

**National Association of REALTORS®  
2007 Leadership Summit  
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**NAR Town Hall  
2007 Leadership Summit**

I want to thank all of you for submitting such great questions. Several of the questions were similar and they focused on the same issues. If any questions are not addressed this morning, you may hear answers later on in the presentation. Also, I know that a lot of the answers to your questions will also be addressed in our *Realtor Magazine* and, of course, on Realtor.org.

**Question:** And this is to all of you: Why do you serve on the leadership team? Who would like to be number one? Jim?

**Jim**

Thank you, Diane. Frankly, my reason I serve is very simple. I grew up in a realtor family. I believe that you give back to your industry. It's natural for me to do so. It's what I do. I enjoy doing it. And if I can help other people learn about the realtor movement, the realtor organization, I think it's great for everybody. It's great for our industry. And that's why I do it.

**Diana**

Well, I chose the newest kid on the block. But Pat, you're so experienced, why do you serve?

**Pat**

Well, it has been a journey of love all along. I've been in this business since 1971. When I got in this business, it was a time when there wasn't much opportunity for women in this business, as far as leaders. That kind of kicked me in the backside, and said, "No way -- we're going to get up here and do some work on getting more women involved."

So that started it. And it was a business that I'd been in for 36 or 37 years now. And nobody can be in this business without saying, "Wow, somebody out there is helping me." And I think that that's just a key thing. All of us -- I think I probably speak for everybody -- we're here because we want to see our members have every opportunity for success. I wanted that when I was a realtor in the field. I'm still a realtor in the field and I still need it.

**Diana**

Anyone else? Dick.

**Dick**

I want to share with you what Jim and Pat have shared. I feel the same. The industry has been very good to me, and it came time for me to give back. But I also want to tell you that I found the more I gave to the industry, the more I got in return. My clients liked the fact that their realtor was a leader in the local realtor organization, in the state organization, and now NAR.

I also met realtors from around the country, and got a lot of referrals that I probably wouldn't have gotten otherwise. And last but certainly not least, it seems to me that I'm on the cutting edge -- that I know what's happening in technology, and I know what's happening legally, before lots of other folks. It seems to me that's a great advantage. So while I've given a lot to the organization -- the realtor family, the realtor organization -- I've taken as much if not more back.

**Diana**

Charles.

**Charles**

Diana, in the Code of Ethics in the Preamble, there's an aspirational as well as inspirational statement that says that service is the basis of worthy enterprise. And since I entered this great profession, volunteer leaders have served me, and provided things and encouragement. And so, obviously, when it came my time to serve, I've been equally rewarded by the statements of appreciation from those that I've had the privilege to serve, as well.

**Diana**

**Question:** Dick, this one is for you. Some members feel that NAR communicates too slowly. How will the 2008 leadership team improve in this area, and what changes can we expect at the end of 2008?

**Dick**

I read that question at about one this morning, and I remembered that last speech I heard by Peter Drucker, the one in which he said, "*Show me teamwork; stop talking about it.*" He also said, "*You can go to any corporation, any institution, any business, any church, and say to people, 'What do we need to improve upon?'*" And their answer will be: communications. It just so happens that this is an area where I think NAR specializes.

I talked with Frank Sibley this morning and I took a few notes. And I don't know how many avail yourselves of what is available almost instantly from our communications area. This morning, I picked up my BlackBerry, and I got the daily email news. It told me all about what's happening with Countrywide, and all about what's happening from the Mortgage Bankers Association and on Capital Hill.

We have daily and weekly email news, and all you have to do is go to Realtor.org and sign up for it, and you'll get it. We also have today's news, which is on the front page every day at Realtor.org. We have *Realtor Magazine* online. We have publications for AEs. And the list goes on and on and on.

We have a couple new things -- Operation Tip-Off, where we advise the AEs in advance of a story that we know is going to hit. We knew that "60 Minutes" was coming. We gave all the details of that to our members. We also have an ability to reach 900-plus of our members by push email when something happens that's very important. And I'm going to ask Frank Sibley, who's standing right in front of me, to stand. But this is an area that all of you should be connected to. We're doing a superb job in the area, and each day we do better. And I appreciate the question. Frank, will you please stand so that everybody can see you?

