

<p>Mega-Issues and Challenges</p>	<p>External:</p> <ul style="list-style-type: none"> ▪ Preparing for workforce transformation, demographic realignments, and next-generation workforce ▪ Legislation and regulation – federal, state, local ▪ Economy and an anticipated downturn ▪ Asset management as a discipline distinct from property management ▪ E-commerce, technology ▪ Cybersecurity and data protection ▪ Managing and using data/big data ▪ Sustainability ▪ Competitive pressures ▪ Sustaining the industry through impending change <p>Internal:</p> <ul style="list-style-type: none"> • Quest for unique, relevant information to set IREM apart • Chapter and regional structure • Volunteer leadership development and structure • Member engagement in government affairs • Global Summit 			
<p>Vision</p>	<p>Anyone in real estate management is engaged with IREM.</p>			
<p>Mission</p>	<p>IREM advances the profession of real estate management.</p>			
<p>Core Values</p>	<p>IREM believes:</p> <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. 			
<p>Strategic Goals</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>Outcomes</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"> 1. Validate IREM's market today 2. Identify nature and scope of asset management market and IREM's position in that market 3. Grow relationships with vendors and service providers 4. Understand competition and IREM's relevance 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"> - Sustainability - Talent development and management - Technology and cybersecurity 6. Manage new prospects and membership 7. Establish a protocol for identifying new technologies for property and asset managers 8. Assess and refine the chapter and regional structure to ensure relevance to the local market 	<ol style="list-style-type: none"> 1. Benchmark IREM against successful strategies for engaging next-generation workforce 2. Create next-generation/young professional member group 3. Expand and deepen college/university connections 4. Build on and broaden initiatives to recognize and engage young professionals 5. Develop and implement plans to engage ethnically diverse segments of next-generation workforce 6. Reach into high schools to promote property management as a career choice 	<ol style="list-style-type: none"> 1. Define thought leadership from IREM's perspective 2. Create a thought leadership plan and protocols 3. Develop process for elevating ideas and issues 4. Produce deliverables 5. Promote thought leadership internally and outside of IREM 6. Position IREM as the recognized, trusted leader on: <ul style="list-style-type: none"> - Real estate asset management - Best practices in property management 7. Launch new and/or align existing events to support thought leadership 	<ol style="list-style-type: none"> 1. Set a baseline for how IREM presents itself to membership and the public 2. Develop IREM's value proposition 3. Rebrand IREM 4. Develop a strategic communications plan 5. Identify and communicate with member' existing and potential clients. 6. Position AMO firms as vetted providers of quality property management and asset services 7. Validate and promote value of professional management to owners/investors (i.e., property management is not a commodity)