



CREW AUSTIN

A chapter of CREW NETWORK®

2016 STRATEGIC PLAN

5 Year Planning Horizon

CORE PURPOSE

To influence the success of the commercial real estate industry by advancing the achievements of women.

CORE VALUES

- **Leadership:** a comprehensive approach to develop and exhibit the best qualities of collaborative leadership
- **Excellence:** the highest standards and integrity in business
- **Influence:** the power to be an agent of positive change
- **Community:** support, assistance and loyalty to others in a multi-disciplinary organization
- **Advancement:** leadership development, education, and opportunities

ENVISIONED FUTURE

Provide business and leadership opportunities in an environment that promotes and encourages women in the commercial real estate industry.

VIVID DESCRIPTIONS

- **Women Influence our Industry.** Women will be influential leaders in all segments of the commercial real estate industry worldwide. Women will be as likely as men to serve as CEOs, to be private real estate developers, and to serve as presidents and board members of major lending, investment, banking, real estate development and other commercial real estate organizations.
- **Gender is not a Factor.** Gender will no longer be an identifying factor in the contribution that women make to the industry - being a successful professional will receive more focus than the gender of that individual; the tone and acceptance of women in positions of power in the industry will have changed significantly.
- **CREW Creates Opportunities for its Members.** CREW members of diverse backgrounds will have unlimited opportunities in the commercial real estate industry because of CREW's efforts; individual members will feel empowered within their individual professions and will have greater personal and economic success as CREW members than they could have otherwise achieved without their membership in CREW Austin. Members will have a significant competitive advantage over non-members because of the networking, leadership, and professional development opportunities available to them through CREW Austin and CREW Network.
- **Parity Creates a Competitive Advantage.** Commercial real estate companies that have achieved parity for women will have a competitive business advantage, and will recognize that such advantage can be credited (in whole or in part) to contribution of women.
- **Associating with CREW Austin Brings Success.** Companies, employers, and sponsors seek out CREW Austin and its members as critical components of their success. Our members will be among the most respected professionals in the industry, and through their participation in CREW Austin, CREW Network and its foundation, they will effect and influence change in their sectors of the industry.

CREW NETWORK TERMINOLOGY REFERENCE NOTES:

- **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.
- **Envisioned future** conveys a concrete, but 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.



LANDSCAPE ANALYSIS

INTERNAL

EXTERNAL

STRENGTHS

- **Leadership**/strategic board
- **Active, Prestigious Membership**
- **Senior/Experienced Members**
- Developing mutually beneficial **Connections** between organizations
- **Sponsorship Acquisition.**
- Curating relevant/unique luncheon **Program Content**
- **Relationship Development** between members
- **Qualifying Members.**
- **CREW Network** provides a national community and powerful opportunities for engagement/information
- **Student Mentoring programs.**
- Ability to Provide **Leadership Opportunities** to members.
- **Foundation**
- **Networking Opportunities-** local and national.

OPPORTUNITIES

- **Industry Decision-Makers** are easily identified and can be actively targeted for CREW engagement
- **Austin’s Growth** has created an increase in emerging leaders that CREW can develop programs to support their development
- **Social media and other media channels** are outlets where target audiences are actively engaged that CREW can leverage
- **Positioned to promote membership opportunities** in community leadership and city government.
- **Enhance** and build upon existing student mentoring programs.
- **Chamber of Commerce** could provide a platform for the CREW mission with a better structured partnership
- **Continue to highlight and promote member to member relationship opportunities.**

WEAKNESSES

- **Member Diversity** is unclear and lacks strategy
- **Brand** not recognized as key player in “Bigger Arena”
- **Senior Member** engagement is limited
- **Value of CREW Network** not communicated
- **Funding Streams** are limited
- **Member-to-Member Mentoring** does not have a process
- **Need to articulate goals of organization (female exclusive?).**
- **Intimate events** are limited
- Setting/Managing committee **Budget Expectations**

THREATS

- **“Women Only” perception.** Some men who align with the CREW mission may not join due to misperception of CREW as “women only”
- **“Lack of Diversity” perception.** Prospective members seek networking environments with fewer “vendors” and CREW event attendance may offer an inaccurate picture of actual CREW membership
- **Sexism** within the industry still exists
- **UIL’s Women Initiative** may pull influence, membership or sponsors from CREW
- **Other Austin’s Women’s Groups** could provide potential members with alternative options for strictly women-only networking
- **Other Industry Associations** (primary and niche) could be seen as offering better content/stronger professional development



GOALS + OBJECTIVES

GOAL 1 – DEVELOPMENT AND SUPPORT OF MEMBERS

Individual members of CREW Austin are acknowledged as leaders and sought out for their competencies and capabilities. With development and support of new (next gen) leaders, CREW can strengthen membership relations and insure continuity, as well as achieve greater recognition and influence with the broader Central Texas CRE community.

- Objective 1. Identify emerging leaders and support their development through internal programs/mentoring/support/training in obtaining key CRE positions (including on boards and commission, etc.)
- Objective 2. Build a presence and position of influence in City and community initiatives.
- Objective 3. Track and share impact of development programs.

GOAL 2 – MEMBERSHIP: VALUE AND BENEFIT OF CREW AUSTIN AND ITS PARENT ORGANIZATION.

CREW Austin delivers exceptional value to its members through programs, locally and nationally, that attract a diverse group of top-tier professionals at every level in their career.

- Objective 1. Assess current membership composition and diversify membership to include the targeted mix of disciplines and demographics.
- Objective 2. Create pathways and processes for emerging leaders to build their network and career within the CREW Austin community.
- Objective 3. Proactively target top-level decision-makers in the community.
- Objective 4. Promote and actively communicate national level opportunities and relationships.

GOAL 3 – MISSION: INDUSTRY LEADERSHIP

CREW Austin programs are the premier industry events and are regularly attended by influential leaders.

- Objective 1. Design and gain feedback on an annual program strategy and continually respond to opportunities for improvement of content.
- Objective 2. Create opportunities during luncheons and other programs for more effective networking, fostering awareness of the CREW Austin mission and impact and for supporting the career goals and career development opportunities for members.
- Objective 3. Expand sphere of influence by strategically selecting partners to increase visibility, knowledge and impact of events and their value.

GOAL 4 – CREATE MORE OPPORTUNITIES FOR MEMBERS.

CREW Austin will actively explore innovative ways to empower women in the commercial real estate industry.

- Objective 1. Identify new trends & innovations important to the advancement of CREW Austin.
- Objective 2. Formalize a system and structure to prioritize and allocate additional resources.
- Objective 3. Develop formal mechanism for tracking and accessing opportunities
- Objective 4. Track, evaluate, and report effectiveness of opportunities. Adjust as needed.

CREW NETWORK TERMINOLOGY REFERENCE NOTES:

- *Goals are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move CREW Austin towards the realization of its vision. The goals are not in any order of priority. Every goal will need to be accomplished if the organization is to fully achieve its vision.*
- *Objectives represent key issues affecting CREW Austin's ability to achieve the goal and articulate milestones against which to measure progress.*
- *Strategies, also called tactics, will be developed at the committee level and describe how CREW Austin plans to commit its limited resources to make its vision a reality.*

