining new members and making them feel their membership is valued.

Remember: Hard work recruited them so hard work is essential to retain them.

When Members Begin To Lose Interest

It is normal to lose some members, but the Membership Committee should monitor fluctuations in membership and dues collection. When it is time to pay dues and some members have not paid, they may have decided there is little reason for being members or the chapter did not meet their needs.

For those who still decide not to renew, we suggest you conduct an exit survey. It can either be mailed to the individual along with a postage paid return envelope or done over the telephone.

However, when the loss becomes significant, the Membership Committee should immediately ascertain the following information:

- ▶ Who is not paying?
- ▶ Why are they not paying?
- ▶ What can be done to get them to pay?
- ▶ Is something wrong with the records?
- ▶ Is something wrong with the billing procedures?
- ▶ How can a higher percentage of payments be achieved?

Answering these questions will help the membership committee devise a plan to cut down on non-payments.

Remember: It takes less effort to retain members than to resell them on membership.

Need More Help?

Chapters needing additional assistance in developing membership promotion campaigns can:

- Contact the Membership Coordinator at CCIM Institute.
- Use each other as resources. If you hear of a chapter that has been particularly successful in boosting its membership, we strongly encourage you contact them for some ideas.
- Contact your regional officer to secure additional ideas from officers in your region.

3.5 – EDUCATION/PROGRAMS COMMITTEE

These two functions should be two different committees, depending on the resources available within the chapter.

The future growth of chapters largely depends upon the types of programs and educational opportunities arranged by chapter presidents and committee chairs. Since majority of CCIM members have only infrequent opportunities to attend the annual meetings, their principal contact and identification with the organization is through chapter meetings and educational activities at the local level.

It is extremely important to plan meeting programs of high quality that address "cutting edge" commercial investment real estate issues and problems in a timely manner.

It is the formal and informal discussions with colleagues at chapter meetings that many members see as the most important benefit of their affiliation.

These two committees are the backbone of the Chapter

The chapter's Board of Directors should have complete guidelines for the Education/Program Committee(s) including:

- ▶ Recruiting of quality speakers
- ▶ Recruiting mediators for programs
- ▶ Policies on expenses and honorariums
- ▶ Program completion deadlines
- ▶ Rationales for selection of subjects
- ▶ Assessment of chapter members
- ▶ Involvement of faculty and utilization
- ▶ Education and training needs (survey should be completed twice a year to ensure programs are innovative) of a local scholarship program
- ▶ Type of meeting place selected

Remember to solicit members' opinions on desirable and timely subjects and speakers.

Many chapters may cover large geographic areas, lack centrally located educational institutions or meet infrequently. However, these factors are not barriers to a successful educational program. One hundred miles is a reasonable distance to travel for a one-day program. Two-day programs are more feasible for further distances, providing lodging is reasonable. Often people in large, sparsely populated areas are the most enthusiastic about attending such programs, since they have fewer opportunities for meeting with professional colleagues to exchange information.

Education includes working with existing designees and candidates, people who should be involved in the program, members of affiliated industries and members of the public. A good education program is a great benefit to the chapter.

TYPES OF MEETINGS

Often the chapter continues past practices without considering alternatives, which may better serve the needs of the membership. On the other hand, "change for the sake of change" also may be counterproductive. What is important is a schedule of activities designed to meet the needs of the membership and achieve chapter goals. Occasionally survey your members to obtain their feedback on what's important. Several types of meetings can be scheduled to achieve those objectives:

Multi-day Conference

Usually includes educational sessions scheduled over a two or three-day period, with time set aside for informal discussions and social events.

Many chapters play a role in offering a regional conference that follows this format.

Features may include a keynote address, concurrent and general sessions, films, group meal functions, inspection tours, business meeting, entertainment, marketing session and a display area.

Licensed Delivery Courses

The Licensed Delivery of CI designated educational courses allows the Institute to provide education in markets that the existing direct delivery system doesn't serve.

Courses are licensed to viable sponsoring organizations—including CCIM chapters and regions—once they have completed an application/approval process, and met certain criteria and guidelines.

Dates for course presentations are available on a first-come, first-served basis, but may not conflict with previously scheduled direct delivery courses.

For additional information, please refer to the Licensed Sponsorship Guidelines available on our website. This link describes the licensing process, including the necessary documentation. In addition, education workshops designed to brief chapters and regions on the steps necessary to ensure the successful execution of a licensed course, are held at the CCIM national meetings as well as chapter/regional officer training programs.

One-day Meeting

Usually includes morning and afternoon educational sessions (concurrent and/or general), luncheon and dinner, with time set aside for informal discussions.

Such meetings often begin mid-morning and conclude in early evening so most participants won't require overnight accommodations.

This format is especially appropriate for seminars focusing on one subject. Business meeting and/or social activity may be included.

Deal Making/Marketing Session

The overall objective of this type of meeting is to create transactions. Although it may involve paying an honorarium and/or travel expenses, it is **highly recommended** the chapter secure an expert moderator to lead the program.

Half-day Meetings

Usually includes a meal, preceded or followed by a technical session or seminar. Chapters covering small geographical areas tend to have meetings of this type more often than larger chapters.

Luncheon/Dinner Meeting

Most common for metropolitan chapters; It normally includes a meal and guest speaker.

Social Event

This type of gathering allows for informal discussion and socializing and often includes spouses. Examples are golf tournaments, picnics/barbecues, dinner dances and outings to sports events.

Inspection Trips

Usually an on-site inspection tour of some commercial properties or operations followed or preceded by a related presentation.

Types of Sessions

There are many ways of structuring educational sessions to facilitate exchange of information:

FORMATS FOR EDUCATIONAL SESSIONS	
<p>Forum MOTION TO USE</p>	<ul style="list-style-type: none"> ▶ The chairperson takes an active role by introducing and explaining the topic. ▶ One or more speakers present certain aspects of the subject and then the audience is brought into the discussion. ▶ The objective is enlightenment, not debate.
<p>Roundtable</p>	<ul style="list-style-type: none"> ▶ Participants sit at a table and address each other, with the chairperson serving as moderator. ▶ It is the moderator's function to keep the discussion going and inject new angles as the need arises. ▶ This type of session is limited to small groups.

