

PROFESSIONAL & BUSINESS DEVELOPMENT
Measureable Objective Update –
August - 2013

CURRENT TOP PRIORITIES

Education Outreach: *implement*

GRI Re-Imagine – *development of new curriculum & rollout announcements to membership*

Website redesign – *Phase 2*

Live Broacasting Class – *finish internal testing/begin external testing*

Industry Partners Conference – *implement*

Leadership Conference - *iimplement*

RECOMMENDATIONS

GROUPS FORMED

- GRI Oversight Workgroup (Gary Nelson)
- Spring Conference Planning Workgroup (Paula Monthofer/Nick Bastian)
- Course Certification Review Panel (Kyle Karstens)
- Broker University (Holly Eslinger)
- Communication Advisory Group (Sindy Ready)
- Industry Partners Conference (Frank Dickens)

Support & Resources

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.

Measurable objectives	Status
Programs have the necessary resources/tools needed to develop, offer, market or communicate.	On going
Updates and information is provided to the	On going

appropriate groups throughout the year.	
Emerging technology, medias and platforms are used where appropriate to deliver products and services to members throughout the state.	On going
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	On going
AAR maintains its own learning management system and is utilized to develop and host AAR's online education.	After research and evaluation of cost, staffing and technology – we are partnering with Learning Library to host AAR's online classes. (Learning Library is NAR's online vendor)

Broker University

This program involves:

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

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.

Measurable objectives	Status
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<p>AAR provides a spectrum of programs and services to brokerages/owners to enhance the business success.</p>	<p>CRB class held in January Leveraging Teams (16 students) BMC's held at Spring convention Audit class held at Spring Convention Broker Summit held on June 24 (111 attendees) 3 P's of Audits class scheduled for September 30 Property Management Trust Accounting class scheduled for Sept 30 (at request of ADRE)</p>
<p>Essential information and tools are available to new brokers which focus on operating a successful brokerage.</p>	<p>MyBrokerCoach available online</p>
<p>Positive feedback is received from programs offered.</p>	<p>CRB class: positive feedback received Positive feedback received from June 24 Seminar.</p>
<p>Conduct a broker needs assessment</p>	
<p>Investigate current broker programs to determine if any qualify for broker prelicensing credit</p>	<p>Based on ADRE criteria, none can qualify at this time</p>
<p>Employ communication strategies to inform brokers of programs, products and resources available to them</p>	<p>In concert with Risk Management Broker/Manager Update</p>
<p>AAR provides a BrokerCoach program to enhance brokers skills in operating a successful real estate brokerage</p>	<p>MyBrokerCoach – 13 students to date. Recommendation on agenda for Series 200</p>
<p>AAR offers, or partners where feasible, enhanced broker management clinics</p>	<p>Held during Spring Convention and held in Bullhead city in partnership with Bullhead city/Mohave Valley association. (BMC #1 10 attended/BMC #2 8 attended) BMC's scheduled in Flagstaff October 11</p>
<p>Develop a "broker" page on the AAR website to house in one place information specifically for brokers</p>	<p>http://www.aaronline.com/increase-knowledge/new-broker-programs/</p>

Build broker support for the educational opportunities AAR offers their members

Complimentary GRI class held for brokers in January to acquaint/reacquaint brokers with the quality of the GRI program..

rCRMS (Certified Risk Management Specialist)

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.

Measurable objectives	Status
rCRMS classes are offered throughout the state where feasible	Federal Issues (Tucson) February 5 - cancelled Short Sales/Foreclosures held February 22 (15 attended) Disclosure class held during the Spring Convention Essential Skills class in Tucson April 25 (cancelled) rCRMS Agency class scheduled for October rCRMS Federal Issues class scheduled for October 28 th .
Positive feedback is received from the rCRMS classes	Positive feedback received from February class
A cadre of qualified instructors is maintained and monitored	ongoing
Membership is aware of the rCRMS program, course schedule and its benefits	ongoing
Newly certified members are recognized through appropriate AAR vehicles	Two members completed the program in February – announced on facebook and webpage One member completed the program in April – announced on Facebook and webpage
Investigate the feasibility of developing an online option to deliver the rCRMS	Referred to 2014

