

State Network Strategic Framework

Women's Council Mission Statement

We are a network of successful REALTORS®, advancing women as business leaders in the industry and in the communities we serve.

Women's Council Culture Statement

Leadership.

We believe that every organization, industry and community needs authentic leaders who can inspire others to effect positive change.

Influence.

We believe that positive change comes from greater inclusion of women's perspectives in positions of influence in the real estate industry and in the broader community.

Inclusion.

We believe that better decisions result when all voices are heard and when the full diversity of our membership is embraced.

Collaboration.

We believe that success today is achieved through productive collaboration in a safe environment in which members support each other, work together and grow together.

Professional Credibility.

We believe that members of Women's Council are professionals who operate based on a shared system of values, including integrity, respect, a commitment to excellence and continuous personal and professional development.

State Network Purpose

The purpose of *Women's Council of REALTORS®* California is to support local network excellence, and to develop all members as strong business leaders within Women's Council, the industry, and the community.

State Network Vision and Long-term Goals

Women's Council of REALTORS® California is the standard for excellence in local network support, and the premier leadership development organization within the real estate industry.

Long-term Goal: LOCAL NETWORK EFFECTIVENESS

1. To provide the guidelines, training and support local network leaders need to both manage the business of the network and inspire others to engage and lead.

Long-term Goal: LEADERSHIP

2. To operate a comprehensive leadership development system that arms members with the experience, skills, passion and vision to build welcoming, inclusive communities within Women's Council and in other settings.

Long-term Goal: PROMOTION OF WOMEN'S COUNCIL OF REALTORS® VALUE

3. To embody and promote the unique culture and leadership style of Women's Council within the industry and the community.
4. To be sought after as a source and partner for the development of leaders.

Long-term Goal: STATE NETWORK ORGANIZATIONAL DEVELOPMENT

5. To be an efficient, innovative and sustainable organization with the human and financial capacity to fulfill its mission at the highest levels of excellence.

DRAFT State Network Strategic Plan 2024-2026

**** indicates top priority deliverables for 2024**

Pillar: LOCAL NETWORK EFFECTIVENESS

Strategic Opportunity: **Network Leader Training and Support**

2026 Milestones

- Each network sends their entire leadership team to State Network meetings.
- Each member of the leadership team is fully trained in their job function and responsibilities.

2024 Deliverables

1. ******Standardize training for each position, including the Past President.
2. Create a description of a Past Presidents Advisory team, including focus and roles.

Strategic Opportunity: **Membership Recruitment and Retention**

2026 Milestones

- Local networks have a relationship with local brokerages in their area to ensure visibility of Women's Council.
- Each new member is contacted throughout the first year (first year communication strategy) to expose them to opportunities for engagement.

2024 Deliverables

1. ******Create a standardized presentation on the benefits of Women's Council for local use.
2. Set an expectation for local networks to visit five brokerages each quarter to present at sales meetings.
3. ******Provide an opportunity for a minimum of two new members to attend each State Network meeting.

Strategic Opportunity: **Outreach and Participation**

2026 Milestones

- Attendance at state meetings has doubled, including local network leaders and general members.
- Each network has a productive relationship with their local association and with related industry affinity groups.

2024 Deliverables

1. Invite the president and president-elect of each affinity group to State Network meetings
2. Develop and disseminate messaging to all members about the value of attending State Network meetings.
3. ******Incorporate leadership and business building education into the agenda for each State Network meeting.

Pillar: LEADERSHIP

Strategic Opportunity: **Inclusion and Acceptance**

2026 Milestones

- A process and tools have been developed and are used on an ongoing basis to support each individual member's journey to achieve their personal and professional goals.
- All levels of growth and achievement are celebrated to inspire all members to grow wherever they are on their journey.
- Training opportunities are widely available to help members develop the basic skills to pursue leadership roles.

2024 Deliverables

1. Work to scale the Leadership Incubator program.
2. Widely promote the pathways to engagement and leadership.
3. ******Develop a jotform to gather and share member accomplishments, and include in social media posts, email newsletter member spotlights, and event talking points.
4. ******Develop content to provide basic skills and tools that all members need to successfully pursue leadership positions, including conflict resolution, campaigning/elections, fundraising, etc.

