



**Urban Land
Institute**

Women's Leadership Initiative

A program of the ULI Robert C. Larson Leadership Initiative

STRATEGIC PLAN 2013 - 2018

January 15, 2014

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INTRODUCTION

A variety of global research demonstrates that gender diversity among a company's leadership ranks is correlated with improved performance as compared to non-diverse peer organizations. Economic research also illustrates the potential increased productivity possible if nations and industry sectors fully utilize the female population within the workforce. Yet the available statistics for the real estate industry show that its companies have generally less gender and ethnic diversity than other industries. Membership statistics in ULI reflect the same lack of diversity. In order to build a vibrant and sustainable organization, that lack of diversity must be addressed.

The Women's Leadership Initiative (WLI) was established in 2011 as part of the Urban Land Institute's Robert C. Larson Leadership Initiative. On an annual basis, the WLI will revise and affirm its strategy including the vision, mission, objectives, and governance of the initiative, and will establish a work plan for the upcoming year. The Strategic Plan 2013-2018 is hereby approved by the Steering Committee of the Women's Leadership Initiative and presented to the WLI Advisory Board.

MISSION AND OBJECTIVES

Mission Statement

The mission of the Women's Leadership Initiative is to raise the visibility and number of women leaders in ULI and the real estate industry.

Objectives

1. Promote the advancement of women, throughout their careers, as leaders in the real estate industry.
2. Increase the number of women who serve in leadership positions in the real estate industry and in ULI.
3. Increase the visibility of women leaders in the real estate industry and in ULI.
4. Increase the number of women who are active ULI Full Members; and support the development of young women members as leaders in ULI and in their professions.

2018 VISION

The 2018 vision of the Women’s Leadership Initiative is an aspiration for a future state in which women leaders are well-represented in a vibrant real estate industry. To achieve this vision, the companies and disciplines represented in this real estate industry must be able to attract, develop, retain and promote talented individual participants without regard to gender or ethnicity. The activities of WLI are intended to support that goal.

WLI Objective	Future State
<i>Promote the advancement of women, throughout their careers, as leaders in the real estate industry</i>	Leadership programs (with a particular focus on the participation of women) are seamlessly integrated into ULI and are models for organizations and other industries. Each year, WLI leadership programs are offered at ULI’s Spring and Fall Meetings, through ULI’s National and District Council meetings, and at Global Forums.
<i>Increase the number of women who serve in leadership positions in the real estate industry and in ULI.</i>	Women account for no less than thirty percent of ULI Trustees, the leadership of Product Councils, District Councils and National Councils, ULI’s Board of Directors and ULI’s Foundation Governors. ULI successfully collaborates with other organizations dedicated to women’s leadership development.
<i>Increase the visibility of women leaders in the real estate industry and in ULI.</i>	ULI successfully launches a ground-breaking annual or bi-annual report which is viewed as the industry standard for benchmarking the success of women in real estate. Women panelists and speakers at ULI events are proportionate to their representation in the industry. ULI regularly publishes a leadership column in <i>Urban Land</i> and <i>Urban Land Online</i> featuring research and articles on leadership, with particular relevance to women. The WLI Speakers Bureau is a widely-used source for expert speakers on industry and leadership topics.
<i>Increase the number of women who are active ULI Full Members; and support the development of young women members as leaders in ULI and in their professions.</i>	Women account for thirty percent or more of ULI Full Members and Product Council membership. ULI leaders coach, mentor and sponsor young women leaders and fifty percent of Young Leaders are women. Women participate in all ULI programs in proportion to their membership in ULI and representation in the industry.

In addition to describing the future state for the four WLI objectives, this vision also addresses the importance of creating a sustainable organization of WLI within the Urban Land Institute to reach those objectives. In the future state, WLI has an executive director level professional (WLI ED) and support staff responsible for sustaining and growing a robust leadership program, ensuring that women’s participation in ULI is top-of-mind for programs, research, development, District Councils, National Councils, and other initiatives and centers. District Councils and National Councils integrate activities to achieve WLI objectives. The ULI website has a robust set of collaboration tools that enhance information sharing, promote professional development, and support the implementation of strategic leadership initiatives. WLI effectively leverages social media tools. The success of the WLI is demonstrated by the creation of new initiatives focused on supporting the inclusion of people of various ethnic backgrounds within ULI.

