

# Arizona REALTORS®

## 2026 Board of Directors Orientation



# Arizona REALTORS®

## PURPOSE:

To serve its members by providing and promoting services to enhance members' abilities to conduct their businesses with integrity and competency *and* to promote the extension and preservation of private property rights.



# Governed by the Bylaws, Policies and Official Statements

- 501(c)(6) Corporation governed by its Articles of Incorporation, the Arizona Non-profit Corporation Act and its
- Bylaws, Policies, and Official Statements



[AARonline.com/about-us/governing-documents](http://AARonline.com/about-us/governing-documents)



# Comprised of Approximately 55,000+ Arizona REALTORS®

Led by a 120+ Member Board of Directors  
and 15 Member Executive Committee



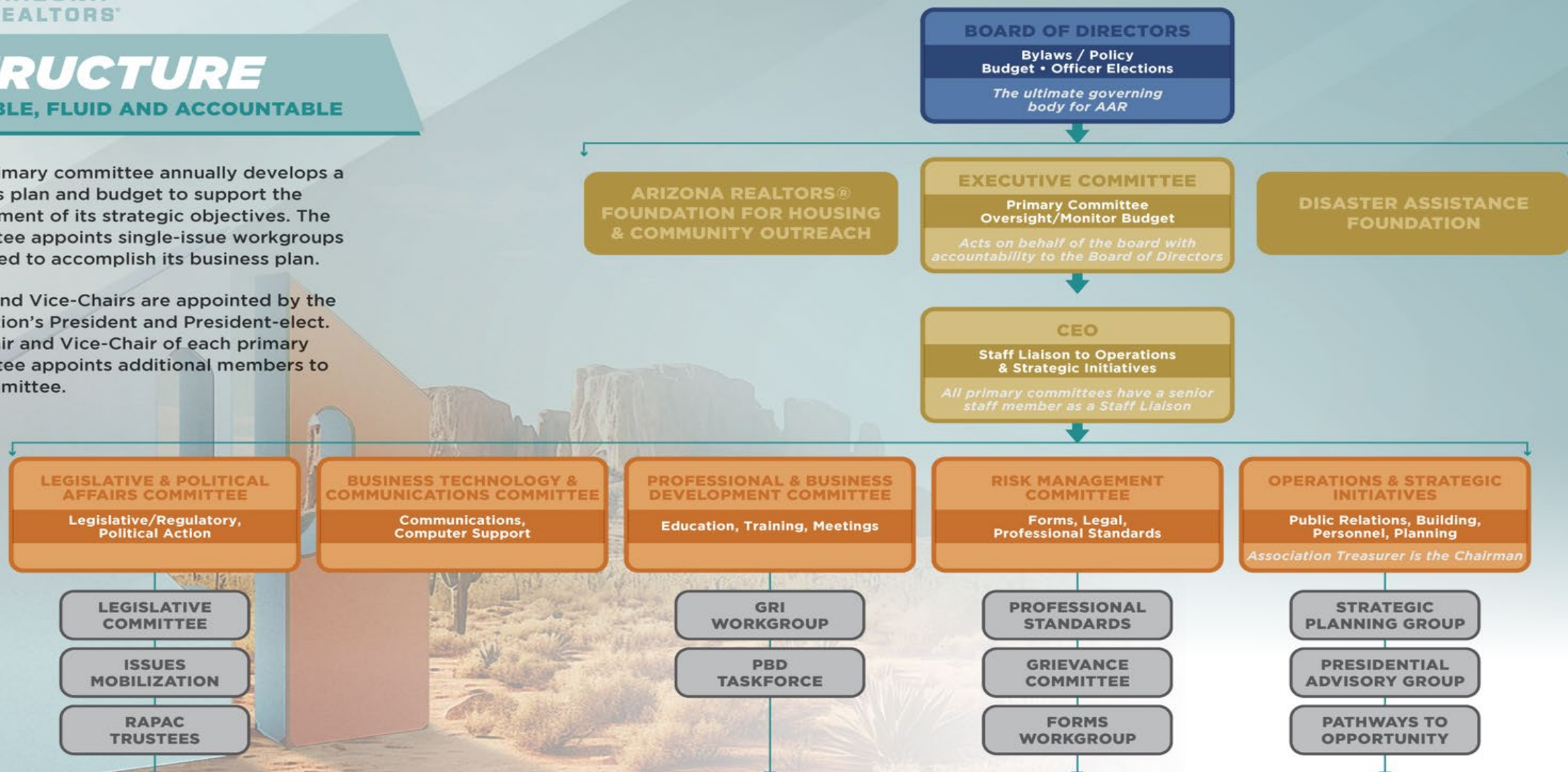


# STRUCTURE

**FLEXIBLE, FLUID AND ACCOUNTABLE**

Each primary committee annually develops a business plan and budget to support the achievement of its strategic objectives. The committee appoints single-issue workgroups as needed to accomplish its business plan.

Chairs and Vice-Chairs are appointed by the association's President and President-elect. The Chair and Vice-Chair of each primary committee appoints additional members to the committee.



# Selection of Arizona REALTORS® Directors

- **Quota Directors** are Selected by Local associations – the number of directors from each association depends on the size of the association’s membership. Each association has at least one director.
- **Non-quota Directors** include:
  - All elected Officers (Line Officers and Regional Vice Presidents);
  - Arizona quota Directors of the National Association of REALTORS®;
  - Three (3) most immediate past presidents of the Arizona REALTORS® who hold active membership in the state association and are willing to serve;
  - Chairs of the four (4) Primary Committees;
  - Four (4) representatives of the Arizona state chapters of the Institutes, Societies and Councils (ISCs) of the National Association of REALTORS®;
  - Two (2) chief staff officers from the Member Board or Regional Multiple Listing Service (MLS);
  - One (1) representative from each of five (5) largest firms in the large firm category,
  - One (1) representative from each of four (4) largest firms in the medium firm category, and
