

# 2026 IREM<sup>®</sup> Governance Handbook

A guide and resource for IREM leaders & volunteers

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## 2026 Volunteer organizational chart



## IREM HQ Liaisons

\*Subject to change

2026 groups	HQ Liaison	Email
Advocacy Committee	Ted Thurn	<a href="mailto:tthurn@irem.org">tthurn@irem.org</a>
Affordable Housing Advisory Council	Ted Thurn	<a href="mailto:tthurn@irem.org">tthurn@irem.org</a>
DEI Advisory Council	Rebecca O'Brien	<a href="mailto:robrien@irem.org">robrien@irem.org</a>
Designations & Certifications Committee	Lilliane Smothers	<a href="mailto:lsmothers@irem.org">lsmothers@irem.org</a>
Ethics Appeal Panel	Lee Anne Marinca	<a href="mailto:lmarinca@irem.org">lmarinca@irem.org</a>
Ethics Committee	Lee Anne Marinca	<a href="mailto:lmarinca@irem.org">lmarinca@irem.org</a>
Ethics Hearing & Discipline Panel	Lee Anne Marinca	<a href="mailto:lmarinca@irem.org">lmarinca@irem.org</a>
Ethics Inquiry Panel	Lee Anne Marinca	<a href="mailto:lmarinca@irem.org">lmarinca@irem.org</a>
Finance & Audit Committee	Chris Migala	<a href="mailto:cmigala@irem.org">cmigala@irem.org</a>
Governance Committee	Lee Anne Marinca	<a href="mailto:lmarinca@irem.org">lmarinca@irem.org</a>
IAE Advisory Council	Yolanda Colon	<a href="mailto:ycolon@irem.org">ycolon@irem.org</a>
International Advisory Council	Leah Misbin	<a href="mailto:lmisbin@irem.org">lmisbin@irem.org</a>
Knowledge Solutions Advisory Council	Gwen Hefty	<a href="mailto:ghefty@irem.org">ghefty@irem.org</a>
Leadership Development Advisory Council	Wendy Becker	<a href="mailto:wbecker@irem.org">wbecker@irem.org</a>
Member Experience Advisory Council	Ania Flaim	<a href="mailto:aflaim@irem.org">aflaim@irem.org</a>
Next Gen Advisory Council	Marcus Geraldts	<a href="mailto:mgeraldts@irem.org">mgeraldts@irem.org</a>
Nominating Committee	Zack Wahlquist	<a href="mailto:zwahlquist@irem.org">zwahlquist@irem.org</a>
RVP Advisory Council	Carla DeFlorio	<a href="mailto:cdeflorio@irem.org">cdeflorio@irem.org</a>
Sustainability Advisory Council	Todd Feist	<a href="mailto:tfeist@irem.org">tfeist@irem.org</a>
Technology Advisory Council	Todd Feist	<a href="mailto:tfeist@irem.org">tfeist@irem.org</a>



## Meeting types – open vs. closed

### IREM Bylaws (Article VI, Section 5)

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

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

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

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

2026 groups	Meeting type
Advocacy Committee	Open
Affordable Housing Advisory Council	Open
DEI Advisory Council	Open
Designations and Certifications Committee	Open
<b>Ethics Appeal Panel</b>	<b>Closed</b>
Ethics Committee	Open
<b>Ethics Hearing and Discipline Panel</b>	<b>Closed</b>
<b>Ethics Inquiry Panel</b>	<b>Closed</b>
Finance & Audit Committee	Open
Governance Committee	Open
IAE Advisory Council	Open
<b>International Advisory Council</b>	<b>Closed</b>
Knowledge Solutions Advisory Council	Open
Leadership Development Advisory Council	Open
Member Experience Advisory Council	Open
Next Gen Advisory Council	Open
<b>Nominating Committee</b>	<b>Closed</b>
<b>RVP Advisory Council</b>	<b>Closed</b>
Sustainability Advisory Council	Open
Technology Advisory Council	Open

## 2026 Volunteer rosters

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

## IREM Governing documents

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

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

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

## IREM Strategic Plan – 2026 and beyond

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

## IREM<sup>®</sup> Strategic Plan 2026 and beyond

### Values

#### Leadership

We believe leadership is a mindset. It's listening, understanding, and helping others succeed. By leading the way, we ensure a well-equipped real estate management workforce.

#### Integrity

We uphold and practice unwavering ethical standards and commit to accountability. We put the interests of those we serve above our own and do what's right at all times.

#### Inclusion

We know our success depends on the strength of our community and a sense of belonging for all. We're committed to fostering a mutually respectful and welcoming environment with spaces for diverse perspectives.

#### Forward Thinking

We look to the future and embrace change. Through vision and curiosity, we transform.

#### Collaboration

We believe in the power of a connected community and continuous learning. When we come together to learn, share, and give back, we move each other and the profession forward.

### Mission

IREM leads the profession of real estate management by providing unparalleled education and certifications, upholding ethical standards, and connecting a global community of peers.

