MINNEAPOLIS AREA REALTORS®

# Board of Directors Meeting

February 5, 2026

# Welcome & Agenda for the Day

| | |
|---|---|
| 9:00am | Welcome & Introductions |
| 9:20am | Sharing Team Color Energies |
| 10:00am | Onboarding |
| 10:30am | Break |
| 10:40am | Board Training |
| 11:20am | Board Meeting |
| 12:15pm | Lunch |

**Meeting Objectives**

1. Get to know each other as a Board
2. MAR Strategies and onboarding
3. Governance training
4. Brief Board meeting

# Introductions & Fun Fact

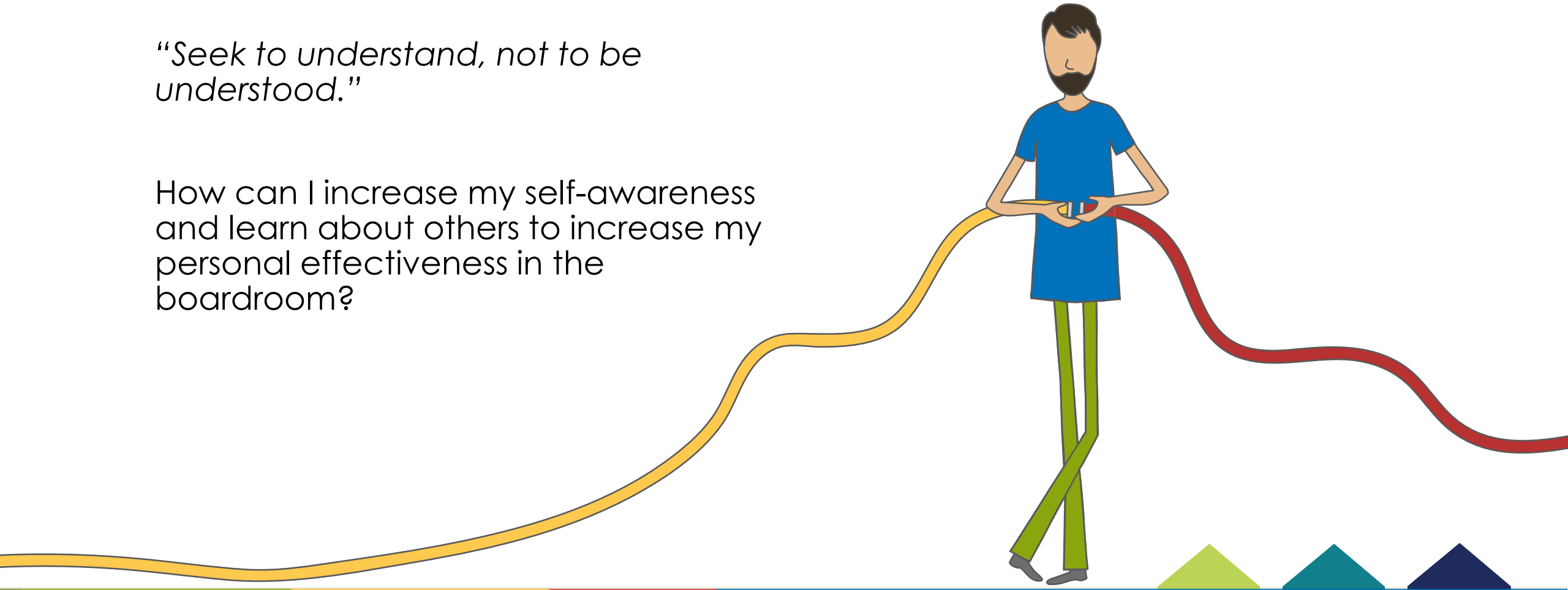
1. Name, years in the business, you MAR involvement

2. Fun Fact: Something I enjoy or do that might surprise people.

# Today is about connections

*"Seek to understand, not to be understood."*

How can I increase my self-awareness and learn about others to increase my personal effectiveness in the boardroom?



