



Women's Council of REALTORS® Tennessee Strategic Framework
and 2024-2027 Strategic Plan

TN State Network Strategic Framework

About the State of Tennessee Network

Tennessee Women's Council of REALTORS® is an affiliate of the Women's Council of REALTORS®, a national organization of successful REALTORS® advancing women as business leaders within the real estate community. Tennessee Women's Council of REALTORS® is the State Network representing the Council and acting as a liaison between Tennessee Local Networks and National Women's Council of REALTORS®. As an organization affiliated with the Women's Council of REALTORS®, our Tennessee State Network must adhere to a set of operating standards reflective of the Women's Council of REALTORS® brand. The Tennessee State Network is also highly involved in the Tennessee REALTORS®, bringing the influence and leadership talents of Women's Council of REALTORS® to support the goals and initiatives of Tennessee REALTORS®.

Women's Council of REALTORS® is one of nine affiliated organizations of the National Association of REALTORS®, each representing an important industry segment and specialty within NAR's 1.5+ million members.

Statement of Purpose

The purpose of Women's Council of REALTORS® Tennessee is to support local network excellence, and to assist in developing all members as strong business leaders within the Women's Council brand, the industry and their respective communities.

Vision Statement

Women's Council of REALTORS® Tennessee is the standard for excellence in supporting our local Women's Council networks while developing premier leadership and organizational opportunities within our real estate industry.



Strategic Goals

Our Local Network Effectiveness

The State Network provides training, effective tools, best practices and supports the local networks' needs to consistently meet or exceed their network operating Standards.

Our Leadership

The State Network strengthens the influence and visibility of members within the real estate community, identifies and cultivates leadership potential, and offers leadership opportunities for all members throughout the state.

Our Promotion of the Women's Council of REALTORS® Value

Every REALTOR® and every local network throughout the state of Tennessee understands and articulates the tangible business value of Women's Council membership and the opportunity to develop as a strong business leader.

Our Governance

The State Network structure and resources are focused on fulfillment of the Network's purpose, and provide a sustainable foundation for long-term growth and development of innovative programs and services.



Women's Council Of REALTORS® Tennessee Core Values

Leadership

Every organization, industry and community needs business leaders who will inspire others and effectively promote positive change. Through the Women's Council of REALTORS® Tennessee, our members will discover and develop their authentic leadership style, apply newfound leadership skills, and pursue leadership opportunities across all areas of their personal and professional lives.

Influence

Positive change comes from greater inclusion of women's perspectives in positions of influence in the real estate industry and in our respective communities.

The Power of Collaboration

Success in today's market is achieved through positive, productive, and inclusive collaboration. The Women's Council of REALTORS® Tennessee provides an environment where members support each other and work together to achieve personal growth while succeeding in their businesses.

Opportunities

The Women's Council of REALTORS® Tennessee member network is enriched by embracing the full diversity of our industry, and with the opportunity to contribute different experiences, ideals, and perspectives.

Professional Credibility

Members of Women's Council of REALTORS® Tennessee are career-oriented professionals who operate based on a shared value system of integrity, mutual respect, and a commitment to excellence and their continuous development.



**Women's Council of REALTORS®
Tennessee Strategic Plan 2024-2027**
[** denotes priority issues and deliverables**]

LOCAL NETWORK EFFECTIVENESS

Issue: ****Support for Delivery of Local Network Value****

****IT IS THE RECOMMENDATION OF THE TASK FORCE TO RECOMMEND A
"SPECIAL COMMITTEE" TO OVER SEE AND HELP IMPLEMENT THE
STRATEGIC PLAN****

MILESTONE(s) 2024-2027

By 2025 ...

Local Network events across the State will be consistent in quality and branding.

DELIVERABLE(s) 2025-2027

****Provide local networks with a robust resource of people and ideas to develop quality events, including a database of speakers, education formats and topics.****

Issue: Membership Development

MILESTONE(s) 2024-2027

By 2025 ...

Membership Goals set annually at the local and state level will be tracked, with strategy and incentives provided, and will result in a STATEWIDE membership of 566 by 2025. From that point it is recommended a 10% increase year over year should be established.