### Vision

Thriving communities worldwide empowered by well-managed real estate.

### Professional development

#### Goal

Advance excellence in real estate management by delivering innovative, accessible, and relevant education, training, and certifications.

#### Objectives

Increase the value and relevancy of our certifications.

Explore market opportunities and adjacent audiences around which IREM can potentially provide educational and training products and new certifications or other specialties.

Assess current offerings to determine what should be continued, improved, or sunset in order to make room for new programming.

Increase access for our educational and training offerings.

### Membership

#### Goal

Deepen engagement and loyalty by delivering exclusive resources, a vibrant community, and a member experience that positions IREM as indispensable to professional success.

#### Objectives

Deliver a compelling value proposition to attract and retain members.

Transform our membership model to prioritize value and customization.

Identify professional challenges and adjacent audiences around which IREM could customize and monetize new member services.

### Community

#### Goal

Cultivate our dynamic, global real estate management community by developing customizable and scalable programs for new markets and audiences, furthering awareness of the profession.

#### Objectives

Expand our footprint in untapped markets, across geographies and competencies.

Identify partnerships to efficiently expand our reach and grow our community in collaboration with the IREM Foundation.

Foster connections and knowledge-sharing among members across the globe.

Attract talent to careers in real estate management to address workforce gaps.

## Rules of procedure (informal)

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

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

Rules of procedure can be tailored based on the size (and culture) of various groups within an association – and when properly tailored, meetings will be both **consistent and productive**.

Because committees and advisory councils are smaller, more intimate and relaxed groups than Governing Council, their procedures can be less formal and rigorous. For example, imagine if every Councillor who wanted to speak could do so for an unlimited amount of time – or if Councillors could sit while speaking. The meeting could last an entire day! This is an example of how formal procedural rules work for large groups, while informal procedures work best for smaller groups like our committees/advisory councils/ethics panels.

## Informal rules of procedure for committees and advisory councils

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

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

## Ground rules for meetings

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

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

## Quorum

Quorum is the **minimum number** of members who must be present at a meeting to conduct business. The quorum requirement is provided in the IREM Statement of Policies (Article I, Section 1.6) and protects the organization by preventing a very small number of members from taking action on behalf of an entire group.

### Quorum requirement

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

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

## IREM Attendance Policy

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

### IREM Attendance Policy

IREM Statement of Policies (Article I, Section 1.6.9)

Attendance at meetings:

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

## Motions

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

### Important items regarding motions

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

- The maker of motion speaks first and includes any additional rationale or reasoning for bringing it forward; they should provide necessary background/context for the group to understand.
- When a consensus appears, or sufficient time has been spent on discussion – the Chair uses their discretion to call for the vote.

### Motion mistakes to avoid

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

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

### Voting

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

#### Voting requirement:

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

**Majority vote** = more than half of the votes

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

#### Other voting items to consider:

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

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

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

### Voting methods

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

#### Voice-vote (in-person meeting)

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

#### Zoom poll (virtual meetings)

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



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

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

### Process/script for motions & voting

1. Member or Chair makes a motion.  
**MEMBER A / CHAIR:** I move to <state motion>.
2. Chair restates motion; another member seconds or Chair asks for a second  
**CHAIR:** There is a motion to <restate motion> – is there a second?  
**MEMBER B:** Second!
3. Chair opens the floor for discussion  
**CHAIR:** The motion has been moved and seconded. Is there any discussion?
4. Chair restates the motion and calls for the vote  
**CHAIR:** I will now call for the vote to <restate motion>.  
(Voice-vote | in-person meetings) - Those in favor, say "Aye"; those opposed, say "No".  
(Unanimous consent | virtual meetings) - Any objections to passing the motion?\*

**CHAIR:** I will now call for the vote for the motion, as shown on the screen.  
(Zoom poll | virtual meetings) - Please submit your vote using the Zoom poll.  
(Unanimous consent | virtual meetings) - Any objections to passing the motion?\*

\* Note: if a member objects when using unanimous consent, use Zoom poll for vote

5. Chair announces the result of the vote  
**CHAIR:** The motion <passes or fails>.

\*\*Note: if a member objects when using unanimous consent, use Zoom poll for voting.

### Meeting minutes

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

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

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

- » Detailed minutes make it hard to sort out the actions taken from the verbiage.
- » WHO said WHAT is irrelevant – **it's the decisions of the body as a whole that are important.**
- » Discussion is merely a means to an end, not an end in itself.

- » If records are kept of members' arguments, participants can become intimidated or guarded and may fail to express their true opinion, which is essential for good decision-making.
- » Detailed minutes can result in the group taking too much time to correct the minutes – "that's not what I said!"

