



Texas REALTORS® Governance Review & Reform Update

August 2026

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An aerial photograph of a row of colorful beach houses built on stilts. The houses are in various colors including teal, yellow, pink, and orange. They are situated on a sandy dune area with sparse vegetation. In the background, there is a body of water and a distant shoreline with some buildings and a crane. The sky is a pale, hazy blue.

01

Background & Current State Findings

Why Governance Review, and *Why Now?*

In its Strategic Plan, Texas REALTORS® committed to conducting a comprehensive governance review to ensure the association is still effectively set up to fulfill its mission in an evolving industry landscape.



REFRESH & MODERNIZE

Texas REALTORS® hasn't completed a full governance review since 2007. Periodic assessments are best practice, even if nothing is broken.



ADAPT TO SCALE

Texas REALTORS® has experienced significant membership growth, board mergers, and population shifts. Structures and representation models should be re-evaluated against this landscape.



EVOLVE WITH INDUSTRY

Regulatory and policy changes in the industry and shifting market dynamics make this a good time to pressure test whether Texas REALTORS® governance is set up to best serve members.



ENGAGE MEMBERS

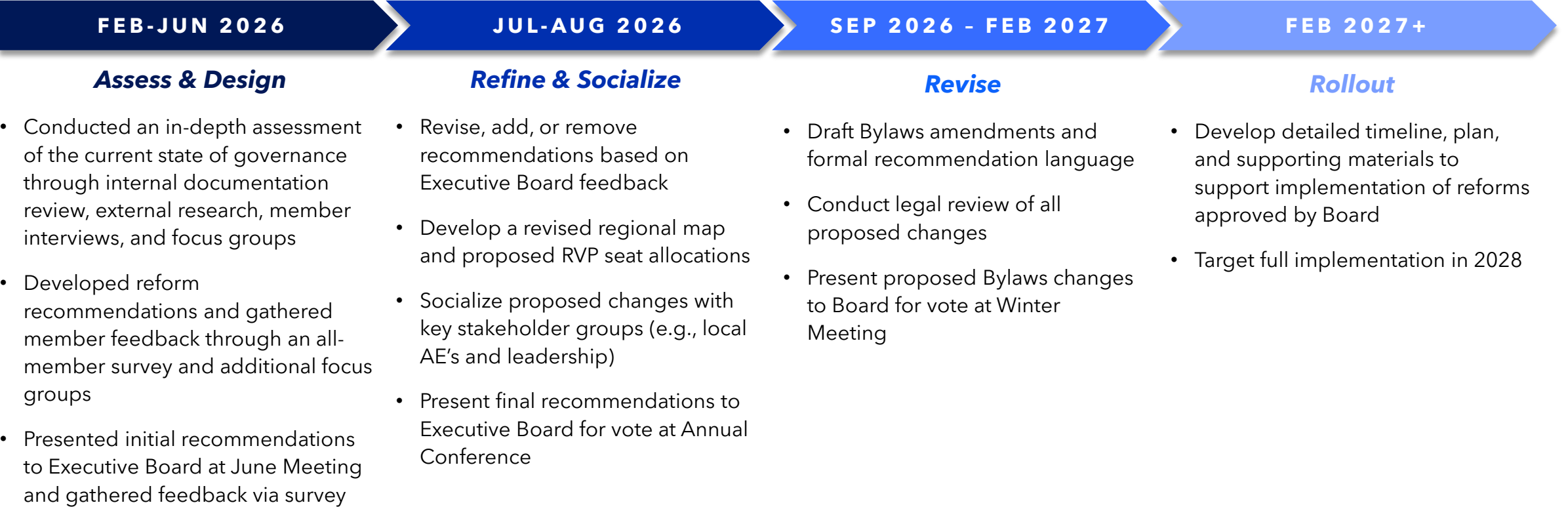
Governance is an important way for the most invested members to feel connected and engaged. This assessment examined whether current structures are still set up to provide that opportunity to members.

FROM THE TEXAS REALTORS® 2025-2026 STRATEGIC PLAN

Conduct a comprehensive review of the organization's governance structure and take action to enhance equitable and efficient decision-making, ensuring fiduciary responsibility and beneficial outcomes for the entire organization.

Governance *Review & Reform* Process

This has been an iterative process grounded in member input, refined through stakeholder feedback, and implemented through a deliberate, phased approach.



A *Member-Driven* Governance Review

Every phase of this effort was designed to incorporate member perspectives, from understanding today's governance challenges to testing and refining recommendations before bringing them forward for consideration.

Stakeholder Councils

50+ members and AE's participated across 14 Stakeholder Council focus groups to provide feedback on the current state governance and the reform recommendations

Work-Group

A **13-member Work Group** representing different associations, regions, governance backgrounds, and specialties collaborated on the proposed governance reforms¹

Interviews

25+ leaders and staff provided input on strengths and opportunities in governance today via 1:1 interviews

All-Member Survey

All **~140K Texas REALTORS® members** were sent a survey to share their perspectives on governance today and key reform concepts (550 responses)

Regional 360 Meetings

~1,500 members had the opportunity to provide feedback via polls shared across **8 Regional 360 meetings** (~75 responses)

Executive Board Survey

All **65 Executive Board members** were invited to provide feedback on proposed reforms, both during the June meeting and in a post-meeting survey (41 responses)

¹A list of Work Group and Stakeholder Council members can be found in the appendix

Current State Findings: Governance *Strengths*

Across interviews and focus groups, members and stakeholders consistently identified these four foundational strengths in Texas REALTORS® current governance model.

1

Governance outcomes are not an issue. Most stakeholders could not point to specific instances where key decisions were delayed or the incorrect decision was made due to the governance structure. Most concerns were related to the experience of being involved, not the outputs.

