



THE COUNSELORS  
OF REAL ESTATE®

**Fall 2017**  
**New Member Guide**

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# INTRODUCTION & WELCOME

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On behalf of our 1,000 members worldwide, welcome to The Counselors of Real Estate®.

Your invitation to membership provides personal access to a prestigious credential for the most trusted advisors in commercial real estate: the CRE<sup>®</sup>- *a Counselor of Real Estate*.

In the following pages, you will learn more about the benefits of membership in The Counselors, such as thought-provoking educational sessions; exposure to creative approaches to interesting projects at the local, national, and international level; and, perhaps most importantly, the opportunity to develop invaluable new relationships with other high-level practitioners in commercial real estate.

**The best way to obtain the maximum benefit from your Counselor membership is to put the CRE network to work by becoming an active participant in the organization.**

A wide range of leadership, speaking, writing, and service opportunities abound in an organization inspired and driven by member participation. CRE opportunities include:

- Attending educational sessions and networking functions at the Annual Convention, Midyear Meetings, and local chapter meetings
- Serving on national CRE committees and task forces
- Interacting with other CREs in your area at CRE Chapter meetings
- Volunteering to serve on a CRE Consulting Corps panel or identifying a potential project where the Consulting Corps could help in your community
- Proposing a project for funding from The Counselors of Real Estate Foundation
- Recommending, sponsoring, or interviewing a new prospective member
- Sharing member news for inclusion on the CRE website
- Writing articles for the CRE journal *Real Estate Issues*
- Assisting CRE colleagues in their requests for information and professional support
- Nominating a project for the James Felt Creative Counseling Award

Our members consistently let us know that they receive much more from their involvement in the organization than they give. The key word is “involvement,” an essential component of the value you will ultimately derive from your membership in The Counselors of Real Estate.

# CRE MEETINGS

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Information about all National, International, and Local CRE Meetings is available on the [CRE website](#).

## **Midyear Meetings & Annual Convention**

We hold two National Meetings each year: the Midyear Meetings and Annual Convention. The Midyear Meetings, held in the spring, is usually in April or early May. The Annual Convention is held in the fall, in late September to early November. We encourage you to attend these meetings as an important first step toward active involvement in The Counselors. New members are formally introduced at these events and attend a CRE orientation session.

The Midyear Meetings and Annual Convention typically have three-and-a-half day formats and feature:

- **Educational programs** with speakers of national and international reputation that explore current trends in all areas of commercial real estate, with a focus on big picture topics such as economic forecasts, capital market trends, globalization, and demographics.
- **Business Issues Forums** that address business development and issues relating to key client needs including: public/private partnerships, litigation, sustainability, business opportunities, capital markets, corporations, and others. The Forums are designed to be smaller, interactive discussions.
- **Networking events** that facilitate the development of personal relationships, including the Member Luncheon, Welcome Luncheon, receptions, and other information exchanges.
- **Committee sessions** for those who wish to participate in specific areas of the organization.
- **Social functions** that encourage camaraderie, fun, and highlight the unique nature of the “Counselor Culture.”
- **Spouse and guest activities** designed to introduce CRE spouses and guests with one another and with the cities where our meetings are held.

## **International Conference**

The International Conference presents a series of thought-provoking, interactive sessions designed specifically for all CREs and their guests by our international base. Members will discuss today’s international property environment and how the increasing interconnectivity of the global marketplace impacts all CREs whether they live in Athens, Greece or Athens, Georgia. Pressing issues of our time are discussed. These conferences are hosted by the European Chapter.

## **Chapter Meetings**

The 24 CRE Chapters hold meetings throughout the year. These meetings range from educational seminars to informal roundtable discussions of local real estate issues. The meetings provide the opportunity for CRE members to exchange information and learn from one another. For a current list of upcoming chapter events, visit [our website](#).

# UPCOMING CRE® MEETINGS SCHEDULE

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Please check the [CRE website](#) for updated information on meeting programs, registration, and schedules.

## **2018 MIDYEAR MEETINGS**

London House Hotel  
Chicago, IL  
April 29 – May 1, 2018

## **2018 INTERNATIONAL MEETING**

Rome, Italy  
June 7 – 8, 2018

## **2018 ANNUAL CONVENTION**

Francis Marion Hotel  
Charleston, SC  
October 21 – 24, 2018

# CRE® MEETING SPONSORSHIP OPPORTUNITIES

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CRE offers members, their companies, clients, and vendors the opportunity to sponsor CRE national meetings.

Sponsors receive visibility before the most experienced, high-level executives in the real estate industry—before, during, and after national meetings. Sponsors directly benefit the real estate industry by helping CRE defray costs associated with bringing top-quality thought leadership and essential information to members and to thousands of real estate professionals through the [CRE website](#).

## **Types of Sponsorships**

Sponsorship offerings include:

- **Annual Sponsorships** – There are three levels of Annual Sponsorships, which provide visibility at the CRE Midyear Meetings, CRE Annual Convention, and throughout the year in print and online.
- **National Meeting Sponsorships** – Sponsors may choose to sponsor a particular national meeting. There are several levels of National Meeting Sponsors as well as sponsorships for General Session breaks, breakfast, and luncheon events.
- **Special Event Sponsorships** – These include events at national meetings such as Welcome Receptions, Cocktail Parties, Dinner Events, and Farewell Receptions as well as the Cyber Café.

Sponsors receive visibility that includes use of the company logo in marketing materials before, during, and after the national meeting; a link to the sponsor company on the [CRE website](#) home page; acknowledgement by CRE Leadership from the podium on-site at the meeting; signage on-site at the meeting; and inclusion in the CRE mobile guide and promotional emails.

The Sponsorship Prospectus is regularly updated and is available by contacting CRE at [info@cre.org](mailto:info@cre.org).

# THE CRE® WEBSITE

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The [CRE website, www.cre.org](http://www.cre.org), is an important resource for CRE members and the real estate community. It features information about The Counselors and continuous updates on CRE news, market commentary, counseling case studies, and national and chapter programs.

**It is possible to update your information on the website at any time by logging into the “Members” section and accessing your Profile. Any changes you make on the website will be integrated into the member database at the national office. It is important to keep your information current so that your skills and contact information present you appropriately to prospective clients who use the “Find a CRE” service on the CRE website.**

## •“Members” Section

The [“Members”](#) section provides access to internal communications and organization documents, order forms for promotional materials, electronic logos for downloading, and much more.

To access the “Members” section of the website, you can log in using your last name and Member ID Number. Your Member ID can be found on the membership card attached to the letter included with this package. It can also be obtained from your dues invoice or by contacting CRE headquarters at (312) 329-8427 or [info@cre.org](mailto:info@cre.org).

## •Profiles

The [CRE website](#) includes a member database which enables all visitors (members and non-members) to locate Counselors by name, geographic location, and property types or services, by using the [“Find a CRE”](#) search function.

Your profile can also be updated to include:

- C.V. and social media profiles
- Professional Organizations
- A detailed description of you and your work

Please note: Fields that you do not populate on the profile form will not appear on your CRE member profile.

## •Member News Contributions

We invite members to contribute professional news to the [CRE website](#). When you have a shift in your career path, receive an award, or have other news you would like to share with your fellow members and prospective clients, you may submit it by:

- Sending an email to [info@cre.org](mailto:info@cre.org)
- Completing the [Member News submission form](#) on the “Members” section of the [CRE website](#)

For more information, please contact Alyssa Bray at (312) 329-8429 or [abray@cre.org](mailto:abray@cre.org).

### **How to add a photo to your Member Profile:**

To add your photo to your profile, please send a recent professional headshot to Paul Coady at [pcoady@cre.org](mailto:pcoady@cre.org). One of the following formats is requested:

- **Actual headshot photograph** (no laser prints)  
Maximum size 5" x 7"
- **Digital photos**  
Scanned at 150 dpi in RGB color or black and white.  
Save in JPEG file format, approximately 800 px wide and 640 px high

Digital photos to be printed should be scanned at 300 dpi. Please e-mail your photo to [info@cre.org](mailto:info@cre.org).

IF IN DOUBT: Send your actual headshot photo and the national office will create and save a digital image.

We encourage members to provide their photo, as the ["Find a CRE"](#) section of the [CRE website](#) receives the most traffic of any section on the website. Members and the public search for CRE expertise this way.

### **The CRE Library**

If you have recently authored a real estate/business-related book or contributed to such a book, submit the synopsis and a link to where it can be ordered to [info@cre.org](mailto:info@cre.org). We will then be able to include it in the [CRE Library](#) listings on the [CRE website](#).

## CRE SOCIAL MEDIA

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The Counselors' social media accounts extend the visibility of The Counselors of Real Estate and your credential. CRE's various social media pages also provide members with the most up-to-date information on events, member and organizational news, and information that may be helpful to you or your business, in addition to being a way to keep connected to your fellow Counselors any time of day.