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*

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

<p>AAR provides assistance to or partnership with local associations to bring REBAC designation and certification courses.</p>	<p>Partnerships formed to date with:</p> <p>Northern Arizona Tucson SEVRAR Southeast Arizona Western Pinal Prescott Scottsdale Phoenix WEMAR Green Valley/Sahuarita</p> <p>Profit Share revenue disbursed to:</p> <p>Northern Arizona, Tucson, SEVRAR, Scottsdale, Prescott</p>
<p>Local associations participate in partnership opportunities with AAR</p>	<p>Northern Arizona</p> <ul style="list-style-type: none"> • RSPS – March 26 (14 attended) • Property Mgmt Boot Camp – April 23 (30 attended) • Marketing Reboot - May 7 (cancelled) • Property Mgmt Boot Camp – July 19 (21 attended) • ABR – Sept 5-6 • SRES – Oct 3-4 • BMC – Oct 11

Tucson

- SRES - Feb 21-22 (15 attended)

SEVRAR

- BPOr class – June 4 (39 attended)
- SRS – June 26-27 (25 attended)
- Property Mgmt Boot Camp – Sept 27
- ABR – October 28-29

Southeast Arizona

- SRES class – June 13-14 (17 attended)
- BPOr – August 11 (12 attended)

Western Pinal

- SRES – Sept 17-18

Scottsdale

- Property Mgmt Bootcamp – July 17 (26 attended)

Prescott

- ABR – June 27-28 (22 attended)
- RSPS – July 22 (25 attended)
- SRES – Sept 23-24
- Marketing Reboot – Oct 10

Bullhead City/Mohave Valley

- BMC 1 and 2 – March 29 (10 attended #1 and 8 attended #2)
- ePRO – June 24

Phoenix

- 3 P:'s of Broker Audit – September 30
- Trust Accounting – September 30

	<p>WeMAR</p> <ul style="list-style-type: none"> Property Management Bootcamp – October 18 <p>Green Valley/Sahuarita</p> <ul style="list-style-type: none"> SRES – October 30- November 1 <p>AAR classroom</p> <ul style="list-style-type: none"> SRES – Jan 28-29 (24 attended) rCRMS – Feb 22 (10 attended) SRES – March 18-19 (19 attended) GenBuy – August 15
Education programs focus on tools targeting on new and core competencies and trends that members need to succeed in the marketplace.	NAR brought their TechEdge conference to Bullhead City April 19 (85 attendees). Positive feedback received
Members have access to an online statewide education calendar.	Available on ADRE website. AAR webcalendar links to ADRE site
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	e-blasts, website, webcalendar, participate in firm and association expos, commercials running in AAR classroom lobby
A central directory of quality instructors in the state is available to local associations and members	Developed but not used – will be evaluating the directory mid-year.
Cross marketing strategies are utilized to promote designation and certification courses where appropriate	Course promotion e-blasts contain list of upcoming classes, AZR lists upcoming classes

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*

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.

Educational programs offered by the association meet quality standards and sets the bar for excellence in education	All rCRMS classes certified In process of reviewing REBAC classes
AAR develops and provides a partnership program with local associations in education classes delivered via remote satellite.	Criteria identified – waiting for ADRE approval. ADRE developed criteria, but feel it needs to go through statute or rule needs
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	Ongoing
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.	Instructors identified in Region 1, 3 and 2.
Incentives are identified to encourage local associations to engage instructors who hold the ME certification when offering AAR	Referred to 2014

courses	
A vehicle is available for members to review and comment on instructors and courses	www.REteach.us .. \$10 discounts on AAR classes available to members who write a review on the REteach site.
Emerging education trends are monitored throughout the year	ongoing
Tools are available to help members assess their own skills and identify where they need to hone their skills and knowledge.	Working with NAR to customize an online assessment tool.
Assistance is provided where appropriate to ADRE to enhance preclicensing and postlicensing curriculum criteria and/or processes	As needed

Instructor Development

This program includes

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

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.

Measurable objectives	Status
Opportunities are available for instructors to communicate and share with each other	Instructor forum held July 29. 45 attendees. Extremely positive feedback received from attendees (both in content and format) REteach
Instructors participate in AAR's Instructor Certification Program	5 applicants in review
AAR recognizes quality educators and staff	ME Certification (7 applicants to date)

Opportunities are available for instructors to examine their subject knowledge through self-assessment tools.	NAR hosts subject matter self-quizzes
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Industry Partners Conference

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.

Measurable objectives	Status
Through partnership program with AMLA and ASEA members understand each others role in a real estate transaction.	September 11, 2013 (Chaparral Suites).

Leadership Training & Development

This program consists of:

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

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.