  - One (1) representative from each of two (2) firms in the small firm category, per number of REALTOR® members; and
  - One (1) representative from an “outside” organization selected annually by the Arizona REALTORS® president.



# Board of Directors Responsibilities & Authority

<https://www.aaronline.com/board-of-directors-responsibilities-and-authority/>

## Bylaws Citations

### ARTICLE VI

**Section 4** – The Board of Directors shall elect and remove AAR officers and National Director Nominees, approve the annual budget and dues, approve withdrawals from the Operating or Capital Reserves, other than as noted in Article IV, Sections 1 and 2, and amend AAR's Bylaws and Policies except Professional Standards policies, which may be approved by AAR's Executive Committee. AAR's accounts shall be audited annually by a certified public accountant.

**Section 5** – AAR shall conduct Directors' meetings no less than two (2) times annually. Special meetings of the Board of Directors may be called by the President or by any fifteen (15) Directors. Written notice of a special meeting shall be sent by mail to all Directors at least ten (10) days before the date of the meeting or by electronic mail at least five (5) days before the date of the meeting. Directors may not participate in Directors' meetings by agent, representative or proxy, except alternates for quota Directors may be designated in the absence of a quota Director without notice at Board of Directors meetings, however, said alternate shall register at Directors' attendance desk and provide verification by an officer of said Member Board prior to voting.

**Section 7** – A quorum of the Board of Directors shall consist of Directors constituting at least one-third of the total number of AAR Directors of which there must be representatives from at least one-third of the total number of Member Boards present.

**Section 8** – The latest available financial statements reflecting AAR's financial status shall be mailed or otherwise distributed to each voting Director at least fifteen (15) days prior to the scheduled date of each regular meeting of the Board of Directors. A copy of the proposed annual budget shall be mailed or otherwise distributed to each voting Director at least fifteen (15) days prior to the scheduled date of the Directors Meeting at which the annual budget shall be submitted for adoption.