**Diana**

**Question:** Pat, is NAR working with the mortgage lending industry to address the fallout from subprime lending?

**Pat**

Well, this is on everyone's mind. Anybody who woke up this morning and looked at *USA Today*, it was staring us in the face. Yes, actually, there are a lot of things that we are doing, and I want to tell you a little bit about them. I don't have enough time -- even forty minutes isn't enough time to tell you everything we're doing. First of all, maybe six, eight months ago -- maybe even a year ago -- we sat down with the mortgage folks, and talked to them about what was going on, what we saw in the future.

So we have a relationship with many of them -- the National Mortgage Bankers Association, the Mortgage Brokers -- a huge coalition of folks. And we've been watching this and working with them. But more importantly, I think, we feel that we need to stand as realtors, and not necessarily attach ourselves to the mortgage lending industry right now.

And I've had a fabulous opportunity this year, and I'm going to break it down into two things. One is, what are we doing for you regarding this in Washington? What is our proactive stance? I had the opportunity a couple of months ago to be in Washington and testify, and on the group that was testifying were the mortgage bankers, and the mortgage brokers, and the appraisers. And I will tell you that our statements were very, very well regarded. And I think it was a real positive for the real estate industry, because we want to be the solution to the problem. We don't want to be the problem.

So we are very, very conscious of that. We are looking at GSE reform -- we need to up the loan limits. We think that FHA needs to be reformed, and we're working heavily on that -- upping those loan limits. We think that had the loan limits been higher on FHA in some of these high-cost areas, folks could have used FHA and not have had to go to the subprime market. So we're looking at being the folks who have the solution to the problem.

The other thing we're doing -- and I'll talk to you about this, and it's going to be something to do with what Dick said -- we're doing some push emails to you. I can't see everybody out there, but I pushed an email to you about a month ago, about the subprime problem, and using a new product that we have, which is a brochure on subprime lending that can really help you in the marketplace. I want to see a show of hands of everybody that saw that. Excellent! We have over 900,000 email addresses, and we did get some bump-backs on those, but what we are doing is trying to get you to see and use this in your local markets. It's a brochure. We've got partners. And the partners are the Center for Responsible Lending. And we're working with them on a daily basis.

I just was in Washington. I did a CD for them that we are going to use on Capital Hill to show that the realtors are part of the solution to the problem. So rest assured, we're working hard on it. I don't know where it's going, but I will tell you we're going to keep you informed on it. And we have help for you in your varied marketplaces. Please go to [Realtor.org](http://Realtor.org) and you can find this brochure. You can download it. You can print it. You can order it. But it has real, good, honest-to-goodness, helpful information -- 800 numbers that your customers and clients can go to. So we are being part of the solution.

### **Dick**

In this whole discussion, I want to make sure that we don't throw out the baby with the bathwater. There is not a person in this room who would want a person to have a loan, and qualify today, but not qualify with the rate a year from today. But I want to give you an example. Walking the dogs one day in the neighborhood, I met a young couple -- the young man is a physician -- and I asked them why they were renting a house, why they didn't own.

And the husband responded that while he had a phenomenal income, he didn't have the down payment. This was his second year in practice. He was paying back loans for going to Harvard Medical School and undergraduate school at Williams. Well, to cut a long story short, I said, "I think I can help you." I got them 100% financing. It was perfect for them. It gave them an opportunity to enter the home buying market. Otherwise, they would have had to wait four or five years. That 100% financing was perfect for them.

So there are people who really needed the sort of financing that was available. And you know, five years ago, we talked about bringing new people into the market, bringing minorities into the market who weren't able to get in, and others. And let's say we brought 100 people into the market who otherwise would have had to wait a number of years, if not forever. So maybe 10% of those, or 15% of those, are having problems, and we have got some solutions.

We as realtors are working with those people. Hopefully, Fannie and Freddie are going to have some programs. So just to summarize, I want to be careful in this whole discussion that we don't throw the baby out with the bathwater. I was concerned this morning when I read on our site that no-[DOP] financing is probably going to be out the window. Some are talking about no more 100% financing. I think some of those will create problems for us.

### **Diana**

Great answers, thank you. Charles, this is directed to you. What do you think is the most valuable thing an association executive can do to help inspire new leaders?

