



**Women's Council of REALTORS®  
California**

**STRATEGIC  
FRAMEWORK and  
2017-2020  
STRATEGIC PLAN**

**Review Draft: October 2, 2016**



# Women's Council of REALTORS®, California Strategic Framework

## Statement of Purpose

The purpose of the *Women's Council of REALTORS®*, California is to support local network excellence in serving the members, and to develop strong leaders for the Council, the profession and the community.

## Vision Statement

*Women's Council of REALTORS®*, California is the standard for excellence in local network support, and the premier source for leadership training and development within the real estate industry.

## Strategic Goals

### *Network Effectiveness*

The State Network provides the training, tools and support local networks need to consistently meet or exceed network operating standards.

### *Leadership*

The State Network strengthens the influence and visibility of Women's Council within the real estate community, and identifies, supports and leverages the leadership potential of its members.

### *Promotion of Women's Council of REALTORS® Value*

Every REALTOR® understands the business value of Women's Council membership and the opportunity to develop as a strong leader.

### *Governance*

State Network structure and human and financial resources are focused on fulfillment of the Network's purpose, and provide a sustainable foundation for long-term growth and development of innovative programs and services.



# 2017-2020 Strategic Plan

\*\* indicates overall priorities for 2017

## NETWORK EFFECTIVENESS

*Strategic Goal:* The State Network provides the training, tools and support local networks need to consistently meet or exceed network operating standards.

### Strategic Issue: **State Website**

#### 2020 Milestones

*By 2020 ...*

- Local networks have access to a State Network website that provides them with an easy-to-use, professional, mobile rich resource of information and support.
- The State Network website provides business value to strategic partners.

#### 2017 Deliverables

1. \*\*Develop the specifications for a refurbished website, solicit proposals and fund.

### Strategic Issue: **DVP/GOV Effectiveness and Accountability**

#### 2020 Milestones

*By 2020 ...*

- District Vice Presidents and Governors are recognized and respected by local network leaders as coaches, mentors and trainers.
- District Vice Presidents and Governors are providing a consistent high level of support to local networks.

#### 2017 Deliverables

1. \*\*Shift the role of the District Vice Presidents and Governors to coaches, mentors and trainers, and promote to local networks.
2. Re-evaluate the requirements for the District Vice President and Governor positions, the selection process, and the training needed to support success.
3. Develop a mechanism for evaluation of District Vice Presidents and Governors.

### Strategic Issue: **Local Network Operations**

#### 2020 Milestones

*By 2020 ...*

- A system is in place to support local network compliance with operating standards.

## 2017 Deliverables

1. Assemble a project team to evaluate options for monitoring and supporting compliance with local network operating standards (e.g., a 'strike force').
2. Implement as required a National process to address issue of local network non-compliance.
3. Outline a comprehensive tool kit and support systems for local network operations.

### Strategic Issue: **Network/REALTOR® Leadership Training**

## 2020 Milestones

### *By 2020 ...*

- Multiple delivery mechanisms are in place to provide leadership training.
- Leadership training is targeted to different levels of leadership experience and positions with the network.

## 2017 Deliverables

1. Define core leadership curriculum and identify possible topics and speakers.
2. \*\*Consider transforming the Fall State meeting into a comprehensive local and state leadership retreat for orientation and training.

## LEADERSHIP

The State Network strengthens the influence and visibility of Women's Council within the real estate community, and identifies, supports and leverages the leadership potential of its members.

### Strategic Issue: **Leadership Development System**

#### 2020 Milestones

*By 2020 ...*

- Member are aware of the full range of leadership opportunities available within and outside of the Council and have access to the training and support to successfully pursue these opportunities.

#### 2017 Deliverables

1. \*\*Implement a Leadership Identification and Development Committee at the State level to foster leadership development at *all* levels of the Council.
2. Develop a process and tool to assess member skills and interests.

### Strategic Issue: **Leader Recognition and Promotion**

#### 2020 Milestones

*By 2020 ...*

- The real estate industry is more aware of the leadership skills of Council members, and looks to the Council as a premier source for qualified leaders.

#### 2017 Deliverables

1. Through the State Awards Project Team, expand the recognition and promotion of success Women's Council leaders in the industry and in the community.

## PROMOTION OF WOMEN'S COUNCIL OF REALTORS® VALUE

Every REALTOR® understands the business value of Women's Council membership and the opportunity to develop as a strong leader.

### Strategic Issue: **Consistent Brand Communication**

#### 2020 Milestones

*By 2020 ...*

- Communication of the Women's Council brand is consistently delivered at the local and state levels.
- An effective communication system is in place at the State level, facilitating a regular two-way flow of information and input between the State and local networks.

#### 2017 Deliverables

1. \*\*Develop concise, compelling key messages about the value of Women's Council that leaders at all levels of the organization can deliver consistently to members and the broader REALTOR® community.
2. Begin to evaluate a California Network communication system.

### Strategic Issue: **External Council Image and Relationships**

#### 2020 Milestones

*By 2020 ...*

- The value and impact of Women's Council is well-known within the real estate industry in California.
- C.A.R. views Women's Council as a partner in achieving its strategic goals.
- The percentage of women in leadership roles within NAR and C.A.R. is more in line with the percentage of women REALTORS®.

#### 2017 Deliverables

1. Explore, and if feasible, initiate a liaison from the State Network to C.A.R. to build an ongoing collaborative relationship between the two organizations.
2. \*\*Support the success of the C.A.R. Women's Outreach Initiative, if approved by the C.A.R. Board of Directors.

## GOVERNANCE

State Network structure and human and financial resources are focused on fulfillment of the Network's purpose, and provide a sustainable foundation for long-term growth and development of innovative programs and services.

### Strategic Issue: **State Governance Structure**

#### 2020 Milestones

*By 2020 ...*

- The State Network governance structure is streamlined and focused squarely on the Network purpose.
- The State Network governance structure is engaging more Council members in the work of the State.

#### 2017 Deliverables

1. Evaluate the State Network governance structure, ensuring maximum efficiency in State operations.
2. Incorporate Project Teams into the State Network structure to provide greater flexibility in volunteer opportunities.

### Strategic Issue: **State Meeting Structure and Focus**

#### 2020 Milestones

*By 2020 ...*

- State meetings are providing enhanced training and support for local network leaders.

#### 2017 Deliverables

1. \*\*Evaluate the State meeting schedule and focus.
2. Move the election process earlier in the year.
3. Develop a mentor program for first-time meeting attendees.
4. Review State standing rules.

### Strategic Issue: **State Network Sustainability**

#### 2020 Milestones

*By 2020 ...*

- The State Network has a more stable mix of revenue streams.
- A stronger value proposition is in place for strategic partners.

#### 2017 Deliverables

1. \*\*Evaluate new opportunities at both the State and local levels for enhanced value for strategic partners (e.g., opportunities to fund specific projects; use of strategic partner expertise to support Council goals and priorities, etc.).