Navigating Your TAA Volunteer Pathway

Find Your Place, Fuel Your Passion, Make a Difference





At the heart of the Texas Apartment Association (<u>TAA</u>) is a powerful truth:

our strength is our members.

Whether you're attending your first local association meeting or stepping into a statewide leadership role, your voice matters—and there's a place for you to thrive.

TAA's volunteer structure is more than committees and meetings; it's a professional growth journey rooted in connection, contribution, and community impact. Wherever you are in your career, we offer a clear path forward in individual leadership or through volunteer groups. Every contribution counts. And every volunteer helps TAA fulfill its mission. Let us help you find your path.

Renee

Renee Zahn, CAM, NALP, CPM, ARM
TAA President | Greystar

Your Journey Starts

Here





Every volunteer story starts with a simple spark—curiosity, connection, or a desire to grow. For many members, that spark is found close to home through their <u>local apartment association</u>. Whether you're attending an event, participating in a service project, or exploring member benefits, you're gaining valuable insight into how TAA works and what it means to be part of something bigger. It all starts with a simple step: reach out to your local apartment association, get connected, and see where the journey takes you.





Discover Your Role with TAA

Early involvement builds your TAA knowledge, introducing you to the people, programs, and opportunities that shape our industry. As you explore your interests, you'll find countless ways to get involved—from networking and educational workshops to workgroups and leadership pathways that align with your passions.

Whether you're just discovering TAA or you've been an engaged member of your local apartment association for years, there's a path for you to grow, contribute, and lead. We've built a volunteer path that welcomes you wherever you are so whether you're an Interested Volunteer, a New Volunteer, an emerging Volunteer Leader, or a Strategic Volunteer Leader ready to shape the future of the rental housing industry, we've got a path mapped for you.

Here's a quick summary of our four main entry points into volunteering with TAA:



Interested Volunteer

An Interested Volunteer is someone who is curious about getting involved with TAA but may not yet be familiar with the organization's structure or volunteer opportunities. These members often begin at the local level, exploring events, networking, or learning about member benefits. They are at the very start of the volunteer journey and are discovering where they might fit in.



New Volunteer

A New Volunteer has taken the first formal steps into TAA involvement. They understand the basics of how TAA and local associations operate and are typically a delegate of a local association, participating in their first committee, workgroup, or delegate role.



Volunteer Leader

A Volunteer Leader is someone with several years of experience who has taken on active leadership roles within TAA. They understand the governance, mission, and programs of the association, and may be serving as a committee or workgroup chair, vice chair, spokesperson, or mentor.



Strategic Volunteer Leader

A Strategic Volunteer Leader is a highly experienced leader with a long-standing record of service and a deep understanding of TAA's statewide impact. These individuals often are past presidents of the organization or serve as **Executive Committee** members, Officers, or high-level mentors and play a key role in shaping the direction of the association, influencing policy, and supporting succession planning.

Follow an Existing Volunteer Path

or Forge Your Own

TAA members can follow one of our recommended volunteer pathways or forge their own journey too. Either way, it all begins by getting involved at the local association, so reach out locally first to learn what is offered and how to get involved.



The Perfect First Step

Maybe you've heard about TAA through your local apartment association, or perhaps you've attended a community event or peeked at the TAA Education Foundation's Room to Grow campaign. Either way, you're curious and interested, and that's the first step.

This is where your journey begins. We encourage you to explore opportunities, get to know our network, understand TAA's <u>member benefits</u>, and start building your confidence and connections. You don't need to know everything—you just need to start.

Ways to get involved:





Create or update your TAA member profile at <u>taa.org</u>

Participate in a community service activity with your local association

Attend the TAA ONE Conference

Participate in a local Leadership Lyceum program.