# Director Responsibilities

## **BOD** Responsibilities include:

- Elect and/or Remove Officers and National Director nominees
- Leadership Appointments (Officers, Primary Committee Chairs)
- Approve the annual budget and dues
- Approve withdrawals from the Operating or Capital Reserves and allocations of Operating Surplus
- Approve amendments to the Bylaws, Policies, and Official Statements
- Approve amendments to the Legislative Policies





# Board of Directors Fiduciary Duties

## **BOD** Fiduciary Duties include:

- Become knowledgeable with the Arizona REALTORS®
  - Strategic Plan
  - Bylaws, Policies, and Official Statements
  - Annual Budget
- Be prepared for meetings and review meeting materials
- Ask questions and participate in discussions
- Act in good faith and in the state association's best interests



# Harassment/Discrimination

- **Arizona REALTORS® Anti-Harassment Policy**

## **G.11 – HARASSMENT**

AAR fully supports the rights of all its members and employees to work in an environment free from harassment. Harassment means any conduct (verbal, physical, visual, electronic or by other means) including threatening or obscene language, unwelcome sexual advances, stalking, actions including strikes, shoves, kicks or other similar physical contacts, or threats to do the same, or any other with the purpose or effect of unreasonably interfering with an individual's work performance by creating a hostile, intimidating, or offensive work environment. Any member or employee who believes that he or she has been the subject of harassment should immediately report the improper conduct to the association CEO or General Counsel. If for any reason the member or employee is not comfortable contacting the CEO or General Counsel, then the member or employee should contact the association President. Reports of harassment will be investigated promptly by Association legal counsel. Pending the investigation of any complaint, the individual named in the complaint may be asked not to participate in Association functions until the matter is resolved. The results of the investigation shall be presented to a five member Executive Committee panel, which may impose any disciplinary action authorized by the *Code of Ethics and Arbitration Manual*, at the discretion of the Association.

- **NAR Code of Conduct and Anti-Harassment Policy** - NAR General Counsel and Chief Member Experience Officer Jonathan Waclawski reviews the NAR Code of Conduct and Anti-Harassment Policy, which applies to all NAR-related meetings, events, and communications.

<https://www.nar.realtor/videos/video-nar-code-of-conduct-and-anti-harassment-policy>



# Board of Directors Meetings

During your one-year term as a Director, you will be asked to attend two Board meetings:



**MARCH** in conjunction with the Arizona REALTORS® Spring Conference  
**OCTOBER** in conjunction with the Arizona REALTORS® Leadership Conference  
*Special meetings may be called on rare occasions.*



# Regional Caucuses

Prior to every Board meeting, a Regional Caucus will be held to discuss local issues. The Caucus is led by the Regional Vice President.



Each Board member is encouraged to attend their Region's Caucus.





# Board Meeting Preparation

- Prior to each meeting, every board member should read:
  - Agenda
  - Executive Committee Update (including all motions)
  - Previous Meeting Minutes
  - Committee Reports
- Ask any questions or request additional information



# Obtaining Board Meeting Materials

- All meeting materials will be provided electronically via our new meeting portal “Govenda”:



<https://app.govenda.com/signin>

- Additional Board of Directors resources can be found on the association's website: [AARonline.com/about-us/leadership-and-volunteers](http://AARonline.com/about-us/leadership-and-volunteers)

For assistance: [christinasmall@aaronline.com](mailto:christinasmall@aaronline.com)



# Board Meeting Check-In

All Directors **MUST** check in at the Director's attendance desk which is generally located at the back of the meeting room.

If you are unable to attend the Board meeting:

- **Quota Directors**

Contact your local association AE, so they can assign an alternate

- **Non-quota Directors**

Contact [MonicaSchulik@aaronline.com](mailto:MonicaSchulik@aaronline.com)



# Board of Directors Voting

**Directors shall be entitled to only one (1) vote. (Article VI – Section 3)**



**Vote counts for Officer and National Director elections shall *not* be given verbally. (Policy Statement A.4) These votes are by paper ballot.**





# Conflict of Interest

## Policy Statement A.8

- **Directors** should avoid placing themselves in situations where their personal interests may conflict with the interests of the state association
- **Directors** should, at all times, avoid the appearance of a conflict of interest.
- **Directors** duties should be performed in good faith and for the benefit of the Arizona REALTORS®.



# If You Have a Conflict of Interest

## Directors with a conflict of interest:

- **Shall immediately disclose** the existence and nature of the conflict at the outset of discussions.
- **May not participate** in the discussion relating to the issue other than to respond to questions asked of them.
- **May not vote** on any issue in which they have a conflict of interest.
- **Should not be present** when the vote on the issue is taken.