# Color Energies

Why we do things

How we show up

How we build rapport

How we interact with others

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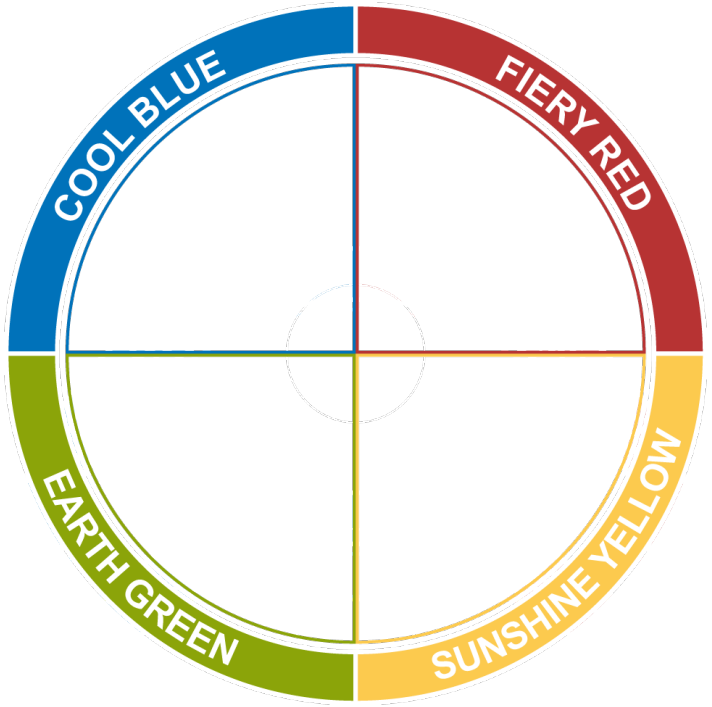
# Your Color Energy Mix




We each have all four color energies within us; it is the combination of the four energies that creates the unique **YOU**.

## Cool Blue
### Give me the details

**Natural Traits**
- Cautious
- Deliberate
- Formal
- Questioning
- Precise

**Dominant Attitudinal Function**
Introverted Thinking

**Communication Tips**
**Do:**
- Be well prepared and thorough
- Put things in writing
- Let me consider all the details

**Don't:**
- Be overemotional or exaggerate
- Be careless or casual with important issues
- Keep changing things without good reason

## Fiery Red
### Be brief, be bright, be gone

**Natural Traits**
- Competitive
- Strong-Willed
- Purposeful
- Task-Focused
- Goal-Oriented

**Dominant Attitudinal Function**
Extraverted Thinking

**Communication Tips**
**Do:**
- Be direct and to the point
- Focus on results and objectives
- Be confident and assertive

**Don't:**
- Hesitate or dilly-dally
- Focus on feelings
- Try to take over

## Earth Green
### Show me you care

**Natural Traits**
- Caring
- Encouraging
- Sharing
- Patient
- Empathetic
- Relaxed

**Dominant Attitudinal Function**
Introverted Feeling

**Communication Tips**
**Do:**
- Be patient and supportive
- Slow down and work at my pace
- Ask my opinion and give me time to answer

**Don't:**
- Take advantage of my good nature
- Push me to make quick decisions
- Spring last minute surprises

## Sunshine Yellow
### Involve me

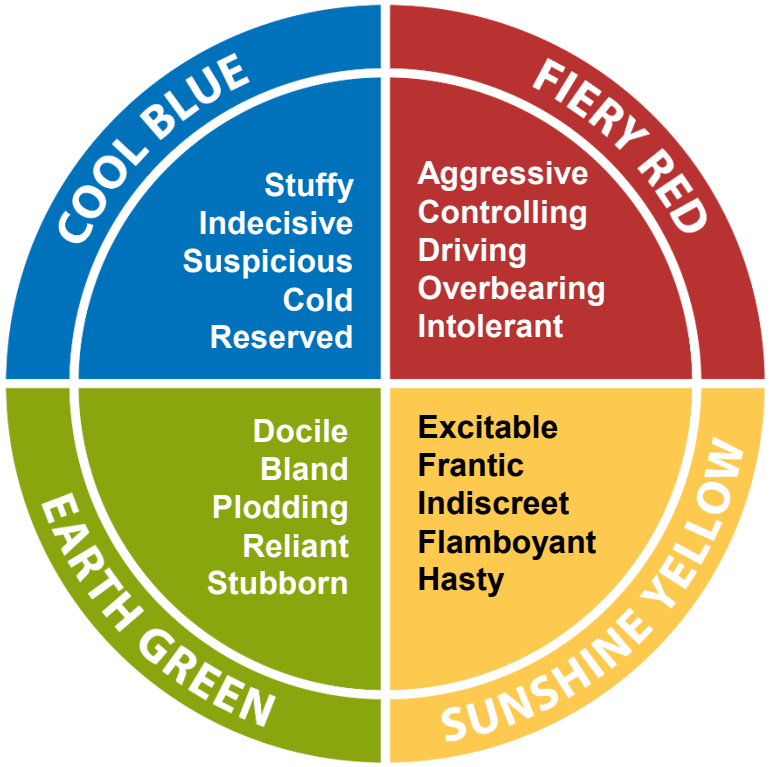
**Natural Traits**
- Sociable
- Dynamic
- Demonstrative
- Enthusiastic
- Persuasive