Ready to Engage

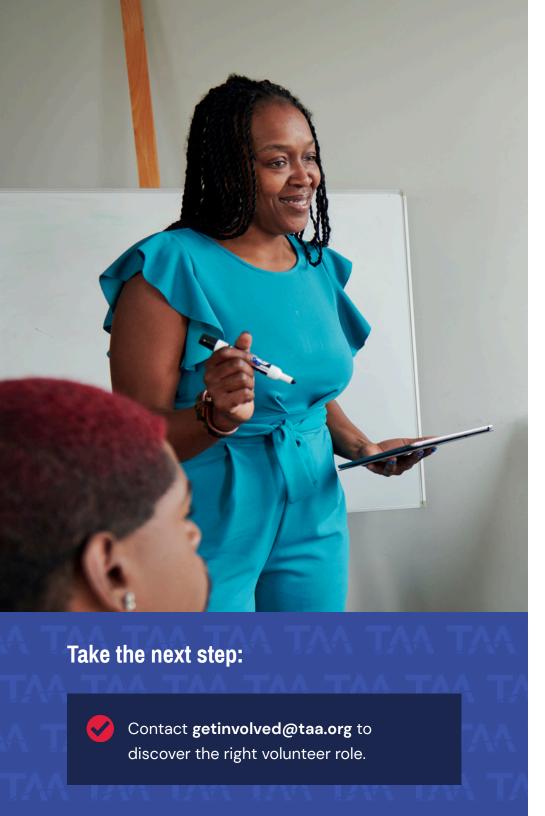
You've dipped your toes in and now you're ready to engage. As a New Volunteer, you're beginning to understand how TAA and local associations work together in a federated structure. You've likely attended a local apartment association member orientation, attended a Board of Directors Orientation, and have a foundational understanding of TAA structure, local involvement, and member benefits.

New Volunteers typically bring O-3 years of statelevel experience, but what you bring in energy, curiosity, and fresh perspective is invaluable. You're helping shape the industry while building meaningful relationships across Texas.

Explore hands-on opportunities:



Ask your local association leaders about TAA Leadership Lyceum, our signature leadership development academy, or serving on the Board of Directors.





Prepare for Formal Leadership

With a few years of involvement under your belt, you're ready to step into more formal leadership. You understand how TAA's governance, membership model, and programs function, and how we collaborate across the state of Texas.

By now, you've likely attended a Board of Directors
Orientation to see the leadership team in action and
served in several volunteer capacities including as a
Board of Directors delegate, Workgroup Chair,
Committee Chair, Committee Vice Chair, Volunteer
Spokesperson, or Lyceum Graduate.

This level is about empowering others, from welcoming new members and mentoring rising volunteers, to moving the needle on statewide initiatives. With 3–5 years of experience, you are a connector, a builder, and a leader others look to.



Vision, Voice & Impact

You've become a cornerstone of TAA's volunteer leadership. With 5+ years of active involvement at the state level and deep knowledge from your hands-on engagement and elevated impact, you're playing a key role in shaping the future of the Texas rental housing industry. You're not just serving, you're steering through serving in key roles such as a Board of Directors delegate, Committee Chair, Executive Committee Member or Officer, and Leadership Lyceum Graduate.

You represent experience, commitment, and strategic insight. You've grown through TAA, and now you're helping others do the same.

Advance your journey:





TAA Volunteer Role Overview









	Interested Volunteer	New Volunteer	Volunteer Leader	Strategic Volunteer Leader
Experience Level	Novice	O-3 years at the state level	3-5 years at the state level	+5 years at the state level
TAA Knowledge	General information gained through involvement at the local level or from exposure to TAA member benefits.	 Familiar with the basics of how TAA and local associations operate in a federated structure. Likely attended a local apartment association member orientation, attended a Board of Directors Orientation, and have a foundational understanding of TAA structure, local involvement, and member benefits. 	 Understands TAA governance, membership model, products and services, and how TAA interacts with local associations. Likely attended a Board of Directors Orientation and served in several volunteer capacities 	 Extensive engagement experience, commitment, and insight Serving and steering the Texas rental housing industry through key roles Proven record of effectively serving in a leadership position of a TAA volunteer group.
Volunteer Role	 Local association or Leadership Lyceum program involvement TAA Workgroup/Project Member Active users of member benefits and event attendees 	 Committee Member Workgroup Member TAA Leadership Lyceum candidate or serve on the Board of Directors 	 Board of Directors Delegate Workgroup Chair Committee Chair Committee Vice Chair Volunteer Spokesperson Lyceum Graduate 	 Board of Directors Delegate Committee Chair Executive Committee Member Officer Lyceum Graduate

TAA Workgroups & Project Teams

One of the easiest and most impactful ways to start engaging with TAA is by joining a workgroup or project team. These short-term, purpose-driven groups are a great entry point for new volunteers, and they offer real opportunities to contribute, share ideas, and connect with others who care about the future of the industry.