Symposium	<ul style="list-style-type: none"> ▶ Requires minimal setup. ▶ Participants include a discussion leader, principal speaker and two or more persons who have been asked to comment on the speech or paper (provided in advance). ▶ Often the number of speakers is increased to three, each covering a particular aspect of the subject. ▶ After comments and response, the floor is open for discussion and questions. ▶ A summary by the discussion leader ends the meeting.
FORMATS FOR EDUCATIONAL SESSIONS	
Panel Discussion	<ul style="list-style-type: none"> ▶ Actually a single "roundtable" in the presence of an audience, consisting of five or more participants including a chairperson as moderator. ▶ There should be no prepared papers. Participants address each other, but must be audible to everyone else in the room. ▶ After the panel presentation, the chairperson may invite questions or comments from the floor for the panel members. ▶ The chairperson can generally organize an effective panel presentation by providing each participant with five or six questions to discuss in advance.
Clinic	<ul style="list-style-type: none"> ▶ A special type of forum in which the formal participants are "doctors" who prescribe remedies for the problems of the audience. ▶ All questions come from the floor, so it is essential that good questions will be asked. ▶ Several worthwhile questions can be "planted" in the audience. ▶ The chairperson should edit/rephrase questions if necessary and "toss out" irrelevant questions.
Visual Program	<ul style="list-style-type: none"> ▶ Consists of films, videotapes, slides or computer-generated visuals. ▶ Arrangements for projection equipment must be made in advance, with close attention to special license or union requirements of the meeting facility. ▶ An hour should be considered a maximum length for this type of presentation.
Lecture	<ul style="list-style-type: none"> ▶ A single speaker, normally one considered an "expert," presents information. ▶ Time is usually allotted for questions from the audience.

Chapter Assistance in Promoting CI Courses and the Designation

CCIMs and local chapters are vital in the promotion of CI courses. Where there is a marketing partnership between CCIM Institute and the local chapter, designation and course promotion is effective.

Hints for Promoting Courses on a personal level:

1. Be aware that local brokers, agents and allied professionals are judging the designation by what they see in you. When they perceive you as credible and successful, they will become interested for themselves: "This looks good—I want this for myself."
2. Talk up what being a CCIM has meant to you personally and professionally. Selling the designation and CI courses ultimately means selling your own credibility and building a solid network for getting business done more effectively:
 - a. Commercial brokers and agents are the primary group to sell on the benefits of designation and CI courses.
 - b. Residential brokers and agents who would like to make the switch or at least learn about the commercial side of the business are your secondary market.
 - c. The third target group is the allied professionals and investors with whom you come in contact during consultations, transactions or just "talking shop." This is an excellent source of talent and volunteer time for committee positions, special events, and sponsorship. Do not underestimate the power of enlisting affiliates to help promote course offerings and for other volunteer positions.
3. Take a personal interest in and actively communicate with local prospects you have singled out. Write a letter or call them about the upcoming course in your area. Once they start, they are in the CCIM pipeline and we will keep them informed. Personal phone calls are by far the best tool, but when time is limited consider using prerecorded voice messaging service to use your voice/message to reach large audiences.
4. It is essential to follow up with how the course went and how they can put to use the knowledge and skills gained. Remember, the reward must be vivid to make them invest the time and spend the money to attain the goal. Your continued personal interest can mean the difference in keeping them focused on the designation, which they will attain through CI courses.
5. Promoting courses on the chapter level
6. Contact all your local CCIMs and candidates and enlist their support in promoting the courses within their firms and to others.
7. Contact the local Boards of REALTORS® to make sure their Commercial Investment Division (CID), Commercial Overlay Board and Education Committee are enlisted. Also ensure the Board will advertise courses directly to their members, in their newsletters, on their MLS electronic bulletin board and heavily promote it with key brokers.
8. Contact the major real estate firms in the area directly and sell the brokers and sales managers on the benefits of the designation and courses.

9. Prepare a direct mailing to CI brokers and sales agents, investors and allied CI professionals in the area and assign members to follow up with them.
10. Place press releases and articles in your local newspapers to announce the course and promote the designation.
11. Keep in touch with the account representative in Chicago assigned to market courses in your area so you can coordinate your efforts with theirs.
12. Provide course information, schedule, and hyperlinks to additional course offering information in weekly newsletters and email announcements.
13. Include a web address for link to online course curriculum and details.
14. The CCIM Institute offers post designation education to its members and real estate professionals at large. See the additional information provided on this drive or visit the program at: <http://www.ccim.com>.

Even the highest caliber programs must be complimented by good publicity if they are to be effective in maintaining and increasing interest in chapter activities, benefits and services. When a speaker goes to great lengths preparing for a presentation that is poorly attended, it's hardly a drawing card for more speakers. Program announcements need not be a literary masterpiece, but they must be complete, concise and timely.

Committee responsibilities include:

- Preparing attractive and interesting announcements to promote attendance and obtain advance registrations.
- Developing meeting programs, tickets, badges and similar materials.
- Sending out event announcements. Sufficient advance notice is critical to the success of any program, so send the announcements out at least 3 - 4 weeks before the event.
- Complete post survey regarding program content
- Preparing speaker introductions. The committee chair, or designated representative, should prepare introductions of speakers to include bio's and other interesting information about the speaker, for the presiding officers and arrange to meet and entertain speakers upon their arrival.
- Coordinate with speakers well in advance with regards multimedia presentation equipment and follow up by helping to well before the meeting begins. (For very large events scripting and dress rehearsals have proven to be critical and extremely helpful.)

In addition, the committee is responsible for the following:

- Asking (i.e., survey, call, etc.) chapter members about subjects and speakers that interest them. Consider potential members when scheduling proposed subjects and speakers.
- Selecting and inviting speakers, determining and fulfilling any special needs for audiovisual equipment.
- Selecting and inviting presiding officers, toastmasters and discussion leaders for each session.

- Set up for meeting prior to guest arrival.
- Greeting Guest
- Arranging times and places for meetings, including meeting rooms, registration activity, sleeping rooms, meal functions, receptions, tours and programs for spouses and guests.
- Consider planning meeting topics for the entire year in December, providing an annual calendar of events to the general membership, and hosting them at a consistent time and place.

Compiling and submitting a written report of all committee activities at year-end to the chapter's Board of Directors. This report should include recommendations for improvement by subsequent program committees.

In some cases, it may be helpful to establish separate committees or subcommittees for some of these assignments. Local arrangements/host committees are often appointed to assist the committee in carrying out these responsibilities.

Arrange the programs with your audience in mind, assuring sufficient variety to appeal to the entire membership. If suggested subjects would be of interest to members of other organizations, consider holding a joint meeting. Cooperating with other organizations (i.e., IREM, SIOR, NAIOP, ULI, local or commercial board, etc.) promotes goodwill and gives added visibility to chapter activities.