With The Counselors' [members-only LinkedIn Group](#), you can ask fellow Counselors for data or insight, share perspectives and articles on business topics, comment on postings, and even ask for information to help you with a project – from members you know AND members you may not yet know. It's the power of The Counselor network – in a secure forum for CRE members only.

On our [LinkedIn Company Page](#), you will see news about books and articles written by Counselors; speakers and topics at our national and international meetings; CRE Consulting Corps projects; the CRE Foundation, and more. If you have a LinkedIn account, you can **follow** us to get updates right on your homepage. You can also share any of the updates with others who use LinkedIn – colleagues, clients, even prospective members you would like to acquaint with CRE. Just click on the share link below a news item.

If you use Facebook to stay in touch with family, friends, or business contacts, be sure to visit The Counselors' [Facebook Business Page](#). It's another way to get updates about fellow CRE members' professional activities, CRE programs and chapter events; congratulate CRE members on published works; find news about The Counselors' national or international meetings; learn about CRE Consulting Corps projects and teams and more. **Like** our page to get the updates on your Facebook news feed. You can comment on posts or share the news with your friends and business contacts. Because our page is public, information about what the CRE credential means is easily viewable by others too, utilizing this popular social media option to further extend awareness of what it means to be a CRE.

Connect with CRE on Twitter! From tweets about CRE programs and events, to real estate industry news and conversations, to live tweeting from the CRE Meetings, and more, you can **Follow** us at [@CounselorsofRE](#) for bite sized updates in 140 characters or less.

Want to post about our meetings or events on your own social media page? Be sure to use our hashtags along with your post! You can find hashtags for each meeting on our social media pages, website, and in the email signature for all staff members. Couldn't make it to the meetings but curious about what was said? All you have to do is look up the hashtag (most recently #CRE2017LA) on Twitter, to see what people said. Find #CRETOPTEN to follow our 2017-18 Top Ten Issues Affecting Real Estate

For more information on The Counselors' social media, contact Alyssa Bray, [abray@cre.org](mailto:abray@cre.org), or (312) 329-8429.

# USING THE CRE® CREDENTIAL

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When you use your CRE® Credential, you instantly identify yourself as a professional who exemplifies the highest levels of experience, integrity, and judgment in the real estate industry. It represents a practitioner's peer-recognized status as one of the most trusted advisors in commercial real estate.

The CRE Credential is granted to an individual and, therefore, may only be used in conjunction with the name of a CRE. It must not be used in any manner that would imply membership in The Counselors of Real Estate by a corporation, partnership, or other group of individuals. The use of the Credential is prohibited if the purpose of an assignment is an appraisal, unless it is used in conjunction with a state license or certification and/or a nationally recognized appraisal designation awarded by an Appraisal Foundation sponsor.

Please begin using your CRE Credential immediately. Suggestions for using your credential include:

- on your business cards and letterhead;
- on your website;
- on your official biography (print and on your website);
- when you speak at events or conferences;
- on your email signature.

**A news release is provided in this guide, on the USB Drive, and in the “Members” section of the [CRE website](#) for you to adapt for your own use.**

The Counselors of Real Estate® and CRE® are registered trademarks of The Counselors of Real Estate. We recommend you use the registration mark when referring to either (the first time on a page is a good guideline). We suggest you add CRE® after your name on your business cards and email signatures.

## THE CRE<sup>®</sup> LOGO

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The CRE logo is the symbol of The Counselors of Real Estate and is a valuable asset that should be used by all members of the organization on a consistent basis.

The logo should not be used in the actual text of any written materials but must stand alone as a separate element. The logo must always be reproduced from approved logotype artwork. It is never appropriate to adjust the elements of the logo or the logo typefaces.

Logo artwork and usage guidelines are available in the [“Members”](#) section of the [CRE website](#) and by request from the national office.

For further information on the use of the CRE Logo and your CRE Credential, please contact the CRE national office at (312) 329-8427 or [info@cre.org](mailto:info@cre.org).

CRE, The Counselors of Real Estate, *Real Estate Issues* and *The Counselor* are registered trademarks of The Counselors of Real Estate.

# CRE® PROMOTIONAL MATERIALS

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When you use the CRE Credential, you not only broaden public understanding of The Counselor organization, you highlight the unique and reliable services provided by Counselors of Real Estate. An order form for CRE promotional materials is included on this USB drive. Items can also be ordered by contacting the CRE national office ((312) 329-8427/[info@cre.org](mailto:info@cre.org)).

- **CRE Lapel Pin**  
In this package you will find a CRE lapel pin. We hope that you will wear it with pride, as a symbol of your achievement in becoming a Counselor of Real Estate. Wearing your pin may also create opportunities for dialogue about your credential at meetings where non-CREs are present.
- **Why Be a Counselor Brochure**  
A pdf copy of the “Why Be a Counselor” Brochure is included on this USB drive.
- **New Member Announcement Cards**  
New members may want to announce their affiliation to business associates, current and potential clients, and friends. New member announcement cards are available from the Chicago office (price includes printing, envelopes, mail preparation and postage). Per policy established by the CRE Board of Directors, only the national staff is authorized to mail the announcement cards. Please order your cards using the enclosed form and forward your list of names and addresses to [info@cre.org](mailto:info@cre.org). To ensure that names and addresses are accurate when the cards are sent, please do not submit handwritten lists.
- **Business Cards**  
CRE business cards, imprinted with your name and business information, proudly display the CRE Logo announcing your affiliation.
- **CRE Membership Certificate**  
Your certificate, mounted on a walnut plaque, will be shipped directly to you. If you prefer a different display option, please return the order form to the Chicago office.

## CRE® PUBLICATIONS

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As a member of The Counselors, you will automatically receive electronic copies of the organization's regularly published periodicals. A copy of the Real Estate Issues Special Issue inspired by the Global Cities in an Era of Change Symposium is included with this package.

- **Real Estate Issues**®: A peer-reviewed journal for members and non-members, *Real Estate Issues* features dynamic, wide-ranging articles that address real estate trends and innovations and offers unique insider perspectives on myriad aspects of the real estate industry. Find the latest thought provoking content on the [CRE website](#).
- **The Counselor**®: The CRE member newsletter, *The Counselor*, provides news stories and features about The Counselor organization and its meetings, members, and chapters. It is distributed electronically and available online at the CRE website.

Shorter articles on real estate counseling or member/chapter news are actively sought for inclusion in *The Counselor* newsletter.

- **Request for CRE Expertise**: Requests for Expertise are brief email requests from members who are seeking specific expertise information from other members. The requests are emailed to members once a week (typically on Thursdays) and provide members access to a vast array of expertise. If you would like to send a Request for Expertise to the membership, send a brief paragraph describing the request to [info@cre.org](mailto:info@cre.org).

## CRE® COMMITTEES

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Appointments to CRE committees are made late in the year prior to actual service, after the results of our annual committee solicitation (usually mailed to members in the summer) have been reviewed. The incoming Chair of the Board appoints members to committees based on their indicated preference, availability, and previously assigned duties. A current list of active committees and their members can be found in the [“Members”](#) section of the website.

As a new member, you are encouraged to attend any one of the organization’s open committee meetings held in conjunction with its business meetings to familiarize yourself with areas in which you may wish to become involved.

Committee profiles and key current initiatives are included on this drive. 2018 committees include:

- Budget & Finance Committee
- Bylaws Committee
- Chapter Activities Committee
- Communications Committee
- CRE Consulting Corps Steering Committee
- *The Counselor* Newsletter
- Ethics Committee
- External Affairs Committee
- Invitation Committee
- Invitation Advisory Committee
- Media Steering Committee
- Membership Development and Retention Committee
- Program Steering Committee
- *Real Estate Issues* Editorial Board
- Strategic Planning Committee
- Sponsorship Team
- Technology Steering Committee
- The Counselors of Real Estate Foundation Trustees

The 2018 Committee Solicitation and Volunteer Opportunities Brochure is included on this USB drive. Contact the CRE national office (312-329-8427/[info@cre.org](mailto:info@cre.org)) if you have interest in serving in 2018 or feel free to audit an open committee meeting during an upcoming National Meeting.

***Other committees and/or task forces may be assigned at the discretion of the Chair of the Board.***

## CRE® PROGRAMS & INITIATIVES

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CRE programs which provide additional opportunities for involvement include:

- [CRE Consulting Corps](#)
- [The Counselors of Real Estate® Foundation](#)
- [CRE Top Ten Issues Affecting Real Estate](#)

# CRE® CONSULTING CORPS

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[The CRE Consulting Corps](#) is a public service program launched by The Counselors of Real Estate in 1997. The program provides municipalities, not-for-profit organizations, educational institutions, government entities, and other such owners of real property access to the highest level of expertise in designing effective strategies for sound real estate solutions. The Corps has served a broad range of clients: from large universities such as the New Mexico State University to smaller institutions like Mississippi's Tougaloo College; urban centers such as Phoenix, Arizona, to small cities such as Fairborn, Ohio; government agencies such as the U.S. General Services Administration, to economic development agencies like The Preston Redevelopment Agency in Connecticut.