Getting involved can be as simple as raising your hand when opportunities arise. You might submit a short video to be featured in the Be the Next Room to Grow campaign, sharing your unique perspective as a housing professional. Or, if you've got expertise and a story to tell, consider speaking at TAA's <u>ONE Conference</u>, one of the most dynamic and well-attended events in the industry.

Other workgroup pathways include nominating yourself or a colleague for a <u>TAA Professional Award or Affordable Housing Award</u>, both of which celebrate leadership and impact in our field. And of course, simply being an active participant—whether as a frequent user of TAA member benefits or as a familiar face at the ONE Conference & Expo—opens the door to future invitations and connections.

If you're ready to dip your toe into statewide involvement, joining a workgroup or project might be the perfect way to begin. It's where many TAA leaders got their start, and where you can, too.

Volunteer Leadership

in Action

TAA's strength lies in its members—passionate, experienced, and service-driven professionals who bring their talents to the table to help shape the future of Texas rental housing. Our leadership roles are thoughtfully structured to offer meaningful engagement at every stage of a volunteer's journey.

TAA's leadership journey is more than a committee chart—it's a story shaped by people like you who are passionate about creating thriving communities across Texas. Whether you're facilitating a committee conversation, mentoring a rising star, or speaking on behalf of the association, each leadership position plays a vital role in TAA's mission.

What follows is a look into several of the key individual leadership positions that help power TAA. These roles not only ensure the success of our programs and governance, but also provide volunteers with valuable experience, expanded networks, and the chance to make a lasting impact.



Mentors play a unique and invaluable role in TAA's leadership development strategy. These volunteers are selected based on their experience and ability to support new and emerging leaders with guidance, advice, encouragement, and practical feedback. Mentorship is about building confidence and helping others find their path in TAA. As part of TAA's commitment to cultivating future leaders, mentors shape the culture of service, connection, and support across our volunteer base.



Delegate

Serving as a Board of Director Delegate is often a new volunteer's first formal leadership role at the state level. Delegates attend quarterly Board meetings (held in the winter, summer, and fall), and actively participate in committee and workgroup discussions. In addition to serving on a TAA Committee, delegates may also be asked by the TAA President to serve on a TAA Workgroup or Appointed Committee such as Legislative, Texas Suppliers Council, ONE Conference, Leadership, or Budget & Finance. Delegates can self-select other TAA committees to join during the Winter Board meeting and also act as essential conduits between their local associations and the state organization, sharing information and ensuring alignment. Delegates are submitted to TAA by their local associations and must be Level 1 volunteers.



As a Committee Chair, a volunteer takes on the responsibility of leading a committee's operations and outcomes. These leaders set the tone by creating a welcoming, inclusive, and engaging environment and collaborate closely with their TAA staff liaison to organize meetings, develop agendas, and facilitate meaningful discussions. Chairs guide their groups in establishing an annual plan with clear objectives and timelines, ensure alignment with TAA's broader goals, and report progress to both the Board of Directors and Executive Committee. Chairs are typically volunteers who are also TAA Leadership Lyceum graduates, who are selected for their experience and demonstrated leadership within TAA.



Executive Committee Members are highly experienced <u>leaders</u> who help guide TAA's strategic direction. Meeting quarterly alongside the full Board, they also serve as liaisons to both local associations and designated committees or workgroups. These volunteers may be called upon by the President to join specialized initiatives or advisory teams. Vice Presidents at Large, a key part of the Executive Committee, serve as a communication bridge for TAA's statewide efforts to local associations and assigned committees or workgroups. Executive Committee members are nominated through the Leadership Committee and confirmed at the Fall Board meeting. This role is reserved for trusted, long-standing contributors at the Strategic Volunteer level.



Officer

TAA's Officers, including the President, President-Elect, Treasurer and Secretary, serve as the executive leadership team for the association. Officers lead Board meetings, chair meetings of the Executive Committee, lead TAA's volunteers, members, and local associations, and represent TAA at local association installations and events across the state.