Since education is the foundation on which the CCIM program is built, a CCIM chapter's most important function includes continuing education programs for its membership. Professional development opportunities are offered through CCIM Institute; the established regional structure also provides opportunities to participate in quality education. Contact the CCIM membership department at CCIM Institute to learn more about educational offerings CI Institute provides.

3.6 – MAKING COMMITTEE APPOINTMENTS

Evaluating whether a committee is needed must precede committee appointments. What is its purpose? Can an individual perform the function more effectively? If a committee has fulfilled its purpose, it should be dissolved.

Generally there will be two types of committees—standing and special. Standing committees include nominating and audit.

Special committees or task forces are often formed to:

- Perform specific functions.
- Study various issues.
- Serve special interests of members.

The primary concerns when appointing both standing and special committees include:

- Serving people
- Instructing members of their duties and objectives

- Commanding the respect of committee members
- Making sure their responsibilities are properly carried out

Committees should be composed of people interested in the purpose. The size of a committee depends on the nature of responsibilities and interest in participation. However, small groups are generally more desirable. Large committees, although sometimes necessary for proper membership representation, can be unwieldy. When creating a large group, a small, well-organized subcommittee should be appointed as a steering group to properly study the subject and present it to the full committee.

Regardless of committee size and function, two rules should be followed to obtain desirable and complete results:

Instruct the committee as to what they should accomplish. Avoiding the responsibility of giving a charge to committees is a sure way to stifle activity. How can any group organize efforts and take pride in accomplishments if no goals or directions are provided? If you have no viable goal, why have a committee? Some "traditional" committees may no longer have a purpose and should be abolished.

Clearly specify due dates for programs or final reports and follow up on performance.

The secret of chapter success is found in the functioning of committees. The best way to involve a maximum number of chapter members is through committee work. If a charge is presented to the committee, take care in making committee appointments. When people are chosen for their ability and interest, strong committees will result.

In chapters with a small membership, it is practical to consolidate some committees. However, activities of consolidated committees should be reported separately under the designated committee headings.

3.7 – SELECTION OF CHAIRPERSONS

Desirable Qualifications for Committee Chairs:

- Willingness to devote time and effort
- Willingness to learn
- Experience/familiarity with subject area
- Interest in the specific task
- Enthusiasm
- Leadership (presides and lead discussion)
- Organizational ability/sense of direction or focus

Although the president selects and appoints committee chairs, they usually discuss them with past presidents and other officers.

3.8 – SELECTION OF COMMITTEE MEMBERS

The qualifications for committee members are much the same as those for a chairperson with perhaps one additional qualification — ability to cooperate well with others.

In appointing committee members, the president should consult with the appointed chair. This involvement lends "teamwork" to the committee.

Instruction of Committees: A successful and responsive chapter demands active committees. After appointing committee chairs and members, the president should:

- Clearly define the duties of each committee.
- Urge committees to begin work immediately.
- Share suggestions received for new projects and/or additional committee activity with the appropriate committee chair.

3.9 – Assuring Committee Activity

At every possible occasion, the president should acknowledge the service and accomplishments of chapter committees. Such recognition is often an inspiration to the committee members. Take every opportunity to thank people and give them credit -- their efforts are measures of your success.

Occasionally a president will discover a committee is not functioning well. If this occurs, the president should:

- First, speak to the committee chair.
- Arrange to attend the next committee meeting.
- Try to determine the reason for lack of activity.
- Suggest methods of correcting it.

If there is no improvement and the chairperson and/or members remain inactive, do not hesitate to change committee personnel.

Chapter 4 – Board of Directors Meetings

The president's responsibilities for the Board of Directors' meetings are twofold:

- ▶ To establish the agenda
- ▶ Serve as presiding officer

He/she should work with the chapter secretary to draw up a tentative agenda based on the minutes of previous meetings and other information gathered. Solicit input from other officers and directors for additional topics, then develop the final agenda and adhere to it.

At a minimum, the agenda should include the following:

- Call to order
- Reading/approval of minutes
- Committee reports
- Old business
- Announcements
- Roll call
- Officer reports
- Special reports
- New business
- Adjournment

As presiding officer, the president must ensure the meeting is conducted in an orderly manner. He/she must be completely familiar with chapter bylaws and parliamentary procedure.

The success of your Board of Directors meeting depends on the president's ability to preside and guide the meeting to a definite conclusion.

Some basic rules to follow:

1. Always start the meeting on time with a definite agenda. The whole purpose of an agenda is to save time and keep the meeting on course. Don't digress without good reason.
2. Get as many members of the Board of Directors involved as possible. Keep responses short and to the point.
3. Speak clearly. If you can't be heard, you can't exercise control.
4. Insist on order. Side conversations are rude and disruptive to a meeting and accomplish nothing.
5. Talk to the group, not to individuals.
6. Make sure each individual who takes the floor states his/her name and speaks clearly. If you suspect that some may not have heard the speaker, interrupt the individual and ask that the comments be repeated.
7. Summarize what the speaker has said if necessary to obtain a decision.
8. Stop aimless discussion by recommending committee study.
9. Retain control but don't stifle free comment. Invoke constructive criticism, disagreement or play "devil's advocate" if necessary. Clarify issues so discussion is limited to the subject on the floor.
10. Don't argue with the individual who has the floor. Ask questions, but remember as presiding officer you are neutral.
11. If you have a comment, ask for the floor as a participant.
12. At the end of the meeting check to see if the Board of Directors feels particular subjects have been properly covered.

Chapter 5 – CHAPTER MEMBERSHIP MEETINGS

Chapter business should not be transacted at this meeting unless it requires action by the general membership. Most matters brought up from the floor at a chapter meeting should be referred by the president to the Board of Directors immediately and without debate.

TIPS FOR PRESIDING OVER CHAPTER MEMBERSHIP MEETINGS

<p>Thorough preparation</p> <p>An effective president knows: MOTION TO USE</p> <p>General tone of meeting</p> <p>The general spirit of a meeting is determined by the manner in which the president presides. The president should:</p> <p>Self-effacement</p> <p>A president's administration is judged by chapter accomplishment rather than individual prominence.</p> <p>Promptness</p>	<ul style="list-style-type: none"> ▶ Exactly what he/she is going to do and when. ▶ Handles each situation competently. ▶ Knows beforehand the details of each announcement or report. ▶ Has a complete schedule of the meeting. ▶ Maintain a position of dignity. ▶ Conduct the meeting in a businesslike manner. ▶ Create an atmosphere of authority, goodwill, courtesy and fair play. ▶ At all times maintain a non-partisan attitude. ▶ The president should avoid the appearance of monopolizing the initiative of the chapter. ▶ When the president wants the chapter to undertake something, it is often desirable to have it originate from a member. ▶ Announcements should be made as briefly as possible. ▶ The rulings of the chair must be prompt and decisive but should be made with tact and full consideration of the members involved.
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5.1 CHAPTER MEETINGS – SCHEDULES AND SITES

The Board of Directors is responsible for:

Determining the frequency and location of membership meetings.