**Dominant Attitudinal Function**
Extraverted Feeling

**Communication Tips**
**Do:**
- Be friendly and sociable
- Be entertaining and stimulating
- Be open and flexible

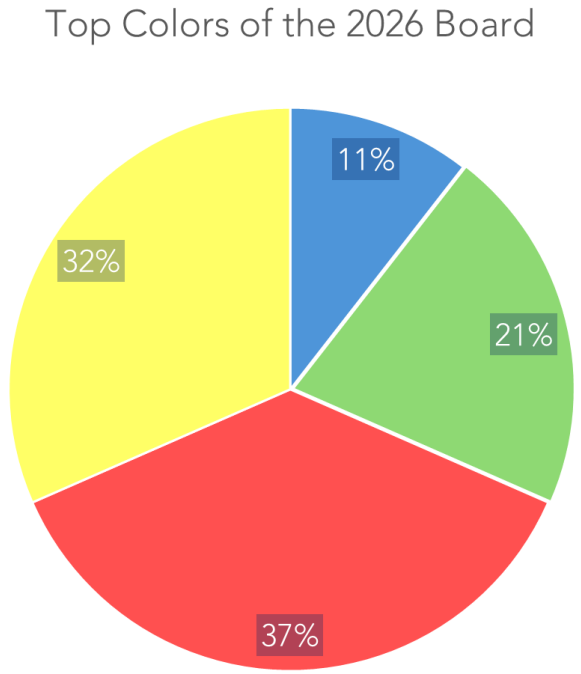
**Don't:**
- Bore me with details
- Tie me down with routine
- Ask me to work alone

# Color energies on a bad day



# 2026 Board Color Energies

| Name | Position | Color 1 | Color 2 | Color 3 | Color 4 |
|---|---|---|---|---|---|
| Aarica Coleman | President | Blue | Red | Green | Yellow |
| Frank D'Angelo | Immediate Past Pres | Red | Blue | Green | Yellow |
| Geoffrey Bray | President-Elect | Red | Blue | Yellow | Green |
| William Huffman | Treasurer | Red | Blue | Yellow | Green |
| Julia Lashay | Secretary | Yellow | Red | Blue | Green |
| Andy Fazendin | Past Pres Appt | Green | Yellow | Red | Blue |
| Judy Shields | Past Pres Appt | Yellow | Red | Green | Blue |
| Emily Green | President Appt | Red | Green | Yellow | Blue |
| Shae Hanson | President Appt | Red | Yellow | Green | Blue |
| Gina Dumas | Elected Director | Green | Yellow | Blue | Red |
| Ben Ancel | BOD Vacancy Appt | Red | Yellow | Green | Blue |
| Ashle Johnson | BOD Vacancy Appt | Blue | Green | Red | Yellow |
| Sam Leverson | President Appt | Yellow | Green | Red | Blue |
| Jeremy Rock | President Appt | Yellow | Green | Red | Blue |
| Rhea Barrow | Elected Director | Green | Yellow | Red | Blue |
| Dane Everett | Elected Director | Green | Yellow | Red | Blue |
| Doneva Rawls | Elected Director | Red | Yellow | Green | Blue |
| Jake Walton | President Affiliate Appt | Yellow | Green | Blue | Red |
| John Njoes | President Appt | Yellow | Green | Blue | Red |
| Melanie Dunker | Elected Director | Yellow | Red | Green | Blue |
| Kyle Synowczynski | Elected Director | Yellow | Red | Blue | Green |
| Carissa Kemnitz | Elected Director | Yellow | Red | Blue | Green |
| Carrie Chang | CEO | Red | Yellow | Blue | Green |
| Katie Lewis | Dir, Board & Foundation | Yellow | Green | Blue | Red |
| Marcella de la Torre | CAO | Red | Blue | Yellow | Green |
| Liz Erstad-Hicks | VP, Engagement | Green | Blue | Yellow | Red |




## Questions to Consider as a Team

- What unique strengths does our mix bring?
- What challenges might we run into if not mindful?

# Onboarding

Strategic Plan & 2025 Highlights

MINNEAPOLIS AREA REALTORS®

# Strategic Plan

2023–2025

## OUR Vision

To ignite professional success and grow vibrant communities as the **expert resource and trusted leader** in the residential real estate industry.

## OUR Mission

Providing the **resources and leadership** for Realtors® to succeed while promoting stronger, sustainable communities.