The President appoints committee chairs and members in accordance with the Bylaws and Standing Rules, while the Treasurer oversees financial stewardship (budget, audit, and tax returns) through the TAA Budget & Finance Committee. Officer nominations are submitted by Board members and reviewed by the Leadership Committee before being presented for approval at the Fall Board Meeting. Officers are seasoned Strategic Volunteers with deep knowledge of TAA's mission, structure, and statewide influence. They are selected by members of the Board of Directors who submit written nominations to the Leadership Committee. The Leadership Committee then prepares a slate of Officers for Board consideration. The TAA Board of Directors approves the nomination slate at the Fall Board of Directors Meeting and the President-Elect role is an automatic succession to the President role.

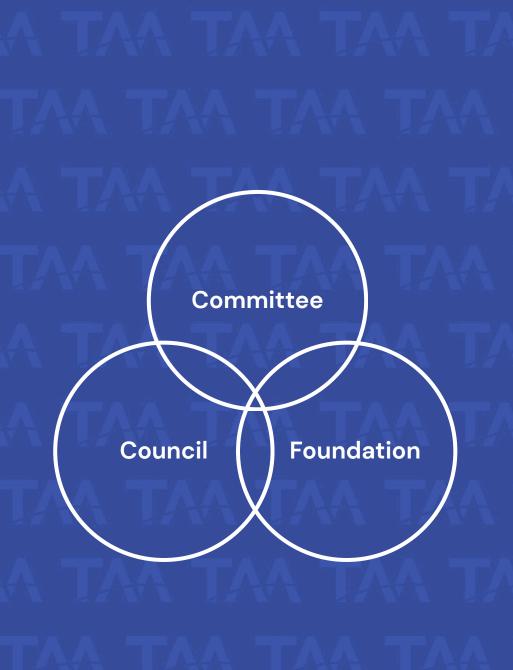


The Volunteer Spokesperson role provides a public-facing opportunity for Level 2 volunteers who are passionate about TAA's work and confident in representing the association in the media. These individuals participate in TAA media training and are prepared to respond to press inquiries, often on short notice. Whether explaining how legislation impacts the industry or highlighting TAA programs, spokespeople play a crucial role in elevating the association's visibility and credibility. Appointments are reviewed and approved by the Public Affairs Committee.



Workgroup Chairs guide short-term, topic-specific groups designed to accomplish focused goals. These leaders, typically Level 2 volunteers, work closely with TAA staff to prepare agendas and materials aligned with workgroup purposes and objectives (as identified by the TAA President). Workgroup Chairs are appointed directly by the TAA President and report to the TAA Board of Directors and Executive Committee as appropriate. They conduct all meetings and work in a manner consistent with TAA's commitment to a diverse, inclusive and equitable culture. The workgroups meet primarily virtually, but in-person meetings may be requested by the chair when needed to accomplish workgroup goals.







Inside TAA's Volunteer Committees & Councils

At the heart of TAA is a thriving ecosystem of volunteer groups—committees, councils, and foundations—each with a unique mission but united by a shared commitment to advancing the rental housing industry in Texas. These groups are the engines of TAA's impact, driving thoughtful leadership, informed policy, strong community, and meaningful member support. They offer members the chance to get involved in targeted, purposeful ways, connecting their expertise and passion to real opportunities for progress. Whether you're drawn to education, advocacy, finance, supplier relations, ethics, or industry innovation, there's a place for your voice.



The Association Executives Council is a collaborative network of local association executives (AEs) from across the state. This council fosters connection, knowledge-sharing, and professional growth among leaders who serve as the backbone of TAA. This council works to enhance the knowledge of TAA, its programs and how TAA and local associations work together for the benefit of members. Their role is essential, not just for smooth operations, but also for ensuring continued professionalism of the AEs. The Association Executives Council is comprised of current Local Association Executives for Texas affiliates.



The Budget & Finance Committee plays a critical role behind the scenes, stewarding TAA's financial health and long-term strategy. These volunteers recommend financial policies that support TAA's assets, vision and mission, review the annual budget and financial statements, monitor investment reports, review communications from auditors and implement recommendations, recommend an external auditor and financial policies that align with TAA's mission and review tax forms. Comprised of seasoned leaders, including the TAA Treasurer, Secretary, up to four appointees by the TAA President, and the immediate Past President and Executive Vice President as ex officio members, this committee safeguards the fiscal integrity that supports every TAA initiative.



Education is a cornerstone of TAA's mission, and the Education Committee ensures that members have access to timely, relevant, and high-impact learning experiences. From establishing the criteria and selection process for TAA's professional awards to discussing industry education needs and recommended topics for TAA educational programs and evaluating TAA ONE Conference education session proposals, this group's work directly contributes to a smarter, more prepared workforce and leadership pipeline.