## Other helpful resources

### Tips for taking control of your meeting [Chairs & Vice Chairs]

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

#### Handling different types of "problem" members

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

##### » The "too participatory" member

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

##### » The "never participatory" member

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

##### » The "parking lot" member

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

##### » The "argumentative" member

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



## Virtual meeting challenges & solutions

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

### Challenge: Zoom options / Technology / Virtual environment

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

### Challenge: Meeting fatigue/scheduling meetings

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

### Challenge: Distractions

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

### Challenge: Participation/lack of discussions & conversations

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

#### Resources from Jim Slaughter, IREM Parliamentarian

- [You Need the Correct Copy of Robert's Rules of Order](#)
- [Board \(or Committee\) Procedures Versus a Membership Meeting or Convention](#)
- Author, [Robert's Rules of Order Fast Track](#)
- Author, [Notes and Comments on Robert's Rules, Fifth Edition](#)



January 22, 2026 | 3:00 pm – 4:15 pm Central

# 2026 IREM® Volunteer Orientation

For those who manage to make a difference.™



Welcome!



2026 President

Mindy Gronbeck, CPM®, CCIM  
HAWKINS, AMO®  
Boise, ID



2026 President-Elect

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



2026 Secretary/Treasurer

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



Welcome!



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



2026 Secretary/Treasurer Nominee  
& Board Director  
Toni Harris, CPM®, ARM®  
KAT Professional Development  
Services, LLC  
Reisterstown, MD



IREM CEO/EVP  
Zach Wahlquist, FASAE, CAE, RCE  
IREM Headquarters  
Chicago, IL



## IREM Volunteer Orientation

### Part 1

#### a) IREM-specific knowledge

- Who we are
- Governance structure
- Decision-making
- Strategic plan

#### b) How to be an effective volunteer

- Commitment to attend meetings
- Accountability... of each other and individually
- Participation with intention
- Respectful debate
- The power of curiosity... how to ask questions



## IREM Volunteer Orientation

### Part 1

#### c) How to be an effective Chair or Vice Chair

- Robert's Rules
- Rules of Order
- Motions
- Facilitating conversation
- Resources



## IREM Volunteer Orientation

### Part 2

#### **Kick-off meeting - specific to your committee or advisory council**

- First group meeting in 2026 = level-setting
- Purpose and scope
- Recap 2025 work
- What to expect in 2026 (i.e., your group's roadmap)





After this orientation

## 2026 IREM Governance Handbook

Available on [irem.org](https://irem.org)

It will include these slides and more!

Review the handbook before your first meeting so you are ready and prepared to be a successful IREM volunteer!



What's in it for you?

### Grow personally and professionally

- Enhance your leadership skills
- Expand your network
- Improve your communications
- Increase your self-awareness and confidence
- Give back to the profession you enjoy
- Impact the future of IREM





What's in it for your company/employer?

Unlock the benefits of volunteering with  
IREM – for you and your company!

Resource available on the website:

[irem.org/about-irem/volunteers-governance](https://irem.org/about-irem/volunteers-governance)



## IREM-specific knowledge

- Who we are
- How we are organized
- How we are governed

For those who manage to make a difference.™

## Organizational structure



### IREM is a 501c6

**Vision:** Thriving communities worldwide empowered by well-managed real estate.

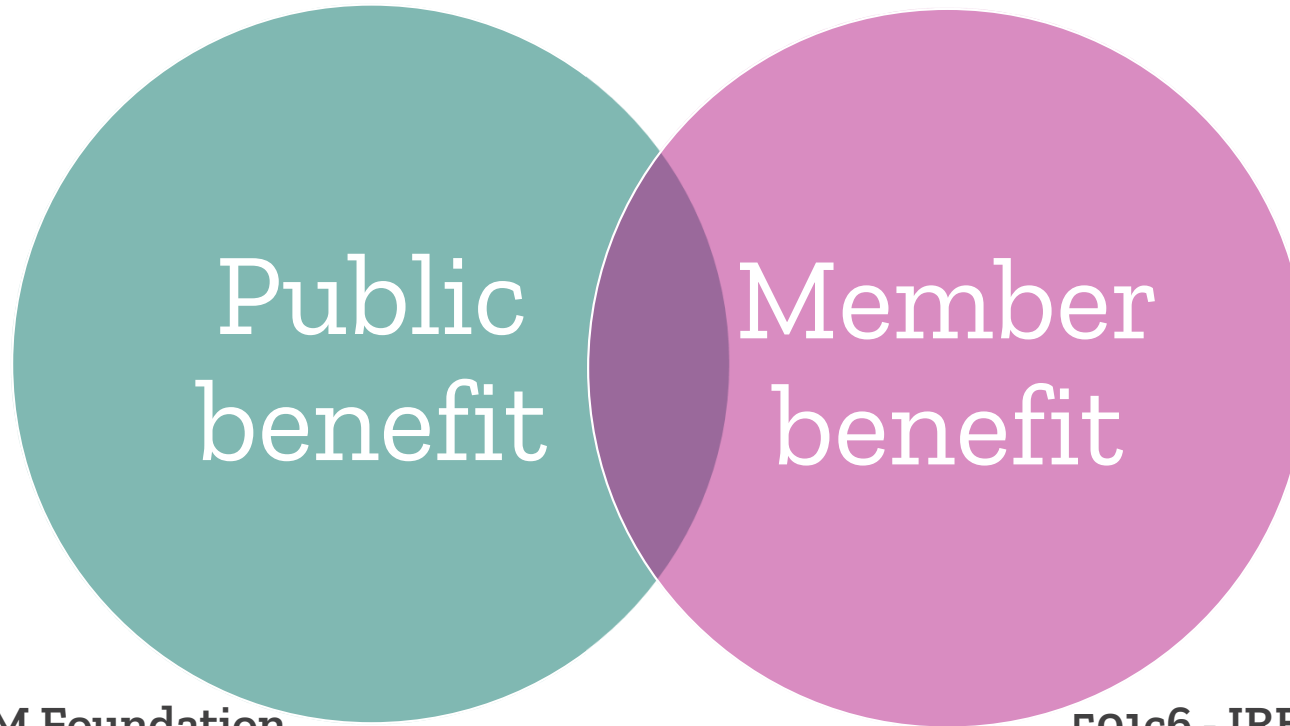
**Mission:** IREM leads the profession of real estate management by providing unparalleled education and certifications, upholding ethical standards, and connecting a global community of peers.