DELIVERABLE(s) 2024 – 2027

- Create a system and set of templates for local networks to use in recruiting and retaining their membership (including the quick start membership guide to a guidebook/training videos).
- Create a set of materials for prospecting members with consistent messaging on the personal and professional value of membership.
- ****Revamp the new member application, welcome and orientation process (including the application) to learn more about new members and to clarify the value of being Women's Council of REALTORS****



- Create an “ABOUT YOU” section to the state application with specific questions to assist the Leader Identification Development with identifying future potential candidates.
- Reinforce the value of joining Women’s Council and all its benefits.

Issue: **Local Outreach and Support**

MILESTONE(s) 2024-2027 By 2015 ...

- The State Network regularly communicates with and provides targeted training opportunities to the Local Network teams.
- Local network governing boards operate in a more cohesive, productive manner.
- A system is in place to identify and proactively address local network performance and their compliance issues.
- Basic training sessions should be developed and then taught at our State Orientation while encouraging local leadership (in attendance) to take the information learned back to their local network leadership.
- Hold local networks accountable for holding their own leadership orientations (half day instruction should be do-able)

DELIVERABLE(s) 2024-2027

- ****Develop basics training sessions (e.g. budgeting, marketing, etc.)****
- Create modules for local leadership to orient/train their Governing Boards ****THIS MAY ALREADY BE IN PLACE – I COULDN’T FIND ANYTHING.**
- Continue to enhance and improve leadership training at the Fall Conference with refreshers throughout the year ****AS NEEDED BASIS**.**
- Encourage, recognize and provide targeted support where needed to local leadership to help improve their relationships with their local and state associations.
- State Network’s support system needs additional COORDINATED build out: IE what does that look like? How and when should it be implemented? (It was the task force's opinion – often times local networks get in trouble and don't want to ask for help.) Create basic steps to include a mentoring program of past leadership to help struggling networks before it becomes a larger issue.



LEADERSHIP

Issue: **Leader Identification and Development**

MILESTONE(s) 2024-2027

By 2025 ...

All members throughout the State have access to training to help them build leadership skills and be recognized for their commitment to leadership excellence. Local network leaders pursue further leadership opportunities and continue to grow within the Women's Council brand and beyond, creating a stronger pipeline of leadership for Women's Council and our real estate industry.

DELIVERABLE(s) 2024-2027

- Offer leadership courses to membership and consider related certificate(s) and a recognition/reward system for completion of the specific courses.
- Create Project Team to investigate and define a State Network mentorship program for local network leadership. It is the recommendation of the test force to teach proper meeting management for leadership (i.e. namely Robert's Rules of Order)

Issue: Intentional Networking

MILESTONE(s) 2024-2027

By 2025 ...

- The State Network will provide business value and development opportunities for all members with specific business goals/needs and who might be at different stages in their real estate career.
- Retention of members has increased, particularly among more seasoned and the new membership.

DELIVERABLE(s) 2024-2027

- Create a system for peer-to-peer networking and business building.
- Find ways to leverage technology to help members connect and generate Business technology to help members connect and generate business value within the Tennessee networks and beyond.



- Implement intentional networking activities at our state and local network meetings and events. ****SPECIFICS WILL NEED TO BE DEFINED****

Issue: **Diversity, Equity and Inclusion**

**MILESTONE(s) 2024-2027
BY 2025 ...**

- Our State Network is recognized as one of the leading organizations for developing relationships and leadership among diverse segments of the real estate industry.
- Members from all backgrounds are to feel welcomed and appreciated for the unique experiences, perspectives, and the talents they possess.

DELIVERABLE(s) 2024-2027

- Continue to engage with other real estate groups in collaborative ways to identify and train leaders for our industry.
- Create a training module and other initiatives for local and state leaders on diversity, equity, and inclusion (we can pull from National Women's Council for guidance).
- Encourage meetings/networking opportunities with additional groups at the local level. (For example, NAREB (The National Association of Real Estate Brokers; NAHREP (The National Association of Hispanic Real Estate Professionals); and NAGLREP (The National Association of Gay & Lesbian Real Estate Professionals, now known as Alliance LGBTQ+)

Issue: State Network – Industry Relations

**MILESTONE(s) 2024-2027
By 2025 ...**

- TN REALTORS® views Women's Council as an essential partner in achieving State Association goals and regularly seeks our input and the engagement of State Network leadership and its members.
- The State Network will reach out to collaborate with other Women's Council networks across the country on common areas of interest.



