

connecting for success



PHILADELPHIA

commercial real estate women

Annual Meeting

Thursday, September 14, 2017

5:00 PM

The University of the Arts

Gershman Hall Chapel

401 S. Broad

Philadelphia, PA





How CREW Philadelphia Was Formed

Submitted by Sarah Peck, President (1984 – 1985)

In 1984, Sarah Peck, who relocated from Washington, D.C. to work for Toll Brothers, introduced the concept of CREW to two Philadelphia women: Lois Attalla, Project Manager with Rouse & Associates and Susan Eaton, an economist with Reed and Stambaugh. Sarah described her experience with CREW D.C. and convinced Lois and Susan to put together a Steering Committee in Philadelphia to investigate the possibility of forming a chapter in Philadelphia. In July 1985, a Steering Committee was in place consisting of 11 women from all aspects of the commercial real estate industry. Over the summer, the group worked with representatives from CREW D.C. who came up and shared their expertise to form a Chapter in Philadelphia. By the fall of 1985, CREW Philadelphia was incorporated. Besides Sarah, Lois and Susan, the original Steering Committee members were: Patti Adell, Real Estate Development Economic Consultant; Joan Britt from Strouse Greenberg; Christine Brown, Marketing Director for Francis Cauffman Architects; Jeanne Giordano, Project Manager with Rouse & Associates; Patricia Herald, Vice President with Chemical Bank; Elizabeth Mai, Esq. General Counsel with EQK Partners who performed our legal work; Sue Ann McElroy, Loan Officer with Chemical Bank; and Cynthia Sherrill, Vice President with Interspace, a facilities design group.

Although many of the companies associated with CREW's founding Steering Committee are no longer in existence, CREW Philadelphia has remained. In fact, it has grown and flourished to where today it boasts more than 170 members representing several sectors of the commercial real estate industry and is known region-wide for the quality of its programming and membership. CREW Philadelphia is considered one of the premier networking organizations for professionals in the commercial real estate industry.

CREW Philadelphia Mission:

Influence the success of the commercial real estate industry by
advancing the achievements of women.





2017 CREW PHILADELPHIA Board of Directors

President	Lynn McDowell
President Elect	Stephanie Sprengle
Past President	Jeanne Armstrong
Delegate	Kristin Reese
Secretary	Rosemary Loverdi
Treasurer	Marie McGuire
Recording Secretary	Tess Bousquet
At Large	Stacey Boston <i>Liaison to Outreach Committee</i>
At Large	Marcy Hart <i>Liaison to Sponsorship Committee and Chapter Champion</i>
At Large	Maureen Hobson <i>Liaison to Communications</i>
At Large	Andrea Lukens <i>Liaison to Membership</i>
At Large	Jessica Thornton <i>Liaison to Events</i>

2017 Committee Chairs and Co-Chairs

Communications	Elizabeth Mullin	Chair
	Anita Nardone	Co-Chair
Events	Gabriella Frizlen	Chair
	Mayva Donnon	Co-Chair
	Annette Hladio	Co-Chair
Fall Charitable Luncheon	Laura McLaine	Chair
Membership	Leslie K. Whitby	Chair
	Annemarie Caruso	Co-Chair
Outreach	Dina Miller	Chair
	Janet Nitka	Co-Chair
Sponsorship	Kathleen Fahy	Chair
	Angela Novalski	Co-Chair



President's Message

The theme of the 2016 CREW Network Convention and Marketplace was **Impact**. By definition, impact means to effect or influence change. In the case of our Chapter, impact is made through the collaborative efforts of our chapter leaders, committee chairs and co-chairs, members and sponsors. As of this date, we have made a significant impact in a number of areas.

The Board operates as a strategic Board making decisions that will position us to be stronger, and prepare us for long-term growth. In order to achieve those goals, the Board,

- Discussed recommendations made by the Bylaws Task Force to update the Bylaws;
- Approved Liberty Business Strategies to assist with the preparation of an updated Strategic Plan;
- Approved scholarships for chapter leaders to attend the Spring Leadership Summit in Toronto in order to enhance their knowledge of CREW Network and participate in leadership training; and
- Approved scholarships for members to attend CREW Network Convention providing them the opportunity to meet commercial real estate professionals from all over the world for the purpose of networking, making new contacts and connecting with future business partners.

Our committees work extremely hard to provide value to the Chapter.

- Communications sought new platforms to publicize events and programs as well as to highlight member accomplishments thereby building awareness and recognition of our Chapter;
- Events offered several programs, events and tours for members to choose from providing education, professional development, inspiration and networking;
- Membership continued to work to grow our Chapter through its popular 3 C's Event and lunch-arounds bringing in a high-quality, balanced and diverse membership. Through its Ambassador Program, the Committee pairs new members with current Chapter members;
- Outreach focused on (i) soliciting scholarship applications from area schools for women pursuing a course of study in real estate; (ii) establishing a working relationship with our 2017 Philanthropic partner, ACE Mentor Program; and (iii) developing UCREW projects for high school students to educate them about careers in real estate; and



- Sponsorship exceeded its goals by obtaining many new sponsors while retaining current sponsors by offering attractive levels of sponsorship and benefits. In addition, Sponsorship is in the process of obtaining sponsors for the Fall Charitable Luncheon which contributes to the financial success of this Signature Event.

Our members are accomplished as well! During this past year our members,

- Served as speakers or moderators on industry panels and other CREW Chapter panels;
- Served on CREW Network Committees including Scholarship Selection and Member Education - Convention; and
- Were honored for their achievements in the real estate industry.