ACHIEVING THE VISION

WLI Objective	Measurements of Success
<p><i>Promote the advancement of women, throughout their careers, as leaders in the real estate industry.</i></p>	<ol style="list-style-type: none"> 1. Continue to sponsor WLI programs at all ULI Spring and Fall Meetings 2. Beginning in 2014-2015, <ol style="list-style-type: none"> a. Sponsor WLI programs at one or more international meetings per year (potentially related to the Global Forum) b. Offer a ULI leadership development program, building on the offerings of the Larson Leadership Initiative (LLI) and co-sponsored by WLI c. Offer a WLI leadership development program in all District Councils and National Councils 3. By 2014-2015, WLI has successfully engaged 50% of the ULI young women members in national meetings, district council meetings or through on-line programming and social media
<p><i>Increase the number of women who serve in leadership positions in the real estate industry and in ULI.</i></p>	<ol style="list-style-type: none"> 1. Beginning in 2013-2014, monitor and publish statistics on women's representation in ULI membership and leadership categories (including leadership of Product Councils, District Councils, ULI Committees, Board of Directors, Trustees and Foundation Governors) 2. Beginning in 2014-2015, monitor and publish statistics on women's representation in the real estate industry 3. Identify three to five other organizations with global reach (i.e., CREW, PREA, NAIOP, PEWIN, WPO) and collaborate on programming that supports the mission and vision of WLI, according to the following timeline: <ol style="list-style-type: none"> a. In 2013-2014, organizations identified and scope of work approved b. In 2014-2015, implementation
<p><i>Increase the visibility of women leaders in the real estate industry and in ULI.</i></p>	<ol style="list-style-type: none"> 1. In 2013-2014, research and develop a base line of statistics based on published research, approved by the Executive Committee of WLI, which measures the current percentage of women in the real estate industry, likely reflecting such components as women in corporate executive suite, women in senior management, women from business schools entering financial and real estate investment firms 2. By 2015-2016, ULI is recognized as a source of knowledge on the success of women in the real estate industry <ol style="list-style-type: none"> a. ULI launches a publication which is viewed as the industry standard for benchmarking the success of women in the real estate industry b. ULI has undertaken research in collaboration with industry partners to demonstrate that diversity on Boards and in the C-suite generates measurable value for real estate companies

- c. ULI WLI website has a robust set of collaboration tools that enhance information sharing, professional development, and implementation of strategic leadership initiatives
- d. ULI regularly publishes a WLI leadership column in *Urban Land Magazine* and *Urban Land Online*
- 3. By 2014-2015, the WLI Speakers Roster is fully populated and functioning so that:
 - a. The number and proportion of women speakers at national ULI events is measured by ULI, and women are at least 20% of the participants at national meetings
 - b. ULI is recognized in the industry as a national source for speakers on industry and leadership topics
 - c. ULI District Councils actively contribute to the WLI Speakers Roster, and utilize it for District Council programs
- 4. By 2014-2015, ULI has implemented an enhanced technology platform that enables an effective and recognized social media program for WLI and the delivery of on-line WLI and LLI sponsored classes and events

Increase the number of women who are active ULI Full Members; and support the development of young women members as leaders in ULI and in their professions.

- 1. Sustain the scholarship program to place WLI recipients on ULI product councils, and host alumni events beginning at the 2014 Fall Meeting; By 2018, the alumni event will include 50 Young Leaders active in ULI
- 2. By 2014-2015, develop and implement an active young leader mentoring program through the District Councils and provide access to a roster of women Full Members as guest speakers and sponsors
- 3. By 2014-2015, develop and implement a university outreach program into ULI to engage young women in careers in real estate
- 4. By 2015-2016, sponsor a peer mentorship program for ULI Full Members in ten of the largest district councils, and achieve 30% participation of women in those councils
- 5. By 2018, achieve 30% participation of women as ULI Full Members and 50% participation of women as Young Leaders

GOVERNANCE

The ULI Women's Leadership Initiative (WLI) will be governed by a Steering Committee, Executive Committee, Governance & Nominating Committee, and Advisory Board. Various additional committees are established from time to time to accomplish the work plan. The leadership and membership of these committees will be nominated and confirmed annually. Officers will also be nominated and confirmed annually.