3

Deeply committed volunteer base. Stakeholders at every level described passionate, long-tenured volunteers who invest significant personal time and resources to serve the association and its members and identify an upcoming pipeline of talent.

2

Effective Leadership Team structure. The leadership team is broadly seen as the right size and composition. Continuity across roles provides stability, and the structure is not reliant solely on strong interpersonal relationships to function well.

4

Legislative and advocacy efficacy. Texas REALTORS® is regarded as one of the strongest State associations when it comes to advocacy. The legislative management team, lobbying staff, and TREPAC fundraising culture are regarded as best-in-class.

Current State Findings: Governance *Challenges*

Our current state analysis revealed the following challenges with governance today. These findings served as the basis for the recommendations ultimately proposed by the Governance Work Group.



REPRESENTATION & VOICE

Power feels imbalanced

Smaller boards feel unheard, while larger ones feel smaller boards get disproportionate advantages. Most believe regional boundaries need to be re-drawn to reflect population shifts and mergers.



DECISION-MAKING PROCESSES

Decisions shaped upstream

Size and structure of governing bodies limit meaningful debate and create reliance on upstream decision-making processes that are not always visible.



NOMINATIONS & ELECTIONS

Selection processes are opaque

Selection processes lack transparency and consistency and do not always reflect the level of rigor expected for roles with significant responsibility.



LEADERSHIP PATHWAYS

Path to leadership is unclear

There is no clear or widely understood pathway into leadership, limiting visibility, access, and the development of a broader pipeline.



COMMITTEE STRUCTURES

Committee impact is inconsistent

Committees are valued for engagement, but lack of clarity around purpose, roles, and continuity can limit their ability to deliver consistent impact.

02

Proposed Governance Reforms



Four Governance Reform Proposals

Based on the challenges identified by members, the Governance Work Group prioritized four areas for reform.

01

Executive Board Structure

Fewer regions, a fairer formula

- Reduce from 15 to 9 regions
- Replace current 1:2500 RVP-to-members formula with a “base + tiered” model: every region gets 3 RVP seats + 1 additional seat per 10k members

02

Board of Directors Size

A body that can deliberate

- Update Director-to-member from 1:1000 to 1:2000
- Maintain minimum of 1 Director per local association

03

RVP Qualifications

Raise the bar, open the pipeline

- Prior Service: Increase from 1 to 2 years required service on local Board or NAR-equivalent
- Meeting Attendance: Add Party Leadership Summit as qualifying event
- Term Limits: No more than two consecutive 2-year terms, followed by a required two-term sit-out – no lifetime cap

04

RVP Nominations & Elections

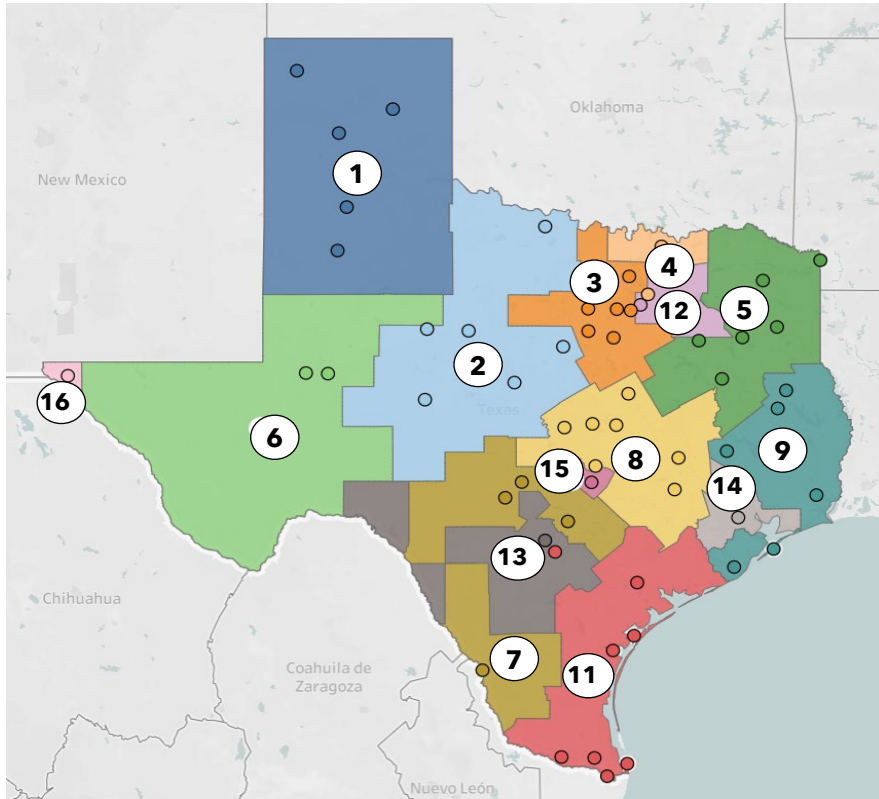
One transparent process

- Open Application: Enable any member to apply directly for an RVP role
- Standardized, TR-led Review: Maintain Credentials Committee’s candidate-review role
- Local Input: Allow for confidential local association input on candidates

80% of Executive Board survey respondents agreed these reforms should move forward overall

01 Executive Board Structure: *Current Design*

The below reflects the current regional map structure, membership counts, and RVP seats.



¹Note there is currently no region 10

²July 2026 data. Note that member counts as of May 31st are used to determine RVP allocations for the upcoming year.

Region ¹	Associations	Members ²	RVP seats
Region 1	5	2,747	1
Region 2	6	1,994	1
Region 3	6	9,992	4
Region 4	2	1,593	1
Region 5	6	3,027	1
Region 6	2	1,455	1
Region 7	3	1,284	1
Region 8	8	6,769	3
Region 9	6	1,618	1
Region 11	8	5,240	2
Region 12	1	35,266	14
Region 13	1	15,145	6
Region 14	1	42,829	17
Region 15	1	13,575	6
Region 16	1	3,009	1
Total	57	145,543	60

01 Executive Board Structure: Proposed Reforms

A re-drawn map with a base + tiered seat allocation formula would provide more balanced representation across regions and decrease the overall size of the Executive Board, making the body more nimble.

