



2010 – 2015 Strategic Plan Summary

Vision: The International Right of Way Association creates public awareness, trust and confidence in the right of way process, to build a better world.

Mission: The International Right of Way Association will be the central authority for Right of Way Professionals, providing members with the tools they need to build and advance in their careers.

Key Objectives: IRWA has identified the following major strategies to achieve our mission:

- 1. Maintain a Vibrant Membership – Retaining and acquiring high quality members.**
- 2. Provide Useful Tools – That help members build and advance in their careers.**
- 3. Enhance Systems and Support– Empowering and positioning the organization for relevance and growth.**

Major Strategies:

- 1. Maintain a Vibrant Membership – Retaining and acquiring high quality members.**

Retain Current Members – By increasing the value of IRWA membership.

Professional Development – Increase professionalism and education within the profession with one- third of membership certified and/or designated by 2013.

- Launch new IRWA Professional Career Path by 2011.
- Add a management certification by 2012.
- Secure cross certification among our partner organizations - ongoing.
- Engage affiliate organizations in attaining designations and certifications - ongoing.

Meetings and Events – Execute premier International events for member and partner participation.

- Place year-round focus on the Annual Education Conference by 2012.
- Reinvent Federal Agency Update as a Uniform Act World Congress by 2012.
- Transform Annual Conference into a rotating regional event by 2015.

Partnership Development – Increase and strengthen partnerships within our core groups of public, private and International partner organizations.

- Create and execute IRWA training/certification programs for key partners by 2011.
- Develop criteria for new product development, including the purchase and/or licensing of outside products.

- Raise partner visibility, along with ours, through publicity and publications- ongoing.

Marketing/Branding – Increase visibility and promote the IRWA brand.

- Update IRWA logo in 2010.
- Launch comprehensive ad campaign in 2010.
- Develop IRWA identity kit for chapter use in 2010.
- Make more tools available online- ongoing.
- Barter/swap ads with other publications- ongoing.

Acquire New Members – Through chapter campaigns and outreach to agencies, companies and organizations.

- Launch a chapter membership acquisition campaign in 2010.
- Create affiliate and allied member programming and participation by 2011.
- Measure and report membership to our chapters, regularly - ongoing.
- Continue to streamline our membership processes- ongoing.
- Add and enhance membership benefits- ongoing.
- Increase agency, company and organization partnerships- ongoing.
- Increase electronic distribution of IRWA information- ongoing.

2. Provide Useful Tools – That help members build and advance in their careers.

Education – Increase the quality and quantity of our education products, with high impact offerings for members and new participants.

- Develop a course revision plan in 2010.
- Provide continuing education for facilitators, recognizing those with the strongest demonstrated knowledge of IRWA disciplines and course material by 2012.
- Revamp facilitator approval process and criteria by 2012.
- Establish education partnerships by 2012.
- Make all applicable courses available online by 2013.
- Establish regular education offerings in conjunction with partner meetings - ongoing.
- Explore the joint development of education courses - ongoing.
- Increase promotion of IRWA education products, to members and non-members-ongoing.

Chapter Relations – Increase participation of chapters in the larger association, ramping up member communication and information regarding the importance of professional development.

- Acknowledge chapters and chapter award winners at Annual Conference by 2011.
- Engage directors on a year-round basis, adding responsibilities to the position and communicating directly with chapter leaders by 2012.
- Continue to develop more sophisticated methods of course coordination, presentation and marketing – ongoing.

Industry Trends – Share current industry data with membership.

- Develop position papers at the Education Committee level by 2011.
- Identify and publish data from Industry and Institutional sources by 2011.
- Participate in seminars with thought leaders from the Public Infrastructure Community-ongoing.

Public and Private Sector Relations – Educate and Inform agencies, legislators and other users of ROW services.

- Develop position paper on the role of Right of Way Professionals in Public Infrastructure by 2011.
- Create training materials on the ROW process for non-real estate executives and managers.
- Market IRWA credentials – ongoing.
- Create government relations strategy with Consultants Council by 2011.
- Establish presence in Washington, D.C. through FAU and partnerships with federal agencies in both the U.S. and Canada by 2012.

3. Enhance Systems and Support – Empowering and positioning the organization for relevance and growth.

Committee Structure – Create the needed structure to support association governance and business needs.

- Build out Governing Council and related committees in 2010 – 2011.
- Redesign Leadership Guide in 2010.
- Develop web conferencing tools and best practices for council, committee and chapter use in 2010.
- Consider increasing the Governing Council to include IPDC, ICMC, and INEC chairs by 2013.

Member Recognition – Increase visibility of IRWA leaders, within the association and in the marketplace.

- Review our current IRWA Awards Program, e.g. consider recognition for top facilitators by 2012.

Leadership Development – Identify, promote and develop IRWA leaders.

- Formally establish Leadership Institute by 2011.
- Create additional training resources for chapter and region officers by 2012.
- Establish a full process for region leadership development and selection by 2012.