



## Strategic Plan 2021-2023

### **CREW Network Mission**

Exists to transform the commercial real estate industry by advancing women globally.

### **CREW Dallas Mission**

Is a Powerful Network that creates success for Women in Commercial Real Estate

## **CREW IN THE COMMUNITY**

### **Vision Statement**

CREW in the Community (CIC) is organized and operated exclusively to support, solely through educational, professional and charitable activities, Commercial Real Estate Women, Dallas Chapter (CREW Dallas). CIC strives to improve the lives of women in the Dallas area by creating pathways to success and economic independence.

### **Strategy**

#### **Educational Strategy**

- **CREW Careers/UCREW**
  - Increase the scope of the CREW Careers program per the approved 2019 **Career Outreach Program Expansion Three-Year Plan** (see addendum 1)
- **Member Awareness and Educational Events**
  - Plan and execute an awareness event that focuses on a relevant issue currently impacting women on a local and/or national level.
  - Promote educational events that further equity for and inclusion of women and diversity in the Dallas business and commercial real estate community.

#### **Professional Strategy**

- **Professional Services/Volunteer Opportunities**
  - Explore professional services opportunities for CREW Dallas members to donate their time and expertise to.
  - Design a system to research and vet organizations that we can collaborate with.

## **Charitable Strategy**

- **Fundraising**
  - Raise donor and sponsor funds sufficient to successfully execute our Vision, strategies and initiatives in a meaningful way including through hosted events, fundraising campaigns, sponsorship sales and individual and corporate donation requests from the Dallas business and philanthropic community
  - Invest 65% of the proceeds of our fundraising to our programs, initiatives, projects and grants, which further the achievement of the CIC Vision, of which 10% (up to \$10,000) per year will be directed to CREW Network or CREW Foundation programs selected by CIC.
  - Research and examine the most effective organizational structure to maintain profitability, efficiency and self-sufficiency.

## **Tactics**

### **Educational Tactics**

- **CREW Careers/UCREW**
  - Set a time-line and priorities for following the approved **Career Outreach Program Expansion Three-Year Plan\***
  - Obtain Board review and approval of target expenses related to approved **Career Outreach Program Expansion Three-Year Plan\***
- **Member Awareness and Educational Events**
  - Determine the frequency, topic and theme for the awareness program(s) and other potential educational events.

### **Professional Tactics**

- **Professional Services/Volunteer Opportunities**
  - Design vetting guidelines, investigate and analyze project opportunities, potential alliances with partner organizations and collaborative events that will expand our reach, align with our vision, offer our members engaging volunteer opportunities and gain leadership experience. The opportunity to network while volunteering, feel vested in our contribution and use professional services will increase the success of our local fundraising efforts.

## **Charitable Tactics**

- **Fundraising**
  - Form a committee to examine the structure of the two boards( CREW Dallas, CIC) , research the accounting implications, discuss the duplication of services and communication issues.
    - Examine our accounting practices, how we track administrative expenses, and determine our profitability.
    - Survey similar sized chapters to learn how they navigate fundraising, investigate ways to pass through designated funds with Network
    - Determine how much we need to raise to self-support,
    - Determine what percentage of our fundraiser we want to reinvest in our programs and how much should go to grants.
    - Analyze how to track and measure our successes.
    - Examine our 990 preparations and insure they accurately reflect all the programs and expenses.
- Leverage our mission of creating career opportunities, DEI and pathways to success for women to increase and strengthen our sponsor base.

