



Strategic Plan

2020-2024

Approved by 2019 Board of Directors on 9/25/2019.
Amended Envisioned Future approved on 4/16/2020.
Amendments and outcomes approved on 4/12/2022.

Timeless Core Ideology (should be inspirational)

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose:

To provide resources for people and organizations to advance the real estate profession.

Core Values: (reflects what we do, how we are)

- Forward-thinking
- Curiosity
- Diversity
- Engagement

Long-term Envisioned Future (10+ Years)

The **envisioned future** conveys a concrete yet unrealized vision for the organization. It consists of a **vision** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description** which is a vibrant and engaging description of what it will be like to achieve the vision.

Vision:

Highly recognized catalyst to the future evolution of the real estate management profession.

Vivid Description of a Desired Future:

The IREM Foundation is recognized by the industry for its dynamic leadership and bold vision for the future. It's the home of future thinking for the real estate management profession, bringing together experts from around the globe to innovate, educate, inspire, and advance our industry. The Foundation provides the essential thought leadership to ensure real estate management professionals, municipalities, and institutions have access to relevant industry research, and the technological innovation to manage buildings in ways that positively impact communities.

In partnership with IREM, the IREM Foundation enables real estate management professionals to flourish and advance in their careers. It actively supports a diverse professional workforce and reduces financial barriers to education for current and future real estate managers around the world. The Foundation understands professionals' needs and helps promote real estate management as a worthwhile and meaningful career. The IREM Foundation helps to foster the highest degree of integrity in real estate management and empowers property managers and building owners to work together to provide buildings that are safe, clean, sustainable, and profitable.

The IREM Foundation is a continuously sought-after partner, an essential resource and integral to a thriving industry. Well-established funding sources allow the Foundation to enhance engagement, respond to the rapid change of technology, and provide timely, relevant industry research. Real estate investors and property managers benefit from resources that help to maximize profitability and productivity, while individuals benefit from buildings that enhance their lifestyles and communities.

Goals and Objectives (three-five years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen. In other words, a descriptive statement of what constitutes success in measurable terms.

Priority Key:

(H) = High: Must begin objective in next fiscal year (2020)

(M) = Medium: May begin objective, if resources permit, in next fiscal year (2020)

(L) = Low: Begin objective in subsequent fiscal year (2021 or 2022)

Development & Fundraising

Goal: The IREM Foundation has established multiple funding sources to achieve its' initiatives.

Objectives:

1. Develop a comprehensive fundraising and donor engagement strategy. (H)
2. Increase operational capacity to source and accept new funding sources. (H)
3. Explore and determine viability of grant writing. (M)

Outcomes by 2024 (specific & actionable)

- The IREM Foundation has established a fundraising and stewardship plan that engages donors and moves them through various stages of giving.
- The IREM Foundation funds expanded programming including research, outreach, and workforce development initiatives.
- The IREM Foundation can fund all scholarship requests.
- The IREM Foundation has increased its capacity to develop and administer new programs.

Strategic Alliances

Goal: The IREM Foundation is recognized as a mutually beneficial partner in creating the future of real estate management profession.

Objectives:

1. Increase capacity and competency to evaluate strategic partners domestically and internationally. (H)
2. Identify and establish partnerships in support of training and scholarships. (M)
3. Identify and establish partnerships in support of the research and workforce development goals further outlined in this plan. (L)

Outcomes by 2024 (specific & actionable)

- The Foundation's has tools that clearly communicate the strategic goals of research and workforce development to an external audience (companies, municipalities, institutions).
- The Foundation has established a strategy for corporate outreach.
- The Foundation has increased it's funding from corporations.
- The Foundation has established opportunities to partner with institutions, associations, and municipalities.

Research

Goal: The IREM Foundation provides research and discovery to equip real estate management professionals to embrace tomorrow's opportunities.

Objectives:

1. Increase research support for IREM initiatives. (M)
2. Increase funding in support of future-focused research. (L)
3. Explore viability of generating revenue through research related products including webinars, whitepapers, or podcasts. (L)

Outcomes by 2024 (specific & actionable)

- Create process of understanding what data real estate managers need.
- Create process of understanding what data is needed to make decisions that create public benefit (DEI, job creation, sustainability, housing security, economically stable communities).
- IREM Foundation is sought after for media, commentary, and thought leadership.

Workforce Development

Goal: The IREM Foundation is a valuable partner in recruiting and retaining a diverse and well qualified real estate management workforce.

Objectives:

1. Increase understanding of employers' needs. (H)
2. Increase support for outreach to high school and college students who identify as belonging to an underrepresented population. (H)
3. Increase support of leadership development opportunities for diverse individuals already working in real estate management careers. (L)
4. Increase support of internship and employment matching opportunities. (M)

Outcomes by 2024 (specific & actionable)

- The Foundation has established opportunities to partner with employers in recruiting diverse talent.
- The Foundation has established partnerships with workforce development agencies.
- The Foundation is sought after by diverse individuals seeking to advance in their careers.