

Optimize Leadership Onboarding and Advancement

Focus

Clarity, readiness, and leadership growth

Outcome

Members and leaders understand how to engage, grow, and lead within the Council, and leaders step into roles prepared, confident, and aligned with the organization's culture and expectations.

Key Milestones & Deliverables

YEAR 1 (2026)

Foundation & Clarity

- ◆ Establish a standardized national leadership onboarding framework that can be adopted by all networks
- ◆ Define a clear member-to-leader progression pathway outlining engagement, development, and advancement opportunities
- ◆ Create a consistent digital member welcome experience that introduces:
 - ▶ The history, mission, and culture of the Women's Council
 - ▶ How the organization functions at the local, state, and national levels
 - ▶ Clear next steps for engagement, education, and leadership growth
- ◆ Establish leadership readiness expectations outlining the mindset, commitment, and foundational understanding expected prior to elected or appointed service
- ◆ Equip leaders with foundational onboarding and engagement tools to support mentoring, connection, and early engagement
- ◆ Introduce leadership storytelling to highlight leadership pathways, experiences, and possibilities
- ◆ Strengthen alignment between elections, onboarding, and leadership transitions to support clarity and continuity

YEAR 2 (2027)

Expansion & Alignment

- ◆ Expand leadership development touchpoints beyond initial onboarding to support continued engagement and growth
- ◆ Align leadership advancement messaging across National, State, and Local networks
- ◆ Increase understanding and visibility of leadership pathways and opportunities through consistent communication
- ◆ Encourage a culture of connection and mentorship that supports cross-network leadership relationships
- ◆ Re-envision the Leadership Institute into a tiered structure: Level 1 for emerging leaders and a pilot Level 2 Advanced Leadership Institute for experienced leaders and industry influencers.

YEAR 3 (2028)

Evaluation & Evolution

- ◆ Evaluate the effectiveness of leadership onboarding and advancement pathways using engagement and leadership progression trends
- ◆ Refine leadership development approaches to support succession planning and long-term sustainability
- ◆ Reinforce a culture of growth by recognizing leadership progression and impact across the Council

Develop and Utilize an Influence Action Plan to Advocate for Women Throughout Real Estate

Focus

Voice, credibility, and industry influence

Outcome

The Women's Council is recognized as a trusted, research-informed voice advancing women in real estate—shaping industry conversations, supporting informed advocacy, and amplifying member impact at the local, state, and national levels.

Key Milestones & Deliverables

YEAR 1 (2026)

Foundation & Positioning

- ◆ Establish a clear Influence and Advocacy framework aligned with the Council's mission, values, and culture
- ◆ Launch a foundational, research-informed approach to understanding women's leadership, advancement, and experience in real estate
- ◆ Clarify and communicate the Women's Council's advocacy story through consistent, outward-facing messaging that reflects our values, priorities, and industry impact
- ◆ Refresh and align advocacy visuals and messaging to ensure the Council's influence and role are clearly understood by members, partners, and the broader industry
- ◆ Equip networks with consistent messaging and tools to amplify the Council's voice and purpose
- ◆ Begin elevating member perspectives and leadership voices through aligned storytelling and visibility efforts
- ◆ Develop and publish the inaugural *Leaders Made Here: Women's Council Leadership & Impact Report*, an annual publication highlighting member insights, leadership progression trends, business development impact, and advocacy priorities. The report will serve as a cornerstone of the Council's research-informed voice and reinforce its credibility and influence across the real estate industry.

YEAR 2 (2027)

Expansion & Engagement

- ◆ Expand the Council's presence in national and industry-wide conversations related to women's leadership, equity, and innovation
- ◆ Strengthen partnerships with REALTOR® associations and aligned organizations to position the Council as a credible ally and thought leader
- ◆ Increase opportunities for members to participate in advocacy, visibility, and influence efforts
- ◆ Introduce structured opportunities to elevate informed voices and perspectives across platforms and audiences
- ◆ Expand the *Leaders Made Here* Report to include year-over-year comparative insights, regional highlights, and partnership-facing executive summaries to increase industry visibility and support strategic advocacy conversations.

YEAR 3 (2028)

Impact & Sustainability

- ◆ Establish the Women's Council as a widely recognized, research-backed advocate for women in real estate
- ◆ Ensure influence and advocacy efforts are measurable, visible, and consistently reinforced across all networks
- ◆ Evaluate the impact of advocacy and influence initiatives on member engagement, visibility, and industry perception
- ◆ Strengthen the long-term sustainability of influence efforts through partnerships, leadership engagement, and ongoing evaluation
- ◆ Integrate the *Leaders Made Here* Report into annual advocacy strategy, leadership training, and industry presentations, ensuring it becomes a durable, repeatable asset that strengthens long-term influence and measurable industry impact.

