



A program of the ULI Robert C. Larson Leadership Initiative

**2013 ANNUAL PLAN**

January 2, 2013

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## **INTRODUCTION**

The Women's Leadership Initiative 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 2013 Annual Plan is hereby approved by the Steering Committee of the Women's Leadership Initiative and presented to the WLI Advisory Board and to the executive director of the Larson Leadership Initiative.

## **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 industry must be able to attract, develop, retain and promote talented individual participants without regard to gender, ethnicity, or race. The activities of WLI are intended to support that objective. 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 Larson Leadership Initiative and Urban Land Institute to reach those objectives.

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. LLI / WLI leadership programs are highly regarded throughout the industry, and are models for organizations and other industries. Each year, LLI / 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>	<p>ULI successfully launches a ground-breaking publication which is viewed as the industry standard for benchmarking the success of women in the real estate industry. This publication is an annual or bi-annual report on progress with continued corporate sponsorship. Women panelists and speakers at ULI events are proportionate to their representation in the industry.</p> <p>ULI regularly publishes a LLI leadership column in <i>Urban Land</i> and <i>Urban Land Online</i> that features 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.</p>
<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 or more of Young Leaders are women. Women participate in all ULI programs in proportion to their membership in ULI and representation in the industry. WLI’s initiatives and its annual scholarship program have resulted in the achievement of ULI Full Member goals.

Create a long term, sustainable organizational structure for WLI within ULI, including the global association.

WLI has a full-time, executive director level professional (WLI ED), responsible for sustaining and growing a robust leadership program for ULI, and ensures that women’s participation in ULI is top-of-mind for programming, research activities, District Councils, National Councils, and other Larson Leadership Initiatives.

Every District Council and National Council has local WLI leadership to integrate activities to achieve WLI objectives.

The ULI WLI 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 color within ULI.

WLI Statistical Objective	Current Statistics (July 2012)			2018 Vision
	Total	Women	Percent	
Full Members	5,314	734	14%	30%
Private	3,657	395	11%	30%
Public	759	209	28%	30%
ULI Trustees	119	20	17%	30%
ULI Board of Directors	15	1	7%	30%
ULI Foundation Governors	268	18	7%	30%
District Council Leadership	230	35	15%	30%
National Council Membership	2797	370	13%	30%
Product Council Membership	2694	351	13%	30%
Product Council Leadership	239	45	19%	30%
Young Leaders Membership	5274	1212	23%	50%

## GOVERNANCE

The governance of the Women's Leadership Initiative will consist of a Steering Committee, Executive Committee, Nominating Committee, and Advisory Board, as well as committees established to execute the work plan. The leadership and membership of these committees will be nominated and confirmed annually. Officers of the Women's Leadership Initiative will also be nominated and confirmed on an annual basis.

### **Steering Committee**

The WLI Steering Committee will be comprised of twenty to twenty-five ULI Full Members, recommended by the Nominating Committee and affirmed by the Executive Committee. Members will serve for 3-year terms and are eligible for an additional term at the discretion of the Nominating Committee. Most members will have been active in the real estate industry for ten or more years, with the exception of those Steering Committee members who are Young Leaders. At least two members of the Steering Committee will be selected from the ULI Young Leader membership category. At least one member will be included from District Council leadership. The Steering Committee will strive for representation among its members from various geographies, businesses, company types and sizes, and varied length of employment in the real estate industry.

The Steering Committee will guide the WLI's work and ensure its activities support the mission and objectives. The Steering Committee will annually review and affirm the WLI strategy, including a work plan for the upcoming year. The Steering Committee will establish committees to execute on the work plan, and revise or reconstitute committees in order to best achieve the mission and objectives. Steering Committee members will serve as committee chairs, committee members and task leaders.

The Steering Committee will meet at least quarterly, including meetings at the ULI Spring Meeting and ULI Fall Meeting, when possible. The meeting agendas will include status of the current year's work plan, updates from the committees, new initiatives, as well as updates from the ULI staff and leadership regarding the Larson Leadership Initiative and other relevant ULI activities. Meetings will be held in person (with conference call access) at a location to be selected by the Chair. When possible, the meeting location will rotate to accommodate members.