# Arizona REALTORS® Financials

Arizona REALTORS® has 30+ financial accounts that are classified into four categories:

1. Operating Accounts
2. Reserve Accounts
3. Political Accounts
4. Charitable Accounts  
Two separate 501(c)(3) corporations



# Operating Budget & Monthly Financials

The **Operating Budget** is based on the Strategic Plan & Primary Committee business plans.

## Monthly Financials

report actual Operating Budget income & expenditures and Reserve Account activity.

The **Capital Budget** is reported quarterly.

 ARIZONA REALTORS®		
2026 Operating Budget		
2025 Budget	Primary Committee	2026 Budget
\$ (892,012.84)	Legislative & Political Affairs	\$ (767,082.91)
\$ (346,108.20)	Risk Management	\$ (336,927.46)
\$ (1,064,852.23)	Business Technology & Communications	\$ (703,406.92)
\$ (464,858.88)	Professional & Business Development	\$ (357,389.26)
\$ 3,003,287.51	Operations & Strategic Initiatives	\$ 2,333,266.09
\$235,455.36	* Net (Expense)/Income Totals *	\$ 168,459.54

### MONTHLY FINANCIAL NOTES August 2025 Income/Expense Summary (Operating Budget vs. Actual)

2025 Y-T-D	Actual	Budget	Variance
Income			
Dues	\$ 8,922,520.83	\$ 8,431,680.00	\$ 490,840.83
Other	\$ 528,116.36	\$ 467,128.24	\$ 60,988.12
Total Income	\$ 9,450,637.19	\$ 8,898,808.24	\$ 551,828.95
Expenses	\$ 4,618,039.09	\$ 5,312,503.18	\$ (694,464.09)
Net Income (Loss)	\$ 4,832,598.10	\$ 3,586,305.06	\$ 1,246,293.04

Year-to-date income exceeds expenses by \$4,832,598.10. This amount compares favorably with the projected net income of \$3,586,305.06 for the reporting period; therefore, we have a positive year-to-date variance of \$1,246,293.04.





# Elections of Officers & National Directors

## Article VII

ARIZONA ASSOCIATION OF REALTORS®

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**APPLICATION FOR ELECTED OFFICERS**

**Candidate for the office of:**

☐ President-elect   ☐ First Vice President   ☐ Treasurer   ☐ Regional Vice President

☐ Other: \_\_\_\_\_

Name: \_\_\_\_\_

Firm: \_\_\_\_\_

Business Address: \_\_\_\_\_

City: \_\_\_\_\_, Arizona   Zip Code: \_\_\_\_\_

Email: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Ext: \_\_\_\_\_ Fax: \_\_\_\_\_

Number of Years Licensed: \_\_\_\_\_ NRDS#: \_\_\_\_\_

**Criteria:** *The following are the minimum criteria, per Arizona REALTORS® Bylaws, which must be met to qualify for the above listed offices.*

**(A) REALTOR® member in good standing.**  
Name of the local board/association in which you hold membership: \_\_\_\_\_

**AND**

**(B) Knowledge of the Arizona REALTORS® Strategic Plan objectives.**  
☐ I do have knowledge   ☐ I do not have knowledge

**AND**

**(C) Served as an elected officer of a local board/association for at least one (1) year.**  
Office held: \_\_\_\_\_ Year(s): \_\_\_\_\_

**OR**

**Served at least three (3) years as an elected, or appointed, Arizona Association of REALTORS® Director.**  
☐ Elected year(s): \_\_\_\_\_   ☐ Appointed year(s): \_\_\_\_\_

**OR**

**Served at least one (1) year on the Arizona Association of REALTORS® Executive Committee.**  
☐ Yes, year(s): \_\_\_\_\_   ☐ No

Are you aware of the responsibilities, cost, and time requirements to serve the office for which you are applying? ☐ Yes   ☐ No

*I acknowledge that during my term as Treasurer, First Vice President, President-elect, President, and Immediate Past President, I will not be hired for a fee as an educational instructor or speaker by the Arizona Association of REALTORS®.*

I certify that the foregoing information is accurate \_\_\_\_\_

APPLICANT'S SIGNATURE

*Please include your bio and a candidate statement addressing any information you would like to share with the Board of Directors prior to the election.*

Acknowledged by: \_\_\_\_\_

LOCAL ASSOCIATION EXECUTIVE OR PRESIDENT

- **Officers and National Directors (if any)** are elected at the first meeting and installed at the last meeting.
- A member seeking election must complete an application prior to the deadline.