### IREM Foundation is a 501c3

**Vision:** Thriving communities worldwide empowered by well-managed real estate.

**Mission:** We're committed to shaping the real estate management industry by investing in people and practices that advance the quality of real estate impacting daily life.





### **501c3 - IREM Foundation**

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

### **501c6 - IREM**

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



## Organizational structure

IREM is a commercial affiliate of NAR

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



## Organizational structure

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





## IREM governance

- Governance structure
- Flow of decisions
- Reporting

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### What is [association] governance?

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

### Elements of governance:

- **Strategic** – seeing the BIG picture; direction, priorities, and long-term value
- **Operational** – oversight of initiatives (not the day-to-day operations of our business);
- **Cultural** – values; best interest of our members



# 2026 IREM® Volunteer Organizational Chart

Available on [irem.org](http://irem.org)





## Governance structure

- **Governing Council** = highest decision-making body; receives and acts on recommendation from the IREM Board of Directors; **final authority** on decisions affecting bylaws, governance policies, and budget approval.
- **IREM Board of Directors** = keeps IREM **strategically focused** and oversees operating policies; acts as a filter between volunteer groups and Governing Council; may exercise the powers of the Governing Council when the Council is not in session.
- **Standing committees** = listed in IREM Bylaws (details in SOPs); develop policies and provide guidance for programs that are **focused on the core business functions essential to IREM**.
- **Advisory councils** = included in SOPs only; provide guidance, expertise, and advice for IREM programs that are **focused on the real estate management profession and serving members**.
- **Ethics panels** = are the **enforcement bodies** for the IREM Code of Professional Ethics and AMO Code of Professional Ethics.



## Governance structure

**Ad hoc groups** = formed when needed for a specific purpose

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



## Reporting

### Standing committees

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

### Advisory councils

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

### Ethics panels

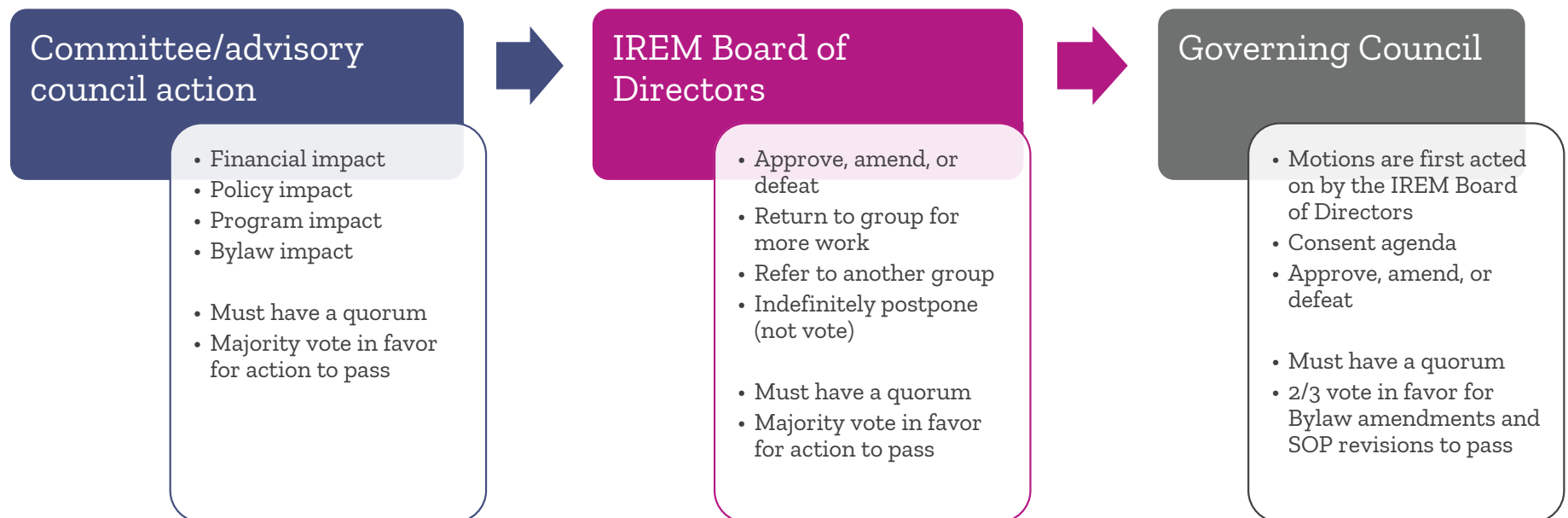
- Reporting/decisions of the ethics panels are defined in IREM SOPs; in summary, these groups may be required to report decisions and do so by publishing information in JPM (i.e., a member termination)

