

**CREW**  
GREATER  
PHILADELPHIA



**STRATEGIC PLAN 2023-2027**



<http://crewgreaterphiladelphia.org>

# OVERVIEW

## CONSTRUCTIVE, FOCUSED & POWERFUL

From the start of this strategic planning cycle, CREW Greater Philadelphia was eager to build a bridge from the last strategic plan (2018 to 2022) while also exploring future objectives with fresh eyes.

Through the oversight of a strategic planning task force, CREW Greater Philadelphia members, commercial real estate leaders in the region, and other CREW chapters shared their insights. Alongside the global CREW Network, CREW Greater Philadelphia is resolute in its commitment to do more to value, welcome, accelerate, and celebrate the contributions and achievements of women in the commercial real estate industry.

The strength of women in commercial real estate lies in the distinctive experiences and perspectives that they bring to enrich a male-dominated industry. Ultimate success will come when the people who shape the “built environment” are fully representative of the communities in which projects sit. This representation includes women holding roles across a web of varied specialties that, collectively, make each project possible.

This strategic plan is a five-year road map inspired by CREW Greater Philadelphia’s reputation, networking capabilities and passion. It frames three goals:

- **GREATER POSSIBILITY & IMPACT** – Targeted growth in membership will enable more women to thrive in commercial real estate for the benefit of individuals, their firms, and the industry as a whole.
- **MEMBER ADVANCEMENT & INDUSTRY INFLUENCE** – An array of member-centered programs will meet needs at all career stages, providing industry knowledge, fueling career trajectories, and facilitating member-to-member business.
- **STRONG ENGAGEMENT** – Active commitment to lead and advance skill-building and philanthropic goals will help ensure continued relevance, deepen a culture of inclusivity, and sustain pathways for the next generation of women.

Reaching these goals is dependent in large part upon the services of administrative leadership, which will be fully devoted to working in alongside the board and committees to develop CREW Greater Philadelphia as a constructive, focused, and powerful force in the commercial real estate industry.

## GUIDING PRINCIPLES

### THE MISSION

CREW (Commercial Real Estate Women) Greater Philadelphia's mission is to influence the inclusion and achievement of women in the industry.

### THE VISION

**CREW Greater Philadelphia will be a:**

- Center for productive networking for members and their firms
- Leading force in building and leveraging the expertise and perspectives of women at all career stages
- Highly visible authority on the importance of women thriving in commercial real estate across the Greater Philadelphia region

### CORE VALUES

We believe...

**COMMUNITY** brings strength to face challenges and amplifies the celebration of triumphs.

**RELATIONSHIPS** have power, personally and professionally.

A **MULTI-GENERATIONAL** network broadens perspectives and extends the vitality of the organization.

Equitable access to knowledge, tools, and opportunities activates **EMPOWERMENT**.

**RESPECT** is essential for an inclusive community.

# STRATEGIES

## GOAL 1: GREATER POSSIBILITY & IMPACT

While CREW Greater Philadelphia is well-regarded in the industry, there is potential for growth. Refinements in organizational structure and operations will guide efforts to increase membership from among industry colleagues as well as to generate more sponsorships. Enlisting administrative leadership to support the board and committee chairs will provide the consistency needed for sharper organizational focus, a stronger brand, and continuity in implementation.