Each Consulting Corps project is conducted by a small group of volunteer members whose experience and skill sets are tailored to the specific needs of the client. The extensive talent base available within the CRE community ensures that Consulting Corps teams can handle virtually any real estate problem no matter how complex or sensitive.

The size and scope of assignments range from relocation of a homeless shelter to redesign of a 580-acre desert habitat. We have recommended innovative uses for an abandoned 2,000-acre state mental health facility and advised several Catholic dioceses on consolidation – and in some cases – disposition of real estate holdings in response to major demographic changes. The Corps has assessed the highest and best use potential of a deactivated U.S. military base and advised the Polish government on how to maximize the income potential of property assets associated with its national railway system.

[Recent](#) projects include:

- City of Chicago Heights, Illinois
- Thomasville Payroll Development Authority, Thomasville, Georgia
- City of Fairborn, Ohio
- New Jersey Future/Oxford Township, New Jersey
- Diocese of Charlotte, Charlotte, North Carolina
- Archdiocese of Philadelphia, Philadelphia, Pennsylvania

**All members of The Counselors of Real Estate are encouraged to submit potential projects for Consulting Corps consideration, and all Counselors are eligible to serve on Consulting Corps panels.**

***A PDF of the CRE Consulting Corps brochure is included on the USB drive.***

For further information on the CRE Consulting Corps, please call (312) 329-8431 and ask for the Consulting Corps Program Administrator or email [shaack@cre.org](mailto:shaack@cre.org).

# THE COUNSELORS OF REAL ESTATE® FOUNDATION

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The Counselors of Real Estate Foundation supports projects of social, community, and/or educational benefit which contain a meaningful connection to real estate and knowledge sharing, while enhancing the profiles of real estate counseling, The Counselors of Real Estate, and the CRE Credential worldwide.

**For more information on The Counselors of Real Estate Foundation, please visit the [CRE website](#).**

## **Donations**

Contributions are Income Tax Deductible. The Foundation has been declared exempt from U.S. Federal income taxes under Section 501 (c) 3 of the Internal Revenue Code. Foundation contributions and bequests, legacies, devices, transfers, or gifts to or for the use of the fund are thus tax deductible to the extent allowed by the law.

CRE members are the primary contributors and are encouraged to donate annually. The companies, clients, and affiliates of members are also regarded as potential sources of funding either with individual donations or with matching funds. Corporate contributions are also welcome.

There are no contribution standards or levels. Contributions can be made by installment pledges, cash, check, or bequests. Member and non-member contributors and their advisors are encouraged to include the Foundation in their estate planning program.

**For information on applying for a grant or for further information about the Foundation, please contact Mary Walker Fleischmann at (312) 329-8428 or [mfleischmann@cre.org](mailto:mfleischmann@cre.org).**

# 2017/18 CRE® TOP TEN ISSUES AFFECTING REAL ESTATE

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Each year, members of the CRE External Affairs Committee identify current and emerging issues and trends which are likely to have the greatest impact on real property—commercial and residential. Since its inception in 2012, the CRE Top Ten list has generated significant media coverage and increased external awareness of the CRE credential, as well as the thought leadership for which CRE members are known.

For the past five years, The Counselors has been invited to announce the new list of Top Ten issues as the opening keynote presentation at the National Association of Real Estate Editors annual convention in June. The 2017-2018 issues are shown below.

## **The CRE 2017-18 Top Ten Issues Affecting Real Estate:**

1. Political Polarization and Global Uncertainty
2. The Technology Boom
3. Generational Disruption
4. Retail Disruption
5. Infrastructure Investment
6. Housing: The Big Mismatch
7. Lost Decades of the Middle Class
8. Real Estate's Emerging Role in Health Care
9. Immigration
10. Climate Change

More detailed analysis and descriptions of each issue are available on the [CRE website](#).

**Align yourself and your business with the thought leadership for which The Counselors of Real Estate is known.**

### **Send a Customized Press Release to Your Local Media:**

As a Counselor of Real Estate, you can take advantage of the ongoing media interest in **the CRE Top Ten Issues Affecting Real Estate 2017-18** by sending a copy of the news release to media in your area **customized with your name and company information**. A template for this release is included on this USB drive. Just **fill in the blanks** with your personal information, place the text on your company letterhead, and send it to your local media.

### **Send a PDF of the current CRE Top Ten Issues Affecting Real Estate to Your Clients and Associates:**

Another way to share the CRE Top Ten Issues and raise awareness of your membership in The Counselors of Real Estate is to simply send a brief email to your clients and business associates and include a PDF of the full issues list (included on this USB drive) with explanatory commentary.

For additional information about the activities of the CRE External Affairs committee, or the CRE Top Ten Issues Affecting Real Estate, please contact Mary Walker Fleischmann at (312) 329-8428 or [mfleischmann@cre.org](mailto:mfleischmann@cre.org)

For assistance with customizing the CRE Top Ten Issues Affecting Real Estate press release to send to your local media, please contact Alice Muncaster at (312) 329-8430 or [amuncaster@cre.org](mailto:amuncaster@cre.org)

# CRE® AWARDS

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The Counselors of Real Estate has established an array of awards that recognize excellence in the field of real estate counseling, writing, and member service.

- **[William S. Ballard Award](#)**

The *Real Estate Issues*® Editorial Board annually presents the Ballard Award to recognize an author whose work best exemplifies the high standards of content maintained in the organization's professional journal. Funding for the Ballard Award is provided in memory of the late William Ballard, CRE, by the *William S. Ballard Scholarship Fund*.

All manuscripts published in *Real Estate Issues* during a calendar year are eligible for the award, which is generally presented during the CRE Midyear Meetings.

- **[CRE Chair's Award](#)**

An annual award given at the discretion of the Chair to a team of CREs whose activity best demonstrates advancing the success of the organization. The three Liaison Vice Chairs recommend the nominees.

- **[CRE Committee Service Award](#)**

George Lovejoy, CRE, 1982 President of The Counselors, conceptualized the idea for the Committee Service Award to annually honor extraordinary service by a committee or task force chair or vice chair. The first award was presented in 1997.

- **[James Felt Creative Counseling Award](#)**

The James Felt Creative Counseling Award honors the late James Felt, CRE, who typified the creative Counselor. The recipient is chosen from CREs who have confidentially submitted summaries of complex counseling assignments which they have handled in a particularly creative way. CREs may also nominate their fellow members for this award.

Each submission is judged on the basis of the scope of the assignment, the Counselor's role and creativity in addressing the issue, and the public/social benefit directly or indirectly resulting from the services provided by the Counselor.

A special committee selects the recipient of the Felt Award. The nominating forms are altered to delete any identifying characteristics. If you require more detailed information about submitting a nomination for the Felt Award, contact the CRE national office at (312) 329-8427 or [info@cre.org](mailto:info@cre.org).

- **[Louise L & Y.T. Lum Award](#)**

The Louise L. & Y.T. Lum Award, established by the late Y.T. Lum, CRE, encourages the continuing professional education of those engaged in real estate counseling through an understanding and advancement of its principles, theories, techniques, and practices.

A Counselor is presented the award for his or her distinguished contribution toward advancing knowledge and education in the field of real estate counseling.

- **[James D. Landauer/John R. White Award](#)**

The Landauer/White Award is presented annually to an individual who has furthered the ideals of The Counselors of Real Estate®—integrity, competence, community, trust and selflessness—and who has demonstrated both outstanding professionalism in real estate and is a notable influence civically. The award is not given based on involvement in The Counselor or NAR organizations. Rather, it is awarded to an individual who is viewed by their peers as a recognized leader of real estate who has contributed significantly to his/her community and/or the world around them. Achievement solely in real estate or in a civic capacity alone is not sufficient to receive the award. The recipient must demonstrate a record of noteworthy accomplishment in both areas.

The award was established in 1986 as a memorial to honor James Landauer, CRE, for his instrumental role in establishing The Counselors of Real Estate. Through his efforts, the prestige of the real estate counseling profession was greatly advanced. In 1997, the award was renamed the James D. Landauer/John R. White Award, to honor another high profile professional, John Robert White, CRE, who served as a long-term chairman of the Landauer Company as well as President of The Counselors of Real Estate in 1969.

The recipient of the award is selected by a three-person committee comprised of The Counselors' chair and two immediate past chairs. Written nominations are solicited from and submitted by the CRE membership. The award's parameters are as described:

1. A CRE who has furthered the ideals of The Counselors and the CRE Credential, or a non-member who has demonstrated outstanding professionalism in real estate. The award is not given based on involvement in The Counselors or NAR, nor to a CRE who is a national officer in the year under consideration.
2. The Award is given annually, but need not be awarded each year if there is not a suitable candidate.
3. A three-person committee, the CRE Chair of the Board and the two immediate past Chairs of the Board, select the recipient.
4. The Committee receives suggestions in writing for possible recipients from the CRE membership each year.

