

Table of Contents: APPENDIX A: EFFECTIVE CHAPTER LEADERSHIP

1. [Seven Easy Steps to Chapter Success](#)
2. [What is a Successful Leader?](#)
3. [CoreNet Global Expectations from Chapters](#)
4. [Preparing for Leadership – The Role of a Chapter Officer](#)
 - 4.1. [CoreNet Global Expectations – Chapter Board Members](#)
 - 4.2. [Leadership Opportunities](#)
 - 4.3. [Leadership Preparation](#)
5. [Chapter Committees](#)
 - 5.1. [Chapter Committee Involvement – Global Level](#)
 - 5.2. [Chapter Committees](#)
 - 5.2.1. [Committee Opportunities](#)
 - 5.2.2. [Getting Involved](#)

1. Seven Easy Steps to Chapter Success

Chapter officers/directors, provide leadership at the local level. Local officers/directors serve as the voice and the leadership team for the Chapter, and their ability to interact with the membership is pivotal to the Chapter's success. Furthermore, the leadership skill set of a CoreNet Global Chapter president quite

often determines the success and vitality of the officer team. Therefore, this individual should have the ability to motivate and inspire other officers by fostering teamwork, commitment, and accountability throughout the local Board and the membership. Please use the seven easy steps below as a guideline to lead your Chapter to success.

7 Easy Steps to Lead Your Chapter to Success

- 1 Form a diverse leadership team by maintaining an even ratio of corporate real estate executives and service providers, while also including both new and more experienced members.
- 2 Plan and attend the annual Chapter Board planning retreat.
- 3 Survey your membership to help develop your strategic plan for the year.
- 4 Work closely with your leadership team to determine the goals and objectives of your Chapter.
- 5 Attend the Chapter Leadership Conference.
- 6 Work with your Board to establish the annual Chapter calendar and schedule. Create a timeline and assign responsibilities.
- 7 Manage your Chapter Board by following up periodically with volunteers to enable communication and to make sure tasks are being completed appropriately.

Success...

2. What is a Successful Chapter Leader?

A successful Chapter leader must establish and maintain clear direction, and must be able to inspire others by effectively communicating the importance of his or her goals. A CoreNet Global Chapter president must be able to analyze the organization and the specific task at hand in order to best establish a strategic direction for the Chapter, one which is compatible with that of CoreNet Global. All CoreNet Global Chapter officers/directors must be able to manage, guide, support, motivate, plan, and communicate

effectively with one another and with other members. Chapter presidents should be assertive, strategic thinkers, and understand that part of their role is to grow new leadership for the organization. Bearing that in mind, a Chapter president must work with other officers/directors to:

- Involve as many people as possible.
- Lead by example.
- Assign small tasks as well as large.
- Create a successful volunteer environment.
- Plan for the development of other volunteer leaders.

- Hold other Chapter leaders accountable.
 - Trust fellow officers.
 - Teach Committee chairs how to properly develop and utilize a Committee.
 - Ask for specific help from specific people -- do not always wait for volunteers.
 - Accept “no’s” graciously and leave the door open.
 - Work closely with CoreNet Global to make sure volunteers have the proper tools and resources to do their jobs properly.
 - Monitor volunteers’ tasks and offer help.
 - Ask an experienced member to mentor a less experienced member. Often, an experienced member no longer wants to do the work but is happy to offer guidance and help.
 - Track performance and watch for potential leaders.
 - Publicly thank the team.
- The Chapter leadership experience provides invaluable training for future leadership positions within CoreNet Global. This involvement also builds confidence and enables volunteer leaders to grow personally and professionally as they develop stronger leadership skills which prove beneficial to career growth and enhancement.
- 3. CoreNet Global’s Expectations From Chapters**
- An enthusiastic pursuit of the common goals and purposes of CoreNet Global and the Chapter.
 - Operational alignment with CoreNet Global Bylaws and Chapter Operating Guidelines.
- Offering of highest value, quality and affordable products and services, including networking and education to all members where they live and as they travel worldwide.
 - Maintenance of a diverse leadership team through the development of a balanced ratio of corporate real estate executives and service providers, including both new and experienced members.
 - Managing of an annual strategic planning process that results in a strategic plan for the following year. The board should use the results of this planning process as its commitment to members during the year. Changes to the plan should be communicated to and agreed on by the members.
 - Determination of goals and objectives for the Chapter leadership team.
 - Creation and maintenance of a sustainable financial model.
 - Knowledge of, protection and enhancement of the CoreNet Global brand in all activities and media outreach.
 - Establishment of an annual calendar which should include: a schedule of programs containing a balance of approximately one-third global, one-third educational, and one-third networking or social events; a timeline; a listing of assigned responsibilities.
 - Active participation locally in membership recruitment efforts.
- 4. Preparing For Leadership – The Role of a Chapter Officer**

An election to the local Chapter Board is an indication that your Chapter views

you as a leader. Whether you are newly elected or a seasoned professional, your job is an important one with quite a bit of responsibility.