Measurable objectives	Status
Information, resources, programs are available to incoming leadership to help them fulfill their leadership role.	Conference scheduled for October 15-17 at Talking Stick Resort
Opportunities are promoted to members who wish to pursue a leadership role	Posted announcement and application on AAR homepage.
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	
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MRE Society

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

Measurable objectives	Status
A tool is available and used to recognize members educational accomplishments	MRE Society – 2013: 24 – New Members 21 – Renewing members 6 – Gold members
Employ communication strategies to inform members about the MRE Society	Facebook posts, emails blasts, application in classrooms
Annual satisfaction survey is sent to MRE Society members	Midsummer
A member-only education program is offered	MRE-only class (Sticky Situations) will be held on 5/23/2013 Class Registration discounts available for AAR-sponsored classes for MRE Society members in 2013

Member Communication

This program includes:

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

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.

Measurable objectives	Status
Broadcast time-sensitive industry information through multiple communication channels	Ongoing
Encourage engagement with communications content through the use of video, images, familiar faces, polls, contests, etc	Weekly polls are performing well on website. Commenting on articles on the rise. Continuing #AskScott video series with dedicated Web page.
Staff and members are aware of trends inside and outside of the RE Industry	Ongoing
Employ communication strategies to inform members of AAR's value proposition	Website redesign labeling focuses on value propositions
Offer opportunities for members to share their insights through posts and comments	Commenting available on AZR articles and facebook. Social sharing, commenting and rating on posts within new AAR website. Members are not using social sharing icons on AAR website.
Short videos are utilized to deliver messages to the membership (educational and informational).	Ongoing. Launched #AskScott Web series in July, featuring AAR General Counsel Scott Drucker. Completed RAPAC video to encourage participation, features many AAR members.
Continually monitor (and enhance when needed) the use of all its communication vehicles to ensure they meet the needs of the members-	Completed member survey in July 2013. Communications workgroup continues to meet to address shortfalls in communications and strategy.
Investigate ways to customize communication vehicles used to reach members based on their preferences	Testing Opt-in functionality on Buyer Advisory and it is not being utilized.

Deliver timely information and updates on AAR activities to local association and AAR leadership	Ongoing.
Publish e-magazine and push to members via e-newsletter and social media	<p>Monthly Arizona REALTOR® Magazine E-blast</p> <p>July #1 Open Rate: 24.27% July #1 Click Through: 6.72%</p> <p>July #2 Open Rate: 24.84% July #2 Click Through: 3.51%</p> <p>August #1 Open Rate: 20% August #1 Click Through: 3%</p> <p>August #2: Open Rate: 31% August #2: Click Through: 7%</p> <p>Note: Continuing to push twice a month for the remainder of the year.</p>
Evaluate quarterly print publication and publish as appropriate	December 2013 will be the last printed edition of the AZQ. We will offer an online only publication in 2014.
Review and update AAR's communication plan which outlines goals, audiences, key messages, vehicles and timelines	Ongoing.
Identify missing, under-utilized or emerging communication channels and move into them.	Launched AAR LinkedIn page, continuing to modify, etc. Revived AAR Google+ Page.
Use social media, committee meetings, in-person outreach and other methods to listen to what members are concerned about and tailor content to respond.	<p>Ongoing</p> <p>Facebook: August likes: 5,322</p> <p>Twitter: August followers: 4,721</p> <p>YouTube: August: 1,438 views, 3,023 minutes</p>

watched

Google+:
Added to 34 circles

Enhance and maintain a modern, functional website which provides information and resources to members 24/7

Launched expanded member profiles in August.

AAROnline.com

	July Stats	Δ Month-on-Month
Visits	31,464	↑ 2,768
Unique Visitors	19,676	↑ 1,665
Page Views	107,773	↑ 11,357
Unique Views	79,180	↑ 8,614
Pages Viewed/Visit	3.43	↑ .07
Avg. Time on Site	3:28	↓ :08
Bounce Rate	47.17%	↑ .88%
New Visits	48.88%	↓ .06%

	August Stats	Δ Month-on-Month
Visits	29,695	↓ 1,769
Unique Visitors	17,622	↓ 2,054
Page Views	100,055	↓ 7,718
Unique Views	72,991	↓ 6,189
Pages Viewed/Visit	3.37	↓ .06
Avg. Time on Site	3:29	↑ .01
Bounce Rate	46.69%	↓ .41%
New Visits	44.86%	↓ 4.02%

