



2015-2018 Strategic Plan

Vision Statement: To be the central authority for global infrastructure real estate.

Mission Statement: To create a community that fosters ethics, learning and a standard of excellence within our industry.

Core Values:

- **Integrity:** We are role models that embody the highest standard of ethical practice.
- **Excellence:** We constantly improve our products, our services and ourselves.
- **Flexibility:** We embrace our continually changing environment to adapt to the needs of our stakeholders.
- **Collaboration:** We engage our members, partners and other stakeholders to build a shared body of knowledge and experience.
- **Leadership:** We shape our future through courage, clarity and transparency.

Goals:

- **Membership Value & Growth:** Increase the number of members and create value that differentiates members in the marketplace.
- **Education Programming & Instructor Development:** Create industry specific (core education) and advanced curriculum (continuing education) for our members, and establish a world-class faculty.
- **Credentialing, Accreditation & Licensing:** Increase the number of credentialed members, accredit IRWA programming for multiple disciplines and explore licensing opportunities for infrastructure real estate professionals.
- **Industry Relevance & Standard Setting:** Maintain an external focus on the needs of the users of infrastructure real estate services and partner with governments and other organizations to set standards for infrastructure real estate professionals.
- **Succession Planning & Leadership Development:** Actively identify and create development opportunities for IRWA's future leaders.

Strategies:

Membership Value & Growth: Increase the number of members and create value that differentiates members in the marketplace.

- Add internal and external resources to market IRWA globally.
- Create industry-wide recognition of the SR/WA designation, reflecting expertise in industry centric fields.

- Recruit new members from IRWA's four primary industries and seek out additional right of way disciplines not served by another association.
- Continue to simplify and automate IRWA programs products and services to better serve all members and appeal to new members.

Education Programming & Instructor Development: Create industry specific (core education) and advanced curriculum (continuing education) for our members, and establish a world-class faculty.

- Add industry specific examples, case studies and assessments for each industry pathway.
- Create new, advanced coursework and use technology to capture best instructor presentations for the Association.
- Launch new Instructor Development Program with the goal of creating a consistent world-class experience for our members.
- Partner with regions and chapters to focus education on credentialing cohorts.

Credentialing, Accreditation & Licensing: Increase the number of credentialed members, accredit IRWA programming for multiple disciplines and explore licensing opportunities for infrastructure real estate professionals.

- Simplify and automate our credentialing pathways.
- Concentrate marketing efforts in areas where we have key projects and partnerships.
- Automate the accreditation process where possible.
- Initiate licensing discussion among thought leaders of the Association.

Industry Relevance & Standard Setting: Maintain an external focus on the needs of the users of infrastructure real estate services and partner with governments and other organizations to set standards for infrastructure real estate professionals.

- Develop IRWA's body of knowledge and body of experience through the creation of professional papers.
- Partner with other leading organizations on projects and initiatives that raise the profile of the Association and right of way professionals.
- Host regional workshops for government and industry professionals to develop and share best practices for infrastructure real estate.
- Commit more resources to partnership building around the world.

Succession Planning & Leadership Development: Actively identify and create development opportunities for IRWA's future leaders.

- Simplify and shorten leadership pathways.
- Actively identify and create opportunities for future leaders.
- Create a program to encourage employer support of professional development.