



**2015 ULI Fall Meeting  
San Francisco, California  
WLI/Prologis Scholarship Recipient Essay  
Tracey Ferguson, The New Home Company**



**LEADERSHIP IS THE POWER TO EMPOWER**

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I am honored to be recognized as one of the outstanding women members of ULI in receiving the 2015 ULI Fall Meeting WLI/Prologis Scholarship. I joined ULI in 2005 and over the past ten years I have served in various leadership capacities with ULI Sacramento including YPG Chair, Co-Chair of Game Night benefiting ULI's UrbanPlan, and most recently as the ULI Sacramento WLI Committee Partnership Liaison.

I am grateful for the experience as a WLI/Prologis Scholarship recipient during the Fall Meeting. The exposure to exciting people and new opportunities made for career lasting influences and memories. Most notably of these were meeting my distinguished WLI mentor, Connie Moore, and the invitation to be a guest of the Multi-Family Product Council at their Council Reception and during Council Day. Connie provided incomparable introductions to her ULI MFC Blue colleagues and others from the Bay Area and beyond, access to behind-the-scenes real estate development tours in the City, insight into the dynamics of a corporate board of directors, and the importance of the ability that women have to think differently and to creatively problem solve in business.

The notebook I carried during the Fall Meeting is full of my impressions of the WLI session panels and the knowledge from the land development and real estate women leaders that participated. A few of the remarks that stuck with me are: "chance favors the prepared mind," "when you share more, you learn more," "establish your own board of directors," "ask for what you want," "seek out meritocracy cultures," "think it, defend it, rationalize it," and "be impossible to ignore." As not to overlook the 800-pound gorilla in the room, there are also key notes in the margins about the necessity of the inclusivity of men in the dialogue to achieving real change with gender diversity in top management and leadership roles.

In the coming months, I plan to translate my experience at the Fall Meeting into greater involvement with ULI through increased communication between the San Francisco and Sacramento District Councils. How fortunate that the 2015 Fall Meeting was in my backyard, and I was successful in making effective connections with enthusiastic San Francisco District Council members to explore future WLI program collaborations. Though these and other efforts, I look forward to continuing to support WLI's mission to raise the visibility and number of women leaders in ULI and the real estate industry.

In closing, my gratitude goes out to Prologis for their generous backing of the WLI Scholarship and their power to empower outstanding women members of ULI. The thought leadership from the panel of Prologis senior women at the Scholarship Recipient Breakfast was incredibly inspiring. I applaud Prologis for recognizing the value of a gender-diverse workforce at the top. With a champion of equitable workplace environments like Prologis and a focus on talent as the metric, my expectation is that meritocracy cultures will become more common. It's time for the 800-pound gorilla to go on a diet. It simply makes business sense.