Together, these accomplishments have a positive impact on our Chapter, careers and community. The strength of our Chapter is in our continued commitment and passion. I thank you for being a member of CREW Philadelphia and for your contributions to its continued success.

Warmly,

Lynn McDowell



Treasurer's Report

Marie McGuire

2017 Financial Highlights

- The Chapter continues to maintain a healthy cash position.
- The 2016 operating surplus was approximately \$10,000
 - **\$5,000** was transferred to the operating reserve account
 - **\$5,000** available to be utilized in 2017 for "wish list" items.
- 2017 YTD net income exceeds budget; therefore, the Board of Directors approved additional expenditures to benefit membership by providing:
 - 4 scholarships @ \$1,000 each to attend CREW Network Spring Summit in Toronto (June 2017)
 - 3 scholarships @ \$1,500 each to attend CREW Network Convention in Houston (October 2017)
 - Approval of expenditure for a strategic planning consultant. Progress payment made.



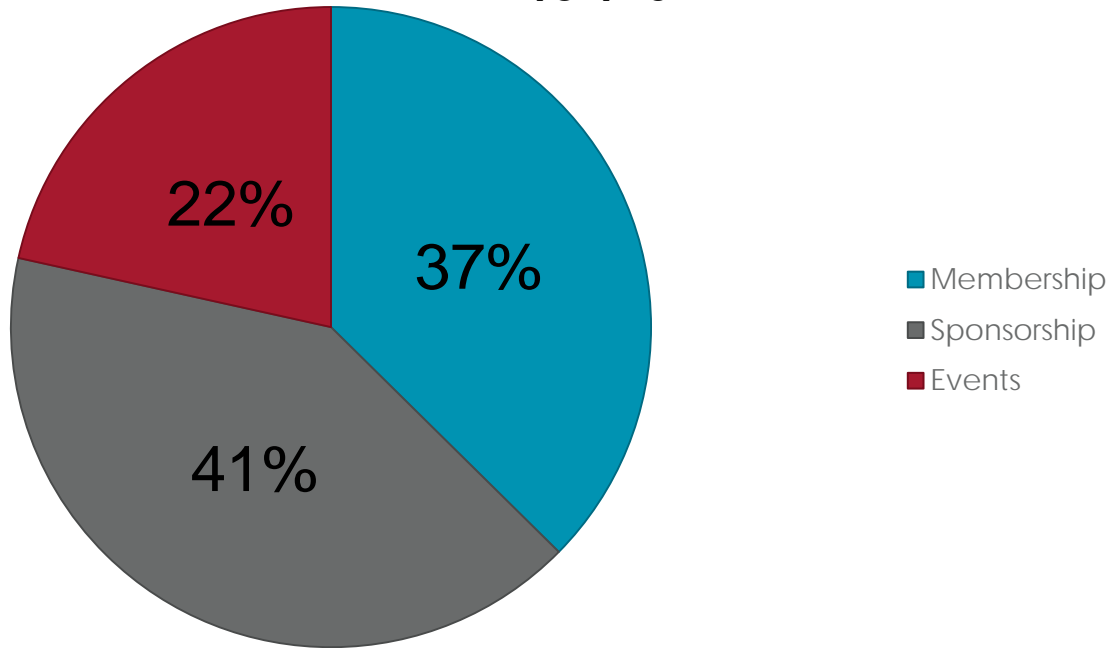


- Chapter operating budget supports registration fees, airfare and hotel for **President, President-elect, Delegate** to attend Winter, Spring and Fall Summit Council Meetings and Convention
- Chapter contribution - **\$10,000** to CREW Network Circle of Leadership (Bronze level)
- Chapter contribution - **\$2,500** to CREW Network Foundation to support research, national scholarships and career outreach
- The 2016 Short Form of Organization Exempt Form Income Tax (Form 990EZ) was timely filed with the IRS
- Committee Chairs are currently working on their 2018 operating budgets

