



**Urban Land
Institute**

Orange County/Inland Empire

About Initiative Councils

Traditional 20th century non-profit committees, like Membership, Sponsorship, and Programs were struggling to sustain attendance at their respective monthly meetings. Members were contacting the ULI Orange County/Inland Empire office seeking ways to get involved in the ULI at the local level, unfortunately, their interests didn't seem to lie in making phone calls to professionals about lapsed membership or they had the time right now to get involved, but not the expertise in the subject of the next program on the calendar that the Programs Committee was working on.

On July 1, 2009, under Jeff Mayer's leadership as Chair of ULI Orange County/Inland Empire, the District Council moved to an exciting new structure that is designed to engage members based on their professional expertise and their passion in the industry. The traditional, non-profit committees were dissolved and seven new Initiative Councils were formed. The Initiative Councils represent ULI's seven priority initiatives. They are modeled after the National ULI Product Councils, only these Initiative Councils are open to Associate Members as well as Full Members. All Initiative Councils have a 30-member maximum. Participation on the Initiative Councils is limited to ULI Orange County/Inland Empire members and a commitment is required to attend the Initiative Council meetings and participate in Council activities. Members missing two consecutive Council meetings will be resigned from the Council. The objective is to create Initiative Councils of industry professionals, who get to know each other over the course of the year, by meeting regularly and sharing best practices and lessons learned. Discussions at Initiative Council meetings must allow for diverse consideration of issues that effect change. Openness is key! The Initiative Councils are also be responsible for educating and effecting change in our membership and among industry professionals by organizing one General Networking Program in the fiscal year related to their respective topics.

Each Initiative Council has a Vice Chair, who serves on the District Council Advisory Board. Other leadership positions on the Initiative Councils include: an Assistant Vice Chair, who focuses on membership of the Initiative Council; a Vice Chair of Education, who focuses on the agenda for the meetings of the Initiative Council and on the educating members of the Initiative Councils about ULI resources; and a Vice Chair of Outreach, who leads the organization of the General Networking Program on a related topic to the Initiative Council. Think of these latter two roles as the internal educational role and the external educational role. The Councils also have a two YLG Representatives, a Student Representative and a Counselor. These volunteer positions comprise the leadership team on the Initiative Councils.

The Vice Chairs of the Initiative Councils are members of the District Council's Advisory Board, the policy-making leadership body. Occasional meetings will be scheduled during a fiscal year with the

leaders of all of the Initiative Councils. The objective is to promote cross-communication and cross-marketing within the seven Initiative Councils. These positions are tasked with strategic planning and will integrate what the Initiative Councils are doing with the District Council's overall strategic plan. Meetings among the Counselors, YLG Representatives and Student Representatives will be arranged as needed as well to facilitate cross-communication and sharing of best practices. The YLG Representatives are also members of the YLG Committee, who are facilitating cross-communication with this group.

Looking at longevity of the Initiative Councils, the District Council sees this as an opportunity to promote involvement in a National Product Council. Providing a rich and rewarding experience at the local level, the District Council will reach out to the members of the Initiative Councils and suggest upgrading to Full membership and joining a National ULI Product Council. We have witnessed in this downturn, and it can be said that this is true of past downturns, too, that our Full members have provided membership stability in the Institute. It's not too soon to be focusing on succession planning for the next up-cycle. *This is also consistent with ULI's "Leadership Enhancement Program" initiated under David Mayhood's leadership as Vice Chair of ULI District Councils, December 14, 2011.*

Leadership Roles on the Initiative Councils

Below are brief descriptions of the roles and responsibilities of various positions on the Initiative Councils. These volunteers comprise the leadership team that makes their respective Initiative Councils successful and ensures their Initiative Council is furthering the ULI mission - to provide leadership in the responsible use of land and in creating and sustaining communities worldwide.

The role of the Initiative Councils' Vice Chairs is appointed by the District Council Chair. The Vice Chairs serve a two-year term that ends with the fiscal year (June 30), which can be renewed by the Chair of the District Council annually for up to two additional years.

Vice Chair: Serves as a member of the ULI Orange County/Inland Empire District Council Advisory Board and as the "expert" on the respective priority area for the District Council; Appoints members to serve in leadership roles on the respective Initiative Council (see below); Ensures the Initiative Council membership make-up is diverse and balanced; Secures venue for holding Initiative Council meetings and leads the meeting. Participates in the general program organized by the Initiative Council, either by doing the welcome, serving as moderator or as a panelist; Convenes monthly meetings or conference calls with Initiative Council leadership; Meets regularly with the other Initiative Council Vice Chairs to discuss best practices and lessons learned about the formation and operations of the Initiative Councils.

These positions below are two-year terms that end with the fiscal year (June 30), which can be renewed by the Vice Chairs of the respective Initiative Council annually for up to two additional years.

Assistant Vice Chair: Works with the Vice Chair to ensure the Initiative Council membership maintains a 30-member maximum and is diverse and balanced with representatives from various sectors of the industry, the public and private sectors and the different membership levels (i.e. Full, Associate, Young

Leaders Group); Assists with maintaining membership roster, bios, and tent cards (for meetings); Serves as timekeeper at the Initiative Council meetings, ensures meetings start and end on time; Assists in setting goals and objectives of the Initiative Council; Meets or convenes by conference call on a monthly basis with Vice Chair, Vice Chair of Education and Vice Chair of Outreach to focus on meeting Initiative Council goals and objectives. This position does not necessarily succeed to the Vice Chair role in a new fiscal year, but can be considered for this role, if so desired.