The chapter president is required to schedule at least four meetings annually. However, the number of meetings varies greatly from one chapter to another. Some meet as often as monthly.

The chapter's geographic area is only one factor in determining the number of meetings. A large area need not imply infrequent meetings.

Board Responsibilities

- ▶ Determining the frequency and location of membership meetings.
- ▶ Selecting sites for membership meetings
- ▶ Determining the basic format and length of membership meetings

Moving meetings around the state, for instance, might allow people to attend who might not normally participate. Notice needs to be given to all members 30 days prior to all meetings.

Ideally:

- Membership meetings should be scheduled well in advance.
- Meeting dates and locations should be provided to the appropriate regional vice president and CCIM Institute as soon as determined.
- The Board of Directors should check the schedule of other events, which could detract from attendance at the chapter meeting, (i.e., state association, local boards, annual and local meetings of allied CCIM members belong and other CCIM events [national and regional].)

5.2 – Selecting sites for the membership meetings

Special attention should be given to availability and access to facilities with meeting rooms, dining (individual as well as banquet service) and sleeping accommodations. Of paramount importance is the quality and price of the facilities and food. When considering a facility you have not used before, contact other organizations that have met there.

- Metropolitan chapters meeting monthly need to give equal attention to facilities. While a tradition of meeting at the same location may be established, this arrangement should be examined periodically, particularly in terms of costs.
- Board of Directors' meetings can be held in the conference room of one of the board members offices, local board of REALTOR® offices or a restaurant, if food and beverage service is necessary. Many restaurants have private dining rooms that can be utilized for board meetings.

In cases where a chapter has a large Board of Directors, it may be appropriate to assign the responsibility of site selection to a subcommittee, which then makes recommendations to the board.

Determining the basic format and length of membership meetings

This is often based on tradition, which can have drawbacks. People and interests change and the needs of members change, as do their time and travel constraints. Frequent evaluation of effectiveness is necessary. Unless 100% of your members attend meetings, experiment with new formats.

For example:

- Try morning meetings as opposed to afternoon.
- Have a social hour after work as opposed to a routine monthly luncheon.
- Alternate networking events with scheduled speakers and "cutting edge" topics.

Member needs and preferences on issues such as meeting length, location, time of year, day of week, should be surveyed at least every other year. These surveys should involve **all** chapter members as opposed to just those attending a meeting – therefore communication to the entire chapter membership is preferred. Specifically ask your members what their needs are (i.e., educational, social, networking, etc.).

Keep things fresh – don't stagnate and don't be afraid to experiment.

5.3 – PARLIAMENTARY PROCEDURE

Whether you're chairing a meeting or participating from the floor, a basic knowledge of parliamentary procedure is necessary to conduct business in an orderly, effective way.

This section provides a review of the basics of **Robert's Rules of Order**. It has been prepared to help you conduct a smooth-running and productive meeting.

If you have any questions on parliamentary procedure or would like to purchase the current version of Robert's Rules of Order, please visit, <http://www.robertsrules.com/>.

Basic Rules of Parliamentary Procedure

- ▶ Courtesy and Justice
- ▶ One Thing at a Time
- ▶ The Rule of the Majority
- ▶ The Rights of the Minority

Order of Business

The agenda for each meeting is made up according to the **adopted order of business**. Each organization may adopt its own individualized order of business. This order may be changed from time to time by a two-thirds majority vote.

Generally accepted order of business:

1. Call to Order by the Chair
2. Roll Call (may be omitted if another method has been adopted for obtaining the number present who are entitled to vote)
3. Minutes of the preceding meeting (reading may be omitted if minutes have been circulated and approved without reading)
4. Officer Reports (typically at annual meeting only)
5. Reports of Standing Committees
6. Unfinished Business (held over from the previous meeting)
7. New Business
8. Program, speeches or presentations
9. Adjournment

Duties of Presiding Officer - The Chair

- The Chair is addressed by the members as Mr. or Madame President, or Mr. or Madame Chairman.
- Never uses the pronoun, "I".
- Remains neutral and does not enter discussion unless he/she leave the Chair and go into the assembly to speak as a member.
- Must remain in the assembly until action has been taken on the matter pending.

- Begins and ends meetings on time.
- Calls meetings to order.
- Follows an agenda.
- Entertains motions and announces the results of the votes.
- Maintains order during meetings.
- Decides questions of order.
- Gives members an opportunity to speak on a fair and equitable basis.

Motions

Motions are the tools by which action is taken in a meeting. The most common are:

1) Main motion

- a. Used to bring matters of business before an assembly for action.
- b. Only one main motion may be pending at a given time.
- c. Such a motion is in order only when no other business is pending.

2) Amendments

- a. Amendments can be motions to modify a pending motion. An example would be a First Amendment (primary) to modify the main motion.
- b. A Secondary Amendment (secondary) may be introduced to modify the First Amendment. The Second Amendment is voted on first then the First Amendment is voted on, with or without the Second Amendment.
- c. Next the main motion is voted on, with or without amendment. A majority vote is required in each case.

3) Substitute Motions

- a. When a motion is offered as a substitute for a pending motion, it ranks as an amendment and the first action is to determine whether to consider the substitute motion instead of the original motion.

- b. Before a vote is taken on substitution, the original motion may be amended, and then the substitute may be amended. The vote may then be taken to consider the substitute in place of the new pending motion.
- c. Having voted (majority vote) to consider the new motion, the original one is laid aside and the substitute motion is under further consideration. At that point it may be amended only by addition.

