

**ARIZONA ASSOCIATION OF REALTORS®**  
**2013 Professional & Business Development Business Plan**

**Program, Product, Service or Activity (PPSA):**

***Support & Resources***

**Brief description of how the PPSA contributes to achieving AAR's vision:**

The is a support budget enabling services and resources that contribute to the development and improvement of our products and services which position AAR to deliver preeminent educational programs and the most effective communication methods.

**Importance of PPSA to the critical-to-serve customer:**

This plan provides for support and resource expenses providing *critical support to the programs and services in the Professional & Business Development area that enable AAR's programs to assist members to enhance their skills, knowledge and professionalism in the industry. Support services are also provided to other Area's programs and services.*

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
Programs have the necessary resources/tools needed to develop, offer, market or communicate.	

Updates and information is provided to the appropriate groups throughout the year.	
Emerging technology, medias and platforms are used where appropriate to deliver products and services to members throughout the state.	
Staff maintains and enhances their knowledge and skills to develop and offer exceptional educational and communication products and serve as a resource to assist local associations in their education efforts	
AAR maintains its own learning management system and is utilized to develop and host AAR's online education.	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

**Broker University**

***This program involves:***

- *Broker Seminar(s)*
- *CRB class(s)*
- *MyBrokerCoach*
- *Broker business tools development*
- *Broker Outreach*
- *Needs assessment*

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan provides for the development and/or delivery of education programs/resources designed specifically for brokers and managers who wish to enhance their business success.

**Importance of PPSA to the critical-to-serve customer:**

Professionalism comes from the top down. Accessibility to quality training/tools that increase the competency level of brokers and managers is essential to increasing professionalism of the industry and practitioners as well as manages risk.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
AAR provides a spectrum of programs and services to brokerages/owners to enhance their business success.	
Essential information and tools are available to new brokers which focus on operating a successful brokerage.	
Positive feedback is received from programs offered.	
Conduct a broker needs assessment	
Investigate current broker programs to determine if any qualify for broker prelicensing credit	
Employ communication strategies to inform brokers of programs, products and resources available to them	
AAR provides a BrokerCoach program to enhance brokers skills in operating a successful real estate brokerage	
AAR offers, or partners where feasible, enhanced broker management clinics	
Develop a "broker" page on the AAR website to house in one place information specifically for brokers	
Build broker support for the educational opportunities AAR offers their members	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***rCRMS (Certified Risk Management Specialist)***

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan provides for an education certification program that is designed to enhance member's knowledge to manage and minimize member's liability. The rCRMS program is the only state specific risk management program available to AAR members.

**Importance of PPSA to the critical-to-serve customer:**

Better trained/prepared members results in more satisfied customers, more financial success and more members achieving the AAR Vision

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
rCRMS classes are offered throughout the state where feasible	
Positive feedback is received from the rCRMS classes	.
A cadre of qualified instructors is maintained and monitored	

Membership is aware of the rCRMS program, course schedule and its benefits	
Newly certified members are recognized through appropriate AAR vehicles	
Investigate the feasibility of developing an online option to deliver the rCRMS	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

**Education Outreach**

***This program involves:***

- *Partnership opportunities to deliver national classes to local associations*
- *Direct delivery of national (ie.NAR/SRS) classes*
- *Statewide calendar*
- *Resources to assist local association education endeavors (Instructor Directory)*
- *Marketing efforts*

**Brief description of how the PPSA contributes to achieving AAR's vision (REAL Solutions):**

This plan concentrates on delivering directly and through partnership opportunities to bring quality and affordable programs and products to members throughout the state.

**Importance of PPSA to the critical-to-serve customer:**

Members must have access to quality educational programs locally which enhance their skills, manage their risk, and focus on new and core competencies and trends that members need to succeed in the marketplace.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- X 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- X 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

AAR provides assistance to or partnership with local associations to bring REBAC designation and certification courses.	
Local associations participate in partnership opportunities with AAR	
Education programs focus on tools targeting on new and core competencies and trends that members need to succeed in the marketplace.	
Members have access to an online statewide education calendar.	
Provide a forum for local education staff and ADRE (updates and Q&A on school process,policies,guidelines)	
Employ communication strategies to inform members of educational opportunities	
A central Directory of quality instructors in the state is available to local associations and members	
Cross marketing strategies are utilized to promote designation and certification courses where appropriate	



**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***Education Development & Delivery***

**This program includes:**

- *Course library*
- *Curriculum development resources/tools*
- *Course certification program*
- *REteach.us*
- *Remote Delivery platform*
- *Online platform development*
- *Rookie resources/programs*

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan targets professional competency through the development and/or delivery of education programs bringing skill-building and knowledge to the members utilizing the most effective delivery vehicles. This plan also provides programs that establish standards in Arizona real estate education (instructors and courses) recognizing the REALTOR associations as the ultimate provider in REALTOR education.