PROPOSED CHANGES

- Base + Tiered Seat Allocation: Replace current 1:2500 RVP-to-members formula with a “base + tiered” model: every region gets 3 RVP seats + 1 additional seat per 10k members **[80.5% of Executive Board agreed]**
- Regional Map Re-draw: Re-design regional map to reduce from 15 to 8-10 regions **[61% of Executive Board agreed]**. See following slides for proposed map and seat allocation across regions.

RATIONALE

- Guarantees that no region – however small – is a “one-voice” region with only one RVP
- Maintains proportionally; larger membership still earns a larger delegation, but on a scale every region can actually staff
- Serves as a more “merger proof” model since RVP count will only increase by +1 if a region goes over a 10K threshold due to a merger
- Reduces “seat filler” concerns and strengthens overall candidate quality

MEMBER FEEDBACK

5 of 6 Stakeholder Councils ranked a “base + tiered” model as their top choice – including over the current state

#1 ranked allocation model in member survey

“This will help the large associations not have to struggle to fill multiple RVP and Director spots with people that may not be as qualified as others”

– Executive Board Member

“This will provide a more balanced representation, especially for the smaller boards”

– Executive Board Member

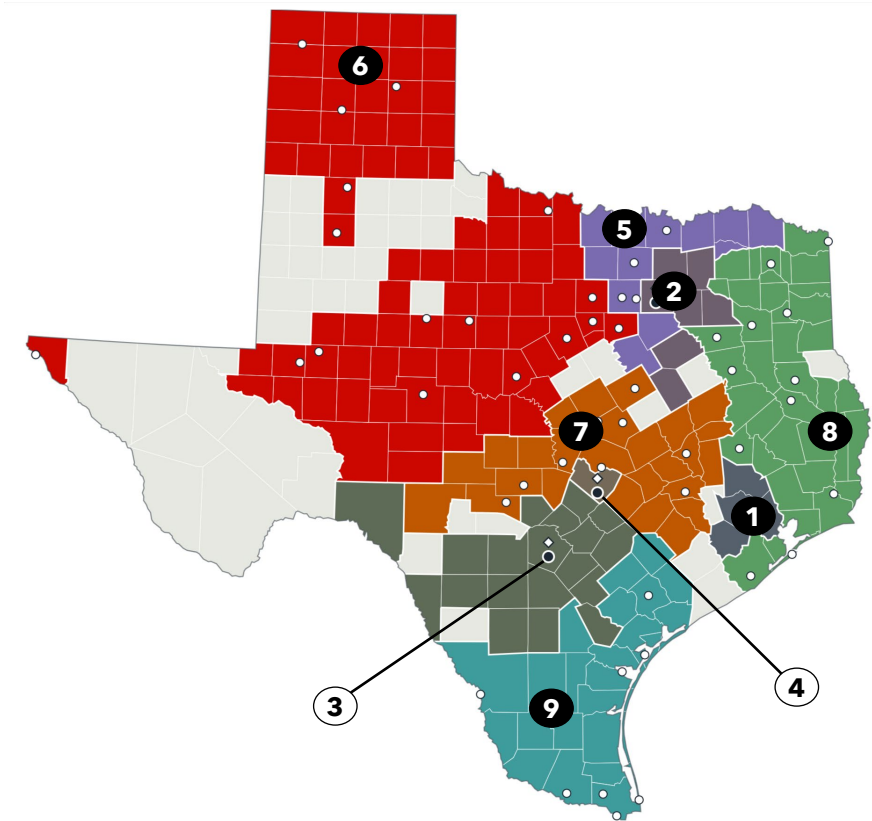
01 Executive Board Structure: Guiding Principles

Following Executive Board review of the proposal to decrease from 15 to 8-10 regions, the Work Group took on the task of designing a new regional map for review with the following guiding principles in mind.

	Four anchor regions stand alone	Houston, MetroTex, San Antonio, and Austin each have the scale to remain a region in their own right. This gives each of the four “anchor regions” an RVP delegation focused entirely on its own market
	Balance membership where practical	To the extent possible, the remaining 53 associations were grouped toward comparable member counts so that associations within those regions can elect RVPs from among true peers.
	Respect existing relationships	Current regional partnerships – the programs, friendships, and working rhythms built over decades – were preserved wherever possible. Most associations keep most of their current regional partners.
	Keep geography workable	No region should be impossible to serve. Where a region is unavoidably large, the structure compensates with RVP seats allocated across geographic districts within the region.

01 Executive Board Structure: Proposed Map

The proposed map includes 9 regions (down from 15). A breakdown of member count and RVP allocation per regions is below, and a more detailed overview of associations and districts within each region can be found in the [appendix](#).



Note: Large multi-board regions will be broken down into districts to preserve geographic representation and create manageable territories for each RVP (see appendix)

Region Member Count and RVP Allocation with a Base + Tiered Formula
3 base seats + 1 additional seat per 10K members