### **Charles**

Help inspire new leaders? I think perhaps the most valuable thing that any association executive can do is to create an atmosphere within the ranks of those aspiring leaders -- one of confidence that the association executive and all of the resources and staff are there for them. An atmosphere that welcomes new blood and new ideas, as opposed to

someone having to spend 40 years of their lives, and be anointed, before they are welcomed into leadership roles. And also encourage them that they don't have to know everything, that there is a wealth, a repository, of knowledge and information that is available to help them succeed in their leadership quest.

**Diana**

Great answer. You are inspirational.

**Question:** Jim, our treasurer-elect, why are NAR's reserves so high?

**Jim**

I'm surprised. I didn't know our current treasurer was in the room and he was going to ask that question.

Actually, Diana, it's a great question, and I get asked that by my own partners in my own business. But the fact of the matter is that NAR's policies require right now that 50% of the current year's operating budget be in reserves, for times when things may not be as good as they are now. That is going to be reduced next year to 40% after a long study and some work we did. But right now, 50% of our dues have to be in reserves.

The second answer is that, as you will hear a little later from Dale Stinton, a lot of our reserves money over the next five, six, seven years -- some of that, before that -- will be used for the Second Century Initiative. So I think you will see a major swing in how much is in dues, and how much remains, and how much is there over the next few years. And it would be prudent for us to remember that as we look at what we have in the reserves amount right now.

**Diana**

Thank you.

**Question:** Scott, looking five to ten years down the road -- you are the guru on Strat Planning -- what are the most important issues we need to master or address?

**Scott**

Well, Diana, I appreciate the fact that you started off with mentioning the Strat Plan, and I think I should start with recognition of President Combs and 2008 President Gaylord, because you may not be aware it was just a couple of years ago that the strategic plan for NAR was actually behind a password on Realtor.org. Thanks to their efforts, and

Chairman Moe Veissi, when you want to know what we see as the future of NAR, it is right here in the Plan. And this is where the focus and the resources are that we are looking at committing for in the future.

Having said that, there are ten objectives that 2008 President Gaylord mentioned in his opening remarks yesterday. I don't want to go through all ten of those, but there are a couple that I would like to just highlight very quickly. The first one is that if you look at Objective One, it says, "NAR is a major resource in supporting member efforts to deliver a wide range of real estate transaction services." That's a lot of flowery language, and when you are looking years out into the future, what does that mean? It means, how do we keep realtors in the center of the transaction?

And we are constantly under attack. It wasn't so many years ago that the mortgage industry did a direct campaign -- television media campaign -- to ask consumers to come to the mortgage industry first, so that they would then be referred back to a realtor. We have to make sure that we are at the center of that transaction, which means that we need to take a broader look, and a holistic look, at the entire transaction from a consumer perspective, where we are considering mortgage, title, escrow, insurance, home ownership services, and we are providing our members the tools so that they can be at the center of that, and directing that effort.

We saw yesterday, when you look at Objective Ten about technology -- and Mike Tchong was just fantastic yesterday talking about some of the trends in the industry -- well, interestingly enough, as an industry, we've typically had a viewpoint, or a reaction, to technology as if it is a threat to our position. And we've talked about how technology could dis-intermediate realtors, or replace realtors, and there is billions of dollars in VC capital that have been out there that actually have tried to do this with new types of delivery platforms or new models.

This leadership team -- and President Combs and President-elect Gaylord -- what they are looking at is how do we become the center of that innovation? How do we stay out in front of technology so that we bring those new models into the tent, instead of being adversaries, and we do it in a manner that benefits our members? Very important position for the future.

Yesterday, I was on a panel about diversity. And it's interesting. We talk about technology. Technology is the unknown. We don't know what impact technology will have. Diversity -- we know what the impact will be. And we know what to do about it. And we know what happens if we don't. We become irrelevant if we don't embrace diversity in our society, and make our association reflect the diversity in our community. It is not always one of the most exciting programs, but in my mind, it's absolutely one of the most critical areas that we should be putting our efforts.

The last one I'd like to talk about -- there's an objective in here that talks about enhancing our relationship with the consumer. Huge. Think about how we are perceived when we are lobbying on Capital Hill. We put so much effort in, and we're so good at it, and yet

sometimes we're perceived as only working in our self-interest. But what could be more in the interest of consumers than things like interest deductibility?

