

Mega-Issues and Challenges	<ul style="list-style-type: none"> ▪ Preparing for workforce transformation, demographic realignments, and next-generation workforce ▪ Quest for unique, relevant information to set IREM apart ▪ Legislation and regulation – federal, state, local ▪ Economy and an anticipated downturn 	<ul style="list-style-type: none"> ▪ Blurring lines related to IREM’s business (property management vs. asset management) ▪ E-commerce, technology, cyber security, managing data ▪ Competitive pressures ▪ Sustaining the industry through impending change 		
Vision	Anyone in real estate management is engaged with IREM.			
Mission	IREM advances the profession of real estate management.			
Core Values	IREM believes: <ul style="list-style-type: none"> ▪ that management matters...that good management translates into value...that well-managed properties improve the quality of life for people who live, work and shop in them, ▪ in professional ethics, ▪ in the power of knowledge...and the importance of sharing it. 			
Strategic Goals	1. IREM is relevant to the real estate management market.	2. IREM engages and empowers the next-generation workforce - identifying what they need to succeed in the business - and plans for increasing membership and engagement within this segment.	3. IREM employs thought leadership to promote its brand.	4. IREM communicates unique value that differentiates members from others in the industry.
Outcomes	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.	IREM is relevant to the next-generation workforce. This segment increasingly chooses IREM. Average age of CPMs and IREM members is lowered.	The industry recognizes IREM as a thought leader.	Member growth and loyalty and credibility in the industry are seen.

IREM Strategic Plan: 2017-2020

This plan represents the result of a process through which IREM thought about, learned, and assessed what it most needs to address to be a leading organization by Y2020. The purpose of the strategic thinking process is to contemplate the future of the organization in new ways, discuss its most significant challenges, evaluate the role of the organization and its brand, consider the mission and vision, and identify strategic actions that are necessary to its future.

This plan is constructed around the **mega-issues and major challenges** that IREM is facing both inside and outside the association as it looks ahead to 2020 – issues and challenges to be tackled and addressed and which could be barriers to future success. These issues evolved out of a diligent environmental scan that established the current state and prioritized gaps between IREM today and its envisioned future.

The goal was to articulate and clarify those issues that could hinder progress and keep IREM from moving towards its forward-thinking **vision** – while remaining focused on its core purpose and **mission**.

This plan identifies IREM's four **strategic goals** for 2017-2020. The goals are long term, are more about the destination than the steps to get there, and are intentionally visionary. Each goal has a stated **outcome**. The goals are the result of an intentional planning process involving IREM's Executive Committee from January through October 2016 with final adoption of the plan in early 2017.

Reinforcing each goal are a series of short- or medium-term **objectives** – concrete milestones to help move the organization closer to achieving the goal. The objectives, in turn, are supported by **actions** – specific tactics that reinforce the objective and are measurable, usually in quantitative terms or completion dates.

This plan does not represent the entirety of the organization's direction or all its administrative or programmatic responsibilities. It does not supersede its current business direction or operating plan but rather feeds into and reinforces that plan.

In working to accomplish this plan, **IREM's Executive Committee** agrees to hold itself and each member accountable to these common values:

- **Courageous and accountable:** We exhibit courage to move forward on the agreed-to path and are accountable to sticking to it.
- **Forward-thinking:** We are thought leaders preparing tomorrow's real estate management workforce for success.
- **Outward facing to members and the real estate community:** We take information back from our leadership meetings to our local areas and act as spokespersons to our members by actively sharing IREM's direction and information.
- **Open:** We listen to our members in order to uncover what they worry about and need most. We internalize it and share it back with IREM.