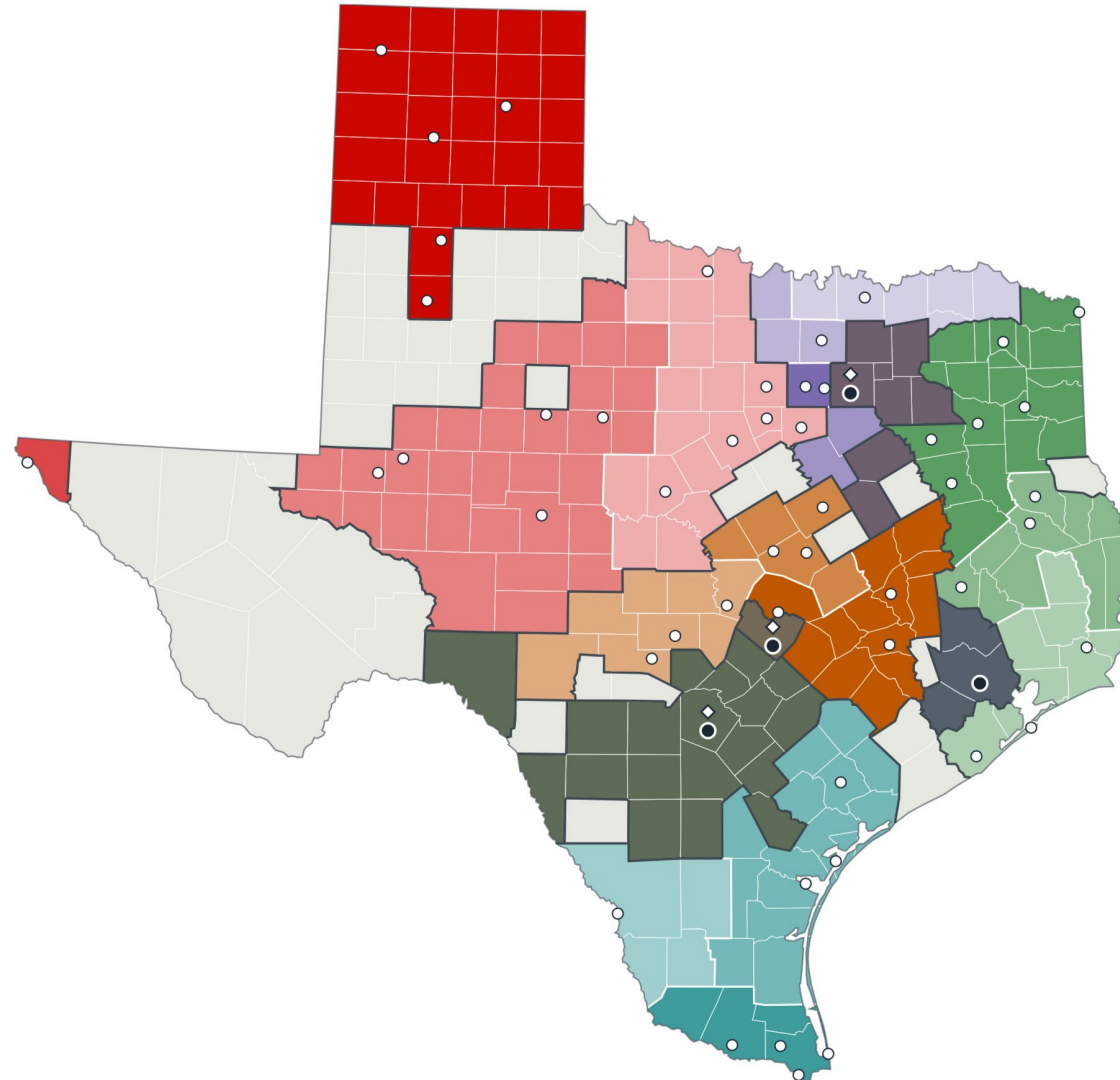
Region ¹		Associations	Members	RVPs
1	Houston	1	42,829	7
2	MetroTex	1	35,266	6
3	San Antonio	1	15,145	4
4	Austin	1	13,575	4
5	North Texas	5	10,502	4
6	West Texas	17	10,288	4
7	Central Texas	10	7,383	3
8	East Texas	12	4,645	3
9	South Texas	9	5,910	3
Total		57	145,543	38

RVP count drops by 22
vs. current state

¹ Numbers are intended to provide a key for the map only; they do not reflect any final numbering of the proposed regions

01 Executive Board Structure: *Potential RVP allocation*

To keep large regions served end to end, each seat could be tied to a **geographic district** – a cluster of neighboring associations the RVP must come from. ***This map is for illustrative purposes only.***



02 Board of Directors Size: Proposed Reforms

The proposed Board of Directors ratio is intended to reduce overall board size while maintaining balanced statewide representation and leadership sustainability.

PROPOSED CHANGES

- Update Director-to-member from 1:1000 to 1:2000, while maintaining a minimum of 1 Director per association **[73.2% of Executive Board agreed]**
- See [appendix](#) for breakdown of Director counts per association

RATIONALE

- When combined with proposed Executive Board changes, the new ratio would result in an ~89-member reduction in overall BoD size (~33% reduction), creating a smaller, nimbler decision-making body
- Corrects for a ratio that has not kept up with significant membership growth over the last 15-20 years
- Reduces local association financial burden of sending numerous directors to Board meetings
- Preserves leadership development opportunities across associations of different sizes by preserving 1 Director per local board minimum

MEMBER FEEDBACK

88% of Stakeholder Council members agreed that the ratio should increase or be different than what is today at Texas REALTORS®

4 of 6 Stakeholder Councils identified the 1:2,000 ratio as their top preference (compared to 1:1000, 1:2500, 1:3000, or "something else")

"I funded 30 people to be there for three nights. It is brutal. I would much rather spend that money on member benefits."

– Association Executive

03 RVP Qualifications: Proposed Reforms

Updated RVP qualification standards are recommended to improve consistency, accountability, and statewide leadership preparedness.

PROPOSED CHANGES

- Prior Service: Increase from 1 to 2 years required service on local Board of Directors or qualified NAR-affiliated Institute, Society, or Council **[87.8% of Executive Board agreed]**
- Meeting Attendance: Add Texas REALTORS® Party Leadership Summit as qualifying event (along with Winter Meeting and Conference) to meet the requirement to attend 4 of the last 6 annual meetings. Note the Work Group *withdrew* the recommendation to change the requirement to 2 of the last 4 meetings in response to Executive Board feedback (48.8% disagreed).
- Term Limits: Apply one consistent standard for all RVPs: no more than two consecutive 2-year terms, after which an RVP must sit out two consecutive terms before serving again. There is no lifetime cap on total terms served. Exception available if a suitable candidate cannot be identified. Limits will start with RVPs seated in December 2028 and will not apply retroactively.