### Ad hoc groups

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

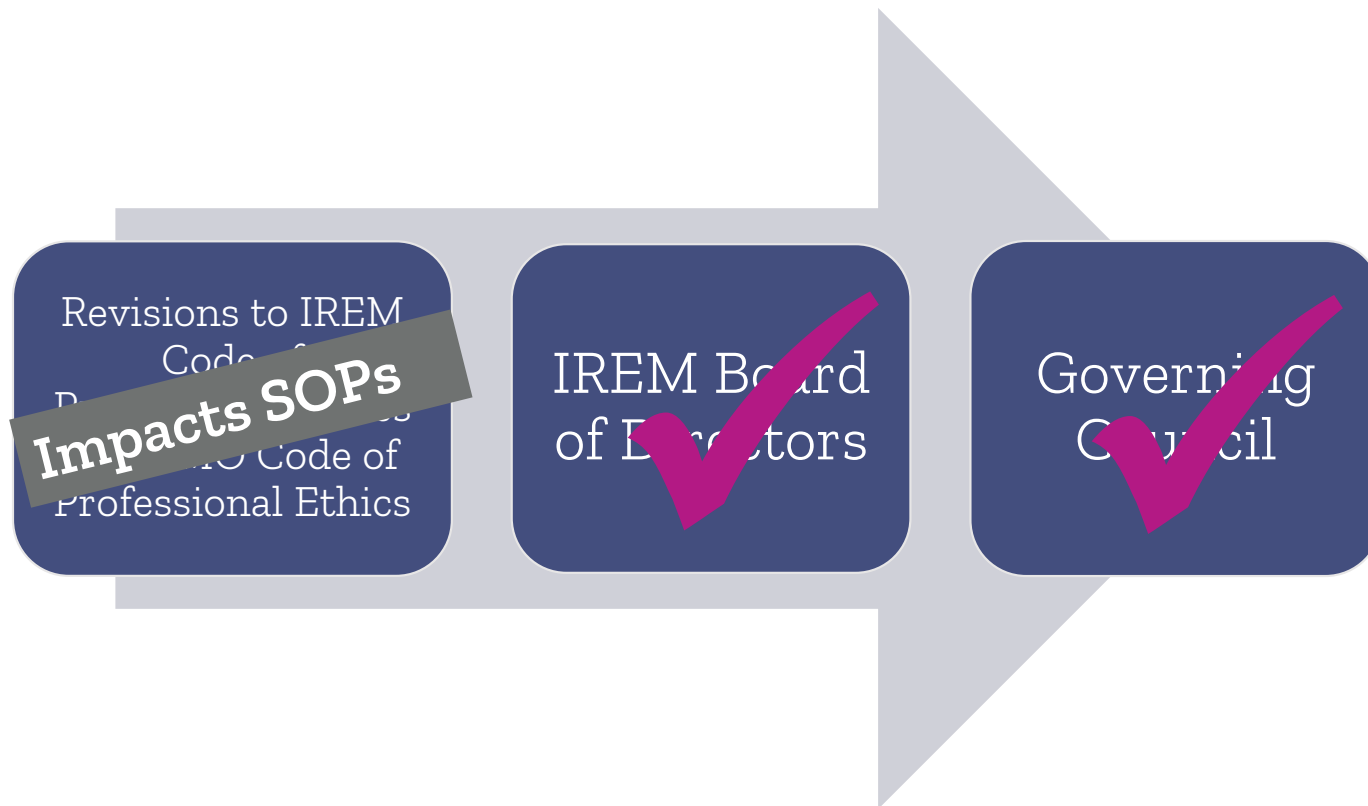


## Flow of Decisions





## Example: Ethics Committee







# Knowledge-based decision making

- Information
- Dialogue
- Deliberation
- Action

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# Knowledge-based decision making



## Information

Collect relevant facts and info via research, trends/data, scanning, expert opinions, and other sources.