DELIVERABLE(s) 2024-2027

- ****Maintain TN REALTOR® Liaison position with increased reporting to the membership and promotion of opportunities for Women's Council engagement at THE STATE LEVEL.****
- **Initiate a workgroup with representatives from other networks in our REGIONAL State Networks to tackle one project on a common issue.**
- **The Liaison position is key in identifying struggling networks within our state and should be instrumental in the LID (Leader Identification and Development) Committee to support identifying future local leadership as visits to local networking are made.**

PROMOTION OF WOMEN'S COUNCIL

Issue: **Articulating the Value Proposition**

MILESTONE(s) 2024-2027

DELIVERABLE(s) 2024-2027

- ****Create an cohesive public relations campaign to be implemented at both the local and state levels. Once the campaign is decided, it should be advertised across all social media platforms.**
- **Define and brand the Women's Council 'leadership style', and communicate it through such means as storytelling, spotlight on member leadership accomplishments, etc. **USE OF VIDEO IS EFFECTIVE AND SHOULD BE UTILIZED.**
- **Create a Project Team to research and evaluate ways to position Women's Council as the voice of women in real estate in throughout TN. Additionally encourage our younger members to our seasoned leadership to post videos of our diversity, equality, and inclusive membership.**
- ****Add content, messaging and tools (round tables, small group, mentors) to the local network leadership orientation to enhance the understanding of a leaders development as the central function of Women's Council and how all local network activities can support it.****



GOVERNANCE

Issue: State Meetings and Events

MILESTONE(s) 2024-2027

By 2025 ...

Attendance at State Meetings/Events has grown; give additional members flexible options to participate by attending

DELIVERABLE(s) 2024-2027

- ****Implement the concept of hybrid meetings at the State level while providing meaningful ways to participate virtually. (i.e, all members can see one another which encourages participation.****
- **Evaluate the schedule and timing of State meetings and events to make planning and attendance manageable, deliver training when it is most needed, and coordinate more effectively with TN REALTORS® to ensure local network meetings and programs are well attended by our membership.**

Issue: Organizational Culture

MILESTONE(s) 2024-2027

By 2025 ...

Leaders at all levels understand the importance of modeling effective leadership and consistently demonstrate the actions, behaviors and leadership style reflective of the Women's Council brand.

DELIVERABLE(s) 2024-2027

- **Develop and conduct a mandatory session on Women's Council operating values and incorporate it into the local and state network leader orientation held by the State Network.**
- **Develop a team building segment as part of the orientation for the team transitioning into their roles. Encourage said leaders to stay in contact with others throughout their time as leaders.**



- ****Implement an 'ambassador/mentor/coach' program to involve past leaders at the local and state levels. For this to work, past leaders need to be open minded, "cheerleader" types who are afraid to jump in with both feet.****

Issue: State Structure

MILESTONE(s) 2024-2027

By 2025 ...

Each position in the State Network Operating Model has been fully implemented and is providing optimal value in supporting local network effectiveness.

DELIVERABLE(s) 2024-2027

- ****Following National Women's Council guidelines, fully implementing the State Liaison role and defining the specific tasks, procedures and protocols to make the most of the position in Tennessee. ****
- **Re-evaluate the current qualifications for all leadership positions to ensure everyone is being utilized to their fullest potential.**

Issue: Sustainability

MILESTONE(s) 2024-2027

By 2025 ...

State Network revenue needs to grow and revenue sources be better diversified.

DELIVERABLE(s) 2024-2027

Suggestions would be: online OR in person auctions, possibly consider bringing back a fashion show or blind auction (beautifully wrapped packages with wonderful surprises inside); reverse raffles (100 tickets @ \$50 each — Winner receives \$2500/State Network receives \$2500). Additionally, you could gift ticket Winner membership dues or registration at the conference (i.e., TNEX, etc.). ****JUST A FEW IDEAS; THE COMMITTEE COULD LOCK DOWN WHAT'S BEST FOR OUR STATE NETWORK.**