## **CRE® CHAPTER MEMBERSHIP**

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The Counselors' chapter network serves several important purposes.

- Chapter meetings provide an opportunity to exchange information, strengthen personal and business contacts, and remain abreast of current issues and developments that impact the field of real estate consulting.
- Chapters keep their members informed of the organization's national activities as well as providing a mechanism to address group concerns at the national level.
- Chapters are encouraged to sponsor and develop educational programs that enhance counseling expertise.

The Chapter Activities Committee is responsible for developing, organizing, and operating chapters and for encouraging CREs to participate actively in The Counselors' national programs.

### **Chapter membership**

All members of The Counselors of Real Estate are eligible for membership in any chapter near their place of residence or business. For information on current chapter jurisdictions and chapter officers, [see the CRE website](#) or contact the CRE national office at (312) 329-8427 or [info@cre.org](mailto:info@cre.org).

All members of the chapter retain all rights and privileges of membership, including the right to hold office and to vote.

### **Chapter meetings**

Chairs of active chapters are asked to hold at least three meetings each year. The chair may call additional meetings for special business, educational, social, or other purposes. Chapter chairs must hold a meeting whenever requested by one-third of the Executive Board of the chapter. All regular meetings of the chapter are open to all chapter members. Guests are often welcome at open chapter meetings.

### **Chapter dues and fees**

Some chapters charge annual membership dues. In addition, a chapter may levy assessments on its members to create a specific chapter reserve fund or to cover the cost of a specific chapter activity or project, provided such assessment is approved by a vote of the chapter membership.

**For more information, or questions about CRE Chapters, contact (312) 329-8427 to speak with the Manager of CRE Services – or email [pcoady@cre.org](mailto:pcoady@cre.org).**

## PROSPECTIVE MEMBER SPONSORSHIP & RECOMMENDATION OVERVIEW

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As you know, membership in The Counselors of Real Estate is extended by invitation only, based on the individual's reputation for integrity, experience, and judgment in rendering advice on real estate matters. An individual may be recommended for membership by a CRE or may initiate his or her own request for membership.

We need your support to attract new members to The Counselors of Real Estate. As a CRE member, you may sponsor other qualified professionals for membership who are providing meaningful real estate counseling services.

If you know someone who meets the qualifications stated in the Basic Eligibility Requirements (see next page), please complete a [CRE Recommendation Form](#).

The CRE national office staff will send membership information to the prospective member, including the **Request for Qualifications (RFQ)**, which must be completed and returned to the Chicago office. Upon receipt of the completed RFQ, CRE national office staff will process the file in accordance with procedures established by the Invitation Committee.

If you have questions about recommendation or sponsorship procedures, please contact the **Director of Membership at (312) 329-8431 or [shaack@cre.org](mailto:shaack@cre.org)**.

# CRE® BASIC MEMBERSHIP GUIDELINES

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## Basic Eligibility Guidelines

1. The Applicant must show evidence that he or she provides advice or guidance which significantly affects real estate decisions, without personal bias or conflict of interest.
2. The Applicant must have a minimum of ten years of practical experience in real estate, three of which must be in real estate counseling.
3. The Applicant must be accomplished and highly regarded for integrity, ethics, judgment, leadership, knowledge, and superior expertise in his or her organization and/or field(s) of specialty.
4. The Applicant must demonstrate Ethics, Experience, Expertise, Influence and Prominence as further discussed in [Membership: Qualifications](#).
5. If invited to membership in The Counselors of Real Estate, the Applicant must agree to hold some form of membership in the National Association of Realtors®. NAR offers Institute Affiliate membership at a nominal fee to fulfill this requirement; local Board membership is not required.

# CRE® BASIC MEMBERSHIP GUIDELINES

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## Membership Qualifications

Counselors of Real Estate have varied professional backgrounds. The terms below describe key qualities exhibited by current Counselors of Real Estate in their practice and sought in future Counselors of Real Estate:

### Prominence:

- Recognized intellectual or business leader in your profession
- Recognized as “go to” real estate person in your region or local community
- Known for innovative business management and/or problem solving
- Sought-after speaker at industry/employer events
- Hold leadership roles in real estate professional associations
- Author of articles, books, columns, blogs or other communications
- Engaged in local/national efforts to advance the industry or society

### Expertise:

- Recognized expert in a specific market, property type or methodology
- Employs sophisticated analytic methods and practices
- Recognized and respected by peers for your expertise
- Exhibits a high level of skill, competency and proficiency

### Influence:

- Influence real estate decisions critical to the success of your client, company, or organization
- Significantly advance the industry and/or your profession
- Address critical public problems and generate important results
- Change business practices in your industry, your company, or your specialty
- Employer/clients value your work and rely on your advice to guide their actions
- Your research changes the way analysis is conducted
- Maintain respected relationships with clients and peers

### Ethics:

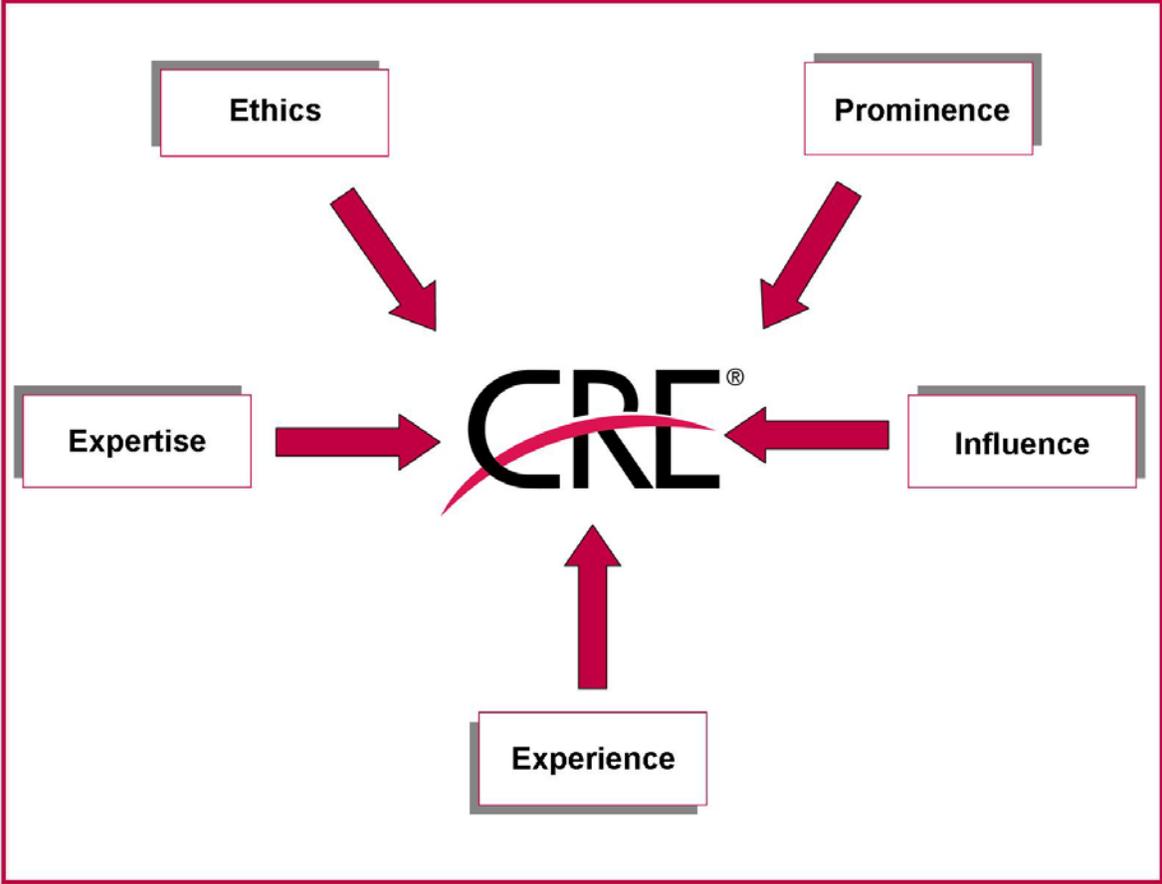
- Known in the real estate industry as someone of high integrity and honesty
- Have a strong history of treating employers, clients, employees, and other stakeholders ethically
- Approach problems and decisions independently, factoring in divergent facts and opinions
- Apply the "Golden Rule" to your interpersonal and professional practices

### Experience:

- Have at least ten years of practical experience in a real estate related profession
- Three or more of those ten years have involved counseling related to real estate
- Your counseling work has had significant influence on important decisions

# CRE® BASIC MEMBERSHIP GUIDELINES

## Membership Qualifications



Applicants must demonstrate that they possess these traits and qualities in order to qualify for membership in The Counselors of Real Estate.