If we could create a partnership similar to what AARP has done with seniors, so that when we are up on Capital Hill, we're seen as a partnership with consumers that are representing their interests, and consumers' interests, on real property and private property rights -- think about the power of a Call to Action when we're going out, not to 1.3 million people, but perhaps 50 million people, or 30 million people. Wow, what could we do with that?

**Diana**

Thank you very much.

**Question:** Bob, we want to increase our PAC contributions and the responses to Call for Action. How can we do this?

**Bob**

Well, I think one of the easiest things you can look at, if your board isn't already including our PAC in their dues billing, it's a very, very simple step. But there are so many programs out there. You heard yesterday in the [two-time section], Chris Polychron talking about member mobilization, and Moe Veissi talking about raising dollars. They talked about programs. They both complained to me because they only had five minutes, and there are so many programs, they can't tell you all about them. They are also great assets. They are perfectly willing to come to your board and association, and work with you, to talk about how you can improve this.

I'll give you two more names I'd like you to know about. Scott Reiter is our RPAC staff person. He was here yesterday. I don't know if he's in the room. I haven't seen him this morning. He's a great, great asset, and has a crew that can help you with all kinds of programs. And Member Mobilization is Greg Knopp. Again, he was here yesterday. I don't see him here today. Contact them. They are both in the Washington office. They will help you in so many ways.

**Diana**

Thank you, Bob.

**Question:** Vickie, piggy-backing a question related to that, can you suggest ways to encourage all realtors within a border state to contribute to RPAC, even if they personally do not agree with the candidates that NAR is supporting?

**Vickie**

Thank you very much. As we aspire to become leaders in this great organization, we all have political involvement that we've had throughout the course of our careers. Perhaps how you got here was by being politically involved, and many of us in this room are either Democrats or Republicans. But when you become a leader of the National Association of Realtors, whether it's at the local, state, or national level, you are a part of the Realtor Party.

And let's remember, I can't think of a more important time -- as Pat has expressed, and certainly Dick and Scott -- of getting involved and raising funds for our organization. Dick has set a goal of ten million dollars next year -- a huge goal -- but perhaps this is the most critical point in the history of our association, with what's going on with the issues that we've discussed here this morning, to raise those dollars.

You have got to remember that 70% of those dollars go back to you at the local and the state association, and 30% stay with NAR. It is up to you at your local and state associations to develop the policies within your states that best suite you in how you make those decisions on choosing candidates that might be best for your issues within your particular state. Arizona may not feel the same way about water, for example, that Florida may feel. But that is why we have policies set up to make sure that we can mitigate that, and elect the best possible candidates to Congress, that not only will represent us as realtors, but our consumers that were talked about, and all private property owners.

And I urge all of you, if you don't have agreements within your states that help to decide how that money -- that 70% money -- is being spent coming back to your local and your state association. I would encourage you to do that now, before we get into the fundraising season, because what you don't want to be doing is fighting about that as we're raising money. Because members will feel that, and therefore that will suppress your fundraising efforts. We want to enhance the fundraising efforts, so you don't want to have those discussions with your Members. You want to resolve those issues now, before we get into next year.

**Diana**

Bob?

**Bob**

I just wanted to point out that this leadership team believes in the RPAC process, because we have two RPAC fundraising chairs here -- present president, and your incoming president, and I'm sure they'll help you with the effort, also.

**Diana**

They're also major contributors. Dick?

**Dick**

I want to share with you something Jerry Giovaniello always says. He says, "We make our friends before we need them." When Nancy Pelosi came to Congress twenty-some years ago, the realtor family got to know her. Jerry has a tremendous relationship with her, and we're going to see a lot accomplished in this Congress that benefits us.

And I want to tell you one other story, because you are going to meet him at my installation in November. When I was getting ready to become president of the California association, there was a gentleman named Adam Schiff, who was Chairman of our Judiciary Committee. And we just couldn't get him interested in any of the real estate bills. In fact, he wouldn't even run them by his committee.

Well, I happened to know somebody who knew Adam, so I arranged to have lunch with him. Well, during lunch, I found out that his mother was a retired realtor in New York, and his father a retired builder. And at the end of the conversation, I said, "Adam, if you don't start working with us, I'm calling your mother."