MOTIONS ACCORDING TO THE PURPOSE TO BE ACCOMPLISHED	
The following are various purposes of motions.	
PURPOSE MOTION TO USE	MOTION TO USE
To introduce business	
Main Motion To approve action (debatable & amendable)	Accept, Adopt or Ratify
To modify or change (debatable & amendable) (debatable)	Amend First Amendment Second Amendment
To defer action (debatable & amendable)	Refer to a Committee Postpone to a definite time Lay on the table
To limit discussion (amenable)	Limit Debate
To extend debate that has been limited (amenable)	Extend Debate
To stop debate	Call for the Previous Question
To determine correctness of an announced vote	Division of the Assembly (re-vote)
To suppress a question (debatable)	Postpone Indefinitely Object to Consideration
To raise a question of order	Point of Order
To object to the question of the Chair	Appeal from the Decision
To make a request	Point of Information Parliamentary Inquiry Question of Privilege
To consider a second time	Reconsider Rescind Take from the Table
To repeal action (debatable and amenable)	Rescind

Each debatable motion should go through the following steps:

1. Recognition by the Chair
2. Statement of the Motion - "*I move ...*"
3. Second to Motion
4. Statement of the Motion by the Chair
5. Discussion
6. Vote
7. The Chair rules on vote and implements action taken
8. A majority vote is defined as anything over half. A plurality vote is the highest vote cast.
9. A unanimous vote is an affirmative or negative vote of all members.
10. When a vote is taken by voice, and there are no dissenting votes, the Chair should announce, "***the motion is carried without a dissenting vote.***"

When a procedural matter is pending, the Chair may take a vote by "***unanimous or general consent.***" If there is one objection, it is not unanimous and a vote must be taken.

The following types of vote can be taken:

- **Voice Vote** - "all in favor say AYE. Those opposed, say NO."
- **Standing Vote** - rise and stand until counted.
- **Roll Call Vote** - the Secretary calls the roll of names or units represented.
- **Ballot Vote** - the vote that protects the secrecy of each voter.

Additional Voting and Motion Issues

- ▶ A vote is not completed until the Chair announces the vote.
- ▶ In large assemblies all motions should be in writing. The maker of the motion may not speak against his motion, but he may vote against it.
- ▶ "I so move" is NOT a proper motion because it leaves to the Chair or the Secretary the duty of wording a motion.
- ▶ After a motion is made, seconded and stated by the Chair, it no longer belongs to the maker of the motion. It is said to belong to the assembly and therefore can be withdrawn only with consent of the assembly.
- ▶ A withdrawn motion does not appear in the meeting minutes.

5.4 – SAMPLE CHAPTER OPERATING CALENDAR

January	1	Chapter Officers Term Begins
	15	Chapter Board of Directors Meeting
February	15	Chapter Board of Directors Meeting
	28	Membership Meeting
March	1	Chapter Committee Meetings
	15	Chapter Board of Directors Meeting
	30	Chapter Membership Meeting
April	1	Committee Meetings Institute Midyear Business Meetings
May	15	Chapter Board of Directors Meeting
June	1	Chapter Committee Meetings
	15	Chapter Board of Directors Meeting
	30	Chapter Membership Meeting
July	1	Election of Officers
	30	Chapter Sponsored Educational Seminar
August	1	Appoint Nominating Committee Institute Midyear Officer Off-Cycle Meetings including Administration, if applicable
September	1	Chapter Committee Meetings
	15	Chapter Board of Directors Meeting
	30	Chapter Membership Meeting
October	15	Chapter Board of Directors Meeting Institute Chapter Officer Leadership Training and Business Meetings
November	1	Chapter Committee Meetings Appointment of Committee Chairmen
	15	Attend CCIM Institute national meetings
December	1	Chapter Board of Directors Meeting (Planning meeting to determine goals for next year and establish budget)
	15	Installation of New Officers Annual Chapter Membership Meeting

Chapter 6 – CCIM INSTITUTE REQUIREMENTS OF CHAPTERS

6.1 – CCIM Chapter Activity Report

The Chapter Activities Subcommittee, responsible for the President's Cup Awards Program, presents the Annual Activity Report and the President's Cup Award Submission workbook annually.

There are two sections of the workbook: 1) Annual Activity Report and the; 2) President's Cup Submission. Each section contains a list of tasks.

The Annual Activity Report lists the tasks needed to meet the minimum compliance requirements for chapters. Completing the Annual Activity Report section is a requirement. The President's Cup submission section is optional.

Send one to CCIM Institute-mail the completed workbook and the additional .pdf of supporting documentation to chaptercoordinator@cciminstitute.com.

In 1993, all CCIM chapters were required to re-charter with the CCIM Institute in order to maintain their status as an official CCIM chapter. With this came the obligation for each chapter to meet annual minimum requirements in order to maintain their chapter charter. A copy of these minimum requirements and the annual activity report are located on the eCampus.

The purpose of the activity report is to verify annually compliance by CCIM chapters with minimum standards as required by all CCIM chapter bylaws. The requirements were established to ensure that all CCIM chapters were offering a minimum level of service to its chapter members. A chapter's charter may be revoked if the chapter is found to be in violation of the terms in Article 2, Section 3 of your chapter bylaws.

The annual activity report is sent to all chapters at the beginning of each year with a **deadline established by the Institute**. The report summarizes the preceding calendar year. The "new" chapter president should work closely with their predecessor and chapter administrative support staff in completing the report. If there are any questions, contact your regional officer or the CCIM Chapter/Regional staff.

6.2 – THE CHAPTER'S OBLIGATION TO FILE A TAX RETURN

Even though an organization is exempt from federal income taxation under the code, the organization must now file a tax return (if its gross receipts or assets normally do not exceed \$25,000 in an annual accounting period) Please have your accountant review the details at the IRS website at: <http://www.irs.gov/>

CHAPTER SERVICES/PROGRAMS PROVIDED BY CCIM

As a service to the local CCIM chapters, CCIM Institute makes available a number of goods and services for their use. These goods and services are intended to help chapters in their efforts to promote the CCIM designation. They include:

- ▶ Educational opportunities
- ▶ Awards
- ▶ Promotional materials
- ▶ Discounted prices on professional materials

Chapter 7 – NEW CHAPTER FORMATION PROCEDURES

New CCIM chapters can be formed for two reasons:

1. Either there is no existing CCIM Chapter in an area and the members within that area desire one.
2. Due to increasing size, geographic location or changing market conditions within the jurisdiction of an existing CCIM chapter, certain members may request another chapter be created, either partially or completely within the jurisdiction of the existing one.

In either case, it is important that the interested parties adhere carefully to the following procedures when considering formation of a new chapter. Chapter/district charter applications are only reviewed at the Institute's mid-year and annual meetings. All documentation must be submitted 30 days prior to the meeting date for consideration.

7.1 – Steps for Chapter Formation in an Area Where No Chapter Exists

When considering the formation of a new chapter:

First contact CCIM Institute to apprise them of your intent.

