



Position Specification

National Multifamily Housing Council

President

Private and Confidential

Our Client

Based in Washington, D.C., the National Multifamily Housing Council (NMHC) is the place where the leaders of the apartment industry come together to guide their future success. With the active engagement of industry's most prominent and creative leaders, NMHC provides a forum for insight, advocacy, and action that enable both members and the communities they build and own to flourish. NMHC's key stakeholders include the prominent owners, managers, lenders, investors, developers, brokers, and industry support servicers who help create thriving communities by providing apartment homes for 39 million Americans and contributing \$3 trillion annually to the U.S. economy.

NMHC provides leadership for the apartment industry on legislative and regulatory matters, advances research and the exchange of strategic business information, identifies and communicates best practices, and promotes the desirability of apartment living.

Key activities include:

Advocacy

The Council is actively involved in forming national housing policy and shaping the legislation and regulations that affect the industry. From public testimony before Congressional committees to selective participation in judicial proceedings, NMHC is consistently heard on the entire spectrum of multifamily and rental housing-related issues. NMHC concentrates its policy efforts on issues related to housing policy, finance, tax, technology, property management, environmental issues, labor, and employment, housing affordability and building codes. In addition, NMHC sponsors a political action committee representing the multifamily industry (NMHC PAC). For the past 25 years, NMHC has enjoyed a strong partnership with the National Apartment Association (NAA), collaborating on public relations campaigns and other industry initiatives (i.e., <http://www.weareapartments.org>) and whereby NMHC leads lobbying efforts on the federal level on behalf of the entire multifamily industry, and NAA drives state advocacy activities. The Council serves as a strong advocate for increased diversity, equity, and inclusion across the multifamily housing industry. It provides educational tools and encourages best practices amongst its member firms.

Industry Meetings

NMHC's meetings are generally acknowledged to be the most stimulating and thought-provoking gatherings of the nation's senior apartment executives. Varying in size and focus, the meetings offer participants in all phases of the industry the invaluable opportunity to convene and candidly share information and insights, debate issues of common interest, and hear nationally recognized speakers.

The Council holds three membership meetings a year, each offering a different setting and degree of intimacy.

- The **Annual Meeting** in January is the largest event of the year, open to all NMHC members and presents world leaders, business titans, women's initiatives, and ample time for dealmaking at a world-class resort.
- The **Spring Board of Directors Meeting** is one of the most exclusive annual assemblies of apartment industry CEOs and senior executives from Executive Committee and Board of Directors member firms.

- The **Fall Meeting** is open to all members and highlights legislative priorities, meetings with Members of Congress and the Administration, apartment business issues, and the exchange of cutting-edge ideas.

In addition to its membership meetings, NMHC sponsors three important industry conferences that are open to non-members:

- The **Apartment Strategies Conference** kicks off the year in January and includes an entire day of trends, research, and powerful business insight.
- The **Student Housing Conference** brings together the leading players in student housing each October.
- Held in November, the **OPTECH Conference & Exposition** offers peer-to-peer collaboration, and an unparalleled educational and networking environment focused on apartment technology and operational efficiency and includes a robust exhibit hall and innovation competition.

Beyond the membership meetings and industry conferences, NMHC hosts several annual events which round out its commitment to bringing forward-facing content to attendees:

- The **NMHC Women's Event**, held immediately prior to the NMHC Apartment Strategies Conference and NMHC Annual Meeting in January, presents industry-leading panels, an iconic keynote speaker, and unparalleled networking for women executives.
- The **NMHC Research Forum**, held in April and open exclusively to members, is targeted to the nation's leading apartment researchers – in-house and third-party – and is designed to address critical issues facing the multifamily housing industry.
- The **NMHC Leadership Forum on Diversity, Equity & Inclusion**, held immediately prior to the Spring Board of Directors Meeting and open exclusively to members, presents expert keynotes, panels, and an opportunity for industry exchange – all designed for the C-suite attendee.

Information Resources

NMHC is an acknowledged source of expert information on the apartment industry for Council members, policymakers, the public, and the press. Through its publications and forums, the Council highlights industry “best practices” and provides technical information on a wide range of topics. Through a series of e-newsletters, benchmarking surveys, white papers, and its annual ranking of the 50 largest apartment owners, developers, and managers (the *NMHC 50*), the Council provides industry leaders with succinct, accurate, timely and comprehensive information.

NMHC employs a staff of 43, working primarily in the Washington, D.C., office, with a \$19 million operating budget.

For more information about NMHC's work, visit www.nmhc.org.

The Role

The President of the National Multifamily Housing Council works with the Board of Directors, Officers, and staff to develop and implement an evolving strategic vision that maintains and builds upon NMHC's position as the leading voice for the multifamily housing industry. They will serve as the primary representative for the NMHC and the industry in a variety of external forum and will be actively engaged in continuing to advance the industry's policy and advocacy priorities. The President will oversee the

financial, administrative, advocacy, media and publicity, industry initiatives, research, membership engagement, and programmatic activities of the Council and its resources, including the motivation, retention, and recruitment of a high-performing staff. This includes applying a DE&I lens to all functional areas to identify opportunities to further advance NMHC's strategic goals, and to nurture an inclusive, engaging organizational culture.