Steering Committee

The Steering Committee will establish strategy and guide WLI's work, ensuring its activities and programs support the mission and objectives of the WLI, and align with the overall mission and objectives of ULI. The Steering Committee will annually review and affirm a strategic plan and will create a work plan for the upcoming year. The Steering Committee will establish committees to execute the work plan, and revise committees in order to achieve the mission and objectives. Steering Committee members will serve as WLI committee chairs, committee members, District Council leaders and working group leaders.

The Steering Committee is comprised of twenty to thirty ULI Full and Young Leader members recommended by the Governance & Nominating Committee and confirmed by the Executive Committee. The Steering Committee will strive for representation among its members from various geographies, businesses, company types and sizes, and varied length of participation in the real estate industry.

- Members will serve for 3-year terms and are eligible for an additional term.
- Most members will have been active in the real estate industry for ten or more years.
- At least two members of the Steering Committee will be ULI Young Leader members.
- At least 1/3 of the members will be District Council or National Council leaders.

The Steering Committee will meet in person at least semi-annually, and meet virtually as determined by the Executive Committee. The meeting agendas will include status of the current year's work plan, necessary actions, updates from the committees on new initiatives and financial reporting, as well as relevant updates from the ULI staff and leadership. When possible, the meetings will be held in conjunction with the ULI Spring and Fall Meetings.

Steering Committee Officers

Six officers will be nominated and confirmed annually by the full Steering Committee: Chair; Vice Chair; Vice Chair for Development; Associate Chair; Secretary; and Treasurer. One of the Vice Chairs will be designated as Chair-Elect.

- The term of each of the officers will be one year, with a one year extension at the discretion of the Governance & Nominating Committee. It is expected, although not a requirement, that the Chair will also be a ULI Trustee, member of the ULI Board of Directors, or a ULI Governor.
- The responsibilities of the Vice Chairs and the Associate Chair are to assist the Chair in the execution of the annual work plan, support the committee activities, provide recommendations for meeting agendas, support District Council WLI activities, lead meetings, participate in development meetings and coordinate with ULI leadership on behalf of the Chair, as necessary. It is expected that the Vice Chairs be Full Members and active on one WLI committee. It is expected that the Associate Chair be a Young Leader Member and active on one WLI committee. Along with the Secretary, the Vice Chairs and Associate Chair will function as liaisons with WLI committee chairs to drive timely communication and accountability.

- The responsibilities of the Secretary will be to organize meeting logistics; develop agendas for Steering Committee and Executive Committee meetings; attend all Steering Committee, Executive Committee and Advisory Board meetings and keep minutes for each; circulate actions items from each meeting; maintain governance documents; and maintain the library of WLI presentations and documents. The Secretary will also serve as Chair of the Governance & Nominating Committee, and recommend revisions to the governance process, the annual plan and committee activities. The Secretary will recommend agenda items for each committee consistent with the annual plan and appropriately document the activities of the WLI.
- The responsibilities of the Treasurer will be to manage the WLI budget reporting and communications with ULI staff to ensure appropriate invoicing and tracking of funding and expenses. The Treasurer will prepare a monthly budget update for the Executive Committee and a quarterly budget update for the Steering Committee.

Funding for WLI activities and initiatives will be managed within the ULI budget as part of the Larson Leadership Initiative. A ULI staff person will provide the Executive Committee a monthly update of funds on hand and pledged, funding requested, approved and disbursed. Steering Committee members are expected to support the WLI by making contributions to the Annual Fund of at least \$1,000 annually and by securing corporate sponsorships and in-kind donations to ULI earmarked for WLI initiatives.