- ▶ You will be sent an Official Charter Application Agreement
- ▶ You must have 25 or more Institute members to form a local CCIM chapter. At least 15 of these persons must be designees and the balance may be candidates.

After contacting the Institute, the interested members should hold an organizational meeting.

- ▶ All designees and candidates within the proposed chapter jurisdiction should be notified of the meeting well in advance.
- ▶ The purpose of this meeting is to elect officers and adopt chapter bylaws. The chapter bylaws you adopt should follow closely the model chapter bylaws developed by CCIM.

Following this first meeting, the chapter should forward to the Institute the names of officers, as well as a copy of their bylaws and Official Charter Application Agreement as approved by the chapter members.

- ▶ A typed list of all signatures on the chapter application should accompany the application. (Sample forms for listing the officers' names and an application for a charter are provided by the Chapter/Regional staff at the Institute.)

Once all the required information has been submitted, the request for granting of a chapter charter is passed along to the Regional Activities Subcommittee; Member Services Committee; and Executive Committee for their approval and recommendation to the Institute's Board of Directors.

7.2 – Steps for Chapter Formation in an Area Where a Chapter Already Exists

The guidelines for formation of a new chapter in the jurisdiction of an existing chapter are more complicated.

- The existing chapter must be open to this suggestion since it is necessary for the chapter to relinquish part of its jurisdiction. All chapters must approve.
- Information must be supplied by the applicant group as well as by the existing chapter.

After notifying the existing chapter and the Institute of their intent, the applicant group should:

- ▶ Hold an organizational meeting for the purpose of considering the possibility of organizing a new chapter.
- ▶ Notify the existing chapter in writing of the time and place of the meeting and may authorize the Institute to provide the names and labels of its members who have a place of business in the proposed jurisdiction.
- ▶ Upon receiving approval from the existing chapter releasing the portion of its jurisdiction that is affected, the following information should be submitted to the Institute:

From the applicant group:

- Minutes from the organizational meeting, including the date and place the meeting was held, the names of meeting attendees and their chapter affiliation.
- The territory of the proposed jurisdiction with an accompanying map, clearly showing the boundaries of the proposed and contiguous chapters in contrasting colors. The documentation should include a detailed description of the territorial limits including a city/county list with accompanying zip codes.
- A completed Official Charter Application Agreement
- A typed list of all signatures- there must be at least 25 Institute members with a minimum of 15 designees.
- A statement of reasons for the proposed formation

- A statement of how the proposed new chapter would better serve the interests of both the membership and the Board of Directors.
- A statement of the number and location of the proposed meetings to be held annually
- The proposed chapter name, membership dues, chapter officers and committee chairmen.
- A copy of the proposed chapter bylaws

7.3 – From the existing group:

In writing, the chapter must submit to CCIM Institute its approval to release a portion of its jurisdiction. The designee members of the existing chapter must vote to release that portion of the chapter's territory at a regular or special meeting as stated in the chapter bylaws.

Minutes from the meeting, including the date and place at which the vote took place, the names of those attending the meeting and their chapter affiliation.

Territory to be released with accompanying map clearly showing jurisdiction of proposed and contiguous chapters in contrasting colors

Any proposed chapter name change (if applicable) must be approved by the CCIM Institute.

Any proposed new officers (if applicable).

A revised list of 25 chapter members- at least 15 of these must be designee members.

Once the required information has been received, the request for granting a chapter charter, or changes in jurisdiction, is submitted to the Regional Activities Subcommittee; Member Services Committee and Executive Committee for its approval and recommendation to the Institute's Board of Directors.

7.4 – Chapter District Formation can be found on CCIM.com

Any group of ten or more designee and candidate members of the chapter may petition the chapter's Board of Directors to form a district within the chapter. The Board of Directors may authorize the establishment of such groups by adopting a resolution, which provides for:

- ▶ Its name
- ▶ Jurisdictional boundaries
- ▶ Approval of proposed bylaws
- ▶ Method of conducting its affairs
- ▶ The submission of period reports on its activities to the Board of Directors
- ▶ The appointment of a temporary committee to arrange for the organizational meeting of the district

In addition:

- The officers and majority of members of each district shall be members of the Institute.
- The chairman of each district shall serve as a non-voting member of the Board of Directors of the chapter.
- The Board of Directors shall not authorize districts to engage in activities that are inconsistent with the bylaws of the Institute.

Chapter 8 – CHAPTER HOUSEKEEPING

8.1 – INCORPORATION OF CHAPTERS

Many chapters question whether they should become incorporated. Several feel if the chapter is small there is no need to incorporate. It is beneficial for large or active chapters to incorporate when their activities, financial obligations and undertakings are substantial. However, all chapters, both large and small, can benefit from incorporation because it allows the chapters to more conveniently undertake contractual commitments, establish financial accounts and otherwise act as a business organization.

Other benefits of incorporation include:

- Protecting chapter officers, members and the Institute from liability. This is a significant benefit of incorporation. It limits any liability, which may arise out of chapter activities to the chapter itself and shields individual members from personal liability for such actions.
- Eliminating the need for the Institute to establish any financial reporting system to monitor the chapters' financial actions.
- Keeping the CCIM Institute from becoming involved in exercising control over the day-to-day activities of each chapter. Under incorporation, each chapter is established as a not-for-profit corporation.

Guidance on the incorporation process can be found on CCIM.com

To begin the incorporation process, the state of incorporation must first be determined. Chapters may incorporate within their home state or in another state.

Once the state of incorporation has been selected, Articles of Incorporation, which satisfy the legal requirements, must be submitted. The articles generally include the following:

The names of the incorporators of the corporation who will execute the articles. The required number and qualifications of incorporators vary from state to state.

The name of the corporation (this will be your CCIM Chapter's Name)

The duration of the corporation, this is usually perpetual

The principal or registered office and the registered agent of the corporation

A statement that the incorporators intend to create the corporation and a statement setting forth the corporate purpose

The corporate purpose should be worded so the chapter can meet the requirements for tax-exempt status under Internal Revenue Code 501(c)(6). That section requires that the *"chapter was organized to promote the common business interests of the members and to improve industry business conditions as a whole, rather than to provide particular services to individual members."* It is extremely important that your statement is worded to include these points. Failure to do so can result in the Articles of Incorporation being returned.

The names and addresses of the initial Board of Directors- This Board will have the responsibility to initiate the corporate existence and operation. In particular, the initial Board adopts the bylaws, which will govern the corporation.

Your particular state of incorporation may require further information to be included in the Articles of Incorporation. You should seek legal counsel to provide advice concerning all other requirements of state, corporate or income tax law.