### **Steering Committee Officers**

Six officers of the WLI Steering Committee will be nominated and confirmed annually by the full Steering Committee and sit on the Executive Committee: Chair; Vice Chair; Associate Chair; Secretary; Treasurer; and Fundraiser.

- The term of each of the officers will be one year, with a one year extension at the discretion of the Nominating Committee. It is expected although not a requirement that the Chair will also be a ULI Trustee or member of the Board of Directors.
- The roles of the Vice Chair 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, lead meetings and coordinate with ULI staff on behalf of the Chair, as necessary. It is expected that the Vice Chair be a Full ULI Member and active on one committee. It is expected that the Associate Chair be a Young Leader Member and active on one committee. Along with the Secretary, the Vice Chair and Associate Chair will function as liaisons with committee chairs to drive timely communication and accountability for deliverables.
- 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. Along with the Vice Chair and Associate Chair, the Secretary will function as liaison with committee chairs to drive accountability for deliverables. The Secretary will also form and lead a Governance Committee to review the governance of WLI and recommend revisions to the process, the annual plan and committee activities. The Secretary will recommend agenda items for each committee consistent with the annual plan and to appropriately document the activities of the WLI. The Secretary will also be a member of the Nominating Committee.

- The responsibilities of the Treasurer will be to work with the Executive Committee and manage the WLI budget and communications with ULI staff to ensure appropriate invoicing and tracking of funding and expenses. The Treasurer will prepare a quarterly budget update for the Steering Committee.
- The responsibilities of the Fundraiser will be to work with each committee chair to determine fundraising needs, and to develop a variety of sources of in-kind donations and direct sponsorship for WLI activities. The Fundraiser will work with appropriate ULI staff and meeting co-chairs in pursuit of funding, and provide the Steering Committee an update on funds secured and prospects.

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

### **Executive Committee**

At the beginning of each calendar 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 in executing the current year's work plan, working with ULI staff and leadership, and determining future strategy and initiatives. The Executive Committee will meet at the Chair's discretion.

### **Nominating Committee**

The Nominating Committee will be comprised of up to four members of the Steering Committee, selected by the Executive Committee. On an annual basis, the Nominating Committee will recommend the membership of the Steering Committee to be approved by the Executive Committee. In addition to its annual responsibility, the Nominating Committee will also recommend women ULI Full Members for the Board of Directors, Trustees and Council leadership. The Nominating Committee will submit recommendations periodically to ensure women are identified and sponsored for visible leadership roles in ULI and for all its nominations, will collaborate with the Program Committee, Membership Committee and Outreach Committee to identify nominees. The Secretary of Chair of the Governance Committee will be a member of the Nominating Committee. During 2013, the Nominating Committee will create staggered terms for the current Steering Committee membership with a goal that approximately 1/3 of the Steering Committee membership will turn over each year. The Nominating Committee will work towards Steering Committee membership with representation from various geographies, businesses, company types and sizes, and varied length of employment in the real estate industry. The Chair of the Nominating Committee will serve as a member of the Governance Committee.

### **Advisory Board**

The WLI Advisory Board will be comprised to provide regular feedback, guidance and support for the Women's Leadership Initiative. The members of the Advisory Board will be selected by the Executive Committee and approved 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 staff, ULI Trustees, members of the Larson Leadership Initiative, and founding members of WLI who have served on the Steering Committee.

The WLI Advisory Board will meet at least once per year with leadership of WLI. Annually, the Advisory Board will receive and affirm the strategy and work plan, including the proposed budget, of the Women's Leadership Initiative. The current membership of the WLI Advisory Board includes Eric Larson, Michael Horst, and Patrick Phillips.

## 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 and three to five Steering Committee members. Additional committee members will be included from the at-large ULI membership including District Council members, at the discretion of the committee's chair. Each committee will meet regularly, as organized by its chair. Each committee is expected to have at least one Young Leader member. Each committee chair will provide a quarterly update on activities to the Steering Committee, distribute updates following its meetings to the Executive Committee, and create its annual work plan.

In addition to the governance committees described previously, six additional committees have been established to execute the WLI work plan: Communications; Membership; Outreach; Planning; Program; and Research. 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 activity supports the mission and objectives of the Women's Leadership Initiative.

