

State Network Purpose and Roles

Purpose

Women's Council state networks, regardless of size, have as their core purpose:

- To deliver systems and coaching that enable local networks to provide consistent value to members
- To serve as a resource and model of excellence in operations for local networks
- To reflect and reinforce in communication, services and operations the Council mission, vision, values and goals

Essential Roles of State Networks

There are four essential roles that all state networks play in fulfilling their purpose:

1. **Educator**: The state network provides orientation education to local leaders, reinforcing the principles and practices delivered at the Leadership Conference. The state network is in part accountable for the performance of the local leadership team, and should model effective operations in how the state is run and, in the actions, behaviors and messages of its leaders.
 - Deliver an orientation with a set curriculum and learning objectives; deliver to all local governing board members
 - Build and maintain a trained facilitator team for ongoing local support
 - Conduct a quarterly follow-up with local leadership to reinforce objectives to be met throughout the year in their business plan.
 - Ensure each network submits their Quarterly Report (help them set goals during orientation using the business plan and then do the follow-up to check on progress and support in needed areas)
 - Facilitate sharing of ideas and solutions to issues and challenges faced by local networks (would include both sharing between networks and individual support from state to local)
2. **Communicator**: The state network should routinely communicate key messages supporting the mission, vision, values and goals of the Council. The state is a partner with local networks in furthering the Council mission.
 - Develop a strong communication plan of action
 - State leaders consistently articulate the key message (in all venues)
 - Publish a newsletter and a website that are integral components of the communication plan
 - Assist networks with administration of their wcr.org websites to insure they consistently reflect the Council brand
3. **Leadership Development**: The state provides mentoring and coaching support to local leaders. In all of its activities, the state should provide networking opportunities, forums, etc. for local leaders to learn from each other, share information, work on issues of concern, etc. The state should be part of the leader identification and cultivation process for local, state and national leadership positions.
 - Use tools developed by national (e.g., leadership criteria, systems, checklists, etc.), consult with local networks on leadership development processes and strategies
 - Create a 'swat' team that can help local networks address critical issues
 - Observe emerging leadership – act as a talent scout for future leaders at any level of the organization via the state's Leadership Identification and Development Committee
 - Coach for individual achievement (develop a strategy overtime to provide individual coaching for local leaders)
 - Ensure that any event held by the state includes tangible opportunities for networking and relationship building
4. **Liaison to Industry**: The state Network is positioned to be an effective representative of the Council to the REALTOR® community and to related organizations.
 - Facilitate and deliver industry education, including designation courses, where it does not compete with local education and where state can add value
 - Integrate and maximize resources of state board of REALTORS®
 - Act as an advocate to raise awareness of the impact of Council members throughout the industry
 - Encourage integration of leadership between the Council and the State Board of REALTORS® (encourage participation by members industry wide)
 - Establish communication links (e.g., website links) between the Council and related organizations