Vice Chair, Education: Coordinates the Council meetings and internal activities of the Initiative Council; Works with the Vice Chair and members of the Initiative Council, setting agendas, securing presenters from within the Initiative Council or scheduling guest speakers, and appointing a minute-taker for the meetings; Works with the Vice Chair and Assistant Vice Chair on ways to keep members informed in between Initiative Council meetings; Oversees the Social Networking (Ning.com) site for the Initiative Council. Also, the Vice Chair of Education helps Initiative Council members learn more about ULI, including research, publications and programs on related subjects. At some point the Initiative Council might find that they have or want to create something to enrich ULI's resources related to the priority area. Between quarterly meetings, meets or convenes by conference call on a monthly basis with Vice Chair, Assistant Vice Chair, and Vice Chair of Outreach to focus on meeting Initiative Council goals and objectives. Meets occasionally with the other Initiative Council Vice Chairs of Education to discuss best practices/lessons learned about formation and operations of the Initiative Councils.

Vice Chair, Outreach: Creates and organizes one educational (general membership) program during the fiscal year for ULI Orange County/Inland Empire members and industry professionals. Chooses topics, sets program agendas, recruits speakers, secures program sponsors, drafts program announcements, and assists with marketing to ensure a strong turnout. Program guidelines are as follows: one large educational program will be calendared per year (according to the District Council program schedule) with a net revenue goal set in the fiscal year budget. This net revenue supports the ULI Orange County/Inland Empire District Council. The Vice Chair of Outreach also oversees the Initiative Council's webpage on the ULI Orange County/Inland Empire website as well as content included in the monthly District Council e-newsletter. Between quarterly meetings, meets or convenes by conference call on a monthly basis with Vice Chair, Assistant Vice Chair, and Vice Chair of Education to focus on meeting Initiative Council goals and objectives. Meets occasionally with the other Initiative Council Vice Chairs of Outreach to discuss best practices and lessons learned about the formation and operations of the Initiative Councils.

Members: All Initiative Councils will have a 30-member maximum. These 30 members will commit to attending the regular meetings of the Council throughout the fiscal year, July 1 to June 30. Membership will be appointed by the Vice Chair of the respective Initiative Council. Membership should be balanced and diverse, including members from the public and private sectors as well as from all ULI membership levels (i.e. Full, Associate and Young Leaders Group). The objective is to create Initiative Councils of industry professionals, who get to know each other over the course of the year, by meeting regularly and sharing best practices and lessons learned. Discussions at Initiative Council meetings must allow for diverse consideration of issues that effect change. Openness is key! Participation on the Initiative Councils is limited to ULI Orange County/Inland Empire members

and a commitment is required to attend the Initiative Council meetings. If a member misses two consecutive meetings, his/her membership on the Initiative Council will be resigned. A waiting list of industry professionals, who are members and non-members, will be maintained from which a new member or members of the Initiative Council will be appointed by the Vice Chair. New members will be appointed at the end of each fiscal year (June 30). No more than one professional from the same company should serve on the same Initiative Council. Guest attendance at Initiative Council meetings is encouraged, but should be limited to one-time only per guest and no more than five guests per meeting. Initiative Council member seating takes priority over guest seating, when there is a limit on the number of seats in the meeting room.

Young Leaders Group – Each Initiative Council will have two Young Leaders Group members serving on the Initiative Council as YLG Representatives. The YLG Representatives will also serve as liaison to the YLG Committee. The Vice Chair of the YLG Committee may contact the Vice Chairs of the Initiative Councils to ascertain what professional background is needed to serve on the Initiative Council. The YLG Representatives must be ULI members and agree to serve on the YLG Committee, if not currently involved. The YLG Representatives to the Initiative Councils must attend the respective Initiative Council meetings and YLG committee meetings regularly, i.e. if two consecutive Initiative Council meetings are missed and/or ULI membership is not renewed, a YLG Representative will be resigned and the Vice Chair of the YLG Committee will appoint a new representative. YLG Representatives will also be part of the leadership team for the respective Initiative Council. This includes participating in conference calls or meetings, as needed between quarterly Council meetings, with the Vice Chair, Assistant Vice Chair, Vice Chair of Outreach and Vice Chair of Education for the respective Initiative Council. The two YLG Representatives will count against the 30 member maximum participation. YLG members, other than the appointed YLG Representatives, are ineligible to serve on an Initiative Council. If a professional is under the age of 35, he/she can join the ULI as an Associate or Full Member and serve on the Initiative Council, but not on the YLG Committee.

Student Representative: Each Initiative Council will appoint a Student Representative to serve a one-year term. The Student Representative will be enrolled in a graduate-level program that is related to the Initiative Council priority area. The Student Representative will attend the regular meetings and assist with various tasks, such as taking minutes, doing “light” research on topics of interest to the members of the Initiative Council, and drafting and creating content that can be posted on the ULI Orange County/Inland Empire website as well as included in the monthly electronic newsletter and on the social networking site. This role is an unpaid position, but ULI will comp their membership for one year, during their term of service.

Counselor: Required to be a long-standing ULI Full member, currently serving on a Product Council. Serves to protect the ULI brand, further the ULI mission and maintain ULI’s policy on advocacy and encourage openness and communication among the Initiative Council members as it is successfully practiced in the ULI Product Councils.