[AARonline.com/about-us/aar-officer-elections](http://AARonline.com/about-us/aar-officer-elections)



# Executive Committee of the Board of Directors

The Executive Committee *oversees* the transaction of the Arizona REALTORS® business and finances and reports the substance of actions to the Board of Directors.

[AARonline.com/about-us/leadership/executive-committee](http://AARonline.com/about-us/leadership/executive-committee)

## Executive Committee Composition:

- Elected Officers: President, President-Elect, First Vice President, Treasurer
- Five Regional Vice Presidents (elected from each region with BOD approval);
- Primary Committee Chairs (appointed by the President with BOD approval);
- AE Representative (appointed by the President with BOD approval);
- Immediate Past President
- CEO (has no vote)

REGION 1	REGION 2	REGION 3	REGION 4	REGION 5
Local Associations: BULLHEAD CITY/MOHAVE VALLEY ASSOCIATION OF REALTORS® KINGMAN/GOLDEN VALLEY ASSOCIATION OF REALTORS® LAKE HAVASU ASSOCIATION OF REALTORS® YUMA ASSOCIATION OF REALTORS®	Local Associations: WeSERV WEST & SOUTHEAST REALTORS® OF THE VALLEY	Local Associations: CENTRAL ARIZONA BOARD OF REALTORS® NORTHERN ARIZONA ASSOCIATION OF REALTORS® PRESCOTT AREA ASSOCIATION OF REALTORS® SEDONA/VERDE VALLEY ASSOCIATION OF REALTORS® WHITE MOUNTAIN ASSOCIATION OF REALTORS®	Local Associations: PHOENIX REALTORS® SCOTTSDALE AREA ASSOCIATION OF REALTORS®	Local Associations: GREEN VALLEY/SAHUARITA ASSOCIATION OF REALTORS® TUCSON ASSOCIATION OF REALTORS®



# 2026 EXECUTIVE COMMITTEE

ARIZONA REALTORS®  
2026 STATE  
**LINE OFFICERS**



President  
*Lisa Paffrath*



President-elect  
*Shane Cook*



First Vice President  
*Paul Baker*



Treasurer  
*M. Teresa Rubio*





# 2026 EXECUTIVE COMMITTEE

ARIZONA REALTORS®  
2026 REGION  
***VICE PRESIDENTS***



Region 1  
***Mike  
Porter***



Region 2  
***Susan  
Herber***



Region 3  
***Jeanelle  
Shearer***



Region 4  
***Christy  
Walker***



Region 5  
***Cathy  
Erchull***



# 2026 EXECUTIVE COMMITTEE

ARIZONA REALTORS®  
2026 PRIMARY  
**COMMITTEE CHAIRS**



Business Technology &  
Communications

*Esteban Rosales*



Legislative &  
Political Affairs

*Clark Jones*



Professional & Business  
Development

*Norma Dotson*



Risk  
Management

*Wendy Shaw*





# 2026 EXECUTIVE COMMITTEE

ARIZONA REALTORS®  
2026 STATE EXECUTIVE  
**COMMITTEE MEMBERS**



Immediate  
Past President  
*Sindy Ready*



Local AE  
Representative  
*Roger Nelson*



Arizona REALTORS®  
CEO  
*Scott Drucker*



# Operations & Strategic Initiatives

## CEO Responsibilities

- **Line Officer Meetings**
- **Executive Committee Orientation & Meetings**
- **Board of Directors Meetings**
- **Planning Session & Strategic Plan Development**
- **Budget Development**
- **Association Financials**
  - Dues Collection/Reconciliation
  - RAPAC Collection/Reconciliation
  - Monthly Reports
- **Reserve Funds & Investments Management**
- **Line Officer Spokesperson Training**
- **Presidential Advisory Groups**
- **Pathways to Opportunity Committee**
- **Association Relations**
  - AE Workshop
  - Regular Communication
  - Core Standards Certifications
- **NAR Meeting Coordination**
- **Region 11 Meeting Coordination and RVP Support**
- **ARDAF Management**
- **ARFHCO Management**
- **Public Relations**
- **Building Maintenance and Improvements**
- **Tenant Oversight**
- **Personnel Management**