Executive Committee

At the beginning of each fiscal year, the Chair of the WLI Steering Committee will form an Executive Committee to be comprised of officers and committee chairs. The purpose of the Executive Committee is to assist the Chair to accomplish the current year's workplan, work with ULI staff and leadership to further WLI's objectives, and establish strategy and initiatives. The Executive Committee will meet at the Chair's discretion.

Governance & Nominating Committee

The Governance & Nominating Committee will be comprised of up to four members of the Steering Committee, selected by the Executive Committee. On an annual basis, the committee will recommend the membership of the Steering Committee to be confirmed by the Executive Committee. The Secretary will serve as Chair of the Governance & Nominating Committee. It is expected that this committee will collaborate with other WLI committees to identify nominees.

- In addition to its annual responsibility, the Governance & Nominating Committee will also recommend women ULI Full Members for the ULI Board of Directors and ULI Trustees.
- The Governance & Nominating Committee will submit recommendations periodically to ensure women are identified and sponsored for visible leadership roles in ULI.
- The committee will create staggered terms for the Steering Committee members with a goal that approximately 1/3 of the Steering Committee membership will turn over each year.

Advisory Board

The WLI Advisory Board will provide feedback, guidance and support for the ULI Women's Leadership Initiative. The members of the Advisory Board will be nominated by the Executive Committee and confirmed by a majority of the full Steering Committee. The members of the Advisory Board will further be affirmed by the Larson Leadership Initiative Chair Eric Larson and the ULI CEO Patrick Phillips. The Advisory Board will be comprised of no fewer than three and no more than twelve members, to be selected annually. Members will be selected from ULI leadership, Trustees, Governors, and founding members of WLI, or former members of the Steering Committee. The WLI Advisory Board will meet at least once per year with the WLI Executive Committee. Annually, the Advisory Board will receive and affirm WLI's strategy and work plan, including the proposed budget.

COMMITTEES

The activities of the Women's Leadership Initiative will be carried out by committees established by the Steering Committee. Each committee will be comprised of one Chair, one to three Steering Committee members, and additional committee members from at-large ULI membership, at the discretion of the committee Chair. Each committee will meet regularly, as organized by its chair. Each committee is expected to have at least one Young Leader member, and at least two District Council members. The activities of the committees will support the mission and objectives of the Women's Leadership Initiative.

In addition to the governance committees described previously, additional committees have been established to execute the WLI work plan: Communications; Development; Outreach; Planning; Program; and Research. Activities of the previously established Membership Committee will be incorporated into the Outreach Committee. On an annual basis, the committees will review and revise their work plans for the upcoming year. Each committee's focus area and possible activities are further described below.

Each committee chair will provide a quarterly update on activities to the Steering Committee, distribute updates following its meetings to the Secretary, and create an annual work plan.

Communications Committee

The primary activity of the Communications Committee is to engage and connect the WLI community. To accomplish this goal, the Communications Committee will disseminate information to ULI and WLI members, engage WLI participants and potential participants with traditional and new media tools, and create identity materials for web and print which utilize a WLI brand consistent with ULI standards. The Communications Committee will collaborate with other committees to identify and promote select writers to create content for the WLI community, and generally increase awareness of WLI activities.

The Communications Committee will collaborate with ULI communications and technology staff to integrate WLI messages in the ULI website and media outlets, continually improve the WLI web pages, and create a WLI mobile application to deliver National and District Council news and events. The Communications Committee will create opportunities for member interaction through online community sites, including LinkedIn; seed conversations that support the WLI mission and activities; and inform the broader public of current issues and events related to the WLI mission through social media sites such as Twitter.

Development Committee

The primary activity of the Development Committee is to identify individual, corporate, and foundation sources of funding for WLI programs and activities. The immediate goal of the Development Committee is to raise \$1,000,000 by the end of fiscal year 2015. The committee will use current and proposed program opportunities and current year work plans to solicit funding to accomplish the mission and objectives of the WLI. The Development Committee will work closely with ULI Content and Development leadership as well as the ULI Foundation leadership in pursuit of funding, and regularly update the Steering Committee on funds secured and prospects. The Development Committee will manage the WLI interest in the ULI Annual Fund campaign to secure current year member contributions earmarked for WLI programs. The Chair of the Development Committee will be a Vice Chair of WLI.