Adam is one of our champions today in Congress. And we've got to work with people, even those who aren't on our side. If we meet with them, and we go to their fundraisers, and we give them some help, we can make them friends. We can at least force them to give us the time of day. And I hope that you all work hard on RPAC because Moe has got to raise ten million dollars next year.

**Diana**

Vickie.

**Vickie**

I just want to remind all of you, when you're making those decisions at your local level -- and certainly we have to be reminded at the RPAC level at NAR -- that we're not making our decisions on candidates based upon how they voted on the war in Iraq. We're making

our decisions based upon how they support our industry, how they support consumers, and how they support private property rights.

We're not basing them on whether they're Republicans or Democrats. We're basing them on how they support us as an association, and we've got to have our friends elected next year because we do have these difficult issues that we're dealing with. And I hope that all of you will go back and share that message.

### Diana

Very good. Thank you so much.

**Question:** Charles, what has been the most challenging situation for NAR leadership in 2007?

### Charles

Well, I think a couple of the most challenging situations probably haven't been difficult. But one is addressing the political realities of a stark and significant change in the Congress. Positively. A Congress that more supports the issues and initiatives that the National Association of Realtors has.

I'm not so certain that all the other members of the leadership team have experienced this challenge, but coordinating travel obligations has been one of mine. We have 50 states and four territories, and 1.3-plus million realtors. And every one of you who calls and asks for all of us to come and speak to you, we try to say, "Yes." And obviously, that's not very practical and not doable -- and Desiree Crawford and the rest of our staff in that arena work very hard -- but one of the biggest challenges for me is to be everywhere you want us to be -- and we want to be there -- and having to make some really tough decisions when we can't meet all of those obligations.

### Diana

**Question:** For Scott. In the future, does NAR expect to create a national MLS; and if so, does NAR plan to mandate what states do in respect to that MLS?

**Scott:** So did you put me in the back row for cover?

I think if you want the answer to that, again I'll refer to the Strategic Plan. It talks about, "NAR facilitates real-time, market-relevant access to uniform real property information

without geographic boundaries, including members' offers of cooperation, and compensation to its members." What you will notice it doesn't say is MLS. And I can tell you that in the Strategic Planning Committee, it was very clear that we were not interested in operating a national MLS.

Having said that, we also talked about what benefits our members. There is a race right now on organizations outside of NAR that are creating national databases to serve our members and to serve consumers. And we looked at the current situation and said, "We're making decisions based on politics, not on what's best for our members and the consumers." So we looked at it, and we said, "We need to design this, not by how the political situation is now, but how you would do it if you started from scratch?"

And what we've come up with is -- and we'll hear a lot more about it later in the day -- but a national gateway that has a database with every property in the country, that can be accessed by realtors, and be augmented by realtors, so that it's something that nobody else can offer. And we'll hear more about that later in the program, Diana.

**Diana**

Boy, I want you to testify in Congress. Whew, that was great!

**Question:** Jim, financial guru -- is there any consideration of a dues rebate paid back to the local associations for early dues payment?

**Jim**

Actually, Diana, there is no requirement that the local associations pay their dues early. On time, yes. We expect you to pay your dues on time because you'll get a letter from me if you don't. But from a practical standpoint, it is the right of the local associations to retain the dues monies until the date that they're due to the national association. And you can pay them on that date through e-commerce, which is a great program we heard about yesterday, which saves all of your realtors, and all the realtors across the country money. We don't suggest you give the money for early payment. We suggest you pay on time.

**Diana**

Thank you.

**Question:** Pat, why doesn't NAR have its own weekly TV show? This would promote our image by showing what realtors do in our communities. Why not?

**Pat**

Well, I say, "Why not," too.

I will say it has been discussed. One of the things that I wasn't aware of was the enormous cost in doing this. However, that being said, I will tell you that we are talking about it. Frank and I have had this discussion. Those of you who were in Washington in May saw a new look for the Member/Director Forum. And we played a little bit off what a political convention would look like. And everybody really liked that. And we thought, "Wow, if we can do this, why can't we put on a TV show?"