### **Communications Committee**

The primary activity of the Communications Committee is to engage and inform the WLI community. To accomplish this goal, the Communications Committee will disseminate relevant information to 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. Suggested activities for the Communications Committee are described below.

- Inform WLI members and interested individuals of events and programs through a regularly distributed newsletter.
- Create opportunities for member interaction through online community sites, including LinkedIn. Seed conversations that support the WLI mission and activities. Inform the broader public of current issues and events related to the WLI mission through social media sites such as Twitter. Collaborate with the Membership Committee on ways to increase ULI and WLI membership.

### **Membership Committee**

The Membership Committee is focused on three initiatives. First, the committee oversees, refines and executes WLI's Annual Scholarship Program, providing awards to promising women leaders 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. Second, the committee oversees and implements the WLI Chair's Award, recognizing outstanding women ULI Members who have made significant contributions to the WLI and its mission. And third, the committee develops and maintains a targeted list of senior women professionals in the real estate industry who are not currently ULI members, and recruits these leaders to ULI. In pursuit of these goals, the Membership Committee collaborates with the Nominating, Program, Outreach and Communications Committees.

### **Outreach Committee**

The Outreach Committee coordinates the WLI's outreach effort with ULI District Councils, universities and women's real estate organizations. The primary initiatives are:

- Support District Council objectives for increased participation of women in ULI on a District Council level with an initial focus on the 19 District Councils with Executive Directors. Assist District Council women members in navigating membership levels and preparing for leadership roles within ULI. Track increases in women's participation in District Councils, visibility and leadership roles. Collaborate with the Membership Committee on these efforts.
- At select universities and graduate real estate programs, recruit student participation in the WLI through the Young Leader membership category and the local District Council.
- Collaborate with other women's real estate organizations on future publications, event sponsorship, research initiatives, and professional development activities.

### **Planning Committee**

The Planning Committee will prepare the Annual Plan which updates the strategy and governance for the Women's Leadership Initiative, and sets out the work plan for the upcoming year, including key performance measures. The Annual Plan will be submitted to the full Steering Committee for review and approval each December. In addition, the Planning Committee will 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. This committee will also work with the Treasurer to establish the annual budget.

### **Program Committee**

The primary activity of the Program Committee is to plan and execute WLI programming, events and meetings, and to work with the Fundraiser to develop funding sources and sponsorship for WLI programs. Representatives from the ULI programming staff and committees will be invited to participate on this committee. This committee will seek to provide opportunities to women for leadership and visibility at National and District Councils through speaking engagements and panel participation. The committee will collaborate with the Nominating, Membership, and Outreach Committees to maintain a robust roster of women available to participate. It is expected that the Chair 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. Select activities for the Program Committee include:

- Plan Spring and Fall Meeting programs of interest, engage speakers and organize WLI networking events.
- Collaborate with the Research Committee to develop and execute training and development programs which highlight the value of women as leaders and support women professionals for leadership skill development.
- Plan WLI events to include dynamic women leaders from outside the real estate industry.
- Establish funding requirements for WLI events and work with the Fundraiser to develop corporate backers, individual donations, co-sponsors, grants and matched funding to support activities.

### **Research Committee**

The primary activity of the Research Committee is to gather and leverage research on the progress of women in business, including benchmark statistics, with a particular focus on the real estate industry. Suggested activities for the Research Committee include:

- Develop materials that educate ULI members and non-members about women in leadership and related issues inside and outside the real estate industry.

- Sponsor the publication of research about women in leadership in real estate, as well as real estate topics written by women. Develop and execute a significant research project in conjunction with a university to be presented in Chicago at the 2013 ULI Fall Meeting.
- 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.
- Collaborate with the Fundraiser and the Program Committee to secure corporate sponsorship of the research activities and to prepare events that feature the results of the research. Collaborate with the Communications Committee to create identity materials for web and print which utilize a WLI brand consistent with ULI standards.