Outreach Committee

The Outreach Committee will have three working groups to increase membership and collaboration for the ULI Women's Leadership Initiative: the District Council Working Group, the University Working Group and the Organization Working Group. The Outreach Committee will incorporate the activities of the former Membership

Committee in its work. The Outreach Committee will work with ULI staff to create a ULI mailing list to allow for regular updates on WLI activities to interested ULI members. The Outreach Committee will periodically revise the welcome letter sent to all new ULI members regarding WLI and its activities.

The District Council Working Group will connect the efforts of the ULI District Councils and National Councils to WLI activities. It will support the objective for increased participation of women in ULI on a District Council level; assist members in navigating membership levels and preparing for leadership roles within ULI; and track increases in women's participation in District Councils, visibility and leadership roles. The District Council Working Group will oversee a regularly-scheduled WLI District Council call to include a liaison from each District and National Council to share information on activities and plans. The District Council Working Group will oversee, refine and execute the WLI Fall Meeting Scholarship Program, providing awards to promising women in the Associate Member and Young Leader membership categories, enabling them to attend the ULI Fall Meeting and participate in WLI-branded activities at the meeting. This working group will also administer the WLI Chair's Award, recognizing outstanding women ULI Members who have made significant contributions to the WLI and its mission. A representative of the District Council Working Group will provide updates to the full Steering Committee on WLI District Council activities at least quarterly, and participate on the monthly call of ULI Executive Directors and District Council Chairs. The working group will periodically provide collateral updates and support the efforts of the District Councils to establish consistent branding for WLI.

The University Working Group will establish relationships between WLI and select universities and graduate programs, recruit Student and Young Leader participation in WLI, and organize events for students to learn about careers opportunities for women in real estate, and create a WLI University Scholarship Program. It is expected that the University Working Group will develop an internship program to provide promising women students and graduates with opportunities for summer and full-time internships.

The Organization Working Group will develop relationships with like-minded organizations, educate the organizations on WLI objectives and activities, and find specific projects on which to collaborate and coordinate which advance the WLI mission. Examples of collaboration may include university outreach, internship programs, virtual or local leadership programs, research, publications, and event sponsorship. This working group will update and publish the WLI Speakers Roster to include dynamic women leaders from inside and outside the real estate industry who are available for ULI and WLI programs.

Planning Committee

The Planning Committee will lead the annual review and update of the Strategic Plan, recommend revisions to governance practices as appropriate, and establish key performance measures. The Strategic Plan will be submitted to the full Steering Committee for review and endorsement on an annual basis. The Planning Committee will also aggregate the committee work plans for review and support each fiscal year. The Planning Committee will work with the Communications Committee to prepare a year-end Annual Report and an assessment of performance against the established key performance indicators. The Chair of the Steering Committee will be a member of the Planning Committee.

Program Committee

The primary activity of the Program Committee is to plan and execute WLI programming, events and meetings, and to work with the Development Committee to secure funding sources and sponsorship for WLI programs. Representatives from the ULI Program Committee will be invited to participate on this committee. It is expected that the committee will include members of the District Council Host Committees for upcoming ULI Spring and Fall Meetings. This committee will seek to provide opportunities to women for leadership and visibility at the Fall Meeting, the Spring Meeting, and through District Councils. The Program Committee will contribute to the development of the WLI Speakers Roster. It is expected that the Chair or at least one member of the Program Committee will serve on

the ULI Program Committee to facilitate and enhance the participation of women as speakers and panelists at the ULI Fall and Spring Meetings. The Program Committee will plan the programs for the ULI Spring Meeting and Fall Meeting to include panels, speakers, networking functions, university outreach as appropriate, as well as WLI organizational meetings held during the ULI Spring and Fall Meetings. The committee will coordinate closely with ULI staff to ensure appropriate branding and invitations for WLI activities. In addition, the Program Committee will work with the District Council Working Group to establish virtual programs which support women professionals in developing technical and leadership skills.