Everyone starts with the **same facts**, reducing bias and leveling the playing field; prevents premature debate.



## Dialogue

Illuminate the matter by sharing ideas, evaluating options, identifying risks, and asking questions.

Dialogue builds **shared meaning**; everyone understands not just the data, but the *implications* of the data.



## Deliberation

Identify and weigh the advantages and disadvantages of the matter.

Deliberation is **structured and strategic**, not political; determine what decision best serves the association/ members - not individual preferences.



## Action

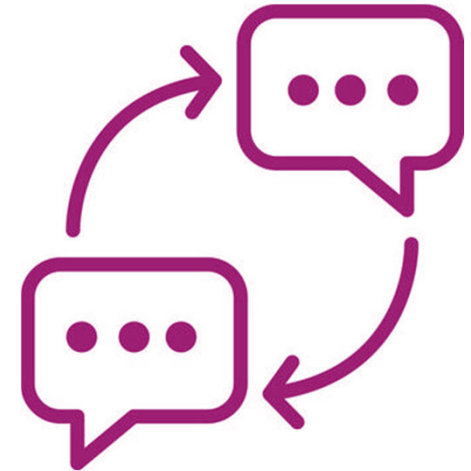
Reach a conclusion through a vote on the matter; **Motion/ Vote Required** on agendas.

The group has a clear understanding of the issue, making the final decision more **cohesive, easier to endorse, and implement**.



# Good governance starts with **DIALOGUE**

- Have open, exploratory conversations
- Learn how to surface assumptions and values
- Build shared understanding before debating solutions

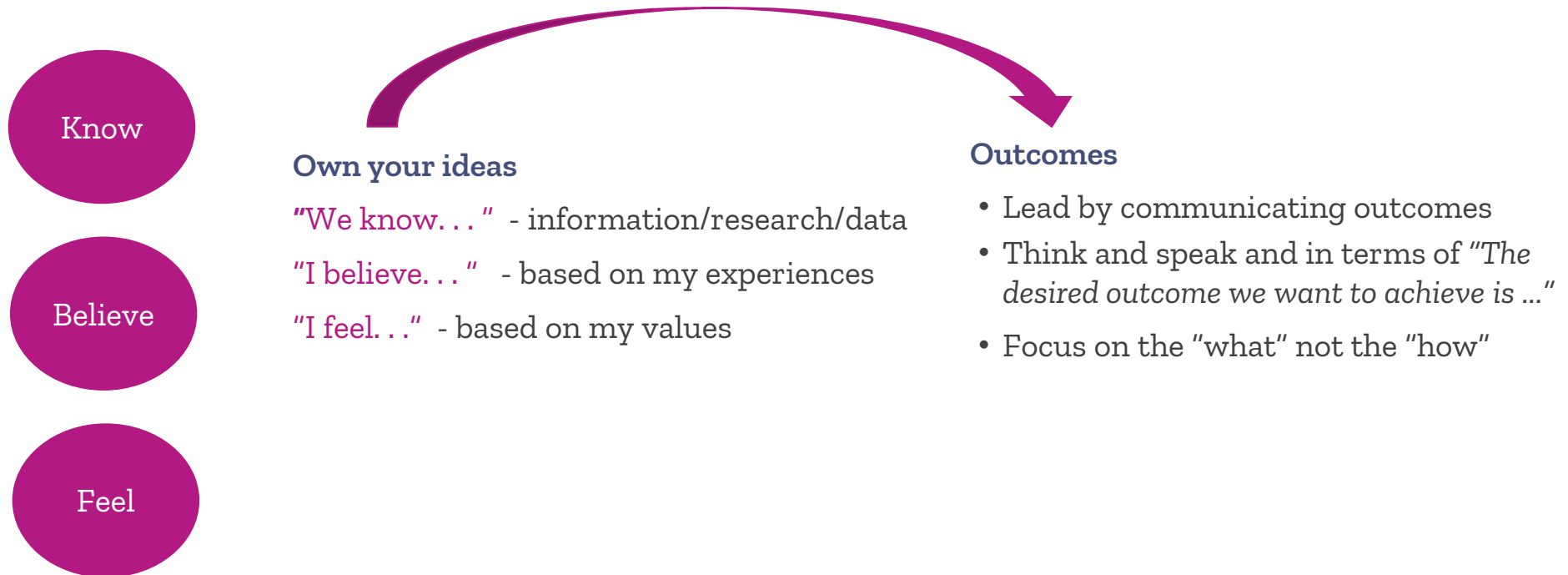


## **Questions to consider for productive dialogue:**

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



## Considerations for Dialogue





Purpose statement:  
"Ensure diversity, equity, and  
inclusion"

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

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

## EQUALITY VERSUS EQUITY





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

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

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





DEI is a process and a goal.