## **Brand Recognition**

- Significantly increase the visibility and reach of CIC by dedicating funds and resources to CIC marketing efforts and creating a process and procedures for committees to submit promotional requests and request/receive branded collateral materials for their projects and initiatives
- Survey similar sized chapters to learn how they navigate fundraising, investigate ways to pass through designated funds with Network to promote our powerful and impactful brand as the philanthropic arm of CREW Dallas through awareness and publicity
  - Educate our CREW Dallas members about who CIC is and the relationship between the CREW entities.
  - Educate and energize our CREW Dallas members about the purpose and benefits of supporting CIC. Provide clarity regarding the CIC vision and improve communication with CREW Dallas
- Retain the services of PR/Marketing to create a promotional piece to help raise awareness of CIC

## **Addendum 1**

### **CIC's Career Outreach Program Expansion Three-Year Plan Approved by CIC Board 2019**

#### **Expansion Goals (based on CREW Network, CREW Dallas, & CREW in the Community's missions):**

- Increase recognition of our outstanding Careers program throughout the Dallas CRE industry
- Elevate the status and credibility of our CREW Dallas members as CRE experts within the industry and city
- Bring more women into the commercial real estate industry
- Convert those helped by Careers into additional CREW Dallas members
- Provide a channel for our members to share their expertise with others and give them experience/recognition as public speakers and industry leaders
- Provide a venue for our entire membership to help those less experienced or fortunate
- Assist in fulfilling recruitment needs of members and member/sponsor companies
- Raise funds to provide expanded Career services to additional individuals and broaden services beyond high school students

#### **Initiatives:**

##### **1) Continue DISD Development competition:**

- continue excellence of our existing program to serve 65 DISD junior and senior female students
- encourage those we help to follow our social media feeds to get additional CREW Dallas and Network services as they age and need additional Careers services

**2) Group Mentoring via LinkedIn:** Create a dedicated Dallas CREW Careers LinkedIn Page with reposts to Twitter and Instagram. Use channel to increase profile of CREW Careers and educate about careers in CRE. Use channel to serve as a venue to match student requests for individual services such as internships, mentors, career panels, etc. Use channel to provide career information and resources to CREW Dallas members.

**3) CREW Careers Ambassadors:** recruit CREW Dallas members to serve as alumni ambassadors to each University/college on behalf of CREW Careers. This will provide CREW a multi-year relationship with each school.

**4) Career Panels:** Continue to provide and expand the number of career panels given. Create a package of downloadable collateral material that can be utilized for each presentation to make it

easy for our members to do a career panel. Order SWAG from Network. Publicize before and after.

5) **Career Fairs:** 2019: ID best way to hold 1 career fair for early (freshman, sophomore) college students. Host 1 in spring 2020. Work up to 2 per year. For the high school or junior college students, invite our university partner recruiters to help students see that they can afford a bachelor's degree and are qualified to get in.

6) **Quarterly Membership Calls:**

- Educate Dallas CREW members on what CREW Careers is doing and how they can get involved
- Provide a topic of education or tip for dealing with their own career issues. Topics such as: compensation parity, commission-only roles, entrepreneurship/CEO positions, getting a promotion, finding a job when older, etc.
- Survey members to get topics of interest and organize a brief educational piece in response

7) **Internship and Job Postings:**

- Make a push to members to utilize creinternships.org and CREW Network for intern and job postings
- Track our participation as a chapter in providing these opportunities to our community.
- Encourage increases in such efforts through CREW Dallas newsletter, Facebook page, member outreach etc.
- Survey member companies to find out what recruiting/retention challenges they encounter so we can focus our services on member and sponsor needs

8) **Mentorships/Internships/Shadowing/Job placement:**

- Respond to the needs requested through our LinkedIn channel and Ambassadors
- Soft offering via social media page and discussions with our current relationships (DISD, UTD, SMU)
- Evaluate partnership with other groups already doing similar work versus creating program

9) **One-off Development Competitions:** Create program for ½ day on campus case-study in 2019 for 2020 roll out. Once completed, offer to DISD/RISD, DCCCD, and 1-2 private schools in the area. Possibly charge sponsorship fees for this service. Make it EASY on the 2-3 members to give the program.

10) **Scholarships:** Raise funds to grant 10, \$2500 scholarships to be given to Dallas students by CIC. Administer by CIC and an outsourced firm. Target junior college and university freshman/sophomores. CREW Network handles university juniors and seniors already.

**Note: this is a three-year plan which will be rolled out in stages, adapted as we get survey results from members and program feedback, and continued if the various initiatives are proven to be of value and efficient**