# 2018 National Officers

## The Counselors of Real Estate®

CHAIR OF THE BOARD



Joseph Nahas, Jr., CRE  
Philadelphia, PA

FIRST VICE CHAIR



Julie Melander, CRE  
Boston, MA

SECOND VICE CHAIR



Michel Couillard, CRE  
Montréal, QC, Canada

LIAISON VICE CHAIR



Marie-Noelle Brisson, CRE  
Dallas, TX

LIAISON VICE CHAIR



Frederick J. Campbell, CRE  
Madison, WI

LIAISON VICE CHAIR



KC Conway, CRE  
Lilburn, GA

PRESIDENT & CHIEF EXECUTIVE OFFICER



Mary Walker Fleischmann  
Chicago, IL

# CRE® NATIONAL OFFICE STAFF CONTACT INFORMATION

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*President and Chief Executive Officer*

**Mary Walker Fleischmann** - 312.329.8428 - [mfleischmann@cre.org](mailto:mfleischmann@cre.org)

For executive matters, government relations, ethics issues, the invitation process, The Counselors of Real Estate Foundation and member concerns and/or suggestions to strengthen and improve the organization.

*Chief Administrative Officer*

**Shea Shumpert** - 312.329.8425 - [sshumpert@cre.org](mailto:sshumpert@cre.org)

For information on CRE dues, committee assignments, Bylaws, Code of Ethics, Standards of Professional Practice and organizational policies and procedures.

*Executive Assistant*

**Stacey Hankins** - 312.329.8291 - [shankins@cre.org](mailto:shankins@cre.org)

For information on administrative matters.

*Manager of CRE Services*

**Paul Coady** - 312.329.8427 - [pcoady@cre.org](mailto:pcoady@cre.org)

For general information on the organization, including CRE chapter activities, publication orders, subscriptions and membership applications, and Requests for CRE Expertise.

*Financial Consultant*

**Jenifer Coletta** - 312.329.8427 – [finance@cre.org](mailto:finance@cre.org)

For accounts receivable, accounts payable and budget matters.

*Director of Marketing and Communications*

**Alice Muncaster** - 312.329.8430 - [amuncaster@cre.org](mailto:amuncaster@cre.org)

For information about organization news, communications, marketing and public relations matters, CRE Social Media, the CRE website, and the CRE Library.

*Digital Media Communications Manager*

**Alyssa Bray** - 312.329.8429 - [abray@cre.org](mailto:abray@cre.org)

For content information for *Real Estate Issues*, Social Media, *The Counselor* Newsletter, and the CRE Website.

*Director of Education & Meetings*

**Larisa Phillips** - 312.329.8422 - [lphillips@cre.org](mailto:lphillips@cre.org)

For information on programming and events for CRE national meetings, CEUs, business issues forums, and sponsorships for CRE national meetings.

*Manager of Meeting Logistics*

**Lyndsey Adams** - 312.329.8533 - [ladams@cre.org](mailto:ladams@cre.org)

For information on national meeting logistics, meeting registrations, and spouse/guest events.

*Director of Membership Development*

**Susan Haack** - 312.329.8431- [shaack@cre.org](mailto:shaack@cre.org)

For information on the CRE membership application process, and the CRE Consulting Corps program.

## DUES AND FEES

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Dues and fees are set by the CRE Board of Directors.

2018 Annual Dues	Initiation Fee* (one time only)
\$1,750 USD	\$2,500 USD

*\* The initiation fee applies to U.S. and U.S. territory-based members. There is no initiation fee for non-U.S.-based members.*

## NEWS RELEASE

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The sample news release on the following pages can be used to announce your invitation to The Counselors of Real Estate to the business community. A copy of this document is also included on the USB drive as well as on the [CRE website](#). You may wish to send it to local and regional newspapers and business trade journals (print and online), and/or other organizations with which you are affiliated (professional, alumni, volunteer, and other).

**NEWS RELEASE TEMPLATE (Personalize on business letterhead)**

**FOR IMMEDIATE RELEASE**

CONTACT: **You or Your PR Representative**  
**(phone number)**  
**(email address)**

**(FIRST & LAST NAME) of (CITY) Awarded the CRE® Credential from  
The Counselors of Real Estate®**

**(YOUR CITY, STATE)—Date:**

**(FULL NAME)**, CRE **(TITLE)**, **(FIRM NAME)** of **(CITY)** has been awarded the CRE® (Counselor of Real Estate) credential by The Counselors of Real Estate®, an international group of high profile real estate practitioners who provide expert advisory services to clients on complex real property and land-related matters. The credential was awarded in September at The Counselors’ 2017 Annual Convention in Montréal, Canada.

Professionally, **(LAST NAME)** specializes in **(LIST SPECIALITIES AND ADD A BRIEF BIO ABOUT YOU AND YOUR COMPANY).**

Membership in The Counselors of Real Estate is selective and is extended by invitation only, attesting to the practitioner’s expertise and proven competence in his or her chosen area of real estate. Members receive the CRE credential in recognition of proven superior problem-solving ability. Once invited to membership, Counselors must adhere to a strict Code of Ethics and Standards of Professional Practice. Counselors are recognized in the marketplace as having consistently demonstrated the highest levels of knowledge, experience, integrity, and judgment. Fewer than 1100 real estate professionals currently hold the CRE credential.

The Counselors of Real Estate, established in 1953 and headquartered in Chicago, Illinois, is an international professional organization whose members provide objective, reliable advice and counsel on matters affecting all forms of real property in the United States and abroad. Members include ranking representatives of real estate consulting, financial, legal and

accounting firms as well as leaders of Wall Street, government and academia.

# # #

*Note: For a photo and/or additional information on **(YOUR NAME)** or **(YOUR COMPANY NAME)**, contact **(CONTACT NAME)** at **(PHONE NUMBER)** or visit the firm's website at **(YOUR WEB ADDRESS)**.*

*For additional information on The Counselors of Real Estate or the CRE credential, visit the CRE website at [www.cre.org](http://www.cre.org).*

*Note: For a photo and/or additional information on **(YOUR NAME)** or **(YOUR COMPANY NAME)**, contact **(CONTACT NAME)** at **(PHONE NUMBER)** or visit the firm's website at **(YOUR WEB ADDRESS)**.*

*For additional information on The Counselors of Real Estate or the CRE credential, visit the CRE website at [www.cre.org](http://www.cre.org)*

**BYLAWS**  
**of the**  
**THE COUNSELORS OF REAL ESTATE®**  
**of the**  
**NATIONAL ASSOCIATION OF REALTORS®**  
**As last Amended September 27, 2017**

**ARTICLE I**  
**Name and Purpose**

Section 1. The name of the organization shall be The Counselors of Real Estate® of the NATIONAL ASSOCIATION OF REALTORS®, herein referred to as “The Counselors.” The Counselors shall be a non-profit organization, incorporated under the laws of the State of Illinois.

The Counselors shall be constituted as the counseling affiliate of the NATIONAL ASSOCIATION OF REALTORS®, herein referred to as the “National Association,” and shall be governed by the Constitution and Bylaws of the National Association and Regulations on Institute Membership as amended and approved from time to time by the Delegate Body of the National Association.

Section 2. The purposes of The Counselors shall be:

- A. To create a self-governing, professional organization for qualified individuals who engage in real estate counseling and who, if citizens and/or permanent residents of the United States, Puerto Rico, Guam, or the Virgin Islands of the United States, are members of the National Association.
- B. To unite those so engaged in the giving of advice and counsel on real estate problems into an organization for mutual benefit.
- C. To search for, identify, examine the qualifications of and designate experienced and competent Real Estate Counselors.
- D. To promote:
  - (1) High standards of research, discipline, and technical aids, as well as professional advancement and continuing education for Members of The Counselors.
  - (2) The understanding and practice of Real Estate Counseling.
  - (3) The value of comprehensive real estate advice and the unbiased, objective opinions of professional Real Estate Counselors.
- E. To advance knowledge in relevant fields and the exchange of information regarding real estate counseling.

- F. To establish a Code of Ethics and Standards of Professional Practice for Members of The Counselors.
- G. To call for, maintain and enforce high standards of professional practice and individual ethics in its membership pursuant to a Procedural Manual administering both.
- H. To foster mutual cooperation among members in providing proper and sound real estate counseling service.
- I. To publicize the availability of Real Estate Counseling services offered by members.
- J. To designate, for the benefit of the public, those individuals authorized to display the emblem seal of The Counselors and to use the professional designation CRE<sup>®</sup> as prescribed, licensed and controlled by The Counselors.
- K. To create and disseminate a CRE Mission Statement, definition of counseling, and definition of a Counselor of Real estate, [attached as Exhibit C].