With growth will come greater possibility and impact for the mutual benefit of members, their firms, and the industry. People from less engaged specialties will discover the value of the CREW Greater Philadelphia community. Membership will be more representative of the people who live and do business in the region. The power of the network will multiply exponentially as more people commit to advancing women in the industry.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES
<b>1.1 To elevate the relevance of a membership</b>	<ul style="list-style-type: none"> <li>• # of members; renewal rate; # of new members</li> <li>• Net Promoter Score</li> <li>• Member feedback</li> </ul>	<b>1.1.1</b> Reconfiguring benefits and pricing so that people place a premium on membership
		<b>1.1.2</b> Illustrating the impact of a membership through purposeful storytelling and messaging
		<b>1.1.3</b> Coordinating recruitment and onboarding to fill gaps in specialties, identities, and sponsorships
<b>1.2 To enhance the board’s capacity for strategic focus</b>	<ul style="list-style-type: none"> <li>• Nature of board discussions</li> <li>• Nature of committee work</li> <li>• \$ from sponsorships</li> <li>• \$ in cash reserves</li> <li>• \$ of invested funds</li> </ul>	<b>1.2.1</b> Engaging administrative leadership to support the board around organizational focus and growth
		<b>1.2.2</b> Providing more training, support, and structure for committees to maximize volunteer energies
		<b>1.2.3</b> Streamlining programs and committee work to create an integrated series of events/activities
<b>1.3 To secure regional credibility</b>	<ul style="list-style-type: none"> <li>• Membership diversity</li> <li>• # and mix of people at events</li> <li>• # of industry awards connected to members</li> </ul>	<b>1.3.1</b> Designing member recruitment and engagement to support the full range of industry specialties
		<b>1.3.2</b> Building relationships with media outlets that reach people from underrepresented groups
		<b>1.3.3</b> Utilizing CREW Network connections to heighten regional profile and national reputation

## GOAL 2: MEMBER ADVANCEMENT & INDUSTRY INFLUENCE

In the highly competitive commercial real estate industry, relationships reign. CREW Greater Philadelphia’s collaborative spirit and networking strength can be better employed to build and strengthen relationships that generate opportunities. Prioritizing promotion of women in the industry will not only shine a light on contributions and achievements, but also open doors for others, accelerating career advancement and facilitating member-to-member business.

Training members in practical skills will enhance their effectiveness as self-advocates as they face influencers/ decision-makers in hiring, promotion, and business development. With more focused programming, CREW Greater Philadelphia will better serve members across all career stages. This goal includes supporting seasoned members as they act as allies, mentors, and sponsors within firms and the Chapter.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES	
<b>2.1 To enhance industry recognition of the importance of women</b>	<ul style="list-style-type: none"> <li>• # of industry awards</li> <li>• # of Chapter/Network awards</li> </ul>	<b>2.1.1</b>	Promoting the business case for encouraging women to enter and stay in the industry
		<b>2.1.2</b>	Establishing alerts to facilitate receipt of awards and honors and to celebrate advancements
		<b>2.1.3</b>	Reaching out to BIPOC-led* firms to expand the regional industry’s exposure to them
<b>2.2 To equip members for career advancement</b>	<ul style="list-style-type: none"> <li>• % of members meeting self-identified professional goals</li> <li>• # of members making career advancements</li> <li>• # of members identifying as HR influencers or decision-makers</li> </ul>	<b>2.2.1</b>	Training members on how to jump-start the effectiveness of their membership
		<b>2.2.2</b>	Providing professional development on self-advocacy and job mobility skills
		<b>2.2.3</b>	Leveraging the membership network to build a strong pool of allies, mentors, and firm sponsors
<b>2.3 To increase member involvement in “the deal”</b>	<ul style="list-style-type: none"> <li>• # of members identifying as influencers or decision makers in business development</li> <li>• # of members linked in member-to-member business</li> <li>• Recognition as “Deal of the Year”</li> </ul>	<b>2.3.1</b>	Providing professional development on negotiation and deal construction
		<b>2.3.2</b>	Hosting a system for exchanging information on potential deals and collaborations
		<b>2.3.3</b>	Leveraging the membership network to open doors for member-to-member business

\*BIPOC is Black, Indigenous, and People of Color

## GOAL 3: STRONG ENGAGEMENT

The power of membership lies in each member’s active commitment to “Meet Learn Help.” Recognizing the often tenuous balance between professional and personal lives, shared leadership will spread responsibility and build skills. Increased engagement will need to feel easy, result in a strong sense of belonging, and offer meaningful opportunities to help others enter and thrive within the industry.

