

Strategic Goal 1: IREM is relevant to the real estate management market.

Outcome: IREM’s scope is clear and relevant to the market, and thus IREM’s programs and services are equally relevant and IREM’s membership, customers, and revenues grow.

Objectives 2017-2018	2017 Completed or Scheduled	2018 Planned
1.1 Validate IREM’s market today and going forward	<ul style="list-style-type: none"> ▪ Utilize rebranding initiative to address IREM’s market and target audiences based on high-level market research ▪ Conduct biennial CPM and ARM profiles, expanding data points as necessary to capture relevant member demographic data (asset class, employee level, type of employer, and other relevant characteristics) 	<ul style="list-style-type: none"> ▪ Identify gaps between current market being served and potential future market ▪ Invest additional resources in international program to strengthen presence in existing markets outside the U.S. and identify and expand into new international markets
1.2 Identify nature and scope of asset management market and IREM’s position in that market	<ul style="list-style-type: none"> ▪ Conduct 2nd annual Commercial Summit, bringing together third-party service providers with asset managers ▪ Deepen connections with asset managers and define the nature and structure of the asset management market through research being conducted and advisory boards formed by Dustin Read 	<ul style="list-style-type: none"> ▪ Building upon commercial summit as vehicle for connecting with asset managers, shift the venue to New York City, home to majority of institutional asset managers ▪ Continue final phase of asset management research; utilize results to assess the size and scope of the asset management market and IREM’s position in that market
1.3 Grow relationships with vendors and service providers	<ul style="list-style-type: none"> ▪ Identify potential vendors, industry partners, other service providers to property management market; clearly articulate IREM’s relevance to vendors 	<ul style="list-style-type: none"> ▪ Enrich and broaden relationships with IREM Industry Partners and other providers of products and services, as evidenced by growth in vendor revenues
1.4 Understand competition and IREM’s relevance	<ul style="list-style-type: none"> ▪ Rebranding project to include competitive analysis of IREM’s place in the market and recommended steps for growth vis-à-vis the competition ▪ Identify other associations and organizations that cater to the same audience; assess where IREM fits in competitive landscape, market share, etc. ▪ Strengthen the value proposition of the CSP certification; raise awareness of CSP properties through enhanced website listings 	<ul style="list-style-type: none"> ▪ Deepen relationships with other organizations (e.g., GRESB, Energy Star, Fannie Mae) to increase value and promotion of CSP; utilize research to refine CSP strategic plan ▪ Analyze Income/Expense program, including member value proposition and bottom-line profitability
1.5 <i>Based on previous steps,</i> reprioritize or verify future content areas, new services and delivery methods, engagement and communications plans	<ul style="list-style-type: none"> ▪ Utilize new communications channels, including partnerships with Commercial Property Executive and MultiHousing News and globe Street, for wider content distribution ▪ Utilize outsourced expertise to build out the product/service development process ▪ Build corporate relationships with major commercial and multifamily property management companies – through participation in corporate tradeshows/events, engagement with corporate clients 	<ul style="list-style-type: none"> ▪ Optimize rebranding initiative to position IREM’s key product lines and their relevance within corporate market ▪ Reinforce IREM’s relevancy and presence as a policy advocate through expansion of Congressional in-district meetings and utilizing Federal Advocacy Board and Federal Housing Advisory Board as vehicles for connecting in Washington, DC, with key Congressional leaders, government agencies, and regulatory bodies ▪ Determine new delivery methods, technologies, organizational alignment, or other changes needed
1.6 Manage new prospects and membership	<ul style="list-style-type: none"> ▪ Conduct meaningful, engaging onboarding of new members with updated new-member kits and special offers ▪ Provide white-glove treatment to prospects identified through CPM Sponsor program 	

Strategic Goal 2: IREM engages and empowers the next-generation workforce – identifying and clarifying what next-generation workers need to succeed in the business – and plans for increasing membership and engagement within this segment.

Outcome: IREM is relevant to the next-generation workforce. This segment increasingly chooses IREM. Average age of CPMs and IREM members is lowered.