**ARTICLE II  
Membership**

Section 1. The Counselors shall consist of three classes of membership: Active, Life, and Emeritus collectively referred to as “Members” or “Members of The Counselors.” Membership in The Counselors is personal and shall not be transferable or assignable. Except as noted herein, the rights, duties and privileges of each class shall be identical.

	<b><i>Active Members</i></b>	<b><i>Life Members</i></b>	<b><i>Emeritus Members</i></b>
Restrictions	None	Life members will forfeit 1) the opportunity to serve on the Executive Committee or Board of Directors and 2) will not be eligible to serve as an officer or committee chair.	None
Eligibility		Members who 1)(a) are at least 75 years of age and (b) have at least 20 years of prior active membership, or 2)(a) are at least 70 years of age, (b) have at least 15 years of prior active membership, and (c) are no longer actively in, or available for employment in, the real estate business and have reported such retirement to The Counselors.	Members who have 1) given long and meritorious service to The Counselors and 2) who are no longer actively in, or available for employment in, the real estate business and 3) who have reported such retirement to The Counselors.
Process		Upon request by the member.	1) Recommendation and endorsement of the Executive Committee, 2) Affirmative vote of two-thirds of the members of the Board present at a duly held

	<b>Active Members</b>	<b>Life Members</b>	<b>Emeritus Members</b>
			meeting.
Reclassification to Active Membership		Approval of the Executive Committee if the member is under the age of 75 and re-engages in real estate work.	Approval of the Executive Committee if the member re-engages in real estate work.

Section 2. The Chair of the Board shall extend all invitations to membership on behalf of The Counselors, after receiving the report of the Invitation Committee. The Chair of the Board shall extend invitations to membership to those considered by the Invitation Committee to be qualified.

Section 3. Subject to the limitations set out in ARTICLE I, Active membership in The Counselors shall be open, on an invitational basis, to individuals who engage in real estate counseling as a regular part of their activities for remuneration. Qualifications for active membership shall include, but not be limited to, a reputation for integrity and ability satisfactory to The Counselors. In addition, individuals who desire to qualify for membership shall meet such specific criteria as are established from time to time by the Board of Directors of The Counselors [hereinafter referred to as the "Board"], provided, however, that no person otherwise qualified shall be denied membership in The Counselors because of race, creed, sex, religion, national origin, age or sexual preference.

Section 4. Each individual, when requesting an invitation to membership, shall sign a written pledge to uphold the Bylaws, Code of Ethics and Standards of Professional Practice of The Counselors and shall further sign an irrevocable waiver of claim against The Counselors, or any member of its Board, Officers, committee members, or other Counselor officials as individuals or as a group, for any official act in connection with the business of The Counselors, and particularly as to its or their acts in awarding membership, suspending, expelling or otherwise disciplining the individual as a Member.

### **ARTICLE III Resignations, Delinquencies and Reinstatements**

Section 1. Except as hereinafter provided, all resignations of members shall be acted upon by the Board. A Member who is in default in the payment of any indebtedness due to The Counselors, or who is the subject of a pending disciplinary proceeding, may not be permitted to resign until the indebtedness is paid or the disciplinary proceeding is completed.

Section 2. Any Member who fails to pay dues or other indebtedness to The Counselors within 60 days after they are due and payable shall cease to receive official notices or any other mailing of The Counselors. The Member may, at the end of such time, be suspended by the majority vote of the Board in attendance at any duly called meeting provided there shall be at least ten [10] affirmative votes for the action, and the Member shall then no longer be in good standing. Upon receipt by a member of written notice of such suspension, all rights and benefits of membership shall be suspended. Membership may be terminated at the discretion of the Board.

Section 3. The Board may temporarily waive the annual payment of dues [in whole or in part] by a Member whose circumstances have become such as to make it impossible for the Member to pay the dues but may allow all rights and benefits to remain in place at the Board's discretion.

Section 4. A Member may request a temporary leave of absence and waiver of annual dues by

mail to the President. Such request shall be referred to the Ethics Committee for review and recommendation to the Executive Committee. Upon approval of the Executive Committee, the request shall be brought before the Board for action.

Section 5. Any individual whose membership in The Counselors has been terminated by resignation, or by suspension for any reasons other than of a disciplinary character, may be reinstated in good standing by the Chair of the Board provided:

- A. An interview is conducted by a CRE. The results of this interview and supplementary data are then reviewed by The Counselors' Invitation Committee. This policy applies to an individual's first request for reinstatement only. An individual requesting reinstatement more than once is required to repeat the Invitation process in its entirety.
- B. Should the application for reinstatement be approved, the applicant remits a payment as provided in Exhibit D.

Section 6. Membership certificates, emblems or other evidences of membership issued at any time shall be the permanent property of The Counselors and, upon demand, shall be returned to The Counselors when a member resigns or is suspended or expelled from membership.

Failure to return such evidences of membership upon demand by the Board may cause notice of such resignation, suspension or expulsion to be given publicity through paid advertising or news items in the paper local to the individual's business address and may also be a cause for legal action to enforce this provision of the Bylaws.

#### **ARTICLE IV Dues and Fees**

Section 1. Dues and fees shall be as specified in the "Comprehensive Fee Schedule" attached hereto as Exhibit D.

Section 2. The Board, by affirmative vote of two-thirds of the Board members present at a regular meeting may institute, increase or decrease the annual dues, new member initiation fee and/or other fees or special assessments upon recommendation of the Executive Committee.

	<b><i>Active Members</i></b>	<b><i>Life Members</i></b>	<b><i>Emeritus Members</i></b>
Dues	Full dues	One third of full dues	No dues

Section 3. All dues shall become payable on January 1<sup>st</sup> of each year.

Section 4. A person invited to membership shall not become a Member or be entitled to use the CRE designation until the initiation fee and dues for at least twelve months have been received by The Counselors. Failure to make such payments within 60 days of notice of invitation will void the invitation to membership. Dues for the second year only shall be prorated according to the month of invitation in the preceding year.

Section 5. Dues, fees and other monies owing The Counselors by members and non-members of The Counselors shall be remitted in U.S. dollars, except as authorized by the Board upon recommendation of the Budget & Finance Committee.

**ARTICLE V**  
**Use of Designation**

Section 1. Members are encouraged to identify themselves by the designation “CRE,” the expression “Counselor of Real Estate,” or Member, The Counselors of Real Estate, subject to the restrictions contained in the Code of Ethics and Standards of Professional Practice, [attached hereto as Exhibit A].

**ARTICLE VI**  
**Board of Directors**

Section 1. There shall be a Board which shall exercise the powers of The Counselors subject to these Bylaws.

Section 2. The Board shall consist of the following thirty-seven [37] members:

<b>Members</b>	<b>Restrictions</b>
Chair of the Board	None
First Vice Chair	None
Second Vice Chair	None
Three [3] Liaison Vice Chairs	None
Five [5] most recent and available Past Chairs of the Board of The Counselors following their terms as Chair of the Board.	None
All other Past Chairs of the Board	Ex-officio membership with floor privilege but without the privilege to vote or offer motions.
President	Non-voting member
Twenty-four [24] Members elected by The Counselors for staggered three-year terms from among its membership, eight to be elected each year to replace those whose terms expire.	No elected member of the Board shall be re-elected to serve on the Board after having served two full consecutive three-year terms until one year’s time has elapsed.
One [1] Counselor Member who shall be appointed by the Board of the National Association of Realtors, should it choose to do so.	None

Section 3. Any elected member of the Board who fails to attend two consecutive regularly called meetings of the Board shall automatically forfeit Board membership and the Chair of the Board shall thereupon appoint a successor who shall serve until the next annual election.

Section 4. The annual election of Board members shall take place at the Annual Membership Meeting of The Counselors. The newly elected Board members will take their positions on the Board immediately following the Annual Membership Meeting.

Nominations to the Board may be made by the Nominating Committee or by a petition signed by at least twenty [20] voting Members in good standing, provided such nominations shall be in the hands of the President of The Counselors thirty [30] days prior to the annual elections.

Section 5. The Chair of the Board shall appoint Members to fill any vacancies occurring between Annual Membership Meetings, and each person so appointed shall hold office until the vacancy is regularly filled at the next Annual Membership Meeting.

Section 6. Voting by proxy shall not be permitted at meetings of the Board.