End-of-Pillar Success

- ❑ The Council is viewed as a credible, trusted voice advancing women in real estate
- ❑ Advocacy and influence efforts are aligned, measurable, and supported across all levels
- ❑ Members understand how to engage in advocacy and influence initiatives
- ❑ Networks are equipped to consistently amplify the Council's voice and purpose
- ❑ The organization demonstrates measurable industry impact and leadership visibility
- ❑ The *Leaders Made Here: Women's Council Leadership & Impact Report* is recognized as a trusted annual resource informing advocacy, leadership development, and industry conversations.

Reimagine Professional Development and Conferences

Intent

Deliver modern, accessible, and leadership-focused education that strengthens member value, supports leadership development, and creates sustainable non-dues revenue, without overextending volunteer or staff capacity.

Modernize the PMN Designation and Curriculum

Goal: Redefine the PMN designation as a flexible, leadership-centered credential that reflects modern professional needs while increasing accessibility, perceived value, and financial sustainability.

Key Milestones & Deliverables

YEAR 1 (2026)

Design and Alignment

- ◆ Redesign the PMN requirements to include:
 - ▶ One required core leadership course
 - ▶ A set number of elective hours selected from an approved list
- ◆ Establish clear eligibility guidelines for recognizing prior leadership experience and relevant coursework.
- ◆ Include referrals and relationship-based business development as a required competency.
- ◆ Create consistent pricing framework for PMN-related coursework based on course length, production needs, and ensure market-competitive pricing within the industry.
- ◆ Define which education formats (in-person, live virtual, on-demand, microlearning, and conference sessions) qualify for designation credit versus supplemental learning.
- ◆ Conduct structured stakeholder feedback sessions that include PMNs, network leaders, staff, and instructors.
- ◆ Update select elective courses to reflect current leadership and business needs.
- ◆ Evaluate an annual or biannual PMN maintenance requirement to ensure ongoing course relevance for CE-style hours, leadership service, or other coursework.
- ◆ Ensure core technology systems and automated processes support accurate data, consistent communications, and a reliable member and leadership experience.

YEAR 2 (2027)

Launch and Implementation

- ◆ Launch revised PMN structure.
- ◆ Implement a centralized tracking for progress and maintenance.
- ◆ Clearly communicate requirements, renewal expectations, and available learning options.
- ◆ Promote PMN with messaging focused on leadership value and career impact.
- ◆ Ensure core technology systems and automated processes support accurate data, consistent communications, and a reliable member and leadership experience.
- ◆ Launch expanded professional development offerings designed to increase member business growth opportunities, elevate subject-matter expertise, and support scalable non-dues revenue generation.

YEAR 3 (2028)

Evaluate and Enhance

- ◆ Assess participation, satisfaction, and outcomes related to the revised PMN program.
- ◆ Refine courses and renewal requirements based on data and member feedback.
- ◆ Explore opportunities for advanced credentials or leadership pathways that build on PMN and generate additional non-dues revenue.
- ◆ Expand the Wealth-Building and Speaker Series as nationally recognized offerings that position the Council as a leader in professional and business growth.

Goal

Ensure all education is concise, high-value, and aligned with today's leadership and business needs, while positioning select advanced courses, themed learning paths, and leadership certificates as premium offerings that deepen member impact and generate sustainable non-dues revenue.

YEAR 1 (2026)

Streamline and Focus

- ◆ Review and update core courses, prioritizing shorter high-impact formats.
- ◆ Align content to defined leadership and professional competency areas.
- ◆ Establish clear standards for course development quality, instructor qualifications, performance expectations, and a consistent compensation framework to ensure instructional excellence and financial sustainability.
- ◆ Define required leadership education for elected and appointed leaders.
- ◆ Outline learning stages that support growth from emerging to advanced leadership.

YEAR 2 (2027)

Launch and Organize

- ◆ Launch updated short-format courses.
- ◆ Introduce themed learning paths that allow members to focus on specific leadership or business development goals.
- ◆ Implement quality standards to ensure consistency and future development.

YEAR 3 (2028)

Expand Strategically

- ◆ Expand course offerings based on participation and member demand.
- ◆ Conduct annual course effectiveness reviews.
- ◆ Integrate subject matter experts to enhance content and add clear member value.