# Public/Media Relations

[www.aaronline.com/media-contacts-coverage/](http://www.aaronline.com/media-contacts-coverage/)

**The real estate industry is vital to Arizona.**  
*Real estate brought more than \$75 billion into our economy last year.  
The economic impact of a single home sale is more than \$88,000.  
And home has never been more important.*

**Arizona's REALTORS® continue to:**


- ADVOCATE** for your real estate interests at the federal, state and local government
- HELP** you negotiate the best deal, while avoiding delays or costly mistakes
- TRANSLATE** complex real estate contracts, terms, rules and laws
- PROMOTE HEALTH and SAFETY** while completing your real estate transaction efficiently
- IMPROVE** our communities for all Arizonans

Arizona REALTORS®...the best prepared real estate practitioners with the highest standards

**THAT'S WHO WE** 


  
255 E. Osborn Rd., Suite 200 • Phoenix, AZ 85012 • Telephone: 602.248.7787 • [www.aaronline.com](http://www.aaronline.com)

[facebook.com/aaronline](https://facebook.com/aaronline) [twitter.com/AARSuccess](https://twitter.com/AARSuccess)  
[instagram.com/arizona\\_realtors/](https://instagram.com/arizona_realtors/) [youtube.com/aaronline](https://youtube.com/aaronline)




**A REALTOR® CAN:**  
Phase Two of the Consumer Advertising Campaign

The Arizona REALTORS® is pleased to announce phase two of its consumer advertising campaign highlighting the benefits of working with a REALTOR®. The theme, "A REALTOR® CAN," is designed to show consumers how using a REALTOR® can make the transaction significantly smoother than going it alone.

 **HIRE AN AZ REALTOR®**

A REALTOR® is a member of the National Association of REALTORS®.



 **DAILY INDEPENDENT**

**Why safety should be at the forefront of every Realtor's mind**

Posted Sunday, September 28, 2025 12:00 pm

**By Kristine Vowles | Scottsdale**

As Realtors, meeting unfamiliar people in vacant homes, holding open houses alone and working long hours in unpredictable situations are all a part of the job. While most of our day-to-day interactions are safe and professional, the reality is that risks do exist. Safety cannot be left to chance – it must be intentional.

Years ago, I experienced a sudden and violent attack from a stranger while leaving a client showing. That moment changed how I approach my work forever, and it's why I encourage others to put safety first. And I am not alone.



REAL SOLUTIONS. REALTOR® SUCCESS

Arizona Association of REALTORS®

# Primary Committees

[AARonline.com/about-us/aar-committee-volunteer-info](http://AARonline.com/about-us/aar-committee-volunteer-info)

- **Business Technology & Communications**
- **Legislative & Political Affairs**
- **Professional & Business Development**
- **Risk Management**