There are all these television shows with all these home makeovers, and all of this stuff going on, I think that we would be the perfect people to do it. And I will be relentless in bugging our dear friend, Frank, down here. We might need a small dues increase, so think about that a little bit. But I think if we could sell advertising on the site, we would be fine. So I say, "Let's go for it!" When I heard that question, I thought, "Yes! I like it!"

**Diana**

Dick, what is your quote? If not...? Your quote that was up there?

**Dick**

If not now, when? If not us, who?

**Diana**

**Question:** Vickie, I'm going over to you now. Tell us more about how we can use the Leadership Academy to develop a new team of leaders. Who is doing it, and what resources are available?

**Vickie**

We are doing in right here at NAR. This is one of the goals that Pat had at the beginning of the year. She brought it through the leadership team and, fortunately, you all, the Board of Directors, approved the budget to allow us to have this happen. Our first Leadership Academy is here today, and I'd like to have them all stand. They are in two tables, standing behind here.

There is actually a pretty rigorous application process that you have to go through. We had something like 200 applicants to get down to 25 individuals. If you want more

information on how to start a Leadership Academy, call Janet Branton. Janet, stand up. She's right here. She's involved with our leadership. And she will help you get started.

**Diana**

**Question:** Okay, what is your plan to keep natural disaster, flood insurance, and small-business health insurance at the top priorities in Congress?

**Charles**

Well, first of all, I have to say it's not my plan, and it's not even the leadership team's plan. In about November, right about the convention time, we will send out a survey to everyone involved in Government Affairs -- that's the leaders, that's the members, and some of the directors -- and ask them to prioritize the issues. They will go through this process -- hopefully, we'll get lots and lots of responses -- we've been pretty good in the past -- and in February, we'll call together the leadership of the Government Affairs Committees, along with the liaisons. They'll meet with staff, they'll go over this entire process, and they'll come up with the priorities for the legislative team to work on in the coming year.

Now, you asked the question directly -- do I think those two items will rank highly? I definitely think they will rank highly. I should also go a little further and tell you that this is of very great interest to this leadership team. Pat has appointed a PAG. Sharon Millett, who you heard yesterday, is chairing that PAG. And in fact, they will be having another meeting here in Chicago Tuesday and Wednesday of next week, and hopefully we'll see some results out of that at our November meeting.

**Diana**

Great response. Thank you.

**Question:** Scott, NAR is developing some very exciting initiatives, but it seems that some of the programs that we launch in the coming years will directly compete with programs already in place at the state and local associations. How do you plan to resolve those conflicts?

**Scott**

I don't.

No, I think it's actually a great question, and I'm realizing now the role of the appointed as opposed to the elected officers.

But I do think it's a great question, and I can tell you that everybody on this stage very much values the three-way agreement. And we each have a role, and we need to be a partnership. And I think the way we should be framing this question is not how do we resolve the conflict, but as how do we deliver the best service to our members. Who has the core competence, and how do we do that [in the best]. When I heard the question, it was interesting because two of the examples given in the question were the credit union and the Action Center. So the credit union is a great example, and you'll hear more about that later from Dale Stinton.

The first thing we did was a survey throughout the country to see whether credit unions were being offered by realtor associations. I forget the last count, but as Charles said, we have 54 state and territorial associations. We have literally hundreds and hundreds and hundreds of local associations. We could only identify five credit unions serving our members.

So it appeared that there was a real gap in that area, and a real opportunity. But the first thing we did -- talking about partnership -- was go to those five and talk to them about what their experience was, what they felt about NAR offering a similar product, and how we could partner together to make both of our programs stronger. And I think that's the spirit we would do it in.

The Action Center -- the Convio, I think it is called -- is another great example. Here's a product that's not a revenue-generator. It's a [cost] center that creates power of realtors in speaking to their elected representatives. If you started from scratch, and said, "How are we going to design that in an efficient, cost-effective manner," it would be a central system that was available to everybody, where the states and locals could customize messages to their own benefit. And I think that's how we are looking at it. And to date, there are 41 states that have signed on, and 200-plus local associations that have also signed on. I think it's a great testament to the job that our Governmental Affairs Division has done.

