

POSITION AND CANDIDATE SPECIFICATION



NATIONAL APARTMENT ASSOCIATION

PRESIDENT & CEO

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POSITION SPECIFICATION

Client Organization

The National Apartment Association (NAA) has grown more in the last 10 years than at any other time and plays a more important role in the rental housing industry than ever before. Today, there are 38 million apartment residents; 20.1 million apartment homes; 1.3 trillion dollars contributed annually to the economy by apartment homes and their residents; more than 12.3 million jobs supported. There are over 11 million more renters today than there were 10 years ago; 7 million of those in the past five years alone. By comparison, in that same five year period, the number of homeowners were up less than 400,000.

Economic projections indicate that there will be 4 million new renter households by 2025. There are more than 80 million Millennials entering the rental market and 70 million Baby Boomers downsizing. Studies have shown both of these demographic groups prefer the convenience and mobility of renting. To keep up with this demand, however, the country needs between 300,000 and 400,000 new apartments each year, yet in the past four years there was only an average of 208,000 built per year. Suffice it to say, the industry is on an upward climb.

In this exciting dynamic, NAA, America's leading voice for the apartment housing industry, provides members with the most comprehensive range of strategic, educational, operational, networking, and advocacy resources they need to learn, to lead, and to succeed. NAA's mission is to enable every single one of their members to fulfill his or her professional goals with great competence, speed, and the highest standard of ethics.

NAA's members represent all facets of the multifamily housing industry: apartment owners, management executives, developers, builders, investors, property managers, leasing consultants, maintenance personnel, suppliers, and related business professionals. As a federation of nearly 170 state and local affiliates, NAA encompasses over 69,000 members representing more than 8.1 million apartment homes throughout the United States, Canada and the United Kingdom. Members in good standing of any affiliated association are automatically considered members of NAA and entitled to NAA benefits. Based in Arlington, Virginia, NAA's national headquarters include a staff of approximately 70 FTEs and a nearly \$34 million budget.

As the only full service national trade association dedicated solely to the apartment industry, NAA provides members with a range of unique offerings such as education, networking, and best practices around increasing operational efficiencies.

- The National Apartment Association Education Institute (NAAEI) provides broad-based education, training and recruitment programs that attract, nurture, and retain high-quality professionals and develop tomorrow's apartment industry leaders. In addition to certifications, online learning, and leadership training programs, NAAEI offers programs like Lyceum, a leadership development program focused on emerging volunteer leaders.
- NAA also offers members a chance to participate and connect with peers and colleagues at the industry's premier networking events for multifamily housing industry professionals, including the NAA Education Conference and Exposition – the most attended industry conference in the country.
- NAA's Click & Lease Program. The National Lease Program provides members with consistent and current leasing and landlord/tenant paperwork on a state by state basis.

NAA's federated structure is critical to the industry's success and enables members to be represented at the state and local levels, where NAA analyzes legislation, conducts research, and provides resources to help build members' strength and influence with and through local and state affiliates.

At the Federal level, NAA has a long-standing agreement with the National Multi Housing Council (NMHC) that provides for a coordinated advocacy approach to advancing issues of mutual concern before legislative and regulatory bodies. NAA's federal advocacy strategy is of growing importance to its members. The association's overarching advocacy goal is to persuade Congress to create a balanced housing policy that recognizes the critical role of apartments in providing shelter for Americans.

In addition, NAA operates the NAAPAC, which is budgeted to make \$1.2 million in political contributions on the federal level during the 2015-2016 biennium.

To learn more about NAA, please visit: www.naahq.org and/or www.weareapartments.org.

Position Summary

Major Responsibilities

The President & CEO of the National Apartment Association works with the Board of Directors and Executive Committee to develop the organization's strategic vision and execute the strategic business plan. S/he serves as the primary spokesperson for the apartment housing industry and is an active partner in advancing the multifamily housing industry's advocacy agenda.

As the chief staff executive, s/he is responsible for the leadership, direction and overall management of the organization and its resources, including the recruitment, retention, and motivation of a high-performing staff. The CEO leads the refinement and development of programs, products, and services that add value to the member experience and considerable revenue to NAA's bottom line; s/he is accountable for the financial and operational viability of the association. The CEO spends approximately 30% of his/her time on business travel.

Key Relationships

Reports to:	Board of Directors
Direct reports:	Executive Vice President and COO Senior Vice President, Meetings, Communications, and Business Development Vice President, Membership & Affiliate Services Vice President, National Lease Program Director Human Resources Office Manager
Other key relationships:	NAA Affiliates (including their leadership and their Members) National, regional, and local volunteer leaders National Suppliers Council (made of the suppliers and service providers servicing the apartment industry) Other National Trade Associations (i.e., National Multi Housing Council, National Association of Affordable Housing Management, etc.) Relevant Legislative and Regulatory bodies

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- Significant leadership and management experience with direct accountability for results in an organization of comparable scale, scope, and complexity.
- Experience working with a board of directors to develop a strategic vision and business plan; leading a team to successfully implement that business plan.
- Experience engaging with a wide range of volunteer leaders and stakeholders; has worked with/in a federation model.
- A dynamic and charismatic spokesperson who has served as the “face and voice” of an organization or industry.
- A track record of success developing programs, products, and services that add value and revenue.
- Exceptional management skills in recruiting, developing, retaining, and motivating high-performing individuals and teams.
- Experience in the apartment housing industry and/or a global enterprise is a plus.
- Undergraduate degree required; CAE preferred.

Critical Competencies for Success

Strategic Leadership & Management: The President & CEO of NAA will be a visionary leader who will work with the Board of Directors and Executive Committee to develop a strategic business plan for the organization’s continued growth and successfully drive the execution of the plan. S/he will:

- Work collaboratively and openly with the Board of Directors, Executive Committee, members, volunteer leadership, affiliates, and all relevant stakeholders to drive consensus and cultivate energy for a new vision for the association and the industry.
- Continually assess existing and explore new revenue streams from programs, products, and services that provide value to current and future members in the U.S. and abroad.
- Recruit, motivate, and, develop a high-performing staff whose skillset is properly aligned with the organization’s goals.

- Lead NAA's operations according to best business practices; serve as a thoughtful financial steward of the organization's resources.
- Technologically conversant.

Relationship Building and Communication Skills: NAA's CEO will be an exceptional communicator and charismatic "face and voice" of the apartment industry. S/he will leverage strong interpersonal skills to foster relationships among all NAA's constituencies by:

- Effectively strengthening and managing strong relationships with the vast range of NAA federation stakeholders: members, affiliates, suppliers, staff and the industry's next generation of leaders, in a manner that builds trust and encourages participation.
- Identifying and leveraging opportunities for partnership with affiliate network to strengthen the association's overall position, programs, and advocacy agenda.
- Clearly articulating NAA's value proposition with passion, energy, and credibility.

Political Acumen & Advocacy: Advocacy is of critical and growing importance to NAA, its members, and its affiliates. As a key advocate for the apartment industry, NAA's CEO will:

- Manage the NMHC partnership to ensure NAA's advocacy agenda is advanced successfully.
- Lead NAA's advocacy strategy on issues unique to NAA's members.
- Coordinate with local and state affiliates on key issues.
- Provide leadership and direction in fund raising and administration for both the NAAPAC and NAA's Better Government Fund (the fund that raises corporate funding to underwrite NAAPAC events).