RATIONALE

- Prior Service: Raises the bar for RVP candidates to have a deeper understanding of the REALTOR® organization and the three-way agreement
- Meeting Attendance: Opens up ways members can meaningfully engage with TR
- Term Limits: Encourages leadership rotation and new voices within a smaller Executive Board, while still allowing for continuity in institutional knowledge.

MEMBER FEEDBACK

79% of member survey respondents believed there should be term limits for TR leadership positions

73% of Stakeholder Council members agreed that 2 years of Local Board of Directors service should be required prior to being nominated for RVP

"This is not an entry-level position. These are future leaders of our organization. We need to raise the bar considerably."

– Association Executive

04 RVP Nominations & Elections: Proposed Reforms

Recommended nomination and election process updates are designed to improve transparency, consistency, candidate accessibility, and statewide leadership readiness.

PROPOSED CHANGES

- Open application: TR publishes all RVP vacancies to members and any member can apply directly. AE referral/nomination is not *required*. **[61% of Executive Board agreed]**
- Standardized, TR-led Candidate Review: Credentials Committee continues to fulfill the candidate review role it holds today for all RVP applicants, following a standardized process. **[73.2% of Executive Board agreed]**
- Local Association Input: As part of application review process, TR will develop a formal channel for local association leadership to provide input during the process. Note this was added in response to Executive Board feedback.

RATIONALE

- Creates a more transparent and equitable statewide process
- Opens up pool of applicants while reducing inconsistent regional nomination practices
- Takes local politics out of selection process while preserving some local voice, without putting local leaders in the position of being asked for an endorsement

MEMBER FEEDBACK

57% of member survey respondents reported they believe local board endorsement should be a consideration, but not a *requirement* for TR leadership

73% of Stakeholder Council participants agreed with each of the proposed changes to nomination & election processes

"TR being in charge of the RVP elections is the most impactful. This takes the local politics out of it and helps leaders emerge."
– Executive Board Member

Additional Recommendations

In addition to four focus areas for governance reform that were assessed and tested in detail, the following recommendations were identified over the course of Work Group and Stakeholder Council discussions as potential areas for further exploration.

COMMITTEE STRUCTURES	CODE OF CONDUCT	LEADERSHIP PATHWAYS	COMMUNICATIONS	DECISION-MAKING PROCESSES
- Conduct audit of committee purpose, size, and output - Review and re-define Committee vs. Task Force vs. Advisory Council - Recommend changes to committee structure, including potential re-naming, re-sizing, consolidation, or removal	- Establish member task force focused on Code of Conduct and complaints - Refresh Code of Conduct policy to provide clarity on who it applies to (i.e., not just committee members) - Review complaints process and identify necessary changes to provide more clarity	- Publish a “leadership roadmap” that shows multiple pathways to TR leadership - Review, update, and potentially expand upon TRLP offerings - Re-vamp mentorship program (in progress) - Develop a formal training requirement for Directors (within 60 days of taking office)	- Develop and publish a “Governance 101” document with a clear structure overview, including a description of the three-way agreement - Develop and publish a 3-year governance outlook calendar showing nomination and selection cycles for key leadership positions - Create a governance glossary that defines terminology and links to important documents	- Test a consent agenda at future BoD meetings to shorten duration - Review policy on BoD alternates to ensure meeting attendees are adequately prepared

Appendix A: RVP and Director Allocation Data



Proposed Regional Structure (1/3)

The table at right outlines the proposed regional structure, including the number of RVPs, local associations, and members within each of the 9 proposed regions.

For multi-board regions, RVP districts are intended to preserve geographic representation while creating manageable territories for each RVP, rather than requiring a single RVP to cover an entire region.

Region	RVPs	Local Associations	RVP Districts	Members
Houston	7	Houston	– single association –	42,829
MetroTex	6	MetroTex	– single association –	35,266
San Antonio	4	San Antonio	– single association –	15,145
Austin	4	Austin	– single association –	13,575
North Texas	4	Greater Fort Worth	Fort Worth	4,934
		Arlington	Arlington	2,771
		Greater Denton Wise County	Denton-Wise	1,204
		Greater Texoma	Texoma & North	832
		North Texas Commercial	Texoma & North	761
West Texas	4	Greater El Paso	Permian & Far West	3,009
		Petroplex	Permian & Far West	790
		Permian Basin	Permian & Far West	665
		San Angelo	Permian & Far West	439
		Lubbock	Panhandle & South Plains	1,612
		Amarillo	Panhandle & South Plains	1,037
		Plainview	Panhandle & South Plains	43
		Pampa	Panhandle & South Plains	36
		Dalhart	Panhandle & South Plains	19
		Abilene	Big Country	645
		Stephenville	Big Country	366
		Heartland	Big Country	187
		Nolan County	Big Country	18
		Greater Metro West	Cross Timbers & Red River	604
		Granbury	Cross Timbers & Red River	359
		Wichita Falls	Cross Timbers & Red River	339
		Johnson County	Cross Timbers & Red River	120

Proposed Regional Structure (2/3)

The table at right outlines the proposed regional structure, including the number of RVPs, local associations, and members within each of the 9 proposed regions.

For multi-board regions, RVP districts are intended to preserve geographic representation while creating manageable territories for each RVP, rather than requiring a single RVP to cover an entire region.