## 2013 WORK PLAN

The committees have developed a work plan for 2013 activities that will support the mission and objectives of the Women's Leadership Initiative:

### COMMUNICATIONS COMMITTEE

Committee Chair: Pauline Nee

Budget Request: \$2,500

#### WLI NEWSLETTER

Budget Request: None

Timetable: Ongoing

Task Leader: Pauline Nee

Continue to distribute a WLI event-focused newsletter to the entire ULI membership prior to Spring and Fall Meetings. Experiment with additional mission-centric newsletters highlighting real estate women and their accomplishments, interviews, research, etc.

#### SOCIAL MEDIA ENGAGEMENT

Budget Request: None

Timetable: Ongoing

Task Leader: Sarah Xu

Grow the LinkedIn and Twitter communities to engage women from around the country, seed conversations, share relevant news items, and promote WLI activities.

#### WEBSITE

Budget Request: None

Timetable: Ongoing

Task Leader: Pauline Nee

Update ULI WLI website pages with news, features and photos.

#### BRANDING / MARKETING MATERIALS

Budget Request: None

Timetable: Ongoing

Task Leader: Claire Dezotell

Collaborate with other WLI committees and ULI to ensure consistency in branding and design.

#### EXECUTIVE ROUNDTABLE

Budget Request: \$1,000

Timetable: Ongoing

Task Leader: Diana Reid

Organize Executive Roundtables at the Spring and Fall Meetings to be recorded as audio or video podcasts. Collaborate with ULI communications staff to facilitate technical arrangements.

#### INTERVIEW SERIES

Budget Request: None

Timetable: Ongoing

Task Leader: Peggy Da Silva

One interview per month modeled on the Corner Office and Sunday Magazine interviews.

## **MEMBERSHIP COMMITTEE**

Committee Chair: Alice Connell

Budget Request: \$29,000

### **WLI Scholarship Program**

Budget Request: \$20,000

Timetable: September 2013

Task Leader: Andrea Wong

Participants: Alice Connell

Analyze the results of the pilot program launched in October 2012. Refine the program design as to number of scholarships, size of awards, non-financial program benefits, selection criteria, and selection committee. Develop appropriate channels of communication for the program. Define the appropriate post-Meeting 'ask' of the recipients. Develop a post-meeting survey of all participants in the program. Develop outside funding sources for the program.

### **WLI Chairman's Award**

Budget Request: \$7,500

Timetable: September 2013

Task Leader: Sheri Chromow

Participants: Lynn Jerath

Analyze the results of the pilot program launched in October 2012. Develop distinctive award selection criteria and benefits. Identify specific sources of recommendation. Establish a separate selection committee. Define the appropriate post meeting 'asks' of the award winners.

### **Recruitment of Senior Women to ULI/WLI**

Budget Request: \$1,500

Task Leader: Diane Olmstead

Participants: All committee members

Develop appropriate criteria for recruitment focus. Access multiple sources in the creation of a targeted list of candidates (i.e. Committee's data base, WLI's Speakers Bureau list, Steering Committee members' recommendations, etc.) Work with Program Committee and Outreach Committee to plan introductory, networking opportunities for the recruitment effort. Develop performance metrics for this initiative.

## **OUTREACH COMMITTEE**

Committee Chair: Merrie Frankel

Budget Request: \$10,000

### **DISTRICT COUNCIL OUTREACH**

Task Leaders: Tiffany Lau (New York), Debbie Orshefsky (South Florida / Philadelphia); Diana Reid (Pittsburgh / Philadelphia); Libby Seifel (California)

Budget Request: \$4,000

Timetable: Ongoing

Send a letter of introduction to new women ULI members and a "toolkit" for participation in WLI. Rollout through 19 District Councils which have Executive Directors. Provide assistance in navigating membership levels and preparing for leadership within ULI. Initiate a mentoring program at the District Council Level for Young Leaders.

Track level of women's participation at the District Council and National levels, track visibility and leadership (advisory boards, management committees, speakers, trustees, and TAPs).

Coordinate WLI events co-sponsored events in select District Councils.

**UNIVERSITY OUTREACH**

Task Leader:  
Timetable: Ongoing  
Budget Request: \$2,000

At select universities and graduate real estate programs, recruit student participation in WLI through the Young Leader membership category and the local District Council. In coordination with the local District Council, host networking receptions and speakers at their schools.