*Each department establishes workgroups, committees and forums as needed.*

## COMMITTEE HANDBOOK





# Legislative & Political Affairs Oversight

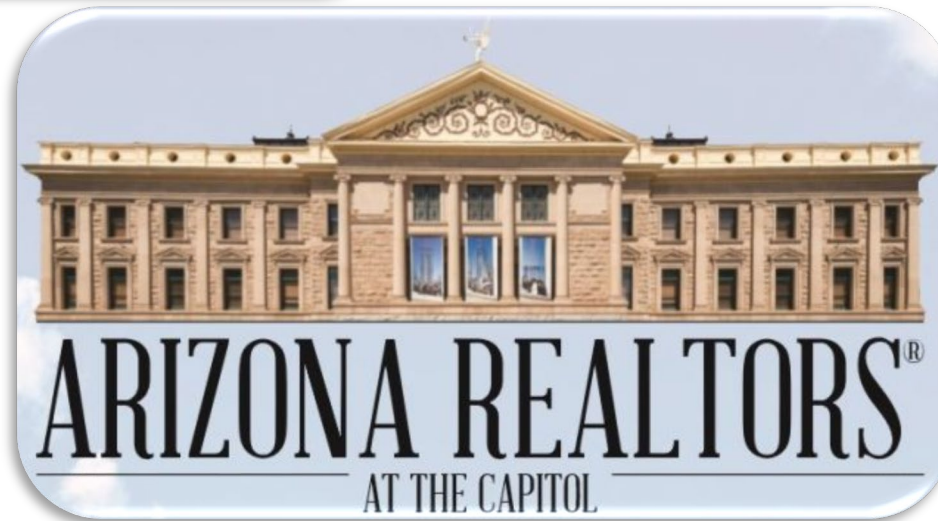
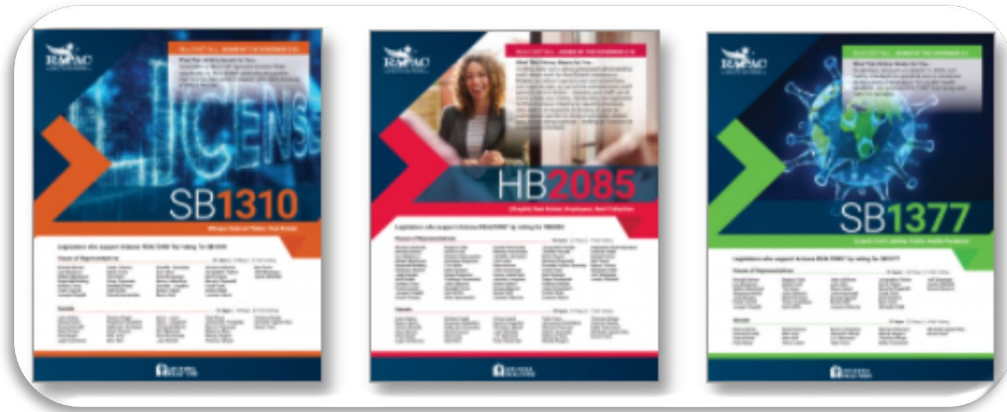
- Legislative Committee Meetings
- Legislative Advocacy
- REALTOR® Day at the Capitol
- Legislative Policy Development
- REALTOR® Caucus
- REALTOR® Party Fundraising (RAPAC/Issues Mob)
- RAPAC Dues Collection
- RAPAC/Issues Mobilization Accounting and SOS Reporting
- RAPAC Trustees Meetings
- Key Contact Program
- Issues Mobilization Committee Meetings
- Election Year Activities (endorsements/voters guides)
- Political Research
- Federal Liaison Support (FPCs)
- Grassroots/CFA Support
- Governmental Communications
- ADRE Advisory Board
- Regulatory Interface with State Agencies





# REALTORS® of Arizona Political Action Committee (RAPAC) REALTORS® Issues Mobilization Committee (RIMC)

[AARonline.com/voice-at-the-capitol](http://AARonline.com/voice-at-the-capitol)



# Business Technology & Communications Oversight

- Lone Wolf Transaction Desk
- AuthentiSign
- Breeze
- Live Telephone Support
- Tech Helpline
- AIR CRE Commercial Forms
- Tech Marketplace
- Technology Information
- Third-party Forms Licensing and Monitoring
- Member Communications