## 1. Champion Housing for All, Promote Property Rights & Realtor® Value

**1.1 Enhance recognition** of Realtor® value for our members to convey to their clients

**1.2 Engage and mobilize** on policy issues through outreach and the Realtors® Political Action Committee (RPAC)

**1.3 Advance diversity, equity & inclusion** through partnerships and policy positions

**1.4 Advance policy positions** to increase the housing supply

## 2. Link Programs & Services to Member Success

**2.1 Define and serve broker audiences** segmented by needs

**2.2 Explore tiered offerings** by audience

**2.3 Expand education and programs** through partnerships, licensing, or purchasing solutions versus exclusively building in-house

**2.4** Collaborate with NorthstarMLS to **improve member experience**

## 3. Build the ONE MAR Team to Grow Our Capacity

**3.1 Diversify revenue** by developing strategies to grow sponsorships and fee-for-service revenue

**3.2** Develop capability to analyze member data to **increase engagement**

**3.3 Reach more members** through marketing activities relevant to their lives

**3.4** Complete office building renovation to **maximize utilization**

**3.5** Create **organizational sustainability plan**

**OUR VALUES:** EXCELLENCE • SUSTAINABILITY • INCLUSIVITY • GIVING BACK • LEADERSHIP

# Annual Strategic Priorities – Our "Big Rocks"

If you do little things first, there's no time for big things.

If do big things first, then you can fill in the smaller things.

From Stephen R. Covey's *The 8th Habit*

# Planning Framework

**Strategic Priorities**

The "Big Rocks" to advance the organization per the Strategic Plan

Can change every year and many are multi-year

**Engage Members Through Community & Business Building Experiences – Point of Differentiation**

Evergreen activities requiring lots of external facing resources

High-touch with member volunteers and high impact – tangible experience of value proposition

Member programming and education

**Enable the Business – Effective & Efficient Operations**

**Membership**

Core service delivery

**Governance**

People, processes and systems directing resources and holding accountable to the mission

**Operations**

Many routine activities, and a couple of special initiatives, that keep the business functioning & build a sustainable organization

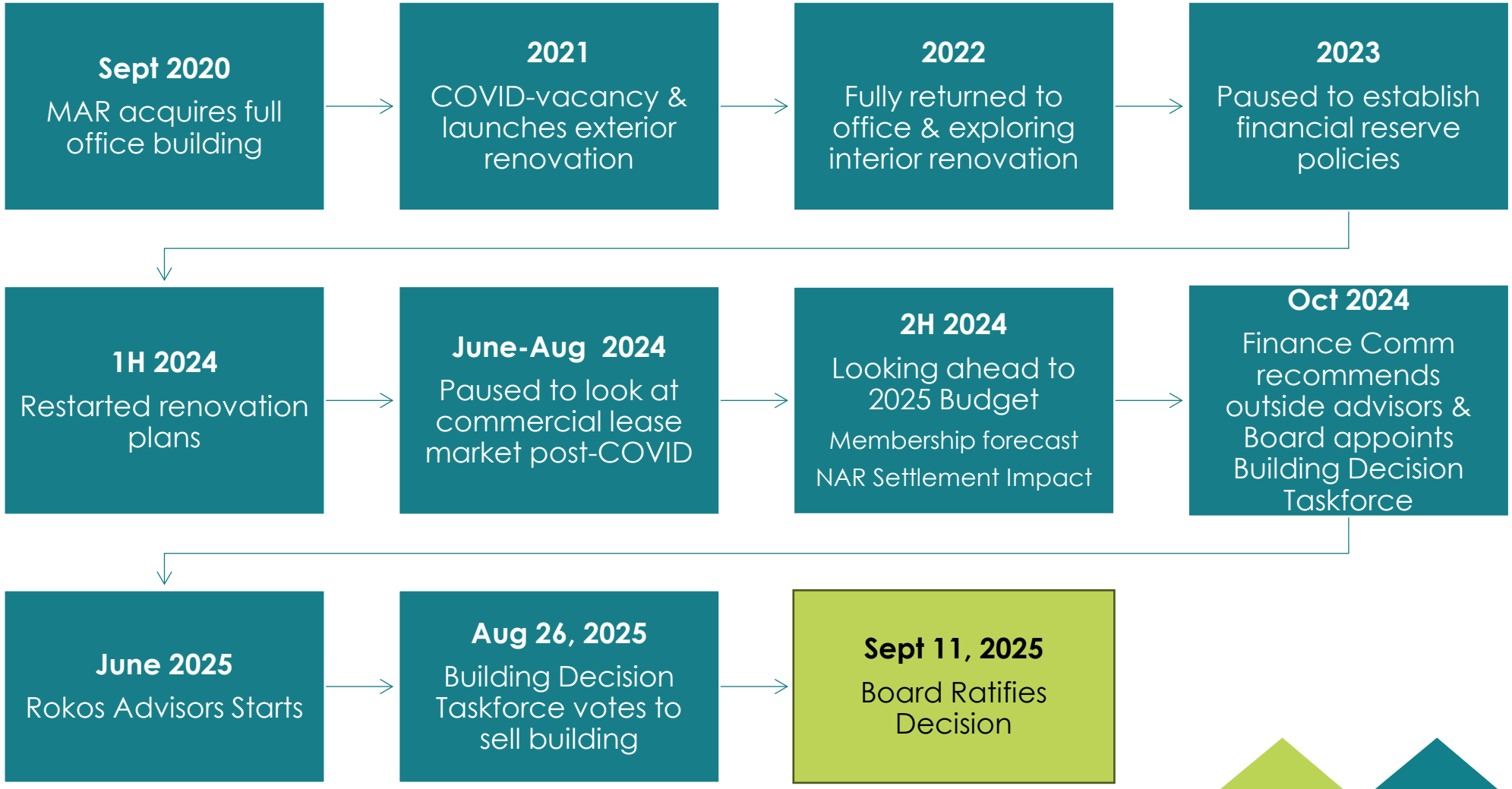
Mix of Pebbles & Sand – some will be prioritized out of the jar