Region	RVPs	Local Associations	RVP Districts	Members
Central Texas	3	Five Points	Brazos Valley & Williamson	1,854
		Bryan College Station	Brazos Valley & Williamson	1,178
		South Central	Brazos Valley & Williamson	401
		Waco	Waco-Temple Corridor	918
		Fort Hood Area	Waco-Temple Corridor	911
		Temple Belton	Waco-Temple Corridor	690
		Highland Lakes	Hill Country	489
		Central Texas Commercial	Hill Country	328
		Kerrville	Hill Country	323
		Central Hill Country	Hill Country	291
East Texas	3	Greater Tyler	Northeast & I-20	1,449
		Longview Area	Northeast & I-20	976
		Texarkana	Northeast & I-20	299
		Henderson County	Northeast & I-20	128
		Palestine	Northeast & I-20	91
		Titus Camp Morris Upshur	Northeast & I-20	84
		Beaumont	Gulf & Southeast	840
		Brazoria County	Gulf & Southeast	106
		Galveston	Gulf & Southeast	64
		Pineywoods	Deep East & Pineywoods	353
		Nacogdoches County	Deep East & Pineywoods	144
		Tall Pines	Deep East & Pineywoods	111

Proposed Regional Structure (3/3)

The table at right outlines the proposed regional structure, including the number of RVPs, local associations, and members within each of the 9 proposed regions.

For multi-board regions, RVP districts are intended to preserve geographic representation while creating manageable territories for each RVP, rather than requiring a single RVP to cover an entire region.

Region	RVPs	Local Associations	RVP Districts	Members
South Texas	3	Greater McAllen	Rio Grande Valley	1,987
		Brownsville South Padre Islands	Rio Grande Valley	555
		Harlingen	Rio Grande Valley	294
		South Padre Island	Rio Grande Valley	163
		Coastal Bend	Coastal Bend	1,702
		Victoria Area	Coastal Bend	325
		Rockport Area	Coastal Bend	169
		Laredo	Border & Laredo	670
		South Texas Commercial	Border & Laredo	45

Proposed Director Allocations (1/3)

The table at right shows the Director counts each association would receive at the current 1:1000 ratio and the proposed future 1:2000 ratio, using July 2026 membership count data*. Per the Bylaws, Director counts are rounded up to the nearest whole number. Each association receives a minimum of one seat, regardless of size.

*note that current Director counts on the Board are a reflection of membership data as of May 31, 2025, so the table at right might not reflect actuals

Association	Members	Directors - 1:1000 (Current State)	Directors - 1:2000 (Proposed Change)
Nolan County	18	1	1
Dalhart	19	1	1
Pampa	36	1	1
Plainview	43	1	1
South Texas Commercial	45	1	1
Galveston	64	1	1
Titus Camp Morris Upshur	84	1	1
Palestine	91	1	1
Brazoria	106	1	1
Tall Pines	111	1	1
Johnson County	120	1	1
Henderson County	128	1	1
Nacogdoches County	144	1	1
South Padre Island	163	1	1
Rockport Area	169	1	1
Heartland	187	1	1
Central Hill Country	291	1	1
Harlingen	294	1	1
Texarkana	299	1	1
Kerrville	323	1	1
Victoria Area	325	1	1
Central Texas Commercial	328	1	1
Wichita Falls	339	1	1
Pineywoods	353	1	1
Granbury	359	1	1
Stephenville	366	1	1
South Central	401	1	1

Proposed Director Allocations (2/3)

The table at right shows the Director counts each association would receive at the current 1:1000 ratio and the proposed future 1:2000 ratio, using July 2026 membership count data*. Per the Bylaws, Director counts are rounded up to the nearest whole number. Each association receives a minimum of one seat, regardless of size.

Association	Members	Directors - 1:1000 (Current State)	Directors - 1:2000 (Proposed Change)
San Angelo	439	1	1
Highland Lakes	489	1	1
Brownsville South Padre Islands	555	1	1
Greater Metro West	604	1	1
Abilene	645	1	1
Permian Basin	665	1	1
Laredo	670	1	1
Temple Belton	690	1	1
North Texas Commercial	761	1	1
Petroplex	790	1	1
Greater Texoma	832	1	1
Beaumont	840	1	1
Fort Hood Area	911	1	1
Waco	918	1	1
Longview Area	976	1	1
Amarillo	1,037	2	1
Bryan College Station	1,178	2	1
Greater Denton Wise County	1,204	2	1
Greater Tyler	1,449	2	1
Lubbock	1,612	2	1
Coastal Bend	1,702	2	1
Five Points	1,854	2	1
Greater McAllen	1,987	2	1
Arlington	2,771	3	2
Greater El Paso	3,009	4	2
Greater Fort Worth	4,934	5	3

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Proposed Director Allocations (3/3)

Association	Members	Directors - 1:1000 (Current State)	Directors - 1:2000 (Proposed Change)
Austin	13,575	14	7
San Antonio	15,145	16	8
MetroTex	35,266	36	18
Houston	42,829	43	22
Total	145,543	179	112

The table at right shows the Director counts each association would receive at the current 1:1000 ratio and the proposed future 1:2000 ratio, using July 2026 membership count data*. Per the Bylaws, Director counts are rounded up to the nearest whole number. Each association receives a minimum of one seat, regardless of size.

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Appendix B: Detailed Current State Findings

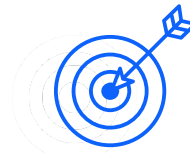


Current State Analysis: Approach

We assessed Texas REALTORS® current governance structures and processes through an internal and external lens to identify strengths, challenges, and opportunities for improvement.

INSIDE-OUT

- Engaged a diverse group of **85+ member volunteers and leaders** via interviews and focus groups
- Polled **75+ members** through regional 360 meetings to understand current perspectives on governance
- Reviewed Bylaws, policies, member and region counts, and other governance documentation



CURRENT STATE ANALYSIS

A comprehensive view of Texas REALTORS® current governance model, including how it operates today and where there may be opportunities to strengthen it for the future.