**ARTICLE VII  
Officers**

Section 1. At each Midyear Meeting, the Board shall elect, from the membership of The Counselors, a Chair of the Board, a First Vice Chair, a Second Vice Chair, and three Liaison Vice Chairs of equal rank, to serve terms of one year, or until their successors are elected. The officers shall assume and discharge their respective duties after the Annual Board Meeting. See chart below for a listing of offices, duties and responsibilities:

<b><i>Position</i></b>	<b><i>Duties and Responsibilities</i></b>
Chair of the Board	<ul style="list-style-type: none"> <li>• Serve as Chief Executive Officer of The Counselors (unless such duties and title is conferred upon the President by the Board).</li> <li>• Preside at the meetings of The Counselors, and those of the Board and Executive Committee.</li> <li>• Between meetings, represent The Counselors and act in its name, subject only to policies and directives established by the Board.</li> <li>• Appoint all committees unless otherwise provided in these Bylaws or otherwise directed by the Board,</li> <li>• Perform all other duties usual to such office.</li> <li>• May, at his or her discretion, authorize the President to act in his or her behalf as a representative of The Counselors in meetings, conferences, and negotiations.</li> </ul>
First Vice Chair	<ul style="list-style-type: none"> <li>• Carry out any duties as may be assigned by the Chair of the Board in the conduct of The Counselors affairs, and perform the duties of the Chair of the Board when so requested by the Chair of the Board.</li> <li>• In the absence of unforeseen events, succeed to the office of Chair of the Board [subject to election thereto].</li> <li>• Be an ex-officio [non-voting] member of the Invitation, Strategic Planning, Ethics and Bylaws Committees.</li> </ul>
Second Vice Chair	<ul style="list-style-type: none"> <li>• Carry out any duties as may be assigned by the Chair of the Board in the conduct of The Counselors affairs.</li> <li>• In the absence of unforeseen events, succeed to First Vice Chair [subject to election thereto].</li> <li>• Be an ex-officio [non-voting] member of the Invitation, Strategic Planning, Ethics and Bylaws Committees.</li> </ul>
Liaison Vice Chairs	<ul style="list-style-type: none"> <li>• Ensure, to the best of their ability, that the Chair of the Board's programs are faithfully carried out.</li> <li>• Be ex-officio [voting] members of the Executive Committee, ex-officio [voting] members of the Budget &amp; Finance Committee and ex-officio [non-voting] members of the approved committees as outlined under Exhibit B in the Addenda.</li> </ul>

<b>Position</b>	<b>Duties and Responsibilities</b>
President	<ul style="list-style-type: none"> <li>• Be Chief Operating Officer of The Counselors.</li> <li>• Administer the business and affairs of The Counselors with the advice and consent of the Chair of the Board and the Board of Directors.</li> <li>• Perform such other duties as may from time to time be delegated by the Board, or the Chair of the Board.</li> <li>• Perform all other duties usual to such office.</li> <li>• Obtain a bond underwritten by a surety company qualified to do business in the State of Illinois and acceptable to the Board at its discretion. Such bond shall be in an amount determined by the Board. The cost of such bond shall be paid by The Counselors.</li> <li>• Be the registered agent of The Counselors.</li> <li>• Subject to a two-thirds affirmative vote of the Board, may be conferred the title and duties of Chief Executive Officer.</li> <li>• Be solely responsible for the disbursement of The Counselors funds with the approval of the Budget &amp; Finance Committee of The Counselors.</li> </ul>

Section 2. In the event of the absence, death or disability of the Chair of the Board, the First Vice Chair shall, in such circumstances, perform the duties of the Chair of the Board and such other duties as may be directed by the Board and the Second Vice Chair shall, in such circumstances, perform the duties of the First Vice Chair. In the event of the vacancy, for any reason, of the office of the Chair of the Board, First Vice Chair, and the Second Vice Chair, the most recent and available past Chair of the Board shall convene the Executive Committee to appoint an interim Chair of the Board, First Vice Chair, and Second Vice Chair who shall finish the respective term in progress. Any other vacancy shall be filled by the Board, at the recommendation of the Nominating Committee.

Section 3. The Executive Vice President of the National Association and the Treasurer of the National Association shall be the ex-officio, [non-voting] Corporate Secretary and the Corporate Treasurer respectively of The Counselors. The Corporate Treasurer shall make due accounting to the Board of The Counselors at least once a year.

Section 4. In addition to specific duties as prescribed heretofore, the duties of all officers shall be such as their titles, by general usage, would indicate, and such as may be assigned from time to time by the Chair of the Board, the Executive Committee and the Board.

## **ARTICLE VIII Meetings and Quorums**

Section 1. Regular meetings of The Counselors shall consist of an Annual Membership Meeting, an Annual Convention and Annual Board Meeting, and an Annual Midyear Conference and Midyear Board Meeting. The Annual Membership Meeting will be held immediately following the Annual Board Meeting. A special meeting may be called by the unanimous concurrence of the Chair of the Board, First Vice Chair, Second Vice Chair and President, or by a two-thirds affirmative vote of the Board.

A. Members of The Counselors shall be entitled to the privileges of the floor and to participate in the discussions. At the Annual Membership Meeting, all Members of The Counselors shall be entitled to the privileges of the floor, to participate in the discussions, and to vote.

- B. Notice of the time and place of each meeting of The Counselors shall be mailed by the President to each of the Members at least two weeks before the time set for the meeting. Notice of a special meeting shall state the matter to be considered at the meeting. Any actions taken at a special meeting without such prior notice shall not be final until confirmed at the next regular meeting or at a subsequent properly-called special meeting following due notice of the action to be considered.
- C. Those Members present shall constitute a quorum for the Annual Membership Meeting. A quorum for any special meeting shall be a minimum of nineteen [19] members of the Board present in person.
- D. Should any noticed meeting not be held due to unforeseen circumstances, said meeting will be held within sixty [60] days of when the noticed meeting was scheduled in accordance with Section 4. below.
- E. In the event of cancellation of a Board meeting or the Annual Membership Meeting, all officers, Board members and committee members will continue to serve until replaced.

Section 2. The Board shall meet at any meeting of the Members of The Counselors, and at such other times as may be called by the Chair of the Board with concurrence of the Executive Committee. A quorum for any meeting of the Board shall be nineteen [19] of the Board members present in person.

Section 3. Chairman’s Rules shall govern procedure at all meetings of The Counselors when not in conflict with these Bylaws. Upon any ruling of the Chair, any voting member may call for a vote on the ruling. The Chair shall immediately call a vote and a simple majority vote of those present and voting will overturn the ruling of the Chair.

Section 4. The Executive Committee and Board shall be authorized to meet and vote by mail (defined as regular mail, e-mail or fax) or by phone when a noticed meeting is not held due to unforeseen circumstances to conduct the business of that noticed meeting, or when an issue requires a special meeting (see Section 1. B. and C. above). Any vote by mail will be signed by the voting Executive Committee member or Board member and transmitted by mail, email or fax to the President. Any vote by mail or phone must be made a part of the organization’s records at the next regularly scheduled Executive Committee and/or Board meetings at which minutes are taken.

**ARTICLE IX**  
**Standing Committees, Task Forces, Special Committees**

Section 1. There shall be an EXECUTIVE COMMITTEE consisting of seventeen [17] members. See chart below for composition, duties, and elections.

<b><i>Executive Committee</i></b>		
<b><i>Composition</i></b>	<b><i>Duties</i></b>	<b><i>Elections</i></b>
<ul style="list-style-type: none"> <li>• Chair of the Board (serving as Chair)</li> <li>• First Vice Chair, (serving as Vice Chair)</li> <li>• Second Vice Chair</li> <li>• Most recent and available past Chair of the Board</li> <li>• Three [3] Liaison Vice</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate policies</li> <li>• Consider all matters referred to it requiring action of the Board,</li> <li>• Have the emergency power to act between meetings of the Board, and report its actions to the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• One member shall be elected each year by the Board to replace the member whose term expires.</li> <li>• Nominations shall be presented by the Nominating Committee, with nominations from the</li> </ul>

<p>Chairs serving as ex-officio [voting] members</p> <ul style="list-style-type: none"> <li>• President [as a non-voting member]</li> <li>• Chair of the Education Committee</li> <li>• Chair of the Strategic Planning Committee</li> <li>• Chair of the Budget &amp; Finance Committee</li> <li>• Three [3] members appointed by the Chair of the Board</li> <li>• Three [3] members elected by the Board of Directors from its membership for three-year staggered terms.</li> </ul>		<p>floor permitted.</p> <ul style="list-style-type: none"> <li>• Inclusion of a member based outside the United States is strongly encouraged.</li> <li>• Nominees for this committee shall have a minimum of three years membership in The Counselors.</li> </ul>
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Section 2. There shall be a BUDGET & FINANCE COMMITTEE consisting of fourteen [14] members. See chart below for composition, duties, and elections.