# 2025 Strategic Plan Priorities

## 2025 "Big Rocks"

- Envision 2.0
  *Define customer segments & needs, pilot one idea.*
- Building Project
  *Assess and make decision; plan for future workspace needs.*
- Organizational Effectiveness
  *Make it easier & more fun to do our work and sustain our association into the future.*
- Plan for expected but unpredictable industry changes/challenges – RMLS
  *Buffer to stay nimble and allow time to respond as needed.*

# The Path to the Building Sale



# Why Sell and Lease?

- **Good stewardship of the association's assets** – Current building operations and maintenance costs are significantly higher than in a long-term lease.
- **Creating member value** – Cost was just one side of the equation; this decision was also made to ensure that we invest in evolving the business
- **Flexibility for our future** – Like many of our broker members, post-COVID we have re-evaluated our space needs.
- **Reinvest in innovation** - MAR's ability to deliver innovative new products, services, and experiences requires investment from reserves (previously held for a building renovation)

# 10-Minute Break

# Board Training

# Leadership Resource Page

Link to bookmark: Mplsrealtor.com/board-leadership-resources

- Leadership Guide
- MAR 2026; Strategic Plan
- MAR Bylaws, Membership Policies & Financial Policies
- Governance Reference Guides
- Orientation Slides

# 2026 MAR Board of Directors - Composition

| | Name | Position | Term Year | Committee Roles |
|---|---|---|---|---|
| 1 | Aarica Coleman | President | 1 Only EC | Nominating & Personnel |
| 2 | Frank D'Angelo | Immediate Past Pres | 1 Only EC | Chair: Nominating & Personnel |
| 3 | Geoffrey Bray | President-Elect | 1 Only EC | Chair: Cross-Committee; Nominating & Personnel |
| 4 | William Huffman | Treasurer | 1 Only EC | Chair: Finance; Personnel |
| 5 | Julia Lashay | Secretary | 1 Only EC | Membership & Programs liaison, Personnel |
| 6 | Andy Fazendin | Past Pres Appt | 1 Only | Nominating |
| 7 | Judy Shields | Past Pres Appt | 1 Only | IPC Foundation, Nominating, Personnel |
| 8 | Emily Green | President Appt | 3 | NAR Director, Nominating, GA |
| 9 | Shae Hanson | President Appt | 3 | Nominating |
| 10 | Gina Dumas | Elected Director | 3 | ELB Taskforce, Nominating, GA |
| 11 | Ben Ancel | BOD Vacancy Appt | 3 | Chair: Sustainability, Nominating |
| 12 | Ashle Johnson | BOD Vacancy Appt | 3 | Chair: DEI, GA, Nominating |
| 13 | Sam Leverson | President Appt | 2 | IPC: DEI |
| 14 | Jeremy Rock | President Appt | 2 | ELB Taskforce, Finance |
| 15 | Rhea Barrow | Elected Director | 2 | VC: Finance; GA, ELB Taskforce |
| 16 | Dane Everett | Elected Director | 2 | |
| 17 | Doneva Rawls | Elected Director | 2 | |
| 18 | Jake Walton | President Affiliate Appt | 1 | IPC YPN |
| 19 | John Njoes | President Appt | 1 | IPC GA |
| 20 | Melanie Dunker | Elected Director | 1 | Chair: Foundation |
| 21 | Kyle Synowczynski | Elected Director | 1 | Chair: GA, Sustainability |
| 22 | Carissa Kemnitz | Elected Director | 1 | Chair: YPN |