OUTSIDE-IN

- Researched trends and best practices in association governance
- Reviewed governance structures and approaches of **10+ other REALTOR® and cross-industry associations**
- Identified case studies of innovative governance models and programs

Governance Work Group & Stakeholder Councils

Slalom partnered with a Governance Work Group and gathered feedback from Stakeholder Councils to assess and refine TR’s governance structure.

Governance Work Group			
Brandy Wuensch - Chair		Scott Kesner - Vice Chair	
• Jason Ault • Joel Cook • Will Curtis	• Lisa Elkins • Cade Fowler • Ashley Gentry	• Ashleigh Hambright • Job Hammond • Paula McDonald	• Chaille Short • Angie Williams

Stakeholder Councils							
Board of Directors		Association Executives		Committee Leadership		Past Presidents*	
• Alberto Vazquez • Candace Cooke • Aaron Mullens • Donna Pinon • Steven Wright	• Shannon Franzen • Kristy Wages • John Kidwell • Kimberly Bragman	• Janna Burton • Kenneth Hogan • Kathy Burkhalter • Brian Morales • Nancy Myers	• Tony Delgado • Luanne Coleman • Rene Galvan • Justin Landon • Emily Girard	• Steve Stovall • Brandy Guthrie • Shana Acquisto • Erica McPhail • Sherry Smith • Kiersten Crawford	• Jemila Winsey • Vanessa Dirks • Cameron Willmann	• Cindi Bulla • Joe Stewart • Cindi Bulla • Avis Wukasch • Brooke Hunt • Russell Berry • Vicki Fullerton • Ron Wakefield	• Dave Dalzell • Scott Kesner • Marcus Phipps • Leslie Rouda Smith • Jef Conn • Marvin Jolly
Emerging Leaders		Executive Board		Local Association Leadership		Staff	
• Justus Carlile • Adrian Arriaga • Kat Robinson • Shawna Bradley • Jessica Holmes	• Tracy Thomason • Aaron Nelson • Sara Gerrish • Leah Cox	• Jeremy De La Garza • Virginia Gill • Elizabeth McCoy • Amanda Phillips	• Karishma Asrani • Melinda Randall • Wayne Dunson • Marquis Williams • Kriston Wood	• Douglas Campbell • John Crowe • Franceanna Campagna • Brent Myers	• Jacquelyn Wright • Theresa Hill • Sherri Barrett • Brook Fowler • Casey Turnmire	• Jonathan Houser • Denise O'Brien • Marty Kramer • Angela Brutsche • David Jones	• Brandon Alderete • Leslie Cantu • Tray Bates • Lori Levy • Robin Harris

*All past presidents of Texas REALTORS® were invited to provide input; this list reflects those who volunteered to participate via an interview 29

Current State Findings: Governance *Challenges*

Our current state analysis revealed the following challenges with governance today. These findings served as the basis for the recommendations ultimately proposed by the Governance Work Group.



REPRESENTATION & VOICE

Power feels imbalanced

Smaller boards feel unheard, while larger ones feel smaller boards get disproportionate advantages. Most believe regional boundaries need to be re-drawn to reflect population shifts and mergers.



DECISION-MAKING PROCESSES

Decisions shaped upstream

Size and structure of governing bodies limit meaningful debate and create reliance on upstream decision-making processes that are not always visible.



NOMINATIONS & ELECTIONS

Selection processes are opaque

Selection processes lack transparency and consistency and do not always reflect the level of rigor expected for roles with significant responsibility.



LEADERSHIP PATHWAYS

Path to leadership is unclear

There is no clear or widely understood pathway into leadership, limiting visibility, access, and the development of a broader pipeline.



COMMITTEE STRUCTURES

Committee impact is inconsistent

Committees are valued for engagement, but lack of clarity around purpose, roles, and continuity can limit their ability to deliver consistent impact.

Representation & Voice

WHAT WE HEARD

- **Big vs. small board is the central tension.** Four large boards hold roughly 80% of membership, and smaller boards report feeling overruled at both the BoD and Executive Board. On the other hand, larger boards feel that smaller boards already get additional support (particularly funding). Also, some larger board leadership feel they try to get participation from legacy small boards post mergers, but struggle to find volunteers.
- **Mega board delegations vote together.** Many felt it's a given that RVPs from single board regions will consistently vote in line with their local board's position, and sometimes larger board RVPs will vote together as a single mega board bloc. This means 4 boards can control the entire Executive Board, and make some smaller board reps feel like "why bother"?
- **The regional map is outdated.** The regional structure needs to be re-drawn to account for member growth, population shifts, and mergers. Engaging members face-to-face is significantly more challenging for RVPs from larger geographic regions vs. smaller.
- **AE's shape member participation at the state level.** Some AEs do an exceptional job of promoting opportunities and preparing members to serve beyond their local board. Making that support consistent across associations would strengthen the pipeline.



Why This Matters for Members: When governance matches where members actually live and work, advocacy and services reach every part of the state. Members in merged or rural boards stop engaging when they feel no one is paying attention to them.

PROOF POINTS

36%

of focus group participants *disagreed* that the current governance structure provides fair representation of local boards and regions across the state

"Those 25 [RVPs] can control the vote of the two. Our small region down here is really not going to matter."

– **Executive Board Member**

"I don't think any of the large boards really think that it's working. It's difficult for them to find that many people that are engaged and qualified."