Research Committee

The primary activity of the Research Committee is to gather and leverage research on the advancement of women in business, including benchmark statistics, with a particular focus on the real estate industry. Activities of the Research Committee will include developing or distributing materials that educate ULI members and non-members about issues relating to women in leadership inside and outside the real estate industry. The committee will sponsor the publication of research about and by women in real estate. The committee will develop and execute a significant research project in conjunction with a university or industry association, and participate in initiatives with other academic institutions. The committee will review existing research, scorecards and best practices related to leadership and women in real estate and financial services with a focus on developing or supporting specific research related to the progress of women in the real estate industry. A member of the Research Committee will act as ULI's liaison to Catalyst. The Research Committee will collaborate with the Development Committee and the Program Committee to secure corporate sponsorship of the research activities and to prepare events that feature the results of the research. The committee will collaborate with the Outreach Committee to identify organizations and universities to advance the efforts of WLI research.

ACKNOWLEDGEMENT

The Women's Leadership Initiative Strategic Plan has been reviewed and approved by the Steering Committee. Special acknowledgement is given to Kathleen Carey for her vision and leadership as founding member and Chair of the WLI 2010-2012; to Libby Seifel and Trish Healy for their working in outlining the vision and measurements of success, and to Diana Reid and Claire Dezotell for their work in enhancing the governance structure of the WLI.

2013-2014 Steering Committee

Dorothy L. Alpert
Cia Buckley
Lynn Cherney
Sheri Chromow
Alice M. Connell
Peggy Da Silva
Claire Dezotell
Merrie Frankel
Lizanne Galbreth
S. Gail Goldberg
Marta V. Goldsmith
Patricia "Trish" Healy
Tara Carter Hernandez
Fern Kanter
Tiffany Lau
Lauralee Martin
Andrea Wong-Miller
Constance B. "Connie" Moore
Kelly Nagel
Pauline Nee
Debbie Orshefsky
Barbara "Bobbi" Koz Paley
Diana Reid
Dale Anne Reiss
Gwen "Wendy" Rowden
Lynne B. Sagalyn
Elizabeth "Libby" Seifel
Marilyn Jordan Taylor

Updated 2013-2014 Leadership Roster

Executive Committee and Officers (through June 2014)

Diana Reid	Chair
Claire Dezotell	Secretary, Chair – Governance Committee
Wendy Rowden	Vice Chair
Kelly Nagel	Treasurer
Bobbi Paley	Chair – Development
Peggy Da Silva	Chair – Nominating Committee
Pauline Nee	Chair – Communications Committee
Alice Connell	Chair – Membership Committee
Merrie Frankel	Chair – Outreach Committee
Libby Seifel	Chair – Planning Committee
Debbie Orshefsky	Chair – Program Committee
Marta Goldsmith	Chair – Research Committee

Steering Committee Members and Terms

<i>Terms Ending June 2014</i>	<i>Terms Ending June 2015</i>	<i>Terms Ending June 2016</i>
Dorothy Alpert	Lynne Cherney	Cia Buckley
Lizanne Galbreth	Alice Connell	Sheri Chromow
Gail Goldberg	Peggy Da Silva	Claire Dezotell
Lauralee Martin	Marta Goldsmith	Merrie Frankel
Connie Moore	Tara Carter Hernandez	Trish Healy
Lynne Sagalyn	Fern Kanter	Tiffany Lau
Marilyn Taylor	Debbie Orshefsky	Kelly Nagel
Andrea Wong-Miller	Bobbi Paley	Pauline Nee
	Diana Reid	Dale Ann Reiss
	Libby Seifel	Wendy Rowden

Advisory Board

Michael Horst	Executive Director – Larson Leadership Initiative
Eric Larson	Chair – Larson Leadership Initiative
Patrick Phillips	ULI – Chief Executive Officer
Kathleen Carey	WLI Founding Member, ULI Chief Content Officer
Lynn Thurber	WLI Founding Member, ULI Chairman
Marilyn Taylor	WLI Founding Member

WLI GOVERNANCE STRUCTURE

(Revised based on January 2014 Strategic Plan)