# 2026 Committee Leaders

**Awards & Community Engagement**
Chair - Cate Kuria
Vice Chair – Katie Reilly

**Diversity, Equity & Inclusion**
Chair – Ashle Johnson*
Vice Chair – Amy Gildemeister

**Finance**
Chair - William Huffman*
Vice Chair – Rhea Barrow*

**Foundation**
Chair – Melanie Dunker*
Vice Chair – Jennifer Wolff

**Government Affairs**
Chair - Kyle Synowczynski*
Vice Chair – Karen Nielsen

**Sustainability**
Chair - Ben Ancel*
Vice Chair – Ayeh Asiaii

**YPN**
Chair – Carissa Kemnitz*
Vice Chair – April Wehlander

**Nominating/Personnel**
Chair – Frank D'Angelo*
Vice Chair – Aarica Coleman*

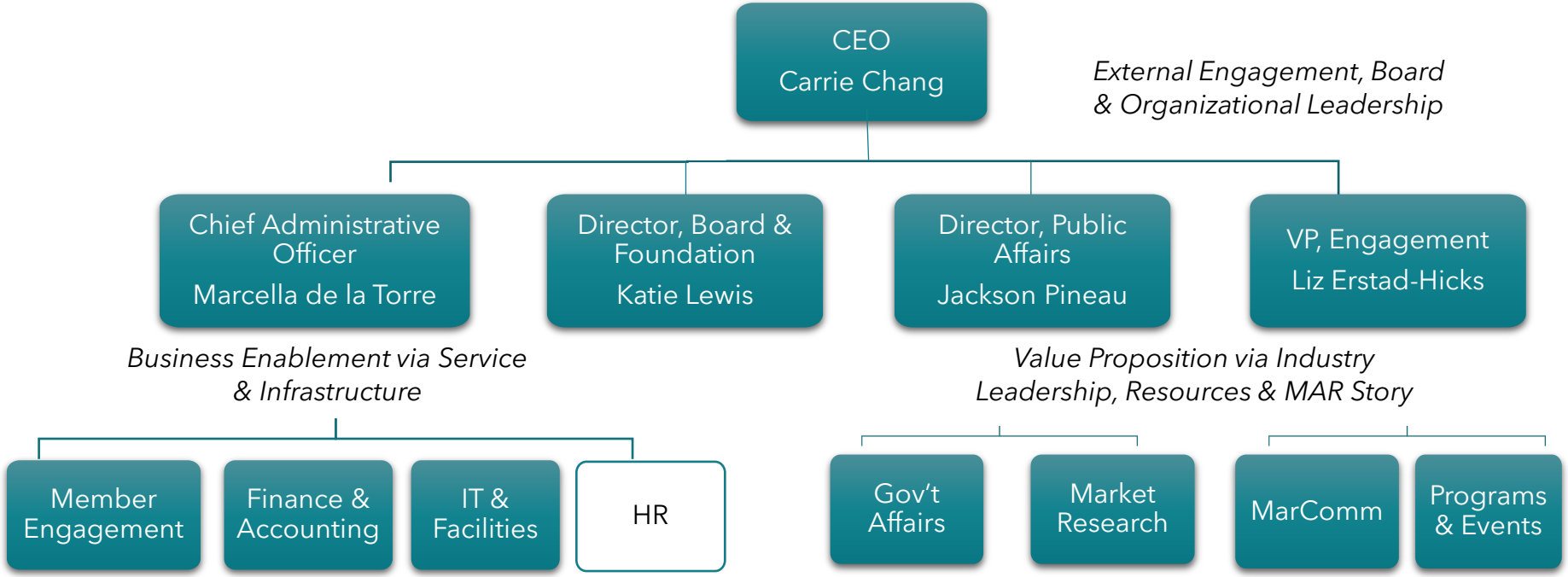
**Denotes 2026 Board Member*

# 2026 Governance Calendar

| Governance & Events | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | January | February | March | April | May | June | July | August | September | October | November | December |
| **Executive Committee** | 15 - EC Orientation | | 5 | | 14 | | 16 | | 24 | | 19 | |
| **Board of Directors** | 29 - NEW BOD Orientation | 5 - ALL BOD Orientation | 19 | 30 | | 11 | | | 10 | 29 | | 10 Install Luncheon |
| **Cross-Committee (9-11am)** | | 25 | | | 20 | | | 12 | | | | 2 |
| **Nominating** | | | | Kickoff | | Director App | Director Selection & EC App | Director Election Appointments | Appointments | | | |
| **Finance Committee (1-2:30pm)** | 29 - NEW Finance Orientation | 19 | | 23 | | | 30 Audit & MY | | | 22 Budget | | |
| **Leadership Events** | 22 Awards Event | 4 Northern Lights | | 21 Realtor Day at the Capitol | | 13-18 NAR Legislative | | 5 or 6 Member Appreciation | 17 Gala | UNITE 7-8 | 4-9 NAR Annua QCC | |
| **Past Pres Luncheons (12-1pm)** | | 18 | | | 20 | | | 19 | | | 18 | |
| **Committee** | January | February | March | April | May | June | July | August | September | October | November | December |
| **Awards & Engagement (2-3:30pm)** | | 4 | | 8 | | 3 | | 5 | | 7 | | 16 (12-2:30 pm) |
| **DEI (1-2:30pm)** | 15 | | 12 | | 14 | | 9 | | 24 | | 5 | |
| **Foundation Trustees (8:30-10am)** | 14 | 11 | | 8 | | 10 | | 20 | Gala 9/17 | 7 | | 3 |
| **Government Affairs (1:30-3pm)** | | 11 | | 22 | | 10 | | 19 | | 14 | | 9 |
| **Sustainability (10-11:30am)** | 21 | 18 | 18 | 15 | 21 | 17 | | 19 | 16 | 21 | 18 | |
| **YPN (1:30-3pm, 2nd Tues)** | 13 | 10 | 4 or 5 (Brews) 10 | 14 | 12 | 9 Meeting 18 Boat Cruise | 14 | 11 | 8 | 13 | 10 | 8 |