**Importance of PPSA to the critical-to-serve customer:**

Accessibility to quality training/tools contributes to more professional and successful members and offers risk reduction strategies.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- x   1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- x   2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- x   5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

Educational programs offered by the association meet quality standards and sets the bar for excellence in education	
AAR develops and provides a partnership program with local associations in education classes delivered via remote satellite.	
Volunteer monitors are identified and trained to assist in the remote delivery system and facilitation skills	
Employ communication strategies to make members aware of the course Certification program and its value	
AAR builds and maintains a library of AAR courses which is available for local association use.	
Trained instructors and staff are available in each region to deliver AAR developed courses.	
Incentives are identified to encourage local associations to engage instructors who hold the ME certification when offering AAR courses	
A vehicle is available for members to review and comment on instructors and courses	
Emerging education trends are monitored throughout the year	
Tools are available to help members assess their own skills and identify where they need to hone their skills and knowledge.	
Assistance is provided where appropriate to ADRE to enhance prelicensing and postlicensing curriculum criteria and/or processes	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

**Instructor Development**

This program includes

- *REteach (instructor side)*
- *Instructor Development opportunities/resources*
- *Instructor Certification Program*
- *Instructor Forum*

**Brief description of how the PPSA contributes to achieving AAR's vision:**

The skill set of instructors are key in ensuring learning takes place in the education venue. This plan focuses on enhancing the core competency level and standards of instructors involved in Arizona real estate education, and assisting instructors who wish to hone their skills.

**Importance of PPSA to the critical-to-serve customer:**

The availability of quality education and training through competent instruction contributes to the professionalism and skill of the member, and therefore reduces risk.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
Opportunities are available for instructors to communicate and share with each other	
Instructors participate in AAR's Instructor Certification Program	
AAR recognizes quality educators and staff	
Opportunities are available for instructors to examine their subject knowledge through self-assessment tools.	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***Industry Partners Conference***

**Brief description of how the PPSA contributes to achieving AAR’s vision (REAL Solutions):**

This plan provides for partnering with the Arizona Mortgage Bankers Association and Arizona State Escrow Association to offer a one day program bringing REALTORS, lenders and escrow reps together to learn from each other.

**Importance of PPSA to the critical-to-serve customer:**

Members must have not only skills and knowledge but also an understanding of the role each partner plays in a real estate transaction. This conference raises the level of knowledge and understanding between the partners which ultimately leads to raising the level of professionalism in each of the three industries.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

Measurable objectives	Status
Through partnership program with AMLA and ASEA members understand each	

others role in a real estate transaction.	
---	--

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***Leadership Training & Development***

This program consists of:

- *Leadership Conference*
- *Leadership Communication tools*
- *Leadership resources*

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan consists of programs that house the AAR business meeting as well as programs/tools that bring together AAR and local association leadership for thought-provoking discussion on leadership issues, association updates and opportunities to build an effective statewide leadership team.

**Importance of PPSA to the critical-to-serve customer:**

*Preparing incoming and emerging REALTOR leaders is essential in a membership organization.*

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
Information, resources, programs are available to incoming leadership to help them fulfill their leadership role.	
Opportunities are promoted to members who wish to pursue a leadership role	
Leaderships have access to a series of video and support material addressing leadership and grooming future leaders	
Leaders have access to and opportunities to network with each other	



**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***MRE Society***

*The MRE Society is a membership society recognizing members educational accomplishments/commitment and a tool to differentiate themselves from their peers.*

**Brief description of how the PPSA contributes to achieving AAR’s vision (REAL Solutions):**

This plan provides a recognition and marketing vehicle for members to assist in positioning themselves as trusted, knowledgeable and skilled professionals.

**Importance of PPSA to the critical-to-serve customer:**

Members who continue to educate themselves contribute toward elevating the professionalism in the real estate profession.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
A tool is available and used to recognize members educational accomplishments	.

Employ communication strategies to inform the MRE Society	
Annual satisfaction survey is sent to MRE Society members	
A member-only education program is offered	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

**Member Communication**

This program includes:

- Website
- Social media vehicles
- Outreach activities
- Member engagement activities: polls, commenting/rating, contests
- Program, product and services videos, webinars, podcasts
- Readership/communication survey
- Website
- AZR and AZQ

**Brief Description of How the PPSA Contributes to Achieving AAR's Vision:**

*Through a variety of AAR branded communication vehicles members stay abreast of the real estate trends and information dedicated to keeping them in the forefront of industry and is regarded as the premier informational resource for members.*

**Importance of PPSA to the Critical-to-Serve Customer:**

Receiving timely information when and how members want enables them to become better prepared, more knowledgeable and increase their professionalism and success. Utilizing a variety of innovative vehicles ensures members receive information that best meets their needs and preferences.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- x 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- x 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*

\_\_\_\_\_ 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable Objectives:**