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

**A process:** ongoing; can be measured; objective.

**A goal:** once achieved, time to set a new goal; run our processes over again, creating a sustainable routine.

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



IREM's definition of diversity can guide your way.

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

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



### Next steps

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



# How to be an effective volunteer

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### How to be an effective volunteer

- Commitment to attend meetings and come prepared
  - All volunteers signed leadership integrity & COI policy and the IREM Attendance Policy
  - Some groups require NDAs
  - Attendance is taken
  - Review agendas in advance, respond to requests
- Hold yourself and each other accountable
  - Show up and share your personal and professional experiences
  - Work together as a team
  - Support the decisions of the group
- Have respectful debate
  - It's ok to "agree to disagree"



### How to be an effective volunteer

- Participate with intention, use the power of curiosity
  - Contribute to discussions, be curious and ask questions
  - Lean in on seasoned volunteers
- Everyone has a voice – share it
  - All perspectives are needed – from new volunteers to seasoned volunteers
- Remember knowledge-based decision-making – information, dialogue, deliberation, action

## Ground Rules

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



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





## Roadmaps for committees and advisory councils

Where your group is going in 2026, driven by:

1. Purpose of your volunteer group
2. Strategic plan
3. 2026 operating plan and budget
4. Carry over projects from 2025





A look ahead...

### **IREM Governance Handbook**

- You'll receive the handbook following this orientation from [ivolunteer@irem.org](mailto:ivolunteer@irem.org) and it will be posted on irem.org.
- Be sure to review prior to your first meeting this year!

### **Kick-off meetings**

- All committees and advisory councils will have their kick-off meetings soon; ethics panels will have a more in-depth onboarding for their work

Register today!

April 7-9, 2026 | Austin, TX



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



# Thank you for being an IREM volunteer!

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January 21, 2026 | 3:45 pm – 4:15 pm Central

# 2026 Chair & Vice Chair Orientation

For those who manage to make a difference.™



Welcome!



Parliamentarian  
Jim Slaughter  
Law Firm Carolinas



## Agenda

- Parliamentary Survival Skills for IREM Leaders (Jim Slaughter)
  - Documents hierarchy
  - Why Robert's Rules?
  - Rules of order
  - Motions
  - Additional resources



# Parliamentary Survival Skills for IREM Leaders

Jim Slaughter - Parliamentarian

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## Overview

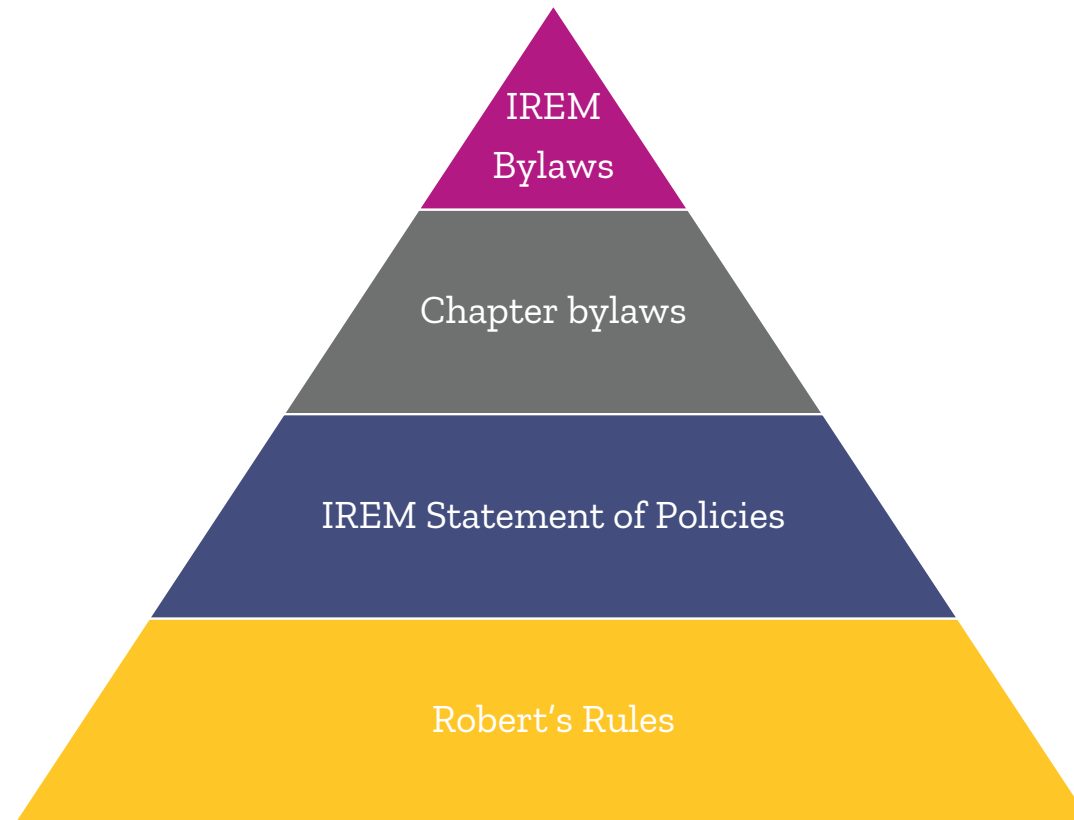
- Documents Hierarchy
- Bylaws
- Why Robert's Rules?
- What rules to Follow?
- Making a Motion
- Handling a Motion
- Resources