# MAR Operations

- Governance is the responsibility of the Board, which includes setting the vision and long-term strategies
- Management is the responsibility of the CEO and people leaders – annual plans, day-to-day activities & leading staff



# Board Governance Responsibilities & Expectations

- Advance the mission and strategic plan; represent and vote on behalf of the members:
  - Listen to Members
  - Attend Events
  - Promote MAR
  - Identify & Inspire New Volunteers
- Oversight and support of committees and staff management
- Policy development
- Allocate and protect assets
- Avoid potential antitrust topics - Commissions (no price fixing), Business Models (no boycotts), Group Boycotts (refusal to deal)
- Avoid potential conflicts of interest - in business dealings and in governance roles
- 5 Fiduciary Duties

# Your Legal Fiduciary Duties

- Duty of Care
- Duty of Obedience
- Duty of Accounting
- Duty of Confidentiality
- Duty of Loyalty

https://www.nar.realtor/videos/fiduciary-duties-owed-by-directors-of-associations

# Board Representatives & Code of Conduct

- Code of Conduct – review and sign after this orientation
- Harassment Policy – what is it and who does it apply to
- Whistleblower Policy – who to go to when I see something unethical

# Effective Board Meetings

# Board Meeting Basics

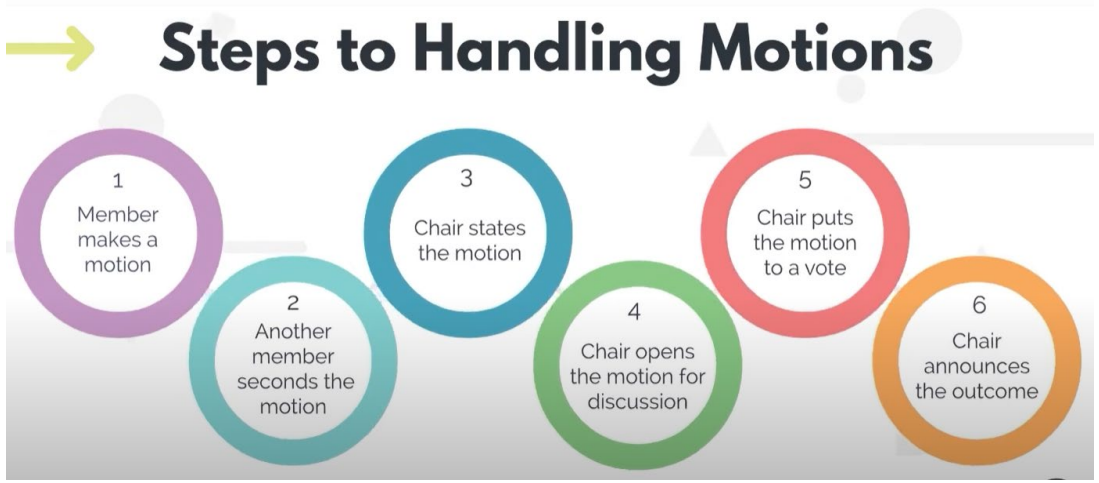
**Frequency**

- 6-8 meetings, roughly every other month beginning in February and then alternating with Executive Committee (EC) meetings
- 2-hours, in-person at MAR offices unless otherwise stated
- Ad hoc meetings may be called by President as needed, may be on Zoom.

**Engagement**

- Arrive on time and prepared
- Participate and ask questions
- Executive Committee vs. Executive Session
- Wait to be recognized by the President before speaking, meetings operate under Robert's Rules; vote when motions are on the table
- Year-end board self-assessment survey

# How Board Business is Conducted: Motions and Decision Making with Robert's Rules



# Board of Directors Meeting

# Board of Directors Meeting

Agenda

I. Call to Order
    a. Approval of the Agenda
    b. Approval of the minutes
II. 2026 Big Rocks & Updates
III. 2026 Strategic Planning
IV. New Business
V. Adjourn