**REAL ESTATE ORGANIZATIONS**

Task Leader:  
Timetable: Ongoing  
Budget Request: \$4,000

Collaborate with other women's real estate organizations on future publications, event sponsorship, research initiatives, and professional development activities. Where possible, coordinate this with the local District Council.

**PLANNING COMMITTEE**

Committee Chair: Libby Seifel  
Budget Request: None

**WLI ANNUAL PLAN**

Budget Request: None  
Timetable: January 2013  
Task Leader: Diana Reid

Review the vision, mission, objectives and governance of the Women's Leadership Initiative; submit to the Steering Committee for review and approval. A work plan for the upcoming year will be included in the strategic plan, based on input from each of the committees. The annual update of the plan is to be submitted to and approved by the full Steering Committee in December and presented to the Advisory Board in January.

**WLI MEASURES OF SUCCESS**

Budget Request: None  
Timetable: February 2013  
Task Leader: Trish Healey

Recommend measurements to be used by the Steering Committee to judge the effectiveness of annual plan and progress towards objectives. The measurements will be submitted to the Executive Committee in January and affirmed by the full Steering Committee in the first quarter of the year. The measurements will be tracked and reported at the quarterly meetings, and included in the annual report at year-end.

**WLI ANNUAL REPORT**

Budget Request: None  
Timetable: December 2013  
Task Leaders: Pauline Nee, Libby Seifel

Recommend to the Executive Committee the format to present achievements and measurements of WLI activities. Prepare the annual report of activities and achievements. Work with the Communications Committee on format and branding. The Annual Report will be submitted to the Executive Committee and full Steering Committee at the 4th Quarter meeting.

**WLI ADVISORY BOARD AGENDA**

Budget Request: None  
Timetable: Ongoing  
Task Leader: Diana Reid

Prepare the agenda and arrange for topical discussions for the joint meeting(s) of the WLI Steering Committee and WLI Advisory Board.

## **PROGRAM COMMITTEE**

Committee Chair: Debbie Orshefsky

Budget Request: \$42,000

### **SPRING MEETING ACTIVITIES**

Budget Request: \$12,000

Timetable: 1Q and 2Q

Task Leader: Debbie Orshefsky

In cooperation with LLI, plan programming for the LLI / WLI sponsored breakfast, as well as the WLI reception during the 2013 Spring Meeting in San Diego.

### **FALL MEETING ACTIVITIES**

Budget Request: \$15,000

Timetable – 2Q and 3Q

Task Leader: Wendy Rowden

Plan programming and secure sponsorship for the open session sponsored by WLI as well as a WLI member event during the 2012 Fall Meeting in Chicago.

### **DISTRICT COUNCIL ACTIVITIES**

Budget Request: \$10,000

Timetable: Ongoing

Task Leader: Bobbi Paley

Plan programming for WLI-sponsored activities in conjunction with District Council meetings. Work with the Outreach Committee to target District Councils for WLI-sponsored activities, particularly efforts to establish District Council based WLI programs.

### **WLI NETWORKING EVENT**

Budget Request: None

Timetable: 2013

Task Leader: Bobbi Paley

Plan programming and secure sponsorship for a WLI networking event to include participants in Young Leader Initiation and Ambassador Program. Collaborate with the Membership Committee and Outreach Committee to maximum inclusion of prospective ULI and WLI members.

### **RESEARCH EVENT**

Budget Request: \$5,000

Timetable: Fall Meeting 2013

Task Leader: Debbie Orshefsky

Collaborate with the Research Committee to plan programming in conjunction with the publication of WLI-sponsored research and media event for Chicago Project at the Fall Meeting 2013.

## **RESEARCH COMMITTEE**

Committee Chair: Marta Goldsmith

Budget Request: \$45,000

### **CHICAGO PROJECT TOPIC SELECTION**

Budget Request: None

Timetable: February 2013

Create a list of potential topics based on input from Steering Committee members. Solicit reaction and additional input and direction from selected District Executive Directors. Present two or three topics to CREW to determine interest in collaboration.