Once completed, the Articles of Incorporation should be delivered for filing to the appropriate state office, typically the Secretary of State's, along with the necessary filing fee. If the Articles conform to the law, the Secretary of State will issue a Certificate of Incorporation to the chapter, which usually is recorded in the county office where the corporation's principal office is located.

If the chapter incorporates in a state other than its home state, typically it needs to register to conduct business in its home state. Forms for this purpose are typically filed with the latter state's Secretary of State, along with any filing fees.

Once your chapter becomes incorporated, the chapter president and officers are responsible for providing the following in order to protect the chapter's incorporation status:

1. A brief Annual Report must be filed each year. In some states (including Illinois), the Secretary of State will send to the registered agent an Annual Report form each year to be completed and returned with the required fee. In other states, the proper form must be requested from the Secretary of State.
2. Annual filing of Federal and State Income Tax Informational Returns. (See current information at www.irs.gov.)
3. Maintaining a corporate record book which contains:
 - The Articles of Incorporation
 - The Bylaws
 - Certificate of Incorporation
 - Minutes of all meetings of the membership and Board of Directors, as well as any other corporate documents required to be permanently preserved.

Please contact the office of Chapter/Regional Relations at CCIM Institute with any other specific questions regarding particulars of incorporation and maintaining appropriate corporate records

8.2 – Professional Liability Insurance Policy

The National Association of REALTORS® Professional Liability Insurance Policy provides professional liability coverage to NAR, its State Associations and local Boards and all Institutes, Societies and Councils and their respective chapters. Coverage is not automatic and is extended to only those entities whose governing documents and operations conform to the NAR Constitution and Bylaws and policies.

This means the policy coverage extends to CCIM and its chapters, including directors, officers, volunteers and staff while acting within the scope of their authority on behalf of the Association. Coverage is extended to the chapters whether or not the chapter is separately incorporated and, if incorporated, whether or not it is incorporated in the State of Illinois.

Since the policy provides coverage for the entire NAR organization, the annual premium is paid by NAR out of dues received from Associations. Thus, there are no additional costs to CCIM and its chapters.

There are two primary insuring clauses in the policy:

- Insuring Clause 1A provides coverage for claims arising out of wrongful acts, personal injury and publisher's liability. Under this clause, both claims expense and liability costs are paid subject to the policies limits of liability and deductibles.
- The claims covered under Insuring Clause 1B are limited to eight areas and only claims expense is covered. The eight areas are:

▶ Lockbox	▶ Employment practices
▶ Anti-trust	▶ Copyright infringement
▶ Discrimination	▶ Dispute resolution system
▶ Sexual harassment	▶ Breach of contract

Portions of this coverage may not be significant to CCIM chapters depending on how they are structured or operated. Coverage for wrongful termination claims, for instance, is of no consequence to a chapter, which has no employees. Moreover, there are certain conditions and limitations on coverage as well as several exclusions. For example, claims of theft or fraud by chapter officers in the handling of chapter funds are excluded from coverage. Each chapter should familiarize itself with the policy and its coverage in order to comply with conditions and/or recognize areas that may require supplemental coverage.

More information regarding the details of this insurance coverage can be obtained by contacting NAR at 1-800-874-6500.

8.3 – General Liability and Fidelity Insurance

The insurance coverage provided by NAR does not include general liability or fidelity coverage.

General liability coverage applies to chapter liability arising out of claims related to bodily injury, property damage, host liquor law liability, etc. Such coverage is particularly important where the chapter owns or rents property, such as a chapter office, but may also be beneficial in other contexts.

Chapters should obtain general liability or fidelity coverage. Consult with an insurance broker or legal counsel for advice on the extent of coverage needed. General liability insurance and fidelity coverage can be obtained from local sources.

8.4 – GUIDELINES FOR PRESERVING CHAPTER RECORDS

A chapter should preserve its records to ensure that documentation is readily available for succeeding officers and future members. Those future members will need past records to construct histories and to compare membership, financial and other data.

The following guidelines outline the various types of materials that should comprise a chapter's archives.

Material relating to the history, activities and accomplishments of the board of directors, other committees, and the chapter in general

Bylaws (original set and all amendments); chapter charter

Statements of functions or duties of the board, committees and officers

List of officers; members of the board, committees, and recipients of awards and recognitions

Activity reports of chapter and all component groups

Minutes of meetings

Printed and/or electronically saved programs, proceedings and meeting "scrapbooks" (with photographs). (Electronically stored materials are to be backed up using current industry standards.)

Correspondence (preserve as little miscellaneous correspondence as possible. Most of the relevant content will be included under reports and minutes.)

Questionnaires and/or surveys – results are to be retained.

Forms- at least one set of (blank) forms used to solicit information.

Treasurer's and audit reports, chapter ledgers. (More detailed guidelines are provided to chapter treasurers regarding cancelled checks, receipts, invoices, etc)

Material of biographical interest, including documented contributions of an individual to the development of a chapter, committee or to a particular project

Maintain documentation of Chapter promotion of core class in all regions in Chapter chooses to participate in profit course sharing

Feel free to discard duplicate material. When both originals and copies are found, only the original should be kept, after transferring any notations that appears on the copy.

8.5 – PRESIDENT’S CUP AWARD

The President’s Cup Award was developed in 1994 to:

- Encourage and assist CCIM chapters to recruit, retain and;
- Promote the value of chapter membership to CCIM’s and non-designees
- Build a continuous awareness of the importance of recruitment through an ongoing membership campaign.

The award also recognizes and rewards chapters for innovation and membership development, particularly in recruiting CCIM’s. This includes recruitment, retention, promotion and new members gained. Furthermore, it acknowledges chapters for developing innovative programs, which might include education, forecasting competitions and more.

The objectives are to:

- Encourage CCIM chapters to recruit 100% of all Institute members as chapter members
- 100% participation in the award by all CCIM chapters
- Recognize and reward recruitment achievements and member programs by chapters demonstrating the highest degree of skill, ingenuity and innovation in promoting the membership benefits of the CCIM Institute

Awards are presented to the winning chapters at the Spring Business Meetings.

Chapter 9 – CCIM VARIOUS

CCIM FOUNDATION SCHOLARSHIP PROGRAMS

The CCIM Foundation has been granting scholarships to deserving students and real estate professionals since 1988. Our scholarship programs are designed to encourage and assist professionals pursuing the CCIM designation and to promote high educational standards. Our programs enable commendable professionals in the real estate industry to experience the CCIM Institute's education first hand.