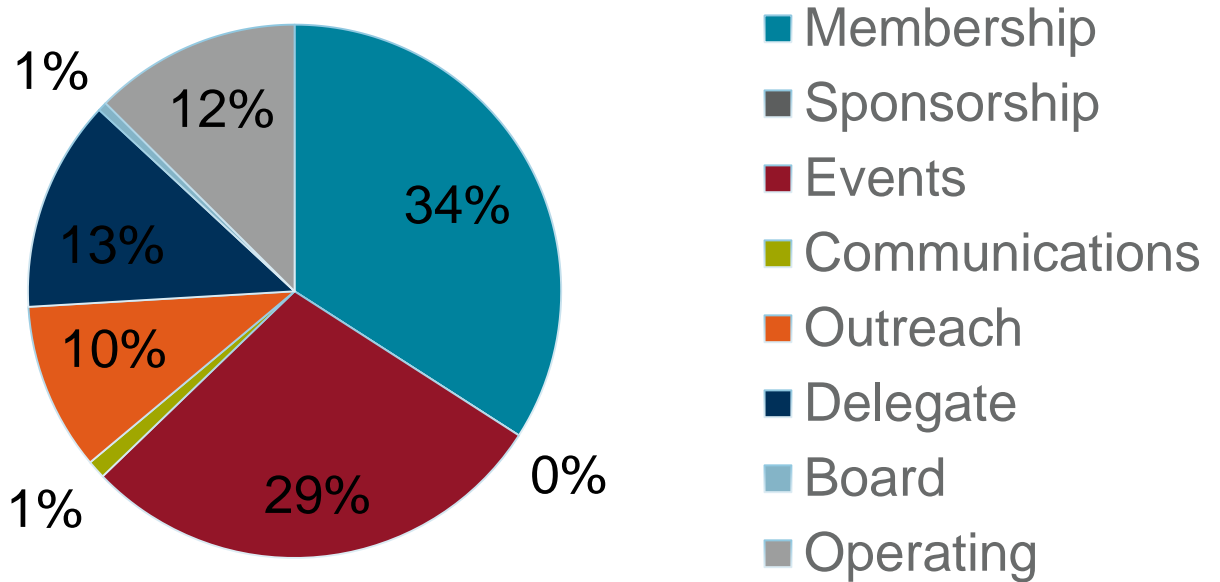




Revenue – as % of Total Revenue YTD 7/31/2017

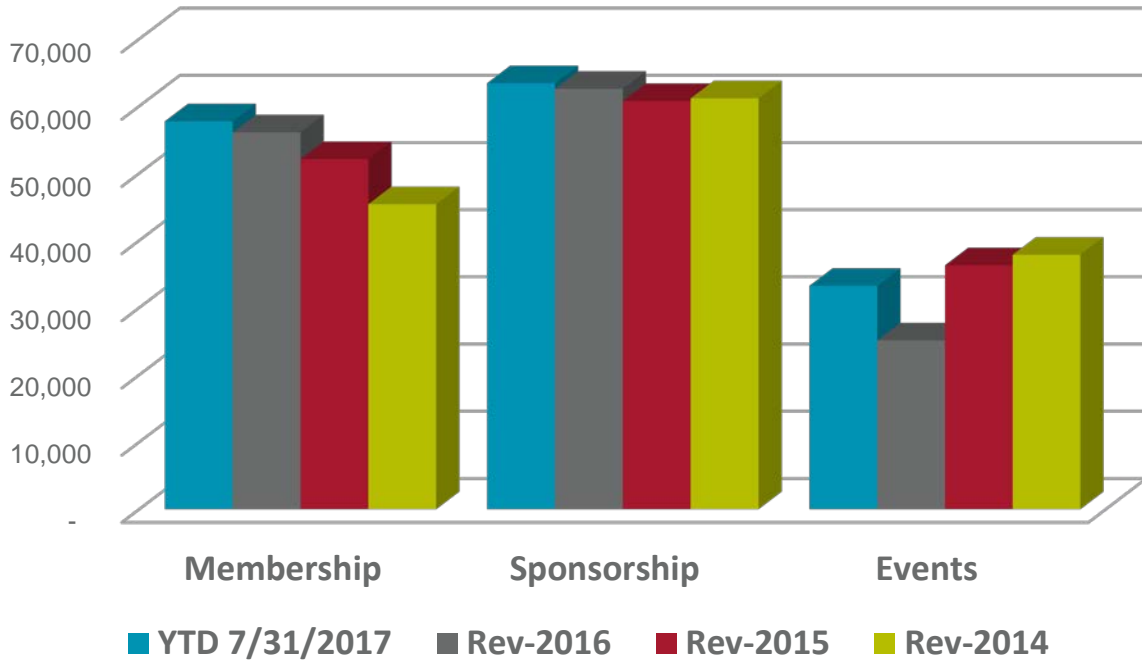


Committee Expenses as % of Total Expenses YTD 7/31/2017



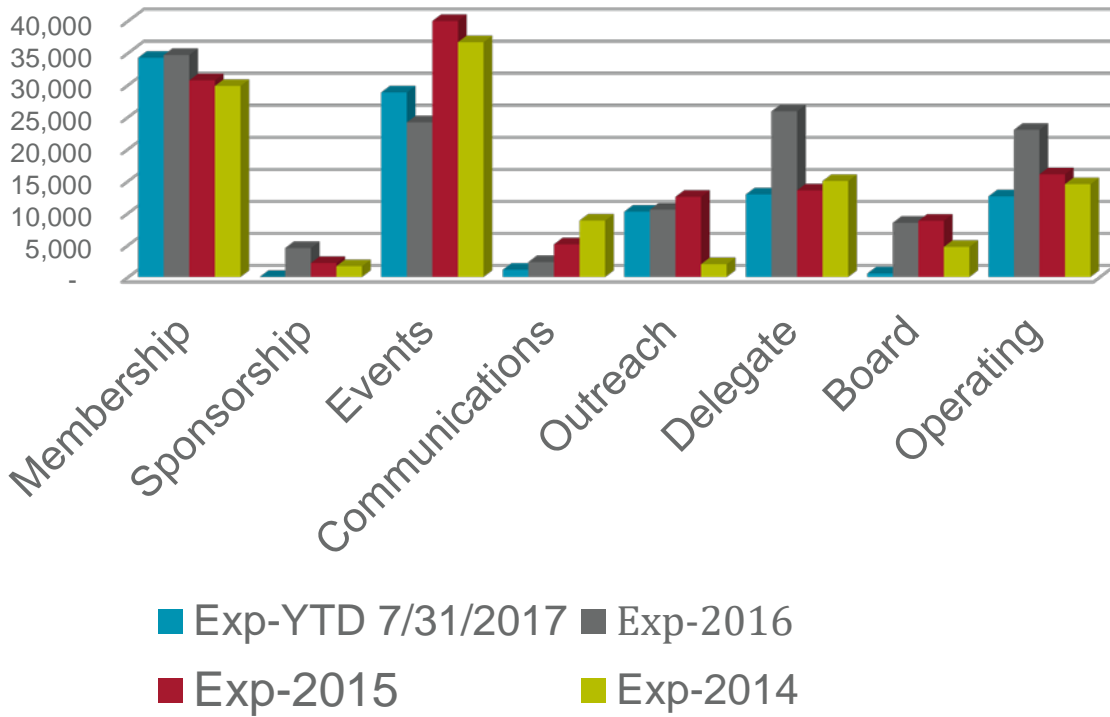


COMMITTEE REVENUE BY YEAR





Committee Expenses by Year





SECRETARY'S REPORT

Rosemary Loverdi

The Bylaws Task Force

- The creation of the Bylaws Task Force was authorized by the Board at its meeting on October 8, 2015. Rosemary Loverdi was named the Chair.
- The 2016 Bylaws Task Force consisted of Rosemary Loverdi, Chair, Kristina Harshany (then Immediate Past President), Lynn McDowell (then President-Elect), Raelene McCarthy and Judy Channick. Jeanne Armstrong (then President) was also involved.
- The 2017 Bylaws Task Force consisted of Rosemary Loverdi, Chair, Lynn McDowell (President), Jeanne Armstrong (Immediate Past President), Raelene McCarthy, and Marie McGuire. Kristina Harshany and Judy Channick were invited, but elected not to continue.

The Goal

- The goal of the Bylaws Task Force is to take a fresh look at the current Bylaws and recommend changes to allow CREW Philadelphia to ensure compliance with governance requirements while at the same time permitting flexibility so that we can adapt to changes without having to consistently amend the Bylaws.

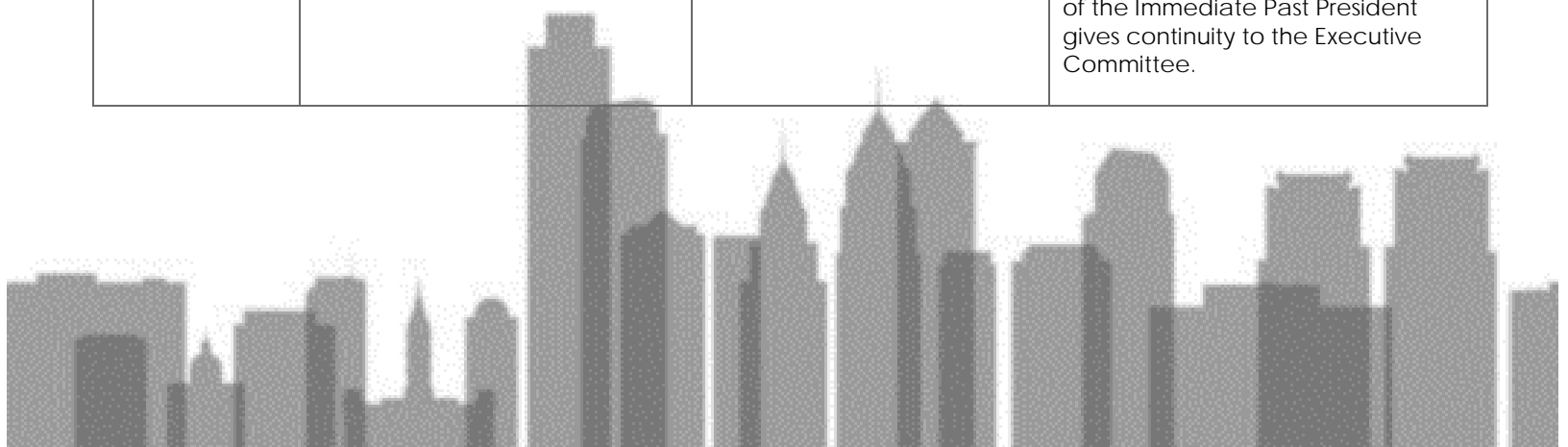
The Process

- Bylaws of CREW Network, CREW Network Foundation, other CREW chapters, and other local non-profit corporations were reviewed and compared to our existing Bylaws in an effort to determine "best practices". Also considered were comments made by the LaSalle Nonprofit Center, who reviewed the existing Bylaws in connection with the Board retreat held in November 2016.
- Meetings were held with Committee Chairs and Co-Chairs, and a separate meeting was held with Membership Committee leadership, to discuss proposed revisions. Suggestions made during those meetings were later considered by the Bylaws Task Force.
- The Bylaws Task Force prepared a recommendation for changes to the Bylaws which was submitted to the Board.
The Board held two special meetings (in June and August) to discuss the recommendations. The summary included below is the result of these meetings.