Blog

	July 2013
Unique Site Visits	1,910
Page Views	3,164
Pages/Visit	1.43
Avg. Visit Duration	1:12
Number Posts	13

	<table border="1"> <tr> <td>Subscribers</td> <td>309</td> </tr> <tr> <td colspan="2">July 2013 Most Read: Ask Scott (210 Unique Views)</td> </tr> <tr> <td></td> <td>August 2013</td> </tr> <tr> <td>Unique Site Visits</td> <td>2,086</td> </tr> <tr> <td>Page Views</td> <td>3,464</td> </tr> <tr> <td>Pages/Visit</td> <td>1.41</td> </tr> <tr> <td>Avg. Visit Duration</td> <td>1:02</td> </tr> <tr> <td>Number Posts</td> <td>12</td> </tr> <tr> <td>Subscribers</td> <td>303</td> </tr> <tr> <td colspan="2">August 2013 Most Read: Fannie Mae (217 Unique Views)</td> </tr> </table>	Subscribers	309	July 2013 Most Read: Ask Scott (210 Unique Views)			August 2013	Unique Site Visits	2,086	Page Views	3,464	Pages/Visit	1.41	Avg. Visit Duration	1:02	Number Posts	12	Subscribers	303	August 2013 Most Read: Fannie Mae (217 Unique Views)	
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Drive traffic to aaronline.com/benefits through various communication vehicles	Continuing to feature AAR member benefit in eBlast no. 1 and NAR member benefit in eBlast no. 2.																				
Create a member-benefits collateral that can be distributed to members and through local associations	Start date is September																				
Attend primary committee meetings to share and gather information	Ongoing																				
Identify audience segments and develop content tailored to that segment (i.e., new members)	Ongoing																				
Utilize workgroups, task forces, advisory groups to shape and enhance AAR's communications efforts	Ongoing																				

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

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

Measurable objectives	Status
The GRI program is offered throughout the state in partnership with course providers where possible.	12 associations offering GRI classes 64 classes scheduled in 2013
An effective and affordable vehicle is identified/evaluated to provide the GRI designation to associations who cannot offer the program themselves	In the process of testing AAR's televised class technology to deliver GRI classes to outlying areas 5 members took the online business plan class
The GRI program logistics are evaluated annually (curriculum, instructors, monitors, course provider, policies).	Proposal to revamp program being considered at May 6 meeting. Associations and instructors have been sent a copy of the recommendations for their feedback
Positive feedback from the students, providers and instructors is received in terms of quality and relevancy and meeting the needs of the members/students	Student feedback from classes held to date continues to be positive.
The GRI program incorporates introductory designation and certification courses into the curriculum where appropriate	NAR designations/certifications are accredited for GRI elective credit. 2014 proposal would increase the GRI credits offered
A cadre of qualified instructors is maintained who meet the AAR Instructor certification standards	22 senior instructors/2 junior instructor

Employ effective strategies to inform Members of the GRI program and its benefits to building a successful career.	Monthly e-blasts sent full membership; average 21% open rate/1.1% click-through rate)
The curriculum meets student needs, Course Certification standards and delivers content that provides practical application and current industry practices.	Ongoing review of course evaluations and feedback from students
GRI Administrators and monitors are trained and have access to ongoing resources to assist them in performing their responsibilities.	Administration site on AZGRI was updated to make navigation for administrators streamlined
Conduct an annual survey of GRI designees and candidates	Defer to 2014 based on 2014 Re-Imagine program development
New designees are announced where appropriate	GRI & AAR Facebook pages. GRI website. Email sent to local associations.
Online options are available to members where feasible and appropriate	GRI 100 Business Planning REBAC classes which can currently be used as electives offer online options
A scholarship program is available to members.	<p>1st Quarter amount disbursed: \$3220</p> <p>2nd Quarter amount disbursed: \$5412.32</p> <p>3rd Quarter figures not in yet.</p> <p>GRI Lucky 13 Sweepstakes ran through March 31st: \$2,000 in fund. Winners are Curt Rowe and Julio Martinez . AAR pays the remaining 2013 GRI class registration fees for the two winners.</p> <p>.</p>

Spring Convention (formerly Winter Conference)

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.

Measurable objectives	Status
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.	April 7-11 – Casino Del Sol, Tucson Attended: 148 full package 153 day registrants 18 expo vendors
Positive feedback is received	Positive feedback received from attendees