

Position and Candidate Specification

Confidential Search



President and Chief Executive Officer

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The CRE Finance Council (CREFC) is the trade association for the commercial real estate finance industry. More than 400 companies and 19,000 individuals are members of CREFC, and these members include senior executives from every sector of the industry – including balance sheet and securitized lenders, loan and bond investors, private equity firms, servicers and rating agencies, among others. The industry plays a critical role in the financing of office buildings, industrial and warehouse properties, multifamily housing, retail facilities, hotels, and other types of commercial real estate that help form the backbone of the American economy.

As “the voice of the commercial and multifamily real estate finance industry,” CREFC is dedicated to promoting liquidity, transparency, and efficiency in the commercial real estate finance market. CREFC acts as a legislative and regulatory advocate for industry, playing a vital role in setting market standards and best practices, and providing education for market participants.

KEY COMPONENTS

- **Industry Connectivity** - CREFC provides high-quality networking and connectivity with decision makers from leading commercial real estate finance companies around the world.
- **Industry Standards & Best Practices** - CREFC facilitates the development of best practices and industry standards that promote the commercial real estate finance market's efficiency, transparency, and liquidity worldwide. Notably, the CREFC Investor Reporting Package (CREFC IRP) is a transparent, standardized set of loan, property, bond and deal level information including numerous report format standards. The CREFC IRP is considered the gold standard for disclosures by investors and policymakers alike.
- **Conferences, Seminars, and Forums** - CREFC hosts two major industry conferences each year for industry participants representing every market sector, in addition to frequent regional Mini-Conferences and After-Work Seminars on-line and in person around the country. CREFC also hosts industry sector-specific Forums that address specific needs of participant groups, such as investors, lenders, issuers, and servicers.
- **Government Relations** - As the recognized leading voice of commercial real estate finance, CREFC is the industry advocate for federal policies affecting the industry. CREFC continually educates lawmakers and regulators about commercial real estate finance and its importance to the overall economy. This allows the organization to effectively advocate policies promoting the strength and liquidity of the markets.
- **Member Communications** - *CRE Finance World*[®] is CREFC's premier magazine. Written by leading participants in commercial real estate finance, *CRE Finance World* is considered the best source available for its own market. The magazine complements other ongoing member communications provided on a daily and weekly basis.
- **Research & Surveys** - CREFC offers research and insight compiled from its members. It also develops periodic surveys that provide specific sectors of the industry with performance benchmarking and trend analysis.

CREFC has offices in New York City and Washington, D.C. with an annual budget of \$17.75M and 19 staff. For more information, visit <https://www.crefc.org/>.

The President and Chief Executive Officer is responsible for leading CREFC's overall direction and positioning the organization as the central voice and convening body for the commercial real estate finance industry, working closely with the Board and membership to advance its mission, strengthen its relevance, and elevate its impact across the market and policy landscape.

KEY RELATIONSHIPS

Reports to	CRE Finance Council Board of Governors
Direct reports	Senior Managing Director, Chief Operating Officer Managing Director, Chief Lobbyist, Head of Legislative Affairs Managing Director, Head of Regulatory Affairs and Sustainability Managing Director, Industry Initiatives Managing Director, Research Senior Director, Servicing Liaison Executive Assistant
Other key relationships	Current and prospective members Related trade associations and nonprofit organizations Relevant legislative and regulatory leaders

KEY RESPONSIBILITIES

Strategic Leadership

- Develop and execute CREFC's long-term strategic vision and multi-year business plan.
- Provide thought leadership on industry trends, market dynamics, and legislative and regulatory developments.
- Foster innovation and responsiveness to evolving market conditions and member needs.
- Oversee organizational growth and new initiatives that expand CREFC's reach and impact both with its members and with regulators and legislators.
- Guide media strategy and define key themes appropriate for the business press on a recurring basis.
- Partner with the Executive Committee and Board of Governors on governance, strategy, and performance oversight.

Advocacy & Government Relations

- Lead policy development and advocacy for the CRE finance industry in collaboration with CREFC's Government Relations staff, Policy Committee, Executive Committee, Board of Governors, and outside consultants, focusing on proposed changes to existing and new regulatory and legislative matters impacting commercial real estate and CRE finance.
- Serve as CREFC's primary spokesperson and advocate before Congress, regulatory agencies, and government officials.
- Build and maintain relationships with key policymakers, regulators, other trade organizations, and industry leaders.
- Coordinate with legal and regulatory experts to address industry challenges by collaborating with in-house Government Relations staffers and outside consultants of CREFC.

Member Engagement & Business Development

- Drive membership growth and retention strategies across all market segments.
- Enhance CREFC's member value proposition through innovative programs and services and by responding to member requests, reflective of the changing needs of members and the market in general.
- Cultivate effective relationships with CREFC member C-suite executives and senior decision-makers.
- Oversee development of industry conferences, educational and affinity group programs, networking events.
- Respond to member-driven proposals on a timely and thoughtful basis and include those individuals in working alongside CREFC staff to move the issue forward.