Specific responsibilities include, but are not limited to:

- Position NMHC as the leading voice of the multifamily housing industry; advocate to policy makers, the Administration, and other key constituents.
- Maintain NMHC's strong member-focus and high level of volunteer engagement, ensuring the Council continues to respond to, and meet the needs of, its members and key stakeholders.
- Develop and communicate a strong value proposition to current and potential members and partners, with a keen eye toward the creation of programs, products, member engagement, and services that ensure both member retention and growth.
- Dedicate resources to growing membership and engagement among minority-owned and woman-owned firms, along with nonprofit organizations, for the benefit of the entire industry. Continue to identify diverse speakers for NMHC programming.
- Serve as the primary spokesperson and advocate for the organization and its members, representing NMHC to a variety of audiences, including peer organizations and policymakers, building collaborative relationships with related organizations, and positioning the organization as a trusted and valued industry leader.
- Ensure the continued investment by industry leaders in the NMHC PAC, making it one of the most well-funded and impactful funds in the real estate industry.
- Work to maintain and, where possible, enhance NMHC's strong relationship with the National Apartment Association and ensure NMHC remains the leading voice for the multifamily industry at the national level. In addition, make certain the interests of NMHC's members are effectively monitored and represented at the state level, in close partnership with the NAA.
- Serve as a compelling and credible thought leader for the industry, with a strategic view of the landscape and the ability to quickly and creatively offer solutions to complex challenges.
- Identify potential challenges and opportunities that could impact the industry, and work in partnership with the Officers and Board of Directors to develop and execute a sustainable business plan for NMHC and its members.
- Lead, motivate, and manage a high-performing team to execute the strategic vision for the organization in a small office environment. Empower NMHC staff to work collaboratively across all organizational functions.
- Foster a culture of transparency and communication with the staff, officers, board, and committees of NMHC on all relevant operations and issues.
- Lead and invigorate NMHC's revenue generation process, identifying new and incremental streams to enhance the organization's overall budget.
- Oversee the management of the budget according to best business practices, ensuring the financial sustainability of the organization.
- Lead in the formation and dissemination of best practices related to increased diversity, equity, and inclusion in the industry. Foster strategic alliances with organizations that will advance NMHC's efforts to advance DE&I within the organization and the industry.

- Serve as the face of the industry with the media and promote the interests of the industry in a sensitive and appealing way.
- Ensure NMHC leads national multifamily research efforts, sentiment, and capital conditions.
- Partner with the NMHC team to identify new trends and technological advancements that will impact the industry, keeping members informed of potential threats and opportunities.
- Collaborate with other association leaders on policy and best practices.
- Ensure NMHC successfully leads in the fight against harmful regulations and lobbies for policy that is in the best interests of the industry.
- Partner with officers and staff to develop potentially necessary modifications to NMHC's signature meetings and events considering the ever-changing landscape brought on by Covid-19, ensuring NMHC can continue to convene industry leaders for premiere events and deliver a meaningful experience to attendees and participants.
- Oversee the activities of the NMHC Research Foundation, a separately incorporated 501c3 organization. Ensure the Foundation delivers meaningful, impactful research that provides influential and potentially transformational data for the multifamily industry.

Candidate Profile

The successful candidate will possess deep experience in the real estate sector and will understand the issues facing the multifamily housing industry. They will possess the leadership skills and gravitas necessary to represent NMHC's diverse membership base while bringing industry stakeholders together to present a unified voice on public policy matters that directly and indirectly impact the industry. The President will be a dynamic, highly credible leader who has shown progressive responsibility throughout their career and will have demonstrable success in previous leadership roles.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The next President of NMHC shall be a strategic leader with strong political acumen and interpersonal skills.
- They will have outstanding judgment and be a critical thinker, able to make strategic decisions, in consultation with the Officer group of the Board of Directors, about the direction of the NMHC from both a business/operational perspective as well as the public policy agenda.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and, as appropriate, push the boundaries within the industry.
- The ability to effectively balance the desire/need for change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.
- Will have both a long-term focus as well as a track record of execution against short-term goals.

Executing for Results

- They should possess senior executive leadership experience within an organization of comparable scale. They should be thoughtful, but able to act quickly and decisively when necessary. Financially savvy, they should be adept at setting and managing budgets and other resources.

- The ability to set clear and challenging goals while committing the organization to continuously improved performance, tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A track record of success in diversifying revenue streams through the identification of new opportunities, and developing programs, products, and services that add value and revenue.

Leading Teams

- The ability to retain and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of talent.
- Should support a culture of transparency, accountability, inclusivity, and empowerment.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- The successful candidate will be skilled at building relationships with members, volunteer leaders, donors, partners, policy makers, and other important stakeholders.
- A dynamic and charismatic spokesperson who will make a strong and credible 'face' of the NMHC and the multifamily housing industry.
- Given the importance of the President representing NMHC externally, including before the media, it is critical that this individual have the executive presence, manner, and style to represent the Council and its membership with distinction. Further, knowledge of multifamily issues, gained through experience in a leadership role in the industry, or within an association representing the housing or real estate sector is strongly preferred, and would allow a successful candidate to more quickly integrate into the role.
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Able to build bridges across NMHC membership, effectively engage audiences in both conference and interpersonal settings, and bring experience at managing board-level relationships.

If you are interested in applying to this position, please email a resume and cover letter to: nmhc@russellreynolds.com.