



2012 – 2017 Strategic Plan Summary

Vision: The IRWA creates awareness of and trust and confidence in right of way professionals, who contribute to building a better world.

Mission: The IRWA is the central authority of the right of way profession, serving our members, the users of our services and the general public.

Key Objectives:

1. **Membership:** Increase the value of IRWA membership.
2. **Professional Development:** Increase the impact of IRWA education and credentials.
3. **Marketing:** Increase the reach of IRWA marketing.
4. **Structure:** Strengthen the infrastructure of the association.

Major Strategies:

1. **Membership:** Serve, retain and recruit members.
 - Access policy makers, along with job and advancement opportunities.
 - Create a business advantage for members over non-IRWA members.
 - Create networking and social opportunities.
 - Provide information on markets, issues and trends.
 - Create opportunities to influence the direction of the profession.
2. **Professional Development:** Develop high quality education courses and programs, along with meaningful certifications and designations.
 - Carry out course revision and development program.
 - Create new facilitator clinic and support facilitators with continuing education.
 - Enhance conference and forum programming.
 - Allow certifications and designations to be determined by the marketplace.
 - Leverage technology for communication and management of courses.
 - Pursue accreditation program for education, certifications and designations.
 - Create alternative delivery of programs and education.

3. **Marketing:** Market members, certified members and designated members to the users of right of way services.
 - Conduct marketing study for certifications and designations.
 - Identify and set up face-to-face meetings with users of right of way services.
 - Develop education modules for specific industries and agencies.
 - Ramp up marketing for membership and education.

4. **Structure:** Review and refine current structure and develop member engagement strategies for communication and participation.
 - Review key leadership position responsibilities.
 - Create position descriptions, action plans and reports that align with the mission and key objectives of the association.
 - Develop a leadership orientation program.
 - Incentivize chapters for performance.
 - Develop committee orientation, deliverables and communication/management system.
 - Develop a leadership succession plan.
 - Create a communication matrix/criteria for sharing and retaining information.