# Business Tools

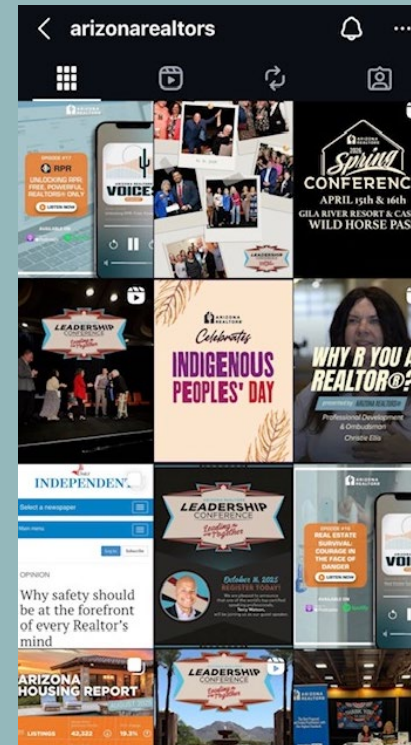
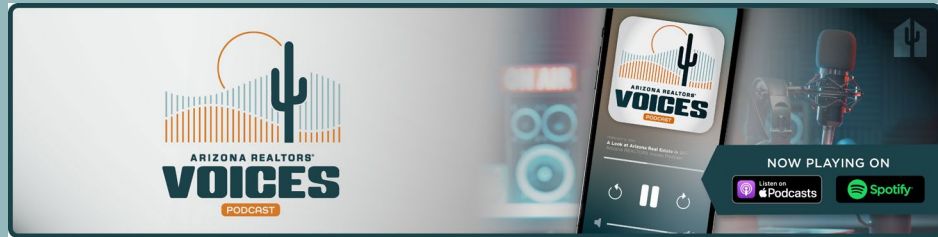
[AARonline.com/efficient-business-tools](http://AARonline.com/efficient-business-tools)





# Member Communications

[AARonline.com/stay-informed/arizona-realtor-voice](http://AARonline.com/stay-informed/arizona-realtor-voice)



REAL SOLUTIONS. REALTOR® SUCCESS

Arizona Association of REALTORS®

# Professional & Business Development Oversight

- Graduate REALTOR® Institute
- Leadership Training Academy
- Instructor Development Workshops
- REALTORS® Certified Risk Management Specialist Program
- Certified Residential Property Manager
- R.I.S.E.
- Broker University
- Live Streaming Remote CE Classes
- Education Webinars and Videos
- Education and Instructor Development
- New Agent Navigation
- Arizona REALTOR® Spring Conference
- Leadership Conference
- Industry Partners Conference
- Trends Summit
- Broker Summit





# Conferences & Education

[AARonline.com/increase-knowledge](http://AARonline.com/increase-knowledge)



# Risk Management Oversight

- Forms Development & Revisions
- Legal & Legislative Support
- Legal Hotline Administration
- Risk Management Education
- Broker Manager Quarterly
- Agent Safety Alert Program
- Regulatory Interface
- Grievance Committee
- Professional Standards
- Administer Ethics Complaints & Arbitration Requests
- Mediation Program
- Ombudsmen Program
- PS Education & Training

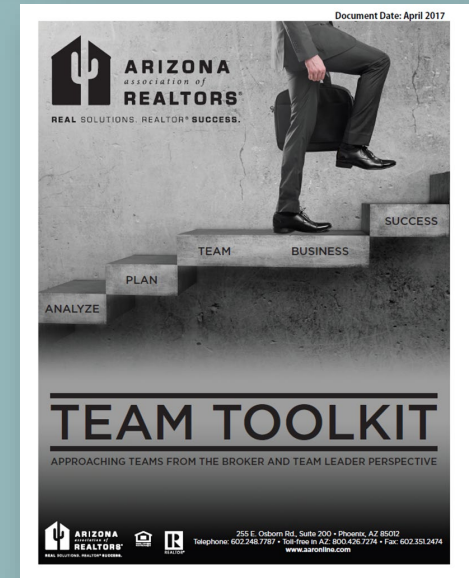


# Risk Management

[AARonline.com/manage-risk](http://AARonline.com/manage-risk) | [AARonline.com/resolve-disputes](http://AARonline.com/resolve-disputes)



AgentSafetyAlert.com



# Arizona REALTORS® Charitable Work

- Arizona REALTORS® Disaster Assistance Foundation (ARDAF)



- Arizona REALTORS® Foundation for Housing & Community Outreach (ARFHCO)



# THANK YOU for serving on the Arizona REALTORS® Board of Directors

If you have any questions, concerns or need any assistance,  
please contact us.

**602.248.7787 / 800.426.7274 (Toll Free in AZ)**

**Staff Directory:** [AARonline.com/about-us/leadership/staff-directory](http://AARonline.com/about-us/leadership/staff-directory)