## Governing authorities





## Bylaws

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



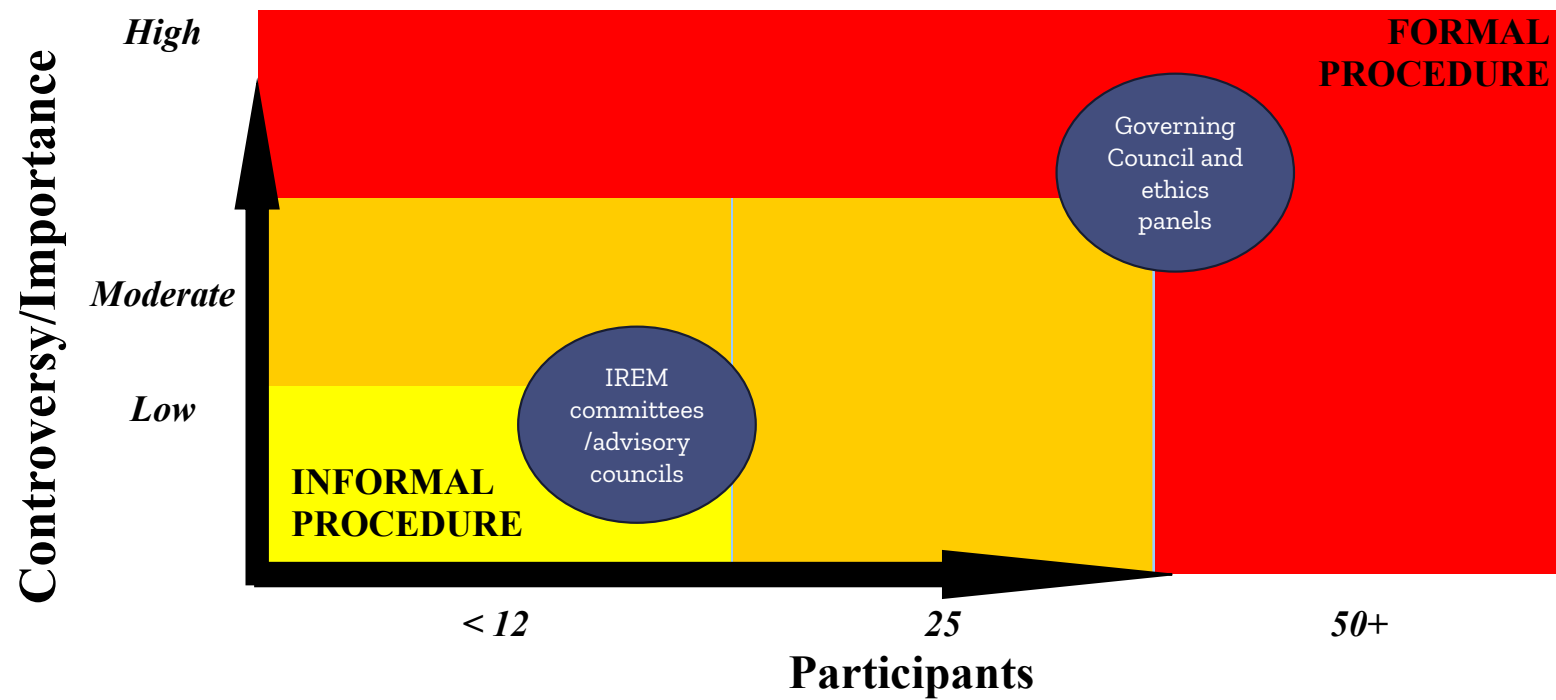
## Why Robert's Rules?

IREM Bylaws - Article XII

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



Scale





## IREM culture

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





### Order of business

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





## Importance of quorum

# Quorum =

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



## Minutes

# Minutes =

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



## Planning

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



### Virtual meetings

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



## Presiding

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





The MOST important role...

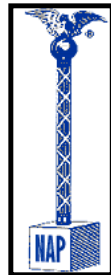
**Chairs set the  
tone in and out of  
meetings.**



## Resources



American Institute of  
Parliamentarians



National Association of  
Parliamentarians



Thank you!

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# Roles of Chairs, Vice Chairs, and HQ Liaisons

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### Chair's role and responsibilities

## Chairs are responsible for facilitating productive meetings!

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





### Vice Chair's role and responsibilities

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

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



## HQ Liaison's role and responsibilities

### HQ Liaisons are your partners!

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



# Thank you for being an IREM leader!

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