The following Scholarships are available:

CCIM Course Scholarships:

<http://www.ccimef.org/scholarships-education-course-scholarship.asp>

Each Recipient will receive a full tuition enrollment in one of the following CCIM designation courses: CI 101, CI 102 CI 103 or CI 104.

Scholarship applications available through participating chapters.

Fully Funded Named Endowed Scholarships:

<http://www.ccimef.org/scholarships-education-fullyfunded.asp>

Awarded through CCIM Chapters and other scholarship sponsors, most awards are \$1,000.

CCIM Chapters:

<http://chapters.ccim.com>

Chapters and regional bodies are important components of the CCIM Institute's overall organization. There are a variety of education scholarships available to interested students, supported by the CCIM chapters.

For current availabilities please visit:

<http://www.ccimef.org/scholarships-education.asp>

If you have questions call (312) 981 - 7801 or email info@ccimef.org

9.1 – CCIM CHAPTER PAST PRESIDENT APPRECIATION PLAQUE

The Past President Appreciation Plaque was developed to provide chapters with a way to show their appreciation to outgoing or past chapter presidents for their service to the chapter.

The plaque is 8"x10" and includes a walnut panel with two etched color-filled plates with gold-color highlight and allows for up to three lines of personalization. Chapters are billed for the cost of the plaque plus shipping and handling.

CCIM Chapter Past President Appreciation Order Forms are sent out to Chapters annually by the Chapters department.

9.2 – CCIM DESIGNEE PLAQUE

The plaque is available for purchase by current designees. The plaque is 8" x 10" and made of walnut. A brass plate (6" x 8") is centered on the front with the CCIM logo screened in red below the engraved name. Allow six to eight weeks to process.

9.3 – CCIM LAPEL PINS

Designees wishing to order additional designation pins should contact our promotional supplier Creative Promotional.

9.4 – CCIM Institute Bylaws

Institute Bylaws are can be found at <http://www.ccim.com>

9.5 – CCIM Board of Directors

The Board of Directors is accountable to the general membership and is ultimately responsible for organizational oversight and strategic direction. The Board is also accountable for the appropriate operations of all committees. The Board approves the annual Institute budget and any mid-year budget revisions; establishes governing policies for the Institute; approves member programs, products and services; approves the education and designation requirements for candidates and designees, sets tuition fees; and recognizes members for outstanding service.

Board of Directors (President)	Management Team Governance Committee Strategic Planning Committee Executive Committee Finance Committee
Sub-Committees:	
Member Services:	Legislative Affairs Chapter Activities Regional Activities Networking Subcommittee Chapter/Regional Forum
Professional Services:	Designation International Activities Marketing
Education:	Curriculum University Outreach Ward Center Real Estate Studies Subcommittee Instructor Evaluation

9.6 – CCIM Institute Business Meetings

Twice a year, once in the spring and once in the fall, the CCIM Institute Board of Directors and Committee members convene to discuss CCIM Institute business. Business meetings are free to attend however registration is required. Chapter The annual meetings are a time to attend Committee and Subcommittee meetings to understand the Mission, Goals, and Objectives the CCIM Institute is implementing, directly affecting the individual Chapters.

Chapters and Regions

Chapters and regional bodies are important components of the CCIM Institute's overall organization. For that reason, 55 chapters and 12 regions have been established throughout the United States and Canada, as well as in Asia and Mexico.

The Regional Vice Presidents Mission Statement

To serve as an advocate for both Chapters and the Institute and to be a source for information and process for Chapter interactions with the Institute, other Regions and individual Chapters.

Feel free to consult with your regional officers on matters of policy, both at the local and national level. A roster of regional officers can be found on the CCIM website.

9.7 – CCIM CHAPTERS

The first CCIM Chapter was formed in Northern California in 1972. Almost twenty-five years later, there are **more than 60 local CCIM Chapters** throughout the U.S and the world.

The focus of the local chapter is the same today as it was then:

- To provide professional support to its membership through networking and educational opportunities.
- To provide a place where members can exchange information and ideas.
- To offer members the opportunity to make professional contacts and referrals.

In addition, the majority of CCIM chapters sponsor various educational programs and marketing sessions either independently or in cooperation with another chapter.

- The educational programs assist members in expanding their professional skills by providing current information and communicating changes in the real estate industry.
- The marketing sessions have proven to be a valuable business tool for the members, providing opportunities to conduct business and helping to promote the designation.

The CCIM chapters are a vital link between the general membership and the CCIM Institute. Chapters supply Institute leadership with valuable information, which is used for the development of future programs

and services. In addition, chapter representatives voice the ideas and concerns of the members by their input at the CCIM national business meetings.

The CCIM chapter provides educational opportunities, a professional network and national representation to the CCIM designees and candidates.

9.8 – CHAPTER AFFILIATION

Membership in local chapters is separate from national membership and is not mandatory. Dues for local membership are payable to the local chapter; the amount is determined by each chapter according to their bylaws. Each chapter's bylaws determine the geographic boundaries for membership. Typically, the location of the member's business address determines the chapter affiliation.

While a member can be enrolled in only one CCIM chapter as a designee or candidate member, some chapter bylaws include a provision to belong to an adjacent or additional chapter as a non-resident member. Advise any individual interested in multi-chapter membership to contact the chapter presidents in the areas they are interested in.

9.9 – CHAPTER VISITATIONS BY CCIM INSTITUTE LEADERSHIP AND STAFF

Each year, funds are budgeted for CCIM leadership (i.e. CCIM Institute's President, President-elect or First Vice-President) and staff to visit CCIM local chapters. Chapter visitation requests should be made directly to Chapter/Region Relations staff at chaptercoordinator@cciminstitute.com

Chapter visits should be centered on at least two criteria:

1. A chapter membership meeting/event where anticipated attendance is high. This will allow the leadership or staff person a large group to address on Institute programs.
2. A chapter board of directors meeting where leadership or staff can sit down informally with chapter leaders to discuss problems, concerns and ideas.

Following the visit, an informal report (preferably both a verbal and written report) should be given to staff in order to evaluate the effectiveness of the visit.

9.10 – CCIM CHAPTER ADMINISTRATIVE SUPPORT STAFF

Two-thirds of CCIM chapters currently have either full or part time support staff assisting in the day-to-day operation of their chapter. These people play a significant role in the success of their local chapter by:

▶ Answering phone calls	▶ Producing a chapter newsletter
▶ Coordinating mailings	▶ Registering students for local courses
▶ Producing chapter meeting minutes	▶ Compiling materials for chapter directories and program announcements and much more.