- The next step is for a draft of the Amended and Restated Bylaws to be drafted and submitted to the Board for approval at the November meeting.
- Upon approval by the Board, the Amended and Restated Bylaws will be presented to membership for a vote by the end of December.



SUMMARY

	Current Bylaws (2015)	Proposed Bylaws	Explanation/Rationale
Size of Board	11 Directors- President, President Elect/VP, Treasurer, Secretary, Immediate Past President, 1 At-Large (elected) Delegate (the 2 nd Delegate is the President-Elect) and 5 At-Large members.	Same number of Directors, but 6 At-Large Members (instead of 5), and Delegates are President-Elect and President (instead of President-Elect and elected).	Having the President and President-Elect (the current and future leader of the Chapter) represent our Chapter with CREW Network provides continuity and the most effective opportunity for our Chapter to be informed and to have a voice at the Network level. Other CREW chapters have their President and President-Elect as the delegates.
Term Minimum	Term of 1 year	2 year terms. 3 members roll off in one year, and 3 members roll off in the following year. Maximum term that can be served is 2 consecutive terms (4 years)	We are conforming to CREW Network, other CREW chapters and other local non-profit corporations by having minimum terms and term limits. The term minimums, along with staggered terms, will help provide continuity from one Board to the next.
Term Limit	N/A	Maximum term is 4 years – unless running for President-Elect, then the maximum is 7 years. Then have to be off the Board at least 1 year before can run again. If someone leaves their Board position before the end of their term, the Board appoints someone to fill that position for the remainder of the term.	Having term limits provides opportunities for more members to serve on the Board, brings new perspectives, talents and contacts, and helps avoid fatigue and apathy.
Executive Committee	President, President Elect, Treasurer, Secretary and the At-Large Delegate	President, President Elect, Immediate Past President, Secretary and Treasurer	Because the President would be the Delegate, the recommendation is to have the officers constitute the Executive Committee. The addition of the Immediate Past President gives continuity to the Executive Committee.