### **UNIVERSITY PARTNER SELECTION**

Budget Request: None

Timetable: February 2013

Research university programs on women in business and interview prospects for partnership.



**ORGANIZATIONAL COLLABORATION**

Budget Request: None

Timetable: Ongoing

Identify other organizations to be part of an industry-wide effort to share best practices and resources to support the objectives of WLI. Determine what research has been completed and what's in process related to women real estate professionals.

**WLI RESOURCE LIBRARY**

Budget Request: None

Timetable: Ongoing

Establish and maintain space (on the ULI website) for a document library of research and resource materials related to women real estate professionals. (Google interim site established.) Designate administrator.

**FULL TIME RESEARCH INTERN(S)**

Budget Request: \$20,000

Timetable: Ongoing

Support WLI intern to assist with research and best practices activities (maintain WLI resource library, identify university research partners, maintain speakers bureau information.

**CHICAGO PROJECT**

Budget Request: \$25,000

Timetable: October 2013

Complete a significant research project to be developed and executed in conjunction with a university for presentation at the ULI Chicago 2013 Fall Meeting.

## ACKNOWLEDGEMENT

The Women's Leadership Initiative Annual 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, and to Dorothy Alpert for her work and guidance as founding member and Chair of the WLI Nominating Committee.

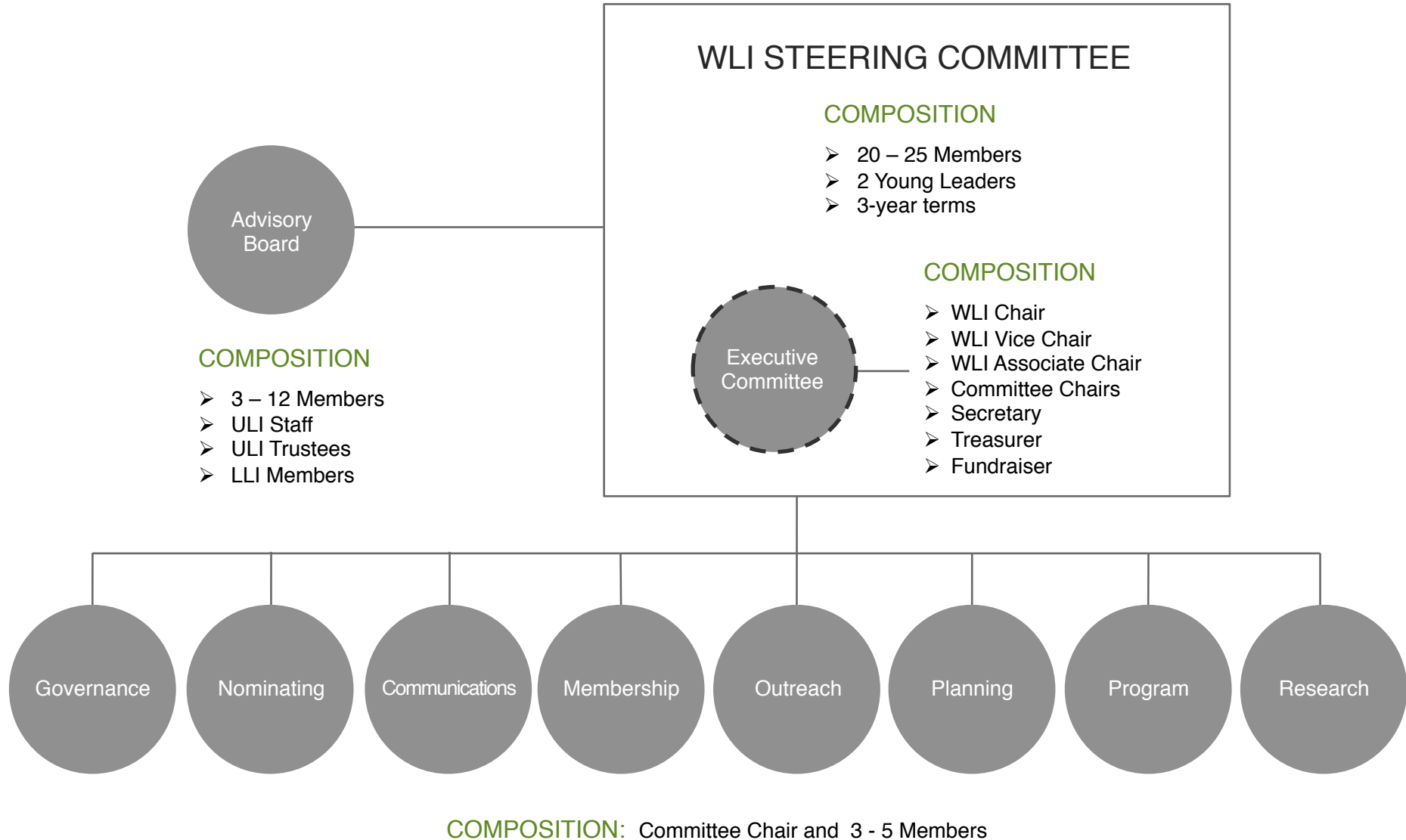
### *2013 Incoming Committee Chairs and Officers*