Industry Leadership

- Serve as Head of the Executive Committee and Board of Governors alongside member CREFC Board Chair.
- Represent CREFC at industry conferences, panels, and speaking engagements.
- Collaborate with other trade associations and industry organizations, with outreach to your counterparts in similarly minded trade associations.
- Promote industry best practices and professional standards.
- Serve as a trusted advisor to members on industry matters.
- Work directly with the press to ensure the appropriate messaging is being shared not only with our members, but also with the public, the press, legislators and regulators, and senior leaders of the Association.

Organizational Management

- Provide executive leadership to CREFC staff and management team.
- Oversee financial management, budgeting, and operational efficiency.
- Ensure effective governance and board relations.
- Driving organizational culture and professional development.

DESIRED OUTCOMES

- Define and deliver a compelling vision for CREFC's next phase, identifying new avenues for growth, relevance, and impact in a mature and evolving market.
- Advance key industry priorities through disciplined execution, translating CREFC's convening power and thought leadership into meaningful, visible progress on complex market issues.
- Further strengthen the organization's value proposition, deepen engagement across the full CRE finance ecosystem and ensuring all major constituencies see clear and sustained benefit from participation.
- Elevate CREFC's influence and external voice, building on its position as a leading advocate and ensuring strong visibility with policymakers, media, and industry leaders.
- Foster alignment and momentum across a complex stakeholder landscape, bringing together diverse perspectives to support shared priorities and sustained progress.
- Lead thoughtful evolution of the organization, building on existing strengths while implementing targeted enhancements that position CREFC for long-term success.
- Sustain and expand CREFC's role as the industry's premier convening platform, driving connectivity, collaboration, and thought leadership across the market.
- Ensure strong organizational performance and execution, maintaining high-quality outputs and an effective, high-performing team.

CREFC seeks a visionary and experienced commercial and multifamily real estate leader to serve as its next President & Chief Executive Officer. The CEO will advance CREFC's mission to promote the growth and development of commercial real estate finance through advocacy, education, networking, and industry standards. This executive will set the organization's strategic direction; represent CREFC with policymakers, regulators, and the press; and partner closely with the Executive Committee and Board of Governors to drive member value and industry impact.

The ideal candidate will be highly credible within the industry with deep experience of commercial real estate lending, investing and mortgage servicing, and a strong understanding of the diverse constituencies that shape the ecosystem. This person will bring a clear point of view on the market, strong communication capabilities, and the ability to engage effectively with senior stakeholders across both the public and private sectors.

The successful candidate must demonstrate the ability to balance relationship management with a bias toward action—navigating complex governance dynamics while driving measurable progress on key initiatives. This person will be a pragmatic and effective operator, capable of aligning competing stakeholder interests, re-engaging critical constituencies and articulating a clear, forward-looking strategic vision for the organization.

Finally, the CEO must be an influential leader and communicator, comfortable operating in highly visible settings and adept at representing the industry with credibility and authority across policy, media, and member audiences.

IDEAL EXPERIENCE

Senior leadership experience within commercial real estate finance

Significant experience in CRE lending, securitization, or adjacent segments, with a deep understanding of market structure, participants, and dynamics across the capital stack.

Business-side operating experience in complex market environments

Track record in senior roles with direct exposure to market cycles, stakeholder management, and commercial decision-making within a multifaceted industry context.

Established relationships and credibility across the industry

Recognized by peers with an existing network of leaders and the ability to engage key partners with authority.

Experience working across diverse and competing constituencies

Demonstrated ability to operate effectively in environments with multiple stakeholder groups, balancing differing priorities across investors, lenders, and other market participants.

Governance and external-facing experience

Experience working with boards or industry groups and representing organizations externally, including communicating complex issues to audiences across industry, policy, or market contexts. Familiarity and experience with the political process, with the ability to engage credibly with government, regulators, and industry stakeholders.

CRITICAL LEADERSHIP CAPABILITIES

Acting Strategically

- Develops and communicates a clear, forward-looking vision that positions CREFC for long-term relevance and growth in a mature and evolving market.
- Identifies and pursues new avenues for growth and influence, including partnerships and expansion of the organization's role within the broader ecosystem.
- Apply deep industry insight to anticipate market shifts and shape organizational priorities accordingly.

Driving Results

- Translates strategy into concrete outcomes, ensuring that initiatives move beyond consensus-building to execution.
- Demonstrate decisiveness and accountability, advancing priorities even when full agreement is not achievable.
- Maintains momentum on complex, multi-stakeholder initiatives, balancing pace with alignment.

Collaborating and Influencing

- Build credibility and trust with diverse stakeholders, including board and executive committee members, while navigating complex and sometimes competing interests.
- Exercises sound judgment and independence, navigating differing viewpoints and ensuring decisions reflect the broader interests of the organization.
- Represents the organization externally with clarity and authority, effectively shaping perspectives among policymakers, media, and industry leaders.

THE SEARCH PROCESS

Spencer Stuart, a global executive search and leadership advisory firm, has been retained by CREFC to help identify and recruit the next CEO. For nominations and expressions of interest, please contact Spencer Stuart at CREFC_CEO@spencerstuart.com. Please note that all submissions will be treated with complete confidentiality by Spencer Stuart and CREFC.

The base salary range for this position is expected to be within the range of \$650,000-800,000, plus a discretionary bonus of 50% to 100% depending on base salary and based on performance. The actual salary offered may vary based on job-related knowledge, skills, and experience.