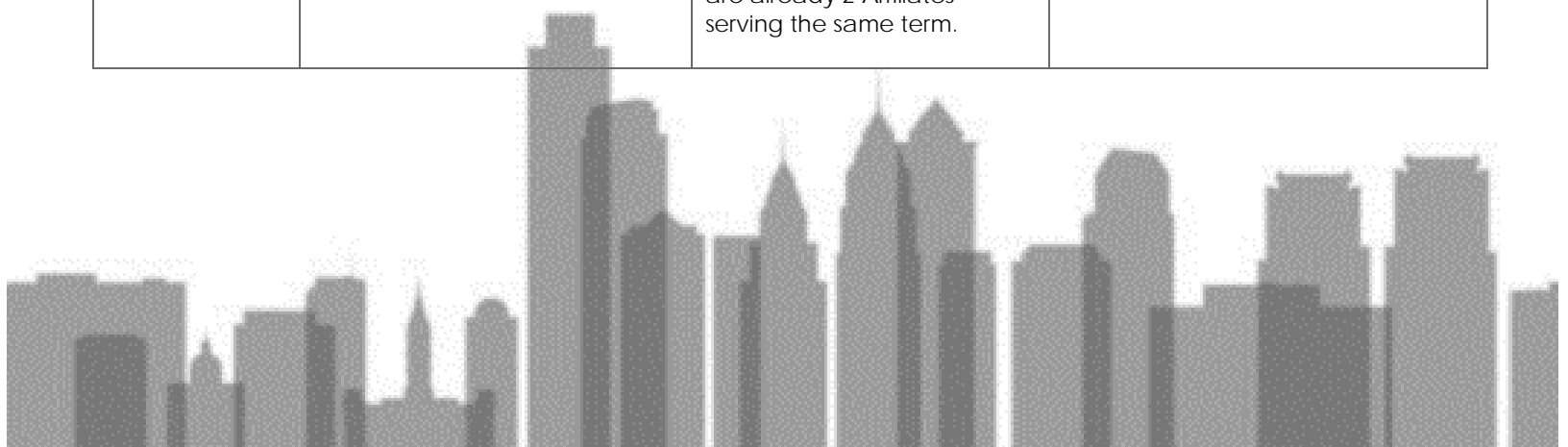
	Current Bylaws (2015)	Proposed Bylaws	Explanation/Rationale
Committees	Committees are chaired by a Committee Chair and a Co-Chair, who are elected by the membership at large.	Committees should be chaired by 2 people (co-chairing, not a chair and vice-chair) – their terms would be 2 years, but staggered. The Board appoints the chairs.	<p>We are conforming to CREW Network and other CREW chapters by having the Board designate committee leadership. The Board, as fiduciaries of the corporation, need to make sure that the committee leadership roles are filled with the most qualified people.</p> <p>The issue of appointing vs. electing was discussed at multiple meetings with committee leadership, who viewed the change favorably. There will be a requirement that open nominations for committee leadership are solicited from the membership at large (as occurs currently), and that the current committee chairs have input in suggesting those members who would be best to serve in those roles.</p> <p>Having two-year, staggered terms gives continuity to the committee leadership.</p> <p>Because we have staggered terms for the Board members and the committee heads, there is less of a concern that the old Board is approving the committee leadership to be effective under next year's Board, because at least half of the Board would have weighed in on the decision.</p>
Election Process	Election Committee with at least 3 members. President Elect/VP is Chair. Board appoints Co-Chair. At least 1 member is solicited from membership at large and appointed by Chair of Election Committee in consultation with Co-Chair.	Elections Committee with at least 3, but no more than 5, members. The Chair of the Elections Committee would be the Immediate Past-President, and the Co-Chair would be the President-Elect. The other members (up to 3) are appointed by the Election Committee Chair and Co-Chair.	The President-Elect should have input into qualifying nominations, but having the Immediate Past President who will not be running for election as the Chair lessens the perception that the President-Elect could be "stacking" the Board, and also deals with the problem of a current Board member not being able to run for re-election if appointed to the Elections Committee. (To serve on the Election Committee, the person cannot be running for a position).



