

CREW Boston Strategic Plan

I. CREW Boston Mission and Core Values

- **Mission: To promote the advancement and parity of women in commercial real estate**
- **Core Values:**
 - i. **Provide excellence in programming and events**
 - ii. **Build networks and foster business among members**
 - iii. **Create professional and personal growth opportunities for our members throughout all stages of their career**
 - iv. **Maintain the highest degree of integrity in all organizational endeavors**

II. CREW Boston Key Assumptions For The Next Three To Five Years

- Women will continue to be underrepresented at the highest levels of leadership in commercial real estate firms; therefore, there will be a need for an organization with our mission of “the advancement and parity of women in commercial real estate.”
- The commercial real estate industry will experience economic change and cycles of uncertainty.
- Commercial real estate organizations will continue to compete for members and sponsors and other organizations will grow their respective women’s initiatives.
- There will be a focus on “Return on Investment” with respect to time and dollars committed to CREW Boston by members and sponsoring organizations.
- New technology and changing demographics will continue to impact the commercial real estate industry and affect our membership
- Technology will continue evolving, and we will increasingly be part of a social media-oriented environment.
- Generational gap will continue to broaden and affect our membership and leadership
- More CREW members will be working nationally and internationally.

III. CREW Boston’s Vision For 2024

In the year 2024, we will be...

- **Maintaining a highly qualified, diverse membership in the 500+ range, which will provide opportunities for our members and will allow CREW Boston to be a leader and respected partner in the commercial real estate industry landscape.**

- **Tangibly serving as a resource to our members, supporting and helping them advance throughout their careers, by offering substantive opportunities for:**
 - Leadership development;
 - Information sharing (unique, “in the know” information);
 - Business development;
 - Mentoring;
 - Knowledge and learning;
 - Networking; and
 - Recognition of member achievements;
- **Ensuring that our members and their firms realize a return on their investment in CREW Boston. This includes:**
 - Being more intentional and purposeful in referring business to each other, being assertive and recognizing the various types of business development connections made.
 - Being relevant and substantive – “in the know” and “in the game”.
 - Helping members recognize and realize the value of CREW Boston and CREW Network for themselves and for their organizations.
- **Recognized for the CREW Boston members who have advanced to positions of power and authority in the industry, thereby increasing the influence of CREW Boston.**

IV. CREW Boston Guiding Principles and Strategic Initiatives

NOTE: Guiding principles are intended to provide an over-arching and relevant guiding framework for all committees and activities of CREW Boston. Strategic initiatives, on the other hand, lead to the development of specific plans of action and engagement.

PRINCIPLES

- Principle #1: Focus on what we do uniquely well, understanding that we can’t be everything to everyone.**
- Principle #2: Grow strategically to add diversity and strength, not for the sake of growth.**
- Principle #3: Constantly re-evaluate our value proposition and assure ROI to our members and their firms.**

INITIATIVES

- Initiative #1:** Offer only high quality, innovative and fresh programming that will support and enhance the CREW Boston mission, mindful that “less can be more.”
- Initiative #2:** Support members over the life cycle of their careers through relevant professional/career development offerings.
- Initiative #3:** Engage, involve and connect members with tangible results, focusing on business development.
- Initiative #4:** Increase sponsorship dollars and/or company involvement by 3% per year.
- Initiative #5:** Raise the profile of CREW Boston in the Boston area.
- Initiative #6:** Help members understand and realize the value of their membership in CREW Network.