Strategic Opportunity: **Team Leadership**

2026 Milestones

- Define and support development of the qualities and skills of a 'Women's Council leader'.

2024 Deliverables

1. Establish a project team to define qualities and skills and to develop an approach (including training) to instill the qualities and skills defined.

Strategic Opportunity: **Leadership Development System**

2026 Milestones

- The local network leadership pipeline has become more robust and open positions are less frequent.

2024 Deliverables

1. Promote the pathways to leadership to showcase opportunities that best support a member's business goals.
2. Define productive roles for past presidents (*see Network Leader Training and Support above*).
3. Conduct interviews with candidates not to qualify, but to inform them about responsibilities, expectations, commitment, etc.
4. Support local networks with a process for one-on-one new member orientation.
5. Develop a program for emerging leaders and others interested in future leadership roles to discuss expectations, commitment, business value, etc.

6. Create a 'golden circle' to recognize those in the Council and in the industry who have been contributing for a period of time.

Pillar: PROMOTION OF WOMEN'S COUNCIL OF REALTORS® VALUE

Strategic Opportunity: **Communicating Value**

2026 Milestones

- The skills and experience developed through Women's Council are recognized as essential to the success of the industry, the community and REALTOR® organizations.

2024 Deliverables

1. Develop marketing pieces/templates that local networks can use for brand and message consistency.
2. Create videos that showcase industry and community involvement of Women's Council members.
3. Develop liaisons with other industry and community groups.

Strategic Opportunity: **C.A.R. Relations**

2026 Milestones

- Women's Council of REALTORS® California is awarded a permanent seat on the C.A.R. Executive Committee.
- Local Network-Local Association collaborations have increased.
- Women's Council California members represent a growing percentage of C.A.R. committee members and leaders.

2024 Deliverables

1. Meet with C.A.R. leadership to discuss establishing a permanent seat on the Executive Committee.
2. Encourage local network presidents meet with local association AEs and presidents to discuss potential collaborations and increased participation.
3. Conduct a program at a C.A.R. event to showcase Women's Council member skills and experience.
4. Provide a roadmap to a seat on the C.A.R. board of directors.

Pillar: STATE NETWORK ORGANIZATIONAL DEVELOPMENT

Strategic Opportunity: **State and Local Network Financial Stability**

2026 Milestones

- The State Network is a model for local networks on how to sustain a financially strong organization.

2024 Deliverables

1. **Provide training and a playbook for local network cultivation of strategic partners, including sample levels, how to have the conversation, etc.
2. **Brainstorm ways to reduce costs of State Network meetings.
3. Ensure all local networks on are Bill Highway and review their budget quarterly.

Strategic Opportunity: **Systems for Local Network Support**

2026 Milestones

- Customized training is provided for local networks by size.
- Local network experience a smooth transition in leadership teams each year.
- The State Network has a pro-active system in place to promptly address local network issues.

2024 Deliverables

1. Develop separate training/business planning for networks of different sizes.
2. Develop a buddy system between local networks to provide peer support.
3. **Develop a triage force, including past presidents, that can provide immediate support to local networks facing significant issues.
4. Create a task force to put together a 'transition agreement' between incoming and outgoing local network leadership teams.

TOP PRIORITY Deliverables for 2024

[Network Leader Training and Support] Standardize training for each position, including the Past President.

[Membership Recruitment and Retention] Create a standardized presentation on the benefits of Women's Council for local use.

[Membership Recruitment and Retention] Provide an opportunity for a minimum of two new members to attend each State Network meeting.

[Outreach and Participation] Incorporate leadership and business building education into the agenda for each State Network meeting.

[Inclusion and Acceptance] Develop a jotform to gather and share member accomplishments, and include in social media posts, email newsletter member spotlights, and event talking points.

[Inclusion and Acceptance] Develop content to provide basic skills and tools that all members need to successfully pursue leadership positions, including conflict resolution, campaigning/elections, fundraising, etc.

[State and Local Financial Stability] Provide training and a playbook for local network cultivation of strategic partners, including sample levels, how to have the conversation, etc.

[State and Local Financial Stability] Brainstorm ways to reduce costs of State Network meetings.

[Systems for Local Network Support] Develop a triage force, including past presidents, that can provide immediate support to local networks facing significant issues.