

Women's Council of REALTORS® California Strategic Framework and 2021-2023 Strategic Plan

State Network Strategic Framework

About the California State Network

Women's Council of REALTORS® California is an affiliate of the Women's Council of REALTORS®, a national organization of successful REALTORS® advancing women as business leaders. Women's Council of REALTORS® California is the State Network representing the Council in California and acting as a liaison between California Local Networks and Women's Council National. As an organization affiliated with the Women's Council of REALTORS®, the California State Network must adhere to a set of operating standards reflective of the Women's Council brand. The California State Network is also highly involved in the California Association of REALTORS®, bringing the influence and leadership talents of Women's Council to support C.A.R. goals and initiatives.

Women's Council of REALTORS® is one of nine affiliated organizations of the National Association of REALTORS®, each representing an important industry segment and specialty within NAR's 1.4 million members.

Statement of Purpose

The purpose of *Women's Council of REALTORS®* California is to support local network excellence, and to develop all members as strong business leaders within Women's Council, the industry and the community.

Vision Statement

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

Strategic Goals

Local Network Effectiveness

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

Leadership

The State Network strengthens the influence and visibility of women within the real estate community, identifies and cultivates leadership potential and offers leadership opportunities for all members.

Promotion of Women's Council of REALTORS® Value

Every REALTOR® and every local network understands and is able to articulate the tangible business value of Women's Council membership and the opportunity to develop as a strong business leader.

Governance

State Network structure and 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.

Women's Council Core Values

Leadership

Every organization, industry and community needs business leaders who can inspire others and effect positive change. Through the Women's Council of REALTORS®, members can discover and develop their authentic leadership style, apply newfound leadership skills, and pursue leadership opportunities across all areas of their personal and professional lives.

Influence

Positive change comes from greater inclusion of women's perspectives in positions of influence in the real estate industry and in the broader community.

The Power of Collaboration

Success in business today is achieved through positive, productive collaboration. The Women's Council of REALTORS® provides an environment in which members support each other and work together to achieve personal growth and business success.

Opportunity

The Women's Council member network is enriched by embracing the full diversity of our industry, and the opportunity to contribute different experiences, ideas and perspectives.

Professional Credibility

Members of Women's Council of REALTORS® are career professionals who operate based on a shared value system of integrity and respect, and a commitment to excellence and continuous development.

State Network 2021-2023 Strategic Plan

[** denotes priority issues and deliverables**]

LOCAL NETWORK EFFECTIVENESS

Issue: **Support for Delivery of Local Network Value**

MILESTONE(s) 2021-2023

By 2023 ...

- Local network events across the State will be consistent in quality and branding.

DELIVERABLE(s) 2021

- ****Provide local networks with a robust resource of people and ideas to develop quality events, including a database of speakers, education formats and topics.****

Issue: Membership Development

MILESTONE(s) 2021-2023

By 2023 ...

- Membership goals are set annually at the local and state level that are tracked, with strategy and incentives provided, and that result in a State-wide membership of 1800 by 2023.

DELIVERABLE(s) 2021

- Create a system and set of templates for local network use in recruiting and retaining members (including the quick start membership guide to a guidebook/training videos).
- Create a set of materials for prospective members with consistent messaging on the personal and professional value of membership.
- ****Revamp the new member application, welcome and orientation process (including the application) to learn more about new members and to clarify value of Women's Council.****

Issue: **Local Outreach and Support**

MILESTONE(s) 2021-2023

By 2023 ...

- The State Network regularly communicates with and provides targeted training opportunities to the entire Local Network team.
- Local network governing boards operate in a more cohesive, productive manner.
- A system is in place to identify and pro-actively address local network performance and compliance issues.

DELIVERABLE(s) 2021

- ****Develop basics training sessions (e.g. budgeting, microsites, marketing, etc.)****
- Create a module local leaders can use to orient/train their Governing Boards.
- Continue to enhance and improve leadership training at Fall Meeting with refreshers throughout the year.
- ****Create a coordinated system to support struggling networks.****
- Encourage, recognize and provide targeted support where needed to local leaders to improve their relationship with the local association.

LEADERSHIP

Issue: **Leader Identification and Development**

MILESTONE(s) 2021-2023

By 2023 ...

- *All members in the State have access to training to help them build leadership skills and are recognized for their commitment to leadership excellence.*
- Local network leaders pursue further leadership opportunities and continue to grow within Women's Council and beyond, creating a stronger pipeline of leaders for Women's Council and the industry.

DELIVERABLE(s) 2021

- Offer leadership courses to all members and consider related certificate(s) and a recognition/reward system for completion.
- Follow National Women's Council Leadership Identification and Development system, including better promotion of the Women's Council Volunteer Town Square.
- Create a Project Team to investigate and define a State Network mentorship program for local network leaders.