Now, one that wasn't mentioned in your examples that I think is a really good example -- where the states and locals have actually been ahead of NAR -- is leadership academies. There are some really, really top-notch leadership academies done at the state and local levels that have been out there and going for years. So we asked the same question that Diana just asked me now -- should NAR be competing with those? And the answer was, "No, we should be supplementing those."

We should look at the leadership academy from the perspective of what we can offer that's unique and different, that's not offered by the state and local associations. So we wanted to be complementary, not competitive. And I think we'll evolve more and more in that direction. And it helps fill a need at the NAR level. How do we break the cycle where you have to be involved in NAR governance for 45 years before you can become an officer? Let's get into where we can fast-track bright, new leaders and really get fresh blood into the organization. Thank you.

**Dick**

This is Pat's baby, and I hope I don't screw it up. There are three parts to the Leadership Academy. One was to supplement what locals and states were doing. A second was to give people knowledge of how NAR operates, and what's going on with NAR. But the third part of it is so exciting to me, and that is to attempt to go out and tell people what our profession is all about. So that we get folks out of high school, out of junior college, and out of college to enter our profession. One of the speakers mentioned that the average age of the realtor is in the 50s. We need young blood in our profession. And I think that is one of the most exciting parts of this program. So it's going to be a huge success, and better late than never -- we've got it now.

**Diana**

Well, Dick, they want to clap for you. Go ahead, he deserves it.

**Diana**

Perfect segue into the next one, and you're on the spot.

**Question:** "I want to be more active in the state board, and then get involved at the national level. But I'm afraid to put my name forward because it might seem I'm doing it for me. How can I get involved?"

**Dick**

Don't worry about what anyone thinks. If you want to be involved, you begin. Make an application. Get on a committee at NAR. That's the first thing. I think with everyone sitting on this stage, and everyone in this room, we're here because we love our industry, and we want to give back to the industry. My story is a very simple one. I came to NAR. I was on the first committee with Charles -- the Urban Affairs Committee -- and I won't tell you how many years ago that was. I loved the committee, but they sunsetted it.

The next committee I was interested in was the Issues and Mobilization Committee. I served on that committee for six years, and I applied to be vice chair, I think, four times, and Sharon appointed me vice chair. But I loved serving. I loved being involved. And that was the only committee I chaired before I was elected first vice president of this organization.

So if you want to be involved, we made a commitment to give every director one appointment. And that's the same thing that occurred this year. Now, some people called me and said, "I didn't get an appointment." So I called the NAR staff and guess what? They didn't go online and apply for a position on a committee. So you've got to work with us on this. But I guarantee you that no director has called us and said, "I applied for an appointment and I'm not on a committee." We want you to come and participate.

And you don't have to be on a committee -- except for a few -- to attend. If you like the Public Policy Coordinating Committee -- I think we have 50 people on that committee -- you can sit in on those committees. You can sign-in to show your interest. So there is no excuse for anyone in the room not being involved. We want you all involved. And let me tell you, a young lady came up to me this morning -- the incoming president of the Bay East Association in California -- and she was talking about getting involved.

President Reagan used to say, "It's just as easy for me to appoint qualified people that I know, as to appoint qualified people that I don't know." So make yourself known to the officers coming up. The same in your state. If you want to be involved, get to meet the folks that are coming up, so that they know you, and they associate a face with a name. But again, push us. If you are not as involved as you want to be, keep pushing us. Pat and I had a discussion a few weeks ago about somebody who sent us each 50 emails. You don't have to go that far.

But let us know that you want to be involved. We do want you involved, and we want to find a place for everyone who wants to be involved.

### **Diana**

Didn't you also say something about updating your photo?

### **Dick**

Absolutely. Keep your photo, and especially your profile, updated on Realtor.org. That's very helpful. Pat, you might talk for a moment about when you appoint PAGs.

### **Pat**

Yes, that's one thing that isn't in the general knowledge base. We've got a lot of extra things that are going on all the time. Sometimes, there are things that come up that are unexpected. And by the way, all of you who are leaders, expect the unexpected this year, because you are going to have a lot of it.

What happens in the national association is, if there is a subject that comes up and it doesn't fit into the committee structure or it crosses a lot of different committees, we'll appoint a Presidential Advisory Group. To do that, we look into the profiles, so yes, absolutely, update your profiles and your photo. But we also try to get the best of the best, with really good knowledge, that don't have any dogs in the fight, that can very, very strategically look at these issues, and bring them back to the president, because it is a presidential advisory group.