– **Past President**

Decision-Making Processes

WHAT WE HEARD

- **Governing bodies are too large for meaningful deliberation.** As membership has grown, so have the BoD and Executive Board, making genuine debate difficult. Decisions still get made, but members feel they arrive after the real conversation has already happened.
- **Board of Directors is mostly informational.** The Board votes on critical decisions (e.g., elections, bylaws, and dues increases), but there is a perception that the Board is a “rubber stamp” on a decision that has already been made and functions more as engagement forum.
- **The three-way agreement does not exist in writing.** There is no document that defines what local, state, and national associations are each responsible for. One past president spent 6 years asking to see one and was only ever shown a NAR charter.
- **No support when local boards fail.** When a local board faces embezzlement or a leadership crisis, some reported the state’s response has been to tell them to call a lawyer, creating a feeling that the two-way agreement works in good times but disappears in bad ones.



Why This Matters for Members: Publishing who decides what and putting the three-way agreement in writing would directly address the confusion that drives member frustration and confusion over what they get out of their membership.

PROOF POINTS

30%

of Local Leaders
(AEs & Local Association Leadership)
in focus groups agree

63%

of State Leaders
(Directors & Executive Board Members)
in focus groups agree

that the current structure of Texas REALTORS® governing bodies leads to good, timely decision-making on behalf of members.

“It’s hard to get a lot done with a group that large. You cannot have the sidebar conversations that are critical to making informed decisions at that level.”

- Local Association Leader

“Sitting on the executive board... there are many times that I felt like what I said didn’t matter and the decision was already made.”

- Past President

Nominations and Elections

WHAT WE HEARD

- **Vetting does not match the weight of the role.** Some feel the Credentials Committee is too easy to get through and positions that carry real decision-making authority deserve a more thorough evaluation process.
- **Candidate requirements not well understood and inconsistent.** What it takes to be put forward for governance roles – particularly RVP – varies by local board/region, and candidates have at times been passed along to credentials who did not meet the requirements.
- **Campaign spending has no rules.** Some candidates can spend \$50K on Elected Officer campaigns with no spending limits, disclosure requirements, or rules. This gives candidates from large boards that provide financial support an advantage.
- **RVP selection and expectations lack transparency.** Many members do not understand how candidates are chosen, and once in the role, what is expected varies widely across regions. Because RVPs are nominated by their local boards – and some are currently serving in board leadership positions – there could be a conflict of interest, with RVPs unclear on whether they are accountable to voting how their board wants them to vote.
- **Informal succession patterns reduce competition.** Leadership advancement often follows unwritten expectations around “whose turn it is” rather than open, competitive selection.



Why This Matters for Members: Members trust an association that picks its leaders fairly and openly.

PROOF POINTS

60%

**of focus group
participants disagree**

5%

**of regional survey
participants disagree**

that current processes to select members to serve on Texas REALTORS® governing bodies consistently elevate the individuals the association needs most.

“My region wanted me to be considered for RVP. I don't qualify because I've never served on the (local) board. For me to choose to serve on my board at this point, it's 5 years.”

– Committee Leader

“We made recommendations about (a) liaison...(TR) totally ignored us, made their own decisions, and ended up random people.”

– Association Executive

Leadership Pathways

WHAT WE HEARD

- **No formal pathway exists.** There is no published map showing how someone moves to a TR leadership position. Even TRLP graduates are often unsure of what comes next, and programs designed for emerging leaders, like YPN, are frequently filled by members who are already experienced.
- **Leaders are chosen by shoulder taps.** Many leaders shared that someone personally asked them to get involved in governance. When this works well, it opens doors for talented members, but without a structured alternative it leaves some unclear on the volunteer opportunities available to them.
- **No common definition of “qualified”.** There is no shared definition of what “qualified” means across regions or stakeholder groups. Some leaders with years of state committee experience cannot qualify for RVP because they never served on their local board – a standard some local boards apply.
- **Leadership positions are recycled.** While term limits exist for Directors and RVPs (for multi-board regions), the same individuals often return to governance roles after sitting out a term or two, which limits the practical pipeline for new leaders to step in and bring fresh perspectives.
- **Mentorship program exists but is not widely known.** A mentorship program has been in place for several years, but most members are unaware of it. Those who have participated describe it as an informal pairing with little structure or follow-through. *Note the program is currently being rebuilt with clearer objectives and defined milestones.*



Why This Matters for Members: When members can see exactly how to get involved and where it leads, more of them do it. A published roadmap and formal mentorship program would reach members who currently assume leadership opportunities aren't available.

PROOF POINTS

~50%

*of Emerging Leaders polled believe that the **pathway to leadership is not clear**, transparent, or accessible.*

“Even TRLP graduates are still scratching their heads because the path is not clear.”

– Emerging Leader

““There’s a wink-wink, nudge-nudge path... but no one really knows what it is.”

– Board of Directors Member

Committee Structures

WHAT WE HEARD

- **Committee leadership selection lacks transparency.** Multiple chairs said they received a phone call with no explanation for why they were chosen. Some were placed on committees they had never served on.
- **Staff turnover disrupts committees.** Staff liaisons leave frequently, and committees lose their institutional knowledge each time. Low compensation is cited as one of the reasons.
- **Catch-all committee assignments undermine member engagement.** Members placed on committees that rarely meet or have no clear deliverables quickly disengage, and some never return. What was intended as an inclusive gesture ends up feeling like a hollow placeholder.
- **Applicants who are not selected hear nothing.** Some members who apply for committee leadership and do not get it receive no response. They are left to wonder what happened.
- **Some committees lack clear goals, deliverables, and accountability.** While most have some form of a mission, few have defined deliverables, or timelines for completion, making it difficult to measure impact or determine whether a committee is still serving its intended purpose.



Why This Matters for Members: Committees are one of the most important ways members get involved and grow into leadership. When committees have clear goals and defined roles, they become a stronger pipeline for engagement.

PROOF POINTS

23 of 29

committees are not defined in the bylaws, and 65% of committee members are engaged via these groups.

"I served on committees that literally never even had a meeting. I don't know what the point of that was."

– **Emerging Leader**

"Committee leadership (selection) is a mystery on how it works."

– **Committee Leader**