Integrity is central to trust, and the Ethics Committee upholds that standard across TAA. Charged with promoting and sustaining a culture of ethical conduct, reviewing conflict-of-interest concerns, and ensuring accountability in leadership, this committee helps preserve the culture of fairness and transparency that underpins TAA's work. All seats in the Ethics Committee are appointed by the TAA President and include TAA Past Presidents who serve a three-year term. The TAA President-Elect and the TAA Executive Vice President also participate as non-voting members.



For those guiding the association's future leadership, the Leadership Committee creates a framework for success. This group oversees the nomination process and cultivates a culture of volunteer growth, visibility, and hospitality through the establishment of the Volunteer Management Strategy. They play a vital role in shaping the path for tomorrow's leaders while ensuring today's leaders are well–supported and engaged. The TAA President appoints two TAA owner/management company members, and the remaining seats are filled by the three most immediate Past Presidents and the current TAA President.



Leadership Lyceum Committee

For some leaders, their path begins with the TAA Leadership Lyceum experience, and this committee oversees TAA's premier leadership development program. Focused on cultivating rising stars and future leaders, and enhancing the long-term value of the Leadership Lyceum experience, this committee ensures that every class of participants is connected, challenged, and empowered.



Policy is another area where everyday leadership thrives. TAA's Legislative Committee is charged with discussing and evaluating public policy issues impacting the rental housing industry. They also adopt formal public policy positions for TAA, select office holders and candidates for state elective offices to receive TAA PAC contributions and endorsement. In addition, Legislative Committee members establish TAA's affirmative legislation for each Texas Legislative session and evaluate proposed legislation TAA will support or oppose. With members appointed from every major region and association, this committee drives advocacy, evaluates policy, and advances the interests of the rental housing industry at the Capitol and beyond.

The Legislative Committee is defined by TAA's Standing Rules. The selection of the Legislative Committee is intentionally designed to ensure diverse regional representation, deep industry insight, and strong leadership. Each year, the TAA President leads this process by appointing members from across the state. Representatives are selected from each of TAA's five largest local associations, with nominations submitted directly by the local associations. To further ensure geographic diversity, the President also appoints representatives from five key regions: the Panhandle, West Texas, Central Texas, East Texas, and the Coastal Region, again chosen from a pool of local nominees.

In addition to these regional and local voices, the President selects an Executive Committee member and two at-large members to bring broader strategic and operational perspective. The most recent Past Chair of the Legislative Committee is also invited to return, offering continuity and historical knowledge. The President then appoints the Committee Chair who will lead the group through the legislative term.



For those looking to energize the next generation of leadership, the NextGen Committee provides a dedicated space to elevate young professionals. This group fosters connection, shares best practices from local association NextGen programs, provides input on TAA's leadership initiative, and ensures that TAA remains a welcoming and inclusive space for emerging leaders.



TAA's flagship event, the <u>ONE Conference & Expo</u>, also gets its own volunteer power. The ONE Conference & Expo Committee champions this annual gathering to advocate for member participation, creating an elevated experience for operators and supplier partners as attendees, exhibitors, and sponsors. Their work ensures that the conference reflects the energy, diversity, and innovation of the industry it serves. ONE Conference committee members serve a one year term from June 1 through May 31 of the following year and are appointed by the TAA President–Elect.



Supplier partners are equally vital to TAA's success, and the Texas Suppliers Council gives these members a powerful platform. Through networking, volunteer activities, and representation, the Texas Suppliers council amplifies the voice of supplier partners while promoting collaboration with owners, operators, and manager members. With roughly 60 members, this group helps to enhance the profile of TAA's supplier partner members, increase awareness of the benefits associated with Supplier Partner membership, and provides a forum for TAA's supplier partner members to learn more about how they can play a role at TAA.



The TAAEF HR Council is a leadership committee within TAA that focuses on workforce, recruitment, retention, training, and HR-related challenges across the multifamily housing industry. The TAAEF HR Council serves as a strategic advisory group that helps TAA understand and address the people-focused side of the rental housing industry. It provides insight and guidance on recruiting and retaining top talent, developing HR policies and best practices, identifying workforce trends, and recommending and shaping educational content.