# Our 2026 Trajectory

**People** – right structure, people in the right seats

**Financial Resources** – flexibility and "war chest" to both insulate & invest

**Enablers** – Governance, processes, technology & physical space

Association of the Future

- ✓ Agile
- ✓ Diversified
- ✓ Growing

# Six-Month Plan Cycle for 2026

## Q1 & Q2

1. Building Move Planning
2. Phase I Tech assessment & mapping
3. Strategic Planning
4. RMLS Task Force Implementation
5. Lockbox Task Force

## Q3

1. Building Move
2. Phase II Tech Roadmap implementation
3. Mid-Yr 2026 Budget Replan

## Q4

1. Phase II Tech Roadmap Implementation
2. 2027 Budgeting
3. Envision 2.0 - ProPack?

# The Technology Roadmap Scope

**Building sale**
unlocks resources
& brings clarity

**Envision 2.0**
accelerates need for
integrated &
automated tools

**Invest in Technology Roadmap ($50K to start)**

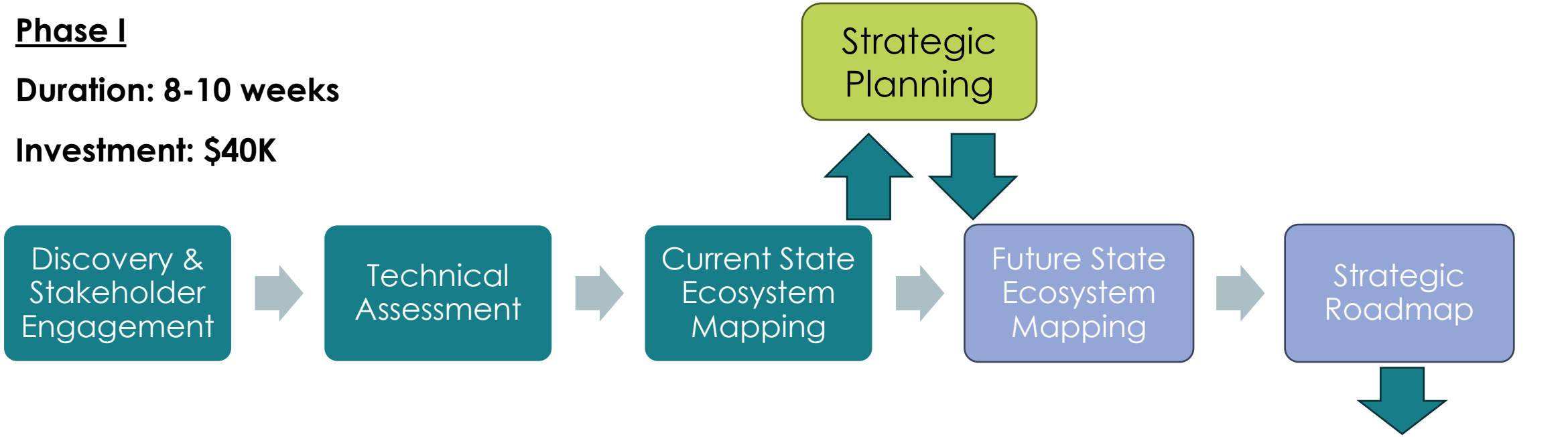
1. Asana project management cont'd
2. CRM (customer relationship management) and AMS (association management) system
3. Function-specific tools for education, finance, HR, governance, etc.
4. Phone and text service
5. Enterprise AI strategy (internal and customer-facing)
    - Multiplier of staff resources
    - Increases member access & service levels
    - Connects to RMLS vision

# Technology Project Plan

**Phase I**

**Duration: 8-10 weeks**

**Investment: $40K**




**Phase II**

**Duration: 12-16**

**Investment: $6K-$12K/month**

Implementation w/Fractional CIO

# Strategic Planning – Connecting the Dots

VUCA world is here to stay:

- Volatile – COVID, social & generational issues, lawsuits, broker changes and consolidation
- Uncertain – Housing market changes & impacts on membership, NAR and MLS changes
- Complex – Interrelated nature of MAR's business model with aspects outside of our control, dependencies across a lot of our internal work, many trade-offs to consider in seemingly "simple" decisions
- Ambiguous – Lack of clarity and unprecedented situations in many cases, implications of AI, consolidation across many industries

# Thought Starters to Strategic Plan Thinking

- Consolidation – with brokers, with MLS's and associations, what are implications?
  - Competition vs. collaboration
  - Chapter formation
  - Mergers
- How can we better leverage our stake in the MLS to help us achieve our mission?
- How is homeownership likely to change into the future and what are implications for consumers, Realtors, and policymakers?
  - How might MAR tap into consumers in a way that strengthens our ability to deliver our mission?
  - What could advocacy work look like if we engaged the broader community of homeowners?

- How might we plan for a world where the three-way agreement and the growth of non-members can co-exist? And what about a world without a three-way agreement or where we self-select out?

# Adjourn

Lunch immediately following