	Current Bylaws (2015)	Proposed Bylaws	Explanation/Rationale
Classes of Membership	<ul style="list-style-type: none"> -Regular -Affiliate -Associate -Student -Civic/Non-Profit 	<p>Re-define the membership categories to include Emeritus</p> <ul style="list-style-type: none"> -Full (5 or more years in a Qualified Field of Commercial Real Estate – QFCRE) -Affiliate (not in QFCRE, but provides service) -Associate (under 5 years in QFCRE) -Student (full-time, undergraduate or graduate student studying a QFCRE) [discounted dues] -Non-Profit/Civic [discounted dues] -Emeritus (former Board member who is retired) [discounted dues] <p>QFCRE shall be determined by the Board through policies and procedures.</p> <p>Not being employed in QFCRE, but only holding a "designation" will no longer qualify an applicant as a full member (could be an Affiliate). Any current members who are considered full members through designations will be grandfathered-in through 2019.</p>	<p>The Emeritus class is consistent with what CREW Network and other chapters are doing – it allows former leaders of the Chapter to continue to be involved in CREW.</p> <p>By giving the Board the ability to determine how QFCRE is defined, we are building flexibility to adapt to changes in membership and changes in the market.</p> <p>CREW Philadelphia's mission as a business networking organization dedicated to supporting the achievements of women in commercial real estate is best achieved by having members who are active in QFCRE and can make connections to others in commercial real estate. This change also avoids the incongruity of having one member being considered an affiliate when another member from the same company in the same business is considered a full member because that person holds a "designation".</p>
Allocation of Membership	<p>Not more than 10% of membership can be other than currently employed on substantially full time basis primarily in QFCRE for 5 years or more</p> <p>No more than 15% of membership can be Affiliate Members.</p>	<p>No more than 25% of the membership can be Affiliates and Associates. The Board through policies and procedures can further break-down the 25% to add sub-limits on Affiliates and Associates.</p>	<p>To keep our status as a chapter of CREW, at least 75% of our members must be currently employed on substantially full time basis primarily in QFCRE for 5 years or more. We wanted to provide flexibility in the make-up of the 25%, rather than putting a specific limit on the number of Affiliates, so that the Chapter can adjust to changes in membership and the market.</p>



	Current Bylaws (2015)	Proposed Bylaws	Explanation/Rationale
Other	<p>Affiliates and Associates cannot be officers and can hold no more than 1 Board seat. Not more than 50% of the aggregate number of standing committee chairs and co-chairs can be Affiliates or Associates</p>	<p>Full Members and Civic/Non-Profit members can serve in any capacity on the Board or in committee leadership.</p> <p>Students and Emeritus Members cannot serve in any capacity on the Board or in committee leadership.</p> <p>Associate members can serve in committee leadership, but not on the Board in any capacity.</p> <p>Affiliates can serve as At-Large Board members, Secretary or Treasurer, or in committee leadership, but cannot serve as President-Elect, President or Immediate Past President.</p> <p>No more than 50% of the aggregate number of standing committee chairs and co-chairs can be Affiliates and/or Associates; nor can both a chair and co-chair of a committee be Affiliates and/or Associates</p> <p>The Board cannot have more than 2 Affiliates serving (as At-Large Board members, Secretary or Treasurer). Need the ability to have one Affiliate in each election cycle so that there is not the possibility that an Affiliate cannot run because there are already 2 Affiliates serving the same term.</p>	<p>The President role (and therefore, President-Elect and Immediate Past President) should be held by a member who is experienced and working in QFCRE, thus Affiliates and Emeritus (because not employed in QFCRE), and Associates and Students (who do not have the requisite years of experience) should not serve in that capacity.</p> <p>However, we recognize the contributions that our Affiliate members have made and unlike other CREW chapters which do not permit Affiliates to hold leadership positions or even vote, we believe that Affiliates should have the ability to serve in leadership roles as At-Large Board members and on the Executive Committee (as Secretary or Treasurer).</p> <p>The restrictions in percentage and number help maintain our mission by having leadership roles filled primarily by experienced members who are actively working in QFCRE.</p>





CREW Network Delegate

Kristin Reese

The CREW Network Delegate serves as an ambassador representing CREW Network, soliciting and conveying information to and from Network and providing national perspective to the Chapter.

2017 Updates

- Nominated CREW Philadelphia members for Network Impact Awards;
- Participated on monthly CREW Network Board Hosted calls with other Chapter leaders where best practices were shared, new ideas were examined and approaches to major topics impacting quality chapter operations were discussed;
- Related ideas and best practices learned from Board Hosted calls and attendance at Leadership Summits to Committee Chairs at quarterly meetings;
- Promoted CREW Network Convention at the July 18 program; and
- Attending CREW Network Convention in Houston scheduled for October 19th through 22nd.





Past President

Jeanne Armstrong

Arranged, planned and hosted the Annual Past President's Event entitled "A Look at the Changing Landscape of Industrial Space" on April 20, 2017, at the Quorum at the University City Science Center. This program gave us an insider's look at the I3 Model of Industry: Innovative, Individualized, Immediate...

The panel included a private investor/developer, architect and public/private economic developer who discussed how consumer demand of "Last Mile" has been driving the need for accelerated manufacturing and distribution in our local and regional markets.

At the event, the Chapter awarded four (4) scholarships in the amount of \$5,000 each to four impressive, talented and deserving young women pursuing a course of study in real estate attending Drexel University (2), The Wharton School - University of Pennsylvania and Lafayette College.

Arranged the Past President's tea to welcome President-Elect Stephanie Sprenkle.





Chapter Champion

Marcy Hart

CREW Network Foundation, the philanthropic arm of CREW Network, is the sole foundation dedicating its resources to support the mission of CREW Network while building opportunities for women and girls in commercial real estate. By focusing their efforts to increase awareness of CREW Network Foundation's powerful reach, CREW network members have raised thousands of dollars and positively impacted the commercial real estate industry by introducing many females to commercial real estate and the career opportunities available to them. CREW Network Foundation challenged all Chapters to join the growing list of chapters helping to influence the success of the commercial real estate industry by advancing the achievements of women by taking part in the Chapter Challenge.

Chapter Challenge:

- 100% of the Board donating to CREW Network Foundation: COMPLETE
- \$1,000 minimum Chapter donation: COMPLETE
- 50% of the membership donating to support CREW Network Foundation: ALMOST THERE

THANK YOU FOR YOUR PARTICIPATION AND SUPPORT!