4.1 CoreNet Global Expectations – Chapter Board Members

As an elected officer/director of a CoreNet Global Chapter, one holds a volunteer position dedicated to the continued improvement of the organization, as well as the local Chapter and its respective board. Please follow the outline below to learn more about the overall roles and responsibilities of CoreNet Global Chapter Board members:

- Each Chapter Board shall serve as a “working Board.”
- Elected officers shall serve a one-year term and directors/board members shall serve a maximum of a three-year term.
- All current and future Chapter Board members should serve as Committee chairs before holding office as an elected Chapter officer.
- Collaboration as a team working to achieve the common goal of the Chapter as identified by the Chapter Board during the annual strategic planning retreat.
- Active participation during all or most Chapter functions and Board meetings.
- Attendance during at least one Global Summit prior to and during the designated term of office.
- Designation of an appropriate representative or Committee

member to attend Chapter functions in the event said board member is unable to attend.

- Attendance and participation in the annual strategic planning retreat.
- Creation and submission of an annual business plan for designated Committees, if appropriate.
- Active recruitment and mentoring of new and inactive members.
- Ensure a rewarding and beneficial volunteer experience through active involvement and participation.

4.2 Leadership Opportunities

The role of a CoreNet Global Chapter officer involves working cooperatively with your Chapter, CoreNet Global members at large, other elected Chapter Board members, appointed Committees and CoreNet Global staff. In essence, you are the voice of your Chapter and you serve as a representative of the organization. Maintaining a working knowledge of CoreNet Global Bylaws, Global and local processes, procedures and the strategic direction and mission of CoreNet Global is essential.

CoreNet Global Summits provide many great opportunities for Chapter officers. They convene the corporate real estate profession through the attendance and participation of many corporate real estate executives and provide a unique opportunity for Chapter officers to improve their

understanding of their roles while networking with peers. Chapter officers are encouraged to attend at least one Global Summit per year.

4.3 Leadership Preparation

Each Chapter Board position has specific roles and responsibilities which are vital to the survival, growth and development of the designated Chapter. To perform most effectively as a Chapter Board member, you must become familiar with the responsibilities that are specific to your new role by reviewing your specific job description located in area 2 of the Governance section in this handbook. It is also important to meet and communicate with your predecessor. This individual should update you in regards to any opportunities, challenges and unfinished action items specific to your Board position and your Chapter. Such knowledge will enable you to plan strategically for success in the coming year.

5. Chapter Committees

Chapter Committees and task forces provide great opportunities for participation and leadership development. These Committees exist at the Global and local levels and each operates under a different set of guidelines.

5.1 Chapter Committee Involvement – Global Level

The CoreNet Global Member & Chapter Services Committee is a standing Committee of 10 which is appointed by and reports directly to the Board of Directors. This

Committee contains two Board Champions who are appointed by the CoreNet Global President. All members of the Member and Chapter Services Committee must be members in good standing, attend a minimum of one Global Summit per year and hold positions and be actively involved as officers on their Chapter Boards.

Member and Chapter Services Committee **Charter:**

Under the direction of the CoreNet Global Board of Directors, the **Member and Chapter Services Committee** is responsible for establishing a strategic framework and direction for the continued integration of Chapters as a key local delivery channel within the broad spectrum of the CoreNet Global network.

The primary purpose of the Member and Chapter Services Committee is to recommend a synergistic Chapter growth and engagement strategy to the Global Board of Directors. This strategy will be implemented and managed under the direction of the CEO and by staff.

The measurement of success of this Committee is for Chapters to become like compliments to existing services of EDP, Summits, and Learning that include a common goal of proper alignment to the association's critical success factors. Emphasis is on creatively

bringing in new members into the global mix.

Member and Chapter Services Committee Goals:

- To support chapter development: address how chapters can deliver a standard(s) educational offerings so that local members across the globe receive the same enhanced value of membership
- To recognizing chapter leadership accomplishment (Chapter Awards)
- To provide a route for outstanding local chapter leaders to contribute at a global level

5.2 Chapter Committees

Many CoreNet Global Chapters have Committees in place whose most important responsibility is to serve as a support system for the Chapter officers. In fact, many local Committees may be organized into smaller, more focused task forces. The existence and maintenance of a local Committee is determined by the Chapter Board. Each existing local Committee should have a specific strategic focus which is directly in line with that of their local Board and of CoreNet Global.

5.2.1 Committee Opportunities

The number of existing Committees within a local Chapter usually depends upon the size and specific needs of that Chapter. Due to the volunteer

nature of most Chapter leaders, the existence of supporting Committees helps to ease the workload for individuals. Furthermore, based upon workload requirements, CoreNet Global recommends that every Chapter select a Sponsorship Committee and Communications/PR Committee to support those who may be selected as the Sponsorship Chair and Communications Chair. Local Chapters may elect to have additional Committees, e.g., Finance, Membership, Education or Special Events.

5.2.2 Getting Involved

Interested in serving on a Chapter Committee? In order to serve, you must be a member of CoreNet Global and an active member of a Chapter. You should also have or acquire a clear understanding of Bylaws, operating guidelines, and the strategic goals of your Chapter and CoreNet Global. Committee members are selected by the Chapter Board member whose designated role is directly related to a particular Committee based upon the above criteria. For example, the Sponsorship Chair is responsible for selecting and managing the Sponsorship Committee. Committee involvement is a great way for an interested party to begin to prepare for further leadership. Please refer to the Forms area of this section for a sample Committee/Task Force involvement acknowledgement letter.