Issue: Intentional Networking

MILESTONE(s) 2021-2023

By 2023 ...

- The State Network is providing business value and development opportunities for all members with specific business goals/needs and at different stages in their career.
- Retention of members has increased, particularly among more seasoned and new members.

DELIVERABLE(s) 2021

- Create a system for peer-to-peer networking and business building.
- Find ways to leverage technology to help members connect and generate business value within California and beyond.
- Implement intentional networking activities at state and local network meetings and events.

Issue: **Diversity, Equity and Inclusion**

MILESTONE(s) 2021-2023

By 2023 ...

- The California State Network is recognized as the leading organization for developing relationships and leadership among diverse segments of the industry.
- Members from all backgrounds feel welcomed and appreciated for the unique experience, perspectives and talents they possess.

DELIVERABLE(s) 2021

- Create a plan to engage other real estate groups in a collaboration to identify and train leaders for the industry.
- Create a training module and other initiatives for local and state leaders on diversity, equity and inclusion (pull from National Women's Council and C.A.R. diversity projects).

Issue: State Network – Industry Relations

MILESTONE(s) 2021-2023

By 2023 ...

- C.A.R. views Women's Council as an essential partner in achieving State Association goals and regularly seeks the input and engagement of State Network leaders and members.
- The State Network has reached out and is collaborating with other Women's Council state networks on common areas of interest.

DELIVERABLE(s) 2021

- ****Maintain C.A.R. liaison position with increased reporting to the membership and promotion of opportunities for Women's Council engagement at C.A.R.****
- Initiate a workgroup with representatives from Florida and Texas State Networks to tackle one project on a common issue.

PROMOTION OF WOMEN'S COUNCIL

Issue: **Articulating the Value Proposition**

MILESTONE(s) 2021-2023

By 2023 ...

- The leadership style exhibited by members of Women's Council is definable, branded and sought after within the industry and organized real estate.
- Women's Council is recognized as the premier leadership development organization within the industry.
- Local network leaders understand how activities such as education, referrals and networking support the goal of leadership development as the central function of Women's Council.

DELIVERABLE(s) 2021

- Create an cohesive public relations campaign that can be implemented at both the local and state levels.
- Define and brand the Women's Council 'leadership style', and communicate it through such means as storytelling, spotlight on member leadership accomplishments, etc.
- Create a Project Team to investigate and evaluate ways to position Women's Council as the voice of women in real estate in California.
- ****Add content, messaging and tools (such as 'discover the leader within')** to the local network leader orientation to enhance understanding of leadership development as the central function of Women's Council and how all local network activities support it.**

GOVERNANCE

Issue: State Meetings and Events

MILESTONE(s) 2021-2023

By 2023 ...

- Attendance at State Meetings/Events has grown and members have more flexible options to participate.

DELIVERABLE(s) 2021

- ****Implement the concept of hybrid meetings at the State level (during and post-COVID) providing meaningful ways to participate virtually.****
- Evaluate the schedule and timing of State meetings and events to make planning and attendance more manageable, deliver training when it is most needed, and coordinate more effectively with C.A.R. and local network meetings and programs.

Issue: Organizational Culture

MILESTONE(s) 2021-2023

By 2023 ...

- Leaders at all levels understand the importance of modeling effective leadership and consistently demonstrate the actions, behaviors and leadership style reflective of the Women's Council brand.

DELIVERABLE(s) 2021

- Develop and conduct a mandatory session on Women's Council operating values and incorporate it into the local and state network leader orientation.
- Develop a team building segment as part of the Transition Workshop.
- ****Implement an 'ambassador/mentor/coach' program to involve past leaders at the local and state levels.****

Issue: State Structure

MILESTONE(s) 2021-2023

By 2023 ...

- Each position in the State Network Operating Model has been fully implemented and is providing optimal value in supporting local network effectiveness.

DELIVERABLE(s) 2021

- ****Expand training of District Vice Presidents throughout the year (quarterly?).****
- ****Following National Women's Council guidelines, fully implement the State Liaison role and define the specific tasks, procedures and protocols to make the most of this position in California.****
- Evaluate current qualifications for leadership positions.

Issue: Sustainability

MILESTONE(s) 2021-2023

By 2023 ...

- State Network revenue has grown and revenue sources are diversified.

DELIVERABLE(s) 2021

- Continue use of online and in-person silent auctions.
- ****Develop sessions/events open to all members, strategic partners and non-members to attend at a cost.****
- Continue use of Swag Bags at an extra charge at State meetings.
- Continue Zoom Power Hour, highlighting Strategic Partners products and services.