CREW Network Foundation supports:

- Scholarships
- Industry Research
- Career Outreach





Communications Committee

Chair: Elizabeth Mullin

Co-Chair: Anita Nardone

Board Liaison: Maureen Hobson

2017 Accomplishments:

Marketing & Communications Task Force

- Evaluated the suggestions gathered by the original task force
- In April, we engaged CREW Network to track data from our E-blast so we could better understand reader participation and ensure our mailing list is current
- Currently, we are reviewing how other CREW chapters communicate to their members to ensure we are using best practices
- We evaluated options for updating the CREW Philadelphia website – decided to wait until Q1 2018 to work with CREW Network on this task

Social Media

- Debuted our CREW Philadelphia Facebook Live feature at the January 2017 Economic Forecast event. Since then we have been able to share live video from various CREW Philadelphia 2017 Events
- Created hashtag (#CREWPHilly17), which has been used this year while posting event information
- Working with the developers of GridPod to test out the site and setup CREW Philadelphia to use this tool in the future

Events & Sponsorship

- Assisted Events Committee with event descriptions and graphics to promote exposure on website and E-Blast
- Continued to create PowerPoints for each event to advertise Annual Sponsors – added new slides for this year showing more detail on the CREW Philadelphia Leadership
- Cross promoted 'Events of Interest' with like industry organizations

Membership

- Highlighted member accomplishments and news in social media outlets and E-Blasts
- Updated the Make the Most of your Membership Brochure for use at events and new for this year an electronic version of the brochure was uploaded to the website

Events Committee

Chair: Gabriella Frizlen

Co-Chairs: Mayva Donnon and Annette Hladio

Board Liaison: Jessica Thornton

2017 Accomplishments:

Offered Diverse and Relevant programs:

- **Behind the scenes tours of major real estate projects**
 - Comcast Tower
 - Linode Tour
 - Museum of the American Revolution
 - The Historic Reading Terminal Market
 - CHOP's Roberts Center for Pediatric Research



- **Industry Knowledge**
 - Economic Forecast
 - Transforming Urban Decay
- **Women and Leadership**
 - Closing the Gap
- **Professional Network Building**
 - Golf Outing
 - Cocktails for a Cause
 - CREW Philadelphia & ACE Mentor Program



Events Committee (continued)

Registration to Date

- More than 700 participants registered
- Approximately 60% of members registered as compared to 40% non-member participants



Surveys: Following each program, a Survey Monkey was sent to see what attendees thought of the program content, speakers, location and more so we can improve for you.



Events Committee (continued)

Committee initiatives

Development and Planning of 2018 Event Calendar:

- Utilizing member feedback from survey responses to implement high quality programming for members

Streamlining Internal Committee Roles:

- Recruit more committee involvement and engagement – survey's, logistics etc.
- Continue to improve cross committee and Board communication thru liaison roles

Review and Re-establishment of Various Committee Policies and Procedures including:

- Committee Guidelines
- Guest speaker policy
- Speaker Gift Policy

FALL CHARITABLE LUNCHEON

Chair: Laura McLaine

Fall Charitable Lunch is a subcommittee of Events and is supported by the Communications, Membership, Outreach and Sponsorship Committees. Plans are underway for this year's luncheon being held on November 14, 2017 at the Loew's Philadelphia Hotel. Please join us.





Membership Committee

Chair: Leslie K. Whitby

Co-Chair: Annemarie Caruso

Board Liaison: Andrea Lukens

MEMBERSHIP COMPOSITION

Membership Types - Top 3

Full – Calendar	153 (89.5%)
Affiliate – Calendar	11 (6.4%)
Civic – Calendar	7 (4.1%)
TOTAL	171 Members

Membership Retention **80.68%**

C-Suite Member Count **6 (3.49%)**

5+ Years Experience Count **157 (91.28%)**

New Members **30 (17.44%)**

Specialties - Top 5

Law	15 (8.72%)
Commercial Lending	14 (8.14%)
Architecture	12 (6.98%)
Construction	12 (6.98%)
Interior Design/Space Planning	12 (6.98%)





Membership Committee (continued)

GROWTH CHARACTERISTICS - New Member Specialties

Accounting	Acquisitions	Architecture
Asset Management	Brokerage	Business Development
Construction Management	Consulting	Corporate Real Estate
Engineering	Facilities Management	Land Development
Law	Marketing	Program Management
Real Estate Development	Title/Escrow	

2017 Goals

- Grow membership to 180 members
- Strategies to achieve this goal include:
 - Follow-up with nonmembers after events
 - Annual Membership Drive
 - Quarterly Lunch-A-Rounds
- Improve membership retention

2017 Achievements

The Membership Committee is actively following up with non-member attendees after all events. Our growth in new members reflects this follow-up strategy.





Outreach Committee

Chair: Dina Miller

Co-Chair: Janet Nitka

Board Liaison: Stacey Boston

The Outreach Committee continues to support the CREW Philadelphia mission to raise awareness and elevate the stature of CREW Philadelphia, its members, companies and sponsors by influencing the success of the commercial real estate industry through the advancement of women. The Outreach Committee provides opportunities to CREW Philadelphia members for career development, educating young women about the careers and opportunities within the field of commercial real estate, and to make a direct impact in the community by enriching the lives of women and girls in the Greater Philadelphia area through purposeful philanthropy.

The Committee has the following focus areas:

- **Scholarships:** Providing scholarships to women pursuing a course of study in the field of commercial real estate in the greater Philadelphia area. This year fourteen (14) applications were received; eleven (11) were complete and were reviewed.
 - Four (4) scholarships in the amount of \$5,000 each were awarded at the Past President's Breakfast to Connie Lin - Drexel University (Architecture); Kara Rosenthal - Lafayette College (Civil Engineering); Katherine Salvatori - The Wharton School - University of Pennsylvania (Economics); and Maria Boehm - Drexel University Lebow College of Business (MBA and Graduate Certificate in Construction Management)
- **UCREW:** CREW Philadelphia is committed to bringing more women into the field of commercial real estate by creating programs that educate women and girls about the career possibilities available to them and by providing mentoring and networking opportunities.
- **Professional Development:** Developing a program for CREW members seeking advancement within their careers.