Objectives 2017-2018	2017 Completed or Scheduled	2018 Planned
2.1 Benchmark IREM against successful strategies for engaging next-generation workforce	<ul style="list-style-type: none"> ▪ Present chapter session at regional meetings focused on attracting and engaging next-generation workforce ▪ Conduct YP focus sessions at regional meetings ▪ Look at successful chapters and other association models around next-generation workforce; collect information and develop recommendations 	<ul style="list-style-type: none"> ▪ Continue to promote and train chapters on best practices in young professional outreach
2.2 Create next-generation/young professional member group	<ul style="list-style-type: none"> ▪ Appoint a task force comprising members under 35 to define the structure, direction, role, composition, and desired outcomes of a young professional board; conduct kick-off meeting of the task force 	<ul style="list-style-type: none"> ▪ Complete the work of the task force, with final recommendations submitted for action at October Governing Council meeting
2.3 Expand and deepen college/university connections	<ul style="list-style-type: none"> ▪ Gather information from academic institutions with which IREM has a connection and chapters engaged in academic outreach; analyze and share with chapters results of current efforts ▪ Determine plan to reach out to HBCUs through Diversity/Academic Outreach task force ▪ Represent IREM at university advisory board meetings 	<ul style="list-style-type: none"> ▪ Continue work of HBCU task force ▪ Determine what new outreach models will bring students first to property management (make it a career of choice), then to IREM
2.4 Realign credentialing programs to recruit and retain next-generation workforce	<ul style="list-style-type: none"> ▪ Rebrand ACoM certification for entry-level commercial property managers; develop dedicated ACoM online course ▪ Develop a revised RES201 course focused on entry-level apartment community managers; recruit, train and onboard new RES201 instructors to extend program reach ▪ Initiate intentional targeting of CPM recruiting campaigns to millennials entering the property management workforce 	<ul style="list-style-type: none"> ▪ Fully launch the rebranded ACoM program with a new dedicated course leading to the certification ▪ Release revised RES201 course with expanded pool of instructors; rebrand ARM to appeal to entry-level managers ▪ Assess designation and certification requirements to identify and address unnecessary barriers to membership; consider giving credit toward CPM for other degrees, specific courses ▪ Conduct full review and revision of CPM exam components (including MP5A) and their delivery vehicles
2.5 Implement initiatives to recognize and engage young professionals	<ul style="list-style-type: none"> ▪ Launch leadership-focused CPM program targeting real estate managers under 35 with AMO firms with 2017-2018 class ▪ Connect young professional members (new and existing) with mentors to help them up the career ladder ▪ Recognize young professionals via a 30 under 30 campaign ▪ Membership & Credentialing Committee work groups focusing on strategies to attract and engage young professionals 	<ul style="list-style-type: none"> ▪ Launch second year of AMO Next-Gen Leadership program, graduating the 2017-2018 class and kicking off a 2018-2019 class ▪ Continue the 30 under 30 program to draw attention to outstanding young professionals and showcase them as models to position property management as a career of choice
2.6 Develop and implement plans to engage ethnically diverse segments of next-generation workforce	<ul style="list-style-type: none"> ▪ Select and mentor eight Diversity Scholars; leverage diversity scholarship program to attract more diverse membership ▪ Optimize sponsorship of Project REAP ▪ Expand connections with HBCUs to introduce students to property management careers ▪ Develop a “why diversity is good business” campaign 	

Strategic Goal 3: IREM employs thought leadership to promote the brand.

Outcome: The industry recognizes IREM as a thought leader.

