

<p><b>Mega-Issues and Challenges</b></p>	<p><b>External:</b></p> <ul style="list-style-type: none"> <li>▪ Preparing for workforce transformation, demographic realignments, and next-generation workforce</li> <li>▪ Legislation and regulation – federal, state, local</li> <li>▪ Economy and an anticipated downturn</li> <li>▪ Asset management as a discipline distinct from property management</li> <li>▪ E-commerce, technology</li> <li>▪ Cybersecurity and data protection</li> <li>▪ Managing and using data/big data</li> <li>▪ Sustainability</li> <li>▪ Competitive pressures</li> <li>▪ Sustaining the industry through impending change</li> </ul> <p><b>Internal:</b></p> <ul style="list-style-type: none"> <li>• Quest for unique, relevant information to set IREM apart</li> <li>• Chapter and regional structure</li> <li>• Volunteer leadership development and structure</li> <li>• Member engagement in government affairs</li> <li>• Global Summit</li> </ul>			
<p><b>Vision</b></p>	<p>Anyone in real estate management is engaged with IREM.</p>			
<p><b>Mission</b></p>	<p>IREM advances the profession of real estate management.</p>			
<p><b>Core Values</b></p>	<p>IREM believes:</p> <ul style="list-style-type: none"> <li>▪ 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,</li> <li>▪ in professional ethics,</li> <li>▪ in the power of knowledge...and the importance of sharing it.</li> </ul>			
<p><b>Strategic Goals</b></p>	<p>1. IREM is relevant to the real estate management market.</p>	<p>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.</p>	<p>3. IREM employs thought leadership to promote its brand.</p>	<p>4. IREM communicates unique value that differentiates members from others in the industry.</p>
<p><b>Outcomes</b></p>	<p>IREM’s scope is clear and hyper-relevant to the market, and thus IREM’s programs and services are equally relevant and IREM’s membership, customers, and revenues grow.</p>	<p>IREM is relevant to the next generation workforce. This segment increasingly chooses IREM. Average age of CPMs and IREM members is lowered.</p>	<p>The industry recognizes IREM as a thought leader.</p>	<p>Member growth and loyalty, credibility in the industry.</p>

Objectives	<ol style="list-style-type: none"> <li>1. Validate IREM's market today</li> <li>2. Identify nature and scope of asset management market and IREM's position in that market</li> <li>3. Grow relationships with vendors and service providers</li> <li>4. Understand competition and IREM's relevance</li> <li>5. <i>Based on previous steps...</i>reprioritize or verify future content areas, new services and delivery methods, engagement and communications plans. Priority topics identified:               <ul style="list-style-type: none"> <li>- Sustainability</li> <li>- Talent development and management</li> <li>- Technology and cybersecurity</li> </ul> </li> <li>6. Manage new prospects and membership</li> <li>7. Establish a protocol for identifying new technologies for property and asset managers</li> <li>8. Assess and refine the chapter and regional structure to ensure relevance to the local market</li> </ol>	<ol style="list-style-type: none"> <li>1. Benchmark IREM against successful strategies for engaging next-generation workforce</li> <li>2. Create next-generation/young professional member group</li> <li>3. Expand and deepen college/university connections</li> <li>4. Build on and broaden initiatives to recognize and engage young professionals</li> <li>5. Develop and implement plans to engage ethnically diverse segments of next-generation workforce</li> <li>6. Reach into high schools to promote property management as a career choice</li> </ol>	<ol style="list-style-type: none"> <li>1. Define thought leadership from IREM's perspective</li> <li>2. Create a thought leadership plan and protocols</li> <li>3. Develop process for elevating ideas and issues</li> <li>4. Produce deliverables</li> <li>5. Promote thought leadership internally and outside of IREM</li> <li>6. Position IREM as the recognized, trusted leader on:               <ul style="list-style-type: none"> <li>- Real estate asset management</li> <li>- Best practices in property management</li> </ul> </li> <li>7. Launch new and/or align existing events to support thought leadership</li> </ol>	<ol style="list-style-type: none"> <li>1. Set a baseline for how IREM presents itself to membership and the public</li> <li>2. Develop IREM's value proposition</li> <li>3. Rebrand IREM</li> <li>4. Develop a strategic communications plan</li> <li>5. Identify and communicate with member' existing and potential clients.</li> <li>6. Position AMO firms as vetted providers of quality property management and asset services</li> <li>7. Validate and promote value of professional management to owners/investors (i.e., property management is not a commodity)</li> </ol>