- **Philanthropic Partner:** The purpose of choosing a Philanthropic Partner is to provide the opportunity to create an advantageous partnership and relationship while making a tangible impact on our local communities.
 - The Committee received twelve (12) applications this year from various non-profit organizations. The Committee reviewed and discussed the applications against a set of criteria to recommend Philadelphia Youth For Change d/b/a YouthBuild Philadelphia Charter School as the 2018 Philanthropic Partner.
 - The Committee hosted an event in June to highlight the outcome and impact on CREW Philadelphia's 2017 Philanthropic partner, ACE Mentor Program Pilot Program - Building Futures. CREW members mentored student teams, composed of girls 14 – 18 years of age, to assist them in the development of their vision of Market East Mall – Gallery Renovation Project.





Sponsorship Committee

Chair: Kathleen Fahy

Co-Chair: Angela Novalski

Board Liaison: Marcy Hart

2017 Achievements

- Raised \$73,100 in annual sponsorship income, compared to a budget of \$52,900 – @38% over budget
- Achieved a retention rate of 68% of 2016 Sponsors/Affiliates
- Obtained 6 new Sponsors/Affiliates in 2017 (2017 goal was 3-5)
- Doubled the number of Skyscraper Sponsors from 3 to 6
- As a committee we contributed 4 baskets to the Fall Charitable Luncheon amounting to over \$1,600.00

2018 Goals

- Achieve \$58,190 in annual sponsor income – a 10% increase over 2017 budget
- Retain 75% of 2017 sponsors
- Obtain 3-5 new sponsors
- Continue to encourage growth of the Personal Pledge Sponsorship Program
- Add more engaged members to Sponsorship Committee





President Elect Stephanie Sprenkle

A lot of exciting changes are coming in 2018:

- A new website should be in place by the end of the second quarter
- The implementation of the new Bylaws
- The approval and implementation of an updated strategic plan.
 - Gail Howard and Alissa Thornton of Liberty Business Strategies, Ltd. who are outside consultants retained by CREW Philadelphia to facilitate the strategic planning process, will be conducting interviews with some members and arranging for focus groups to have discussions about our Chapter's greatest needs. The process will be starting with a survey to all members, which will be sent via email on September 15. It is a short survey, and I encourage everyone to participate. The more honest feedback we get, the better we can create a strategic plan that will help CREW Philadelphia grow in the future.

I am looking forward to serving as your President next year and if you have any thoughts for next year, please share them with me.





CREW Network

CREW Philadelphia is a founding Chapter of CREW Network and is now one of 74 across the globe. Founded in 1989, CREW Network is the industry's premier business networking organization dedicated to influencing the success of the commercial real estate industry by advancing the achievements of women. CREW Network provides support to our members worldwide through business development, leadership development, industry research and career outreach. CREW Network members are connected to more than 10,000 commercial real estate professionals globally, representing nearly every discipline within the industry. CREW Network has developed a Global Agenda to grow beyond North American borders to increase the power and diversity of the network globally. Starting with CREW UK, an affiliate group established in the United Kingdom in 2016, CREW Network is working to expand membership in major markets across the globe.

INITIATIVES:

- Business Development
 - Facilitating business networking and deal making among our multi-disciplinary membership is the cornerstone of our organization. We deliver impactful networking opportunities including three Leadership Summits and the CREW Network Convention and Marketplace annually. Members also have exclusive access to our CREWbiz technology platform, which serves as a membership directory, resource and referral center, personal marketing tool and app.
- Industry Research
 - CREW Network is the world's leading researcher on women in commercial real estate. Our industry research produces white papers annually and a benchmark study every five years, delivering data and action items to advance women in commercial real estate and positively impact the industry.
- Leadership Development
 - Building effective leaders is key to advancing the commercial real estate industry. We dedicate significant resources to providing our members with high-level leadership development training and opportunities to serve on global boards and committees to develop and hone applicable leadership skills.
- Career Outreach
 - CREW Network and our Foundation are committed to bringing more women into commercial real estate by creating programs that educate women and girls about the career opportunities available to them, supporting college-level commercial real estate education through scholarships, and providing mentorships to those new to the industry.



We acknowledge our Past Presidents with grateful thanks

1984: Sarah E. Peck

1985: Sarah E. Peck

1986: Lois Atalla Alexander

1987: Patricia L. Adell

1988: Susan Eaton

1989: Christine E. Brown

1990: Barbara R. Kelly

1991: Mary Colen

1992: H. Hetherington Smith

1993: Midge McCauley

1994: Mary Jean McCorry

1995: Joan C. Rosoff

1996: Shep Houston

1997: Millie C. Korn

1998: Maureen A. Ward

1999: Jennifer Jones

2000: Jacqueline Buhn

2001: Terri S. Johnson

2002: Maureen P. Hobson

2003: Nancy S. Cleveland

2004: Dayle Rosenzweig

2005: Pamela Peters Arms

2006: Lisa Keane

2007: Nina Shallcross

2008: Patricia Marie Patrick

2009: Tina R. Makoulian

2010: Deborah A. Gilmore

2011: Tracy L. Steele

2012: Sharon N. Humble

2013: Janet Kimbleton Grace

2014: Rebecca Udell

2015: Kristina Harshany

2016: Jeanne Armstrong





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