<b>Measurable objectives</b>	<b>Status</b>
Broadcast time sensitive industry information through multiple communication channels	
Encourage engagement with communications content through the use of video, images, familiar faces, polls, contests, etc	
Staff and members are aware of trends inside and outside of the RE Industry	
Employ communication strategies to inform members of AAR's value proposition	
Offer opportunities for members to share their insights through posts and comments	
Short videos are utilized to deliver messages to the membership (educational and informational).	
Continually monitor (and enhance when needed) the use of all its communication vehicles to ensure they meet the needs of the members.	
Investigate ways to customize communication vehicles used to reach members based on their preferences	
Deliver timely information and updates on AAR activities to local association and AAR leadership	
Publish e-magazine and push to members via e-newsletter and social media	
Evaluate quarterly print publication and publish as appropriate	
Review and update AAR's communication plan which outlines goals, audiences, key messages, vehicles and timelines	
Identify missing, under-utilized or emerging	

communication channels and move into them.	
Use social media, committee meetings, in-person outreach and other methods to listen to what members are concerned about and tailor content to respond.	
Enhance and maintain a modern, functional website which provides information and resources to members 24/7	
Drive traffic to <a href="http://aaronline.com/benefits">aaronline.com/benefits</a> through various communication vehicles	
Create a member-benefits collateral that can be distributed to members and through local associations	
Attend primary committee meetings to share and gather information	
Identify audience segments and develop content tailored to that segment (i.e., new members)	
Utilize workgroups, task forces, advisory groups to shape and enhance AAR's communications efforts	

**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

***REALTOR Institute: GRI Designation***

This program includes:

- Program administration
- Curriculum maintenance
- Instructor development/oversight
- Online exam delivery
- Promotional and awareness activities
- Monitor program
- Scholarships
- Designee/non-designee survey
- GRI website and facebook

Members

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan provides for a comprehensive training program for the member at large delivering specific how-to and best practices training in all aspects of residential real estate in the current marketplace. Additionally, this plan provides the administrative resources to ensure that the GRI Designation offers unsurpassed post licensing curriculum

**Importance of PPSA to the critical-to-serve customer:**

Members who make the commitment to a high level of professional education secure a strong educational foundation enabling them to better serve and protect their clients.

**Strategic Focus Points: [Indicate one(s) the PPSA address(es)]**

- X   1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- X   2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*

- X   5. *AAR provides members unsurpassed risk management tools*
6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
The GRI program is offered throughout the state in partnership with course providers where possible.	
An effective and affordable vehicle is identified/evaluated to provide the GRI designation to associations who cannot offer the program themselves	
The GRI program logistics are evaluated annually (curriculum, instructors, monitors, course provider, policies).	
Positive feedback from the students, providers and instructors is received in terms of quality and relevancy and meeting the needs of the members/students	
The GRI program incorporates introductory designation and certification courses into the curriculum where appropriate	
A cadre of qualified instructors is maintained who meet the AAR Instructor certification standards	
Employ effective strategies to inform Members of the GRI program and its benefits to building a successful career.	
The curriculum meets student needs, Course Certification standards and delivers content that provides practical application and current industry practices.	
GRI Administrators and monitors are trained and have access to ongoing resources to assist them in performing their responsibilities.	

Conduct an annual survey of GRI designees and candidates	
New designees are announced where appropriate	
Online options are available to members where feasible and appropriate	
A scholarship program is available to members.	



**ARIZONA ASSOCIATION OF REALTORS®  
2013 BUSINESS PLAN**

**Program, Product, Service or Activity (PPSA):**

*Winter Conference*

**Brief description of how the PPSA contributes to achieving AAR's vision:**

This plan provides for a one and one-half day conference followed by Regional Caucuses and Board of Directors Meeting. Conference format varies from year to year, but generally consists of sessions featuring industry topics/updates.

**Importance of PPSA to the critical-to-serve customer:**

To succeed in this business, our members cannot continue to do the same things the same way. The conference meets this challenge by providing information in a “Kiplinger” format on legal/regulatory and business practice issues. This affords our member with an opportunity to meet peers from across the state. Referrals are a very big part of our industry: when referring a member/client to another REALTOR®, it is very important that the other REALTOR® is up-to-date on the industry issues, has integrity and has a personality match with the member/client being referred. Personality plays a big part in the eyes of the public when choosing a REALTOR®.

**Strategic Focus Points:** *[Indicate one(s) the PPSA address(es)]*

- 1. *Communicate the right message to the right people in methods that reach out, inform and engage the membership*
- 2. *AAR delivers preeminent educational programs and resources that position those AAR members desiring to succeed in the real estate industry*
- 3. *The Arizona Association of REALTORS® is the most powerful and influential political force in Arizona*
- 4. *AAR is a member driven professional organization that delivers fiscal responsibility, functions within a fluid operational structure, responsive governance model and collaboratively partners with local and the national association to anticipate and satisfy member needs.*
- 5. *AAR provides members unsurpassed risk management tools*
- 6. *Provide business products and services to support the success of REALTOR® members*

**Measurable objectives:**

<b>Measurable objectives</b>	<b>Status</b>
A statewide conference is offered that explores the challenges of the current market and provides information on best practices to help members learn how to adapt and succeed as well as make new contacts and share ideas.	
Positive feedback is received	