Messaging, communications, and outreach will be more sensitive to inclusivity. The purposes of philanthropy will center on attracting girls and women to the industry, supporting their career advancement, and paving the way for the next generation.

OBJECTIVES	MEASURES OF PROGRESS	MAJOR INITIATIVES
<b>3.1 To increase the engagement and active commitment of members</b>	<ul style="list-style-type: none"> <li>• Membership renewal rates</li> <li>• Length of waitlist of members interested in leadership roles</li> <li>• Participation in committees and special projects</li> <li>• Career-stage diversity of engaged members</li> </ul>	<b>3.1.1</b> Building a leadership pipeline by matching volunteers to micro-tasking opportunities
		<b>3.1.2</b> Providing meaningful opportunities for seasoned members to continue their engagement
		<b>3.1.3</b> Encouraging and supporting the development of affinity groups within the membership
		<b>3.1.4</b> Ensuring that all members have equal access to Chapter opportunities and feel that they belong
<b>3.2 To further regional thought leadership regarding DEI in commercial real estate</b>	<ul style="list-style-type: none"> <li>• Member feedback</li> <li>• Inclusivity of membership application process</li> <li>• Diversity of panelists/speakers</li> <li>• Vendor diversity</li> <li>• Inclusivity of messaging</li> </ul>	<b>3.2.1</b> Advocating for greater diversity, inclusivity, equity, and parity within the industry
		<b>3.2.2</b> Prioritizing women, BIPOC and LGBTQ+ panelists/speakers and professional services firms
		<b>3.3.3</b> Using language and images that affirm multiculturalism and gender inclusivity
<b>3.3 To tighten the alignment of philanthropic activities with the mission</b>	<ul style="list-style-type: none"> <li>• Impact of philanthropy on partner organizations</li> <li>• Post-graduation engagement of scholarship recipients and applicants</li> <li>• # of Chapter attendees at CREW Network summits</li> </ul>	<b>3.3.1</b> Refining relationships with like-minded partners
		<b>3.3.2</b> Raising funds to support pathways to the industry and leadership development opportunities
		<b>3.3.3</b> Strengthening post-graduation communications and programs for scholarship applicants
		<b>3.3.4</b> Clarifying the benefits of and instructions for accessing CREW Network programming

## STRATEGIC IMPLEMENTATION

### INVITATIONS FOR ENGAGEMENT

This strategic plan is a means for inviting the full membership to be actively engaged in advancing the goals and objectives.

To foster intentional reflection on the strategic plan's progress and to guide refreshed priorities, CREW Greater Philadelphia will design annual opportunities for members to have input and provide feedback on the plan's impact and continued relevance.

### INGREDIENTS FOR SUCCESS

This strategic plan will not be simply *an* agenda item at board and committee meetings. Instead, the plan will *shape* the agenda of those meetings. The plan is the mechanism for guiding the board's priority setting and overall governance.

It is essential that the strategic plan inform annual work plans over the next several years. Administrative leadership will support the board, committees, and individual members in moving those work plans forward.

### TOOLS FOR IMPLEMENTATION

Qualitative and quantitative **MEASURES OF PROGRESS** have been identified for each strategic objective.

The board and committees will maintain and periodically refine an **IMPLEMENTATION DASHBOARD** to present annual milestones for measuring progress toward reaching strategic objectives. The dashboard furthers the utility of the strategic plan as both an important tether and a flexible compass for directing and re-directing energies when needed.

Central to this strategic plan is an expectation of growth. To that end, **MULTI-YEAR OPERATING BUDGET PROJECTIONS** will be put in place to facilitate longer-term fiscal planning in service to advancing strategic objectives. Moreover, the role of the administrative leader might change and evolve, over time, as the Chapter grows in size and scale.

## 2023-2027 STRATEGIC PLANNING TASK FORCE

Special thanks for the members of the Strategic Planning Task Force who shepherded the strategic planning process. Their guidance to the consultant and their communications with the board and membership were essential to the development of this plan. Please reach out to them with any questions.

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