And we take a look at those folks who, maybe, aren't even in the committee structure, or are past committee-structure folks. So we look to people who have past knowledge, but also future knowledge. Those of you who maybe haven't even served on a committee, but are an expert in the field -- that's who we're looking for to put on a lot of these Presidential Advisory Groups. We've got maybe five or six of them running around right now. And hopefully, we can come to some really good conclusions because we're having the experts in the field bring us back really good information.

### Diana

Thank you.

**Final Question:** How frequently do members of the leadership team visit state and local associations, and how can we get you to come and see us?

### Pat

Well, I'll answer this. I have more frequent flyer miles than, probably, anybody in the room right now. It has been a really interesting year for me, and I know it will be for all of the folks coming up. Dick is on the fast track to getting lots of frequent flyer miles, as well. One of the things that we have tried to do over the years is to visit as many folks as we could. And what we found out is that after a while, we were all exhausted.

So one of the things that Dick and I and some of the other leaders talked about as we were coming into this year is, let's have a policy that we will try to hit as many of the state associations and the regional meetings as we can, as a leader. We really try to just have one officer be at these places, because if we start having two or three officers at a state convention, that dilutes what we can do for the other states.

So it is rare that we will visit a local board. Sometimes we do. Sometimes there are extenuating circumstances. But to request us, you can go online. Desiree Crawford is our point-person. She is the person who knows where we all are every moment of the day. And I will tell you that we really want to hear what's going on. This is a two-way street. And I know it has been with Dick, and I know it is going to be with all the other officers.

When we can get to a state association and interact with you, and find out what your issues are, we can help you by telling you what's going on at NAR, but you really help us by telling us what's going on in your local association. And I know Dick has got some more information he wants to share with you, but that's the process -- go online and request us, and then we go from there.

**Diana**

Dick?

**Dick**

I just want to give you an idea of how much we all travel. Last year, I accumulated -- all NAR business -- 222,000 miles of air travel. You can help us in this project. If we come to a region, for example, and can talk to five or six or three or two associations, that's very helpful. And we can do additional things when we are there. We can talk to folks who want to move ahead in NAR. If we can bunch a lot of people and a lot of stuff together, that's really very helpful to us. The other thing is, a number of you will see us and say, "I'd like you to come." We don't always know our schedule. But if you go online, as Pat said, and talk with Desiree, she knows where we're going to be, and when. And that would be very helpful to us.

Charles mentioned one of the challenges. The greatest challenge for me is that there aren't more hours in the day, more days in the week, and more weeks in the month. I'm home seven to ten days a month, and that's really tough. So if you can help us by grouping associations together, by planning regional conferences where we can come and spend two or three days, and meet individually with the states during the region meeting, that would be very helpful. Understand we want to be with you.

The other thing I want to point out is, Dale Stinton has adopted a policy -- and I'm not going to remember it exactly -- where each member of the staff now goes out and visits a couple of local associations or state associations each year, so that the staff has a better idea of what you are doing. I think that is absolutely tremendous. And what we also try to do at these region meetings, or state meetings -- if you can tie in a visit so that we can see what's going on, especially special programs at one of your associations, that's helpful, because if you're doing something unique, we can share it with others around the country.

**Pat**

One thing I want to say is that it would be really helpful if you would use everybody. What we're trying to do is get everyone involved. Don't just invite the president, and if the president can't come, say, "Well, forget it." There is a lot of really good talent up here. And we are trying to use the RVPs, and we're trying to use the liaisons. So please,

we've got a wealth of information, and a wealth of fabulous folks here. We'd really like to spread out all of our information to everybody. So do that, too.

**Diana**

Final comment, Mr. Gaylord.

**Dick**

Just one last thing. Dale has been doing a lot of traveling -- wonderful presentation. Laurie is always a favorite of the members. Mark has been out there. Frank has been going out. Bob Goldberg, Janet. We have a cadre of excellent folks who can contribute a lot to helping our members do business.

**Diana**

Well, thank you, the entire leadership team, for taking this opportunity and answering those questions. And some of them were pretty tough. I think we all learned a lot. Thank you.