<b>Budget &amp; Finance Committee</b>		
<b>Composition</b>	<b>Duties</b>	<b>Elections</b>
<ul style="list-style-type: none"> <li>• Most recent and available past Chair of the Board</li> <li>• First Vice Chair</li> <li>• Second Vice Chair</li> <li>• Three [3] Liaison Vice Chairs serving as ex-officio [voting] members</li> <li>• Eight [8] members appointed by the Chair of the Board for staggered three-year terms.</li> </ul>	<ul style="list-style-type: none"> <li>• To meet prior to each regular meeting of the Board for the purpose of reviewing the financial status of The Counselors and preparing a report for the Executive Committee. Additional meetings may be called at the option of the Chair or the Chair of the Board.</li> <li>• To receive from the President, under the direction of the Chair of the Board, a budget proposal for the following year. The Committee shall review the budget proposal and provide a recommended budget to the Executive Committee prior to the Board meeting at the Annual Convention.</li> <li>• To establish routines and procedures for the efficient and economical operation of The Counselors.</li> <li>• To recommend investments for reserve funds and excess cash from time to time.</li> <li>• To perform such other duties</li> </ul>	<ul style="list-style-type: none"> <li>• The Chair of the Board, in collaboration with the First Vice Chair, shall appoint the Chair of the Committee from the existing members (except for the current First Vice Chair and Second Vice Chair) for a two-year term.</li> <li>• The Chair of the Board shall select the Vice Chair of the Committee for a one-year term from among the members of the committee.</li> <li>• Two members shall be appointed each year to replace those whose terms expire.</li> </ul>

	as may be assigned to it by the Chair of the Board, the Executive Committee or the Board.	
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Section 3. There shall be an ETHICS COMMITTEE consisting of nine [9] members. See chart below for composition, duties, and elections.

<b>Ethics Committee</b>		
<b>Composition</b>	<b>Duties</b>	<b>Elections</b>
<ul style="list-style-type: none"> <li>• Current Chair of the BYLAWS COMMITTEE as an ex-officio [voting] member.</li> <li>• Six [6] appointed by the Chair of the Board, for staggered three-year terms.</li> <li>• Current First Vice Chair as an ex-officio [non-voting] member.</li> <li>• Current Second Vice Chair as an ex-officio [non-voting] member.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Code of Ethics and Standards of Professional Practice, along with a Procedural Manual for their administration. Proposed changes to the Code of Ethics, the Standards of Professional Practice, and/or the Procedural Manual shall be subject to approval by the Board. The latest revised Code of Ethics and Standards of Professional Practice shall be attached as Exhibit A to the Bylaws, but shall be subject to the Bylaw's thirty day notice procedure.</li> <li>• Exercise general supervision and control over the administration of all ethics and professional standards proceedings of The Counselors in a confidential manner in accordance with the Disciplinary Procedure attached hereto as Exhibit F.</li> </ul>	<p>The Chair of the Board will appoint a Chair and a Vice Chair to serve for one year from among the members of the committee.</p>

Section 4. There shall be an INVITATION COMMITTEE consisting of fifteen [15] members. See chart below for composition, duties, and elections.

The Chair of the Board, at the recommendation of the Chair of the Invitation Committee, may remove a member of the Invitation Committee for cause.

<b>Invitation Committee</b>		
<b>Composition</b>	<b>Duties</b>	<b>Elections</b>
<ul style="list-style-type: none"> <li>• Twelve [12] members are appointed by the Chair of the Board, for staggered three-year terms. The committee members are to remain anonymous unless</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend regulations concerning invitations to membership and direct inquiries to ascertain whether or not individuals who desire membership in The Counselors possess the necessary qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>• The Chair of the Board shall appoint a Chair and Vice Chair for one-year terms.</li> <li>• In the event a member is removed, the Chair of the Board shall appoint a new member for the balance of</li> </ul>

<p>otherwise directed by the Executive Committee.</p> <ul style="list-style-type: none"> <li>• A Liaison Vice Chair as an ex-officio [non-voting] member.</li> <li>• Current First Vice Chair as an ex-officio [non-voting] member.</li> <li>• Current Second Vice Chair as an ex-officio [non-voting] member.</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the Chair of the Board the names of those considered to be qualified for invitation to membership in The Counselors.</li> <li>• Maintain confidentiality of all deliberations, including the identity of the members of this Committee.</li> </ul>	<p>the unexpired term.</p>
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Section 5. There shall be a NOMINATING COMMITTEE consisting of five [5] members. See chart below for composition, duties, and elections. –

<b><i>Nominating Committee</i></b>		
<b><i>Composition</i></b>	<b><i>Duties</i></b>	<b><i>Elections</i></b>
<ul style="list-style-type: none"> <li>• The most recent and available Past Chair of the Board shall serve as the Chair of the Nominating Committee</li> <li>• Four [4] members shall be elected by the Board of Directors at the Annual Board Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• It shall be the duty of the Nominating Committee to designate a nominee for each of the following offices: Chair of the Board, First Vice Chair, Second Vice Chair, and three Liaison Vice Chairs of equal rank.</li> <li>• No member of the Nominating Committee shall be eligible for nomination to any office of The Counselors.</li> <li>• The Chair of the Board, First Vice Chair, Second Vice Chair, and President may not be members of the Nominating Committee.</li> <li>• In the event that a member of the Board of Directors or the Executive Committee shall be nominated to serve as a future Chair of the Board, the Nominating Committee shall designate a nominee to fulfill the unexpired term.</li> <li>• The Nominating Committee shall annually place in nominations one member to serve a three-year term on the Executive Committee to be elected by the Board at the annual meeting of the Board. Nominations from the floor are permitted. Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• The Executive Committee shall place in nomination the names of the potential Nominating Committee members, and nominations from the floor shall be accepted.</li> <li>• No member shall serve on the Nominating Committee for more than three one-year terms during any ten year period.</li> <li>• Nominees for this committee shall have a minimum of five years membership in The Counselors.</li> </ul>

	<p>of a member based outside the United States is strongly encouraged. Nominees for this committee shall have a minimum of three years membership in The Counselors.</p> <ul style="list-style-type: none"> <li>• The Nominating Committee shall also designate a Member for each place on the Board, to be filled at the annual election. The names of those nominees will be published to the membership sixty [60] days prior to the annual election.</li> </ul>	
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Section 6. There shall be a PAST CHAIRS OF THE BOARD COMMITTEE consisting of all the Past Chairs of the Board of The Counselors who still hold membership in The Counselors. The Chair shall be the second immediate Past Chair of the Board who is available to serve. The Past Chairs of the Board Committee shall act solely in a consultative capacity to the current Chair of the Board of The Counselors.

Section 7. There shall be a STRATEGIC PLANNING COMMITTEE consisting of eleven [11] members. See chart below for composition, duties, and elections. –

<b><i>Strategic Planning Committee</i></b>		
<b><i>Composition</i></b>	<b><i>Duties</i></b>	<b><i>Elections</i></b>
<ul style="list-style-type: none"> <li>• Six [6] members appointed by the Chair of the Board, on staggered three-year terms.</li> <li>• The two [2] most recent and available past Chairs of the Board will serve as ex-officio, [non-voting] members.</li> <li>• The President serves as an ex-officio, [non-voting] member.</li> <li>• Current First Vice Chair as an ex-officio [non-voting] member.</li> <li>• Current Second Vice Chair as an ex-officio [non-voting] member.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees preparation, implementation, and revision of the Strategic Plan as well as identification of changes and trends of importance to the plan.</li> <li>• Identifies and analyzes key trends with a real or potential impact on commercial real estate.</li> <li>• Monitors and reports the organization's progress in achieving the goals and strategies identified in its Strategic Plan.</li> <li>• Considers revisions to the Plan as recommended by CRE Committees, Task Forces, and/or Leadership.</li> </ul>	<p>The Chair and Vice Chair shall be appointed for a one-year term by the Chair of the Board from among the members of the committee.</p>

Section 8. There shall be a BYLAWS COMMITTEE consisting of nine [9] members. See chart below for composition, duties, and elections. –

<b>Bylaws Committee</b>		
<b>Composition</b>	<b>Duties</b>	<b>Elections</b>
<ul style="list-style-type: none"> <li>• The current Chair of the Ethics Committee as an ex-officio [voting] member.</li> <li>• Six [6] members to be appointed by the Chair of the Board on staggered three-year terms.</li> <li>• Current First Vice Chair as an ex-officio [non-voting] member.</li> <li>• Current Second Vice Chair as an ex-officio [non-voting] member.</li> </ul>	<p>Oversees and suggests amendments to the Bylaws of The Counselors of Real Estate to ensure that the operations of the organization are consistent with the Bylaws and reflect the best interests of The Counselors of Real Estate.</p>	<p>The Chair and Vice Chair shall be appointed for a one-year term by the Chair of the Board from among the members.</p>

Section 9. Other Standing Committees – The Chair of the Board shall appoint such other Standing Committees as shall be designated from time to time by the Board. The names, composition, duties, and responsibilities of such committees are to be approved by the Board, made a part of Exhibit B to these Bylaws, and subject to amendment by the Board at any meeting.

Section 10. Task Forces – The Chair of the Board shall appoint such Task Forces as the Chair of the Board may deem necessary and appropriate. The term of the appointments shall not exceed the term of the Chair of the Board making them.

Section 11. Special Committees – The Chair of the