Objectives 2017-2018	2017 Completed or Scheduled	2018 Planned
3.1 Define thought leadership from IREM’s perspective		<ul style="list-style-type: none"> ▪ Articulate what IREM would look like as a thought leader – what is the desired result
3.2 Create a thought leadership plan and protocols	<ul style="list-style-type: none"> ▪ Evaluate current library for current portfolio and identify gaps ▪ Refine plan for identifying and creating content to address new topics as they arise and optimal media to be used (white papers, webinars, video, podcasts, other) 	<ul style="list-style-type: none"> ▪ Develop and execute on identifying a platform for informing members of new technology tools and emerging technology trends ▪ Reinforce and elevate recognition of IREM’s best practices and leadership development initiatives ▪ Maximize utilization of Yardi grant to position IREM as leader in sustainability education and impact
3.3 Develop process for elevating ideas and issues	<ul style="list-style-type: none"> ▪ Identify how RVPs and chapters, executive committee, others have a role in this process ▪ Consider use of coalitions/collaborations for identifying ideas and issues 	<ul style="list-style-type: none"> ▪ Refine process for identifying subject matter experts, new topics, and content related to thought leadership arenas and customer segments
3.4 Produce deliverables	<ul style="list-style-type: none"> ▪ Produce deliverables on identified thought-leadership topics: <ul style="list-style-type: none"> - Leadership Handbook for Real Estate - Real Estate Asset Management: Practice and Profession - Building Performance That Pays: Energy Efficiency Survey - Professional education at IREM Global Summit - Asset management – three reports - Public policy white papers - JPM articles and blogs - Live webinar series - Best Practices update 	<ul style="list-style-type: none"> ▪ Reinforce IREM’s position as a resource for and about asset management through research and publishing activity, working with Dustin Read, PhD – including release of comprehensive asset management publication ▪ Utilize economist to write trend analysis for Income/Expense reports ▪ Produce updated editions of industry-recognized publications: <ul style="list-style-type: none"> - Shopping Center Management and Leasing - Community Associations: A Guide to Successful Management
3.5 Promote thought leadership internally and outside of IREM	<ul style="list-style-type: none"> ▪ Feed appropriate material to external PR contacts to support IREM’s work for placement in industry publications – such as NREI monthly column, Globe Street Thought Leadership program, and Bisnow custom content program – positioning IREM members and leaders as foremost experts in their field ▪ Develop talking points for officer/leadership delivery ▪ Utilize social media (Twitter, Instagram, LinkedIn, Facebook, etc.) 	<ul style="list-style-type: none"> ▪ Identify whether and how to create events, forums, new media to share the information (e.g., Global Summit, trend event, live-stream, podcasts)

Strategic Goal 4: IREM communicates unique value that differentiates members from others in the industry.

Outcome: Member growth and loyalty, credibility in the industry.

Objectives 2017-2018	2017 Completed or Scheduled	2018 Planned
4.1 Set a baseline for how IREM presents itself to membership and the public	<ul style="list-style-type: none"> ▪ Rebranding project to establish baselines for IREM brand and messaging to all target audiences ▪ Utilize 2017 member satisfaction study to supplement baseline for “membership value,” communications preferences, other key metrics; utilize 2015 image studies to supplement baseline on how IREM presents itself to the public 	<ul style="list-style-type: none"> ▪ Conduct external communications audit and review collateral portfolio and brand consistency across platforms as part of rebranding initiative
4.2 Develop IREM’s value proposition	<ul style="list-style-type: none"> ▪ Conduct value proposition work as part of rebranding initiative ▪ Focus with intention on being more user-friendly (as an organization, website, etc.) 	<ul style="list-style-type: none"> ▪ Review and revise content and messaging as necessary across the organization to reflect value proposition findings
4.3 Rebrand IREM	<ul style="list-style-type: none"> • Obtain services of and utilize Marc USA as branding consultant to guide the rebranding effort, initially through qualitative and quantitative research 	<ul style="list-style-type: none"> ▪ Implement full rollout of rebranding initiative that kicks off in late 2017, institutionalizing it throughout the organization, including IREM chapters ▪ Incorporate as needed: redesign of logos, key communications vehicles, key products and services, chapter implications, pledges, scripts ▪ Determine tie-in to IREM Foundation rebranding
4.4 Develop a strategic communications plan	<ul style="list-style-type: none"> ▪ Strategic marketing communications plan and editorial calendar set for 2017 ▪ Develop and utilize talking points for leaders to ensure consistent messaging ▪ Consider the most effective methods for conveying IREM information to members and chapters (include texting as a possibility) 	<ul style="list-style-type: none"> ▪ Develop and executive comprehensive communications plan to members, chapters, other stakeholders vis-à-vis branding initiative
4.5 Identify and communicate with members’ existing and potential clients	<ul style="list-style-type: none"> ▪ Utilize findings of 2015 image study, other relevant research to assess communications with members’ clients ▪ Articulate why property management is relevant to their business and how IREM members serve them ▪ Promote AMO accreditation to owners and investors via campaign comprising direct mail, e-mail, video, and website enhancements ▪ Promote CPM, ARM, and AMO credentials through advertising channels based on audience behaviors 	<ul style="list-style-type: none"> ▪ Deepen and broaden awareness of CPM members and AMO firms through implementation of intentional and intensive credential awareness strategy driven by rebranding initiative ▪ Institute digital badging for holders of IREM credentials ▪ Conduct and publish updated CPM and ARM profiles and compensation studies and promote findings vis-à-vis relevance to members’ clients