TAAEF Maintenance Council

The TAAEF Maintenance Council is a specialized committee within TAA that focuses on issues, education, and initiatives related to maintenance professionals in the multifamily housing industry. The Maintenance Council helps support, elevate, and represent maintenance professionals—the technicians, supervisors, and service managers who keep apartment communities operating safely, efficiently, and beautifully. It also serves as a resource to provide input on training programs and certifications, helps shape education sessions at the ONE Conference and through local apartment associations, offers industry perspective on maintenance trends, workforce challenges, and best practices, and recognizes excellence through leadership opportunities and awards for maintenance professionals.



TAA Education Foundation

Finally, the TAA Education Foundation (<u>TAAEF</u>) extends TAA's mission beyond current members by raising awareness about careers in the Texas rental housing industry and building accessible, high-quality training programs for newcomers. TAAEF serves as a partner with TAA's local associations to facilitate the creation of job training and career awareness programs throughout Texas. TAAEF members are appointed by both the TAA and TAAEF Presidents.

Additional Engagement Opportunities

Mentorship, Lead the Next, Skills to Grow & TAA Leadership Lyceum

At TAA, leadership development is not just a top-down initiative—it's a journey that evolves with each member's experience, passion, and potential. Four of our most dynamic engagement <u>programs</u>, Mentorship, Lead the Next, Skills to Grow, and the TAA Leadership Lyceum, are designed to identify and elevate the leaders of tomorrow, whether they're just beginning to explore their path or are ready to deepen their involvement in TAA's mission.

Our Mentorship Program, Lead the Next, and Skills to Grow are specifically designed for individuals who are new to the industry, with five years of experience or less, while the Leadership Lyceum program is for more tenured individuals and develops leadership skills and industry expertise through TAA's premier training program for future leaders.



Navigating the TAA Volunteer Pathway



Mentorship Program

The Mentorship Program is designed to connect emerging multifamily professionals with experienced industry leaders to support career growth, leadership development, and long-term engagement within the rental housing industry.

The program's goal is to cultivate future leaders by providing structured mentorship, professional development, and networking opportunities. It helps participants gain insight into the industry, expand their professional networks, and better understand the many career paths available within TAA and its local associations.



Lead the Next

Lead the Next is a virtual development program created for individuals who are ready to build the soft skills that empower leadership from the inside out. With a curriculum focused on communication and change management, this program equips participants with practical tools that can be applied immediately within their professional roles.

Over the course of four virtual classes, participants not only learn but also contribute by joining workgroups within TAAEF to put their learning into action and give back in meaningful ways. Many candidates for Lead the Next come through the TAAEF "Be the Next" Room to Grow Ambassador campaign, either by nominating themselves or being identified as emerging talent through their engagement and enthusiasm.



Skills to Grow is a four-part virtual program that teaches essential professional skills like communication, teamwork, and leadership while incorporating wellness to address burnout. Developed by industry leaders and TAAEF members, participants also collaborate on initiatives to recruit, retain, and advance talent, offering fresh insights and perspectives.



Building on Lead the Next, the TAA Leadership Lyceum is an in-person academy for members who are ready to take a bigger leadership step. It's designed to cultivate the next generation of impactful leaders for local associations and TAA, and candidates are typically nominated by their local association (up to two per affiliate), with at-large appointments made by the TAA President. Applicants should be serving on a local association or the TAA Board, but usually haven't held state-level leadership. Class size is limited to foster a tight, collaborative cohort, and the TSC First Vice Chair is the only supplier partner automatically appointed.

Together, these programs serve as launchpads for members looking to lead with intention, insight, and impact. Whether you're gaining confidence through virtual engagement or stepping into the room where decisions are shaped, TAA's commitment to leadership development ensures that every voice has a path—and every path leads to purpose.





Thank You!

We appreciate you taking the time to familiarize yourself with the TAA Volunteer Pathway Guide to learn about the various volunteer paths and roles, project teams, workgroups, leadership positions, committees and councils, and engagement opportunities that TAA has to offer.

As a next step, we invite you to navigate to our interactive **Discover your Volunteer Pathway** with the Texas Apartment Association tool. This brief questionnaire will help you discover your ideal volunteer path with TAA. Whether you're just starting out or are ready to lead, we can help you find your place to make an impact.