Alice M. Connell  
Peggy Da Silva  
Claire Dezotell  
Merrie Frankel  
Marta V. Goldsmith  
Pauline Nee  
Debbie Orshefsky  
Diana Reid  
Elizabeth "Libby" Seifel

### *and Other Members of the WLI Steering Committee*

Dorothy L. Alpert  
Cia Buckley  
Kathleen B. Carey  
Lynn Cherney  
Sheri Chromow  
Lizanne Galbreth  
S. Gail Goldberg  
Patricia "Trish" Healy  
Tara Carter Hernandez  
Fern Kanter  
Tiffany Lau  
Lauralee Martin  
Constance B. "Connie" Moore  
Barbara "Bobbi" Koz Paley  
Dale Ann Reis  
Gwen "Wendy" Rowden  
Lynne B. Sagalyn  
Marilyn Jordan Taylor  
Lynn Thurber

# WLI GOVERNANCE STRUCTURE





Urban Land  
Institute

Women's Leadership Initiative

## 2013 Leadership Roster

### ***Executive Committee***

Diana Reid	Chair
Claire Dezotell	Secretary, Chair – Governance Committee
Wendy Rowden	Vice Chair
Andrea Wong-Miller	Associate Chair
Kelly Nagel	Treasurer
To Be Determined	Fundraiser
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***

Dorothy Alpert	Marta Goldsmith	Bobbi Paley
Cia Buckley	Trish Healy	Diana Reid
Lynn Cherney	Tara Carter Hernandez	Dale Ann Reis
Sheri Chromow	Fern Kanter	Wendy Rowden
Alice Connell	Tiffany Lau	Lynne Sagalyn
Peggy Da Silva	Lauralee Martin	Libby Seifel
Merrie Frankel	Connie Moore	Marilyn Taylor
Lizanne Galbreth	Pauline Nee	Lynn Thurber
Gail Goldberg	Debbie Orshefsky	

### ***Advisory Board***

Michael Horst	Executive Director – Larson Leadership Initiative
Eric Larson	Chair – Larson Leadership Initiative
Patrick Phillips	CEO – ULI

### ***Proposed:***

Kathleen Carey	WLI Founding Member, ULI Chief Content Officer
Lynn Thurber	WLI Founding Member, ULI Incoming Chairman



**Urban Land  
Institute**

**Women's Leadership Initiative**

## **2013 WLI Committee Membership**

as of December 20, 2012

### **Governance Committee**

**Claire Dezotell, Chair**

Peggy DaSilva

### **Communications Committee**

**Pauline Nee, Chair**

Peggy DaSilva

Claire Dezotell

Sarah Xu

### **Outreach Committee**

**Merrie Frankel, Chair**

Gail Goldberg

Tiffany Lau

Debbie Orshefsky

Libby Seifel

### **Program Committee**

**Debbie Orshefsky, Chair**

Monica Jindia

Tiffany Lau

Bobbi Paley

Wendy Rowden

### **Nominating Committee**

**Peggy DaSilva, Chair**

Claire Dezotell

Cia Buckley

### **Membership Committee**

**Alice Connell, Chair**

Sheri Chromow

Lynn Jerath

Diane Olmstead

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