Online Learning Hub Development

Goal

Provide a centralized, scalable learning platform that supports leadership development and operational consistency.

YEAR 1 (2026)

Foundation

- ◆ Select a platform that supports tracking, reporting, and scalability.
- ◆ Prioritize on-demand network leadership and operational training.
- ◆ Gather member input to guide future online learning topics.
- ◆ Establish a PMN resource library.
- ◆ Develop short, practical leadership and operational learning modules.
- ◆ Gather member input to guide future topics.
- ◆ Commit to annual content review for relevance and quality.
- ◆ Provide network leaders with free access for topics such as network support, governance, events training, and how-to videos.

YEAR 2 (2027)

Expand and Engage

- ◆ Extend access to general members through a tiered pricing model for advanced topics that support business growth and leadership development.
- ◆ Introduce basic certificates or completion recognition.
- ◆ Implement dashboards to support progress tracking.

YEAR 3 (2028)

Integrate and Optimize

- ◆ Align learning completion with recognition and leadership advancement programs.
- ◆ Use participation data to guide future course offerings.
- ◆ Explore expanded access options that enhance member experience without increasing operational complexity.

Purpose

Enhance collaboration, efficiencies, and communications across all levels of the organization and with strategic partners to increase member value, protect organizational culture, and strengthen industry impact.

YEAR I (2026)

Foundation & Clarity

Focus

Establish clear structures and consistent processes that build trust, transparency, and alignment across all levels of the organization.

Outcome

Leaders understand expectations, authority, and how the organization works

Key Milestones & Deliverables

GOVERNANCE & DOCUMENTATION

- ◆ Finalize and adopt aligned core governing documents:
 - ▶ Member-facing Code of Conduct
 - ▶ Revised Consent to Serve
 - ▶ Annual Leadership Letter
- ◆ Align leadership job descriptions across all levels to clearly define responsibilities, expectations, and adherence to Council standards and protocols
- ◆ Establish standardized document protocols for use at National, State, and Local levels
- ◆ Create a centralized, secure online repository for all official policies and governing documents
- ◆ Form a Standing Document Review Committee with an annual review cycle
- ◆ Review and revise the election procedures for all levels
- ◆ Elevate leadership standards by reviewing and updating all National and State leadership job descriptions and qualification criteria to reflect higher expectations of readiness, professionalism, accountability, and alignment with Council culture and strategic priorities.

LEADERSHIP & AUTHORITY ALIGNMENT

- ◆ Publish a National Organizational Structure & Governance Map
- ◆ Clarify leadership decision-making roles and communication pathways across National,

State, and Local levels to support consistency, collaboration, and shared understanding

- ◆ Align Liaison roles and responsibilities consistently across all levels
- ◆ Establish standard operating procedures (SOPs) for National Committees
- ◆ Redefine and realign the role, scope, and expectations of National and State Liaisons to ensure clarity of authority, communication pathways, support responsibilities, and leadership accountability across all levels.

COMMUNICATIONS & CULTURE

- ◆ Issue the first Annual Leadership Letter aligned to the Strategic Plan
- ◆ Launch a unified protocol for official communications and document usage
- ◆ Align national meetings and speakers to reflect the Strategic Plan and leadership priorities

MEASUREMENT

- ◆ Establish an annual leadership and member feedback mechanism

TECHNOLOGY

- ◆ Our digital presence should reflect who we are, invite connection, and support our members without requiring explanation

Purpose

Enhance collaboration, efficiencies, and communications across all levels of the organization and with strategic partners to increase member value, protect organizational culture, and strengthen industry impact.

YEAR 2 (2027)

Adoption & Integration

Focus

Driving cultural alignment by consistently modeling, reinforcing, and rewarding desired behaviors.

Outcome

Alignment is lived, not just documented

Key Milestones & Deliverables

LEADERSHIP DEVELOPMENT & REINFORCEMENT

- ◆ Launch a required Leadership Alignment Onboarding Module for all incoming leaders
- ◆ Implement an Annual Alignment Refresh for current leaders

OPERATIONAL & NETWORK ALIGNMENT

- ◆ Revise and implement updated Network Certification Standards aligned to mission, culture, and governance- (YR 2026)
- ◆ Establish a clear, consistent framework for onboarding new networks that aligns leadership structure, governance, culture, and standards from the start
- ◆ Align national programs, events, and fundraisers for clarity, purpose, and member understanding
- ◆ Publish National Committee SOPs and committee-to-leadership communication pathways
- ◆ Provide structured Network Collaboration Guidelines to encourage best-practice sharing

COMMUNICATIONS & BRAND

- ◆ Align the Council's online presence to reflect energy, professionalism, and culture
- ◆ Review and align all outward-facing communications for clarity and consistency
- ◆ Launch a coordinated Public Relations Strategy aligned with organizational messaging

MEASUREMENT

- ◆ Conduct first full Strategic Alignment Scorecard Review
- ◆ Evaluate adoption across networks and leadership roles
- ◆ Adjust tools, messaging, and training as needed
- ◆ Review Strategic Plan with Executive Committee (Yearly) Updates in midyear (Summer Planning)

Purpose

Enhance collaboration, efficiencies, and communications across all levels of the organization and with strategic partners to increase member value, protect organizational culture, and strengthen industry impact.

YEAR 3 (2028)

Sustainability & Continuity

Focus

Durability, protection, and legacy

Outcome

Alignment is embedded into systems, leadership transitions, and culture

Key Milestones & Deliverables

CONTINUITY & STEWARDSHIP

- ◆ Fully integrate alignment standards into leadership succession and onboarding processes
- ◆ Establish a recurring cycle for document review, updates, and leadership communication
- ◆ Establish a consistent and structured framework for addressing leadership misalignment, including clear escalation pathways, defined accountability standards, and timely resolution processes that protect relationships and uphold Council culture.
- ◆ Review and update the FISH Protocol to ensure a clear, structured, and timely process for addressing leadership concerns, reinforcing expectations, protecting relationships, and upholding organizational culture.

PARTNERSHIP & EXTERNAL ALIGNMENT

- ◆ Adopt Strategic Partner Alignment Guidelines for vendors, sponsors, and alliances
- ◆ Ensure partner messaging and engagement reflect Council values and expectations

TECHNOLOGY & MEMBER EXPERIENCE

- ◆ Complete buildout of the website as:
 - ▶ A trusted resource hub for members
 - ▶ A clear, welcoming introduction to who we are for the public that reflects our culture, professionalism, and leadership impact
- ◆ Ensure policies, leadership resources, and strategic priorities are easily accessible

MEASUREMENT & LEGACY

- ◆ Conduct a comprehensive 3-year Strategic Alignment Impact Review
- ◆ Refine scorecard metrics for future strategic planning cycles
- ◆ Publish a leadership-facing Alignment Playbook to guide future Boards and Presidents

PILLAR 5

Strengthen Brand Visibility, Storytelling, and Member Connection

Purpose

Establish a clear, influential, and recognizable public presence that reflects the Women's Council's leadership impact, celebrates measurable member achievement, strengthens belonging and engagement, and supports sustainable membership growth.

Why This Pillar Matters

The Women's Council's strength is not only in what we do—but in how clearly and consistently we communicate our impact. A unified brand story reinforces our leadership position, strengthens credibility, and creates belonging across networks. By aligning storytelling, recognition, and shared leadership moments, the Council strengthens engagement, supports measurable growth, and positions itself as the premier leadership network for women in real estate.

Three-Year Strategic Approach

YEAR 1 (2026)

Clarity & Foundation

Clarify and unify the Council's brand story to consistently reflect leadership impact, values, and measurable results. Establish a flexible storytelling framework with clear messaging standards and recognition pathways. Introduce a unifying *Women Who Lead* leadership moment at Network 360 to create a shared narrative leaders can carry into their networks and communities.

YEAR 2 (2027)

Alignment & Visibility

Expand storytelling and brand visibility across National, State, and Local networks using shared messaging tools and repeatable recognition systems. Strengthen outward-facing communication of the Council's measurable leadership and business impact. Establish a National Women's Council Award recognizing leadership, service, and impact, and introduce a Network Excellence Recognition aligned with Network Certification Standards and measurable growth benchmarks.

YEAR 3 (2028)

Sustainability & Growth

Evaluate the effectiveness of storytelling, recognition, and visibility efforts on engagement, retention, and membership growth. Refine approaches based on participation data and organizational capacity. Embed storytelling and recognition systems into ongoing communications, leadership transitions, and strategic planning to ensure long-term sustainability and influence.

Board-Level Impact

This pillar strengthens the Council's brand presence, reinforces organizational values, supports measurable membership growth aligned with annual membership growth objectives, and positions the Women's Council as the premier leadership network for women in real estate through consistent storytelling, recognition, and visible leadership impact.