

CREW Philadelphia  
Revised Strategic Plan  
2008 – 2012



Revised May, 2008

## CORE IDEOLOGY

**Core ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two notions: **core purpose** – the organization's reason for being – and **core values** – essential and enduring principles that guide an organization.

### Core Purpose:

**To advance the success of women in commercial real estate.**

### Core Values:

1. Commitment to advancing and empowering women in commercial real estate.
2. Excellence: progressive and innovative; relentless pursuit of quality and integrity in business and professional relationships.
3. Leadership: visionary, dynamic and solution-oriented.
4. Professional Community: passionate commitment to mutual assistance; multi-disciplinary; responsive, loyal and supportive relationships.

## ENVISIONED FUTURE

**Envisioned future** conveys a concrete, yet unrealized vision for the organization. It consists of a **big audacious goal** – a clear and compelling catalyst that serves as a focal point for effort – and a **vivid description** – vibrant and engaging descriptions of what it will be like to achieve the big audacious goal.

### Big Audacious Goal (BAG):

**To achieve parity in opportunity, influence and power in the commercial real estate industry.**

(A strategic long-range plan must be based in part on a projected view of the future environment and the relevant world at large. Foresight about the relevant future is what will make the long-range plan strategic. When conditions change, strategy needs to be adjusted. An annual review of this thinking will help the organization ensure the ongoing relevance of its strategy. )

### Vivid Description:

- CREW Philadelphia and CREW Network is the premier resource and referral network for the commercial real estate industry.
- Women of diverse backgrounds have unlimited opportunities in the commercial real estate industry because of the organization's success.
- Women have attained an equal number of seats at the commercial real estate table.
  - Women control 50% of all commercial real estate activities worldwide.
  - 50% of all real estate firm CEOs are women.
  - 50% of private real estate developers and owners are women.
  - 50% of presidents of major lending and banking companies are women
- CREW Philadelphia is the local real estate industry's choice of association for the business and leadership development of its professionals. As such, companies, employers, and sponsors value and seek out CREW Philadelphia and its members as critical components of their success.
- CREW chapters are the strongest local real estate organizations in every major market in the world.

## 3-5 YEAR PLANNING HORIZON

### OUTCOME-ORIENTED GOALS

The following thinking represents CREW's draft long-range goals for the next 3-5 years. These **goals** are outcome-oriented statements that represent what will constitute the organization's near-term future success. The achievement of each goal will move the association toward the realization of its vision.

### STRATEGIC THEME

**Build resources and capacity to change industry culture.**

### GOALS

1. Influence and Empowerment of Members – Give members the capacity to influence their respective disciplines and the industry and effect change.
2. Communicating the Value of Membership - Members will recognize value in their participation and involvement in CREW Philadelphia.
3. Elevate CREW Philadelphia's reputation and profile - CREW's reputation and profile will be elevated through community involvement and strategic partnerships.
4. Maintain and enhance a high quality member experience – Members will recognize value in their participation and involvement in CREW Philadelphia.

## OBJECTIVES & INITIAL STRATEGIES

**GOAL 1: INFLUENCE AND EMPOWERMENT OF MEMBERS – Give members the capacity to influence their respective disciplines and the industry and effect change.**

Strategies	Measure of Success	Timeframe	Accountability
#1 - Increase the number of women quoted in major commercial real estate publications that are recognized for being affiliated with CREW Philadelphia.	Be noted 3 to 5 times	24 months	Communications – PR committee
#2 - Create a Local Job Bank free for CREW members and w/ a fee for guest.	Job placements.	Roll out in 2009	Communications committee to manage – content to be member wide responsibility.
#3 - Increase our members on other RE boards, panels or judging on RE competitions.	Data base with information.	2009	Have Network solicit info with renewals – have Membership follow up and track.

**GOAL 2: COMMUNICATING THE VALUE OF MEMBERSHIP - Members will recognize value in their participation and involvement in CREW Philadelphia.**

Strategies	Measure of Success	Timeframe	Accountability
#1 - Target senior individuals from top RE firms where they have no current CREW presence.	Increase / retain membership significantly yearly.	Annually	Membership Committee
#2 - Increase the level of member participation and involvement in the association's committees, programs and services.	New members active on committees.	Annually	Membership committee to monitor w/ board.
#3 - Increase the communication of the value of CREW Philadelphia	More candidates than positions for board and committee positions.	Annually	President Elect and nomination committee.

**GOAL 3: ELEVATE CREW PHILADELPHIA'S REPUTATION AND PROFILE - CREW's reputation and profile will be elevated through community involvement and strategic partnerships.**

Strategies	Measure of Success	Timeframe	Accountability
#1 Start college scholarship locally following similar setup as Network guaranteeing our funds can stay local.	Local college scholarships.	Annually	CREW President – special event.
#2 Increase our partnerships with educational institutions to promote opportunities for women to enter the commercial real estate industry.	Expand past Penn Zell Lurie program	2009-2012	Community Outreach Committee
#3 Increase our partnerships and alliances with	Partner programs &	Annually	Board

other commercial real estate associations.	events that benefit both.		
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**GOAL 4: MAINTAIN AND ENHANCE A HIGH QUALITY MEMBER EXPERIENCE - Members will recognize value in their participation and involvement in CREW Philadelphia**

Strategies	Measure of Success	Timeframe	Accountability
#1 Partner / Team with regional chapters (Lehigh Valley & Delaware ) to grow and strength all 3 chapters.	Possibly Share admin. / web services	2009	Executive Board & Communications / Website committee
#2 Investment club for members only – master limited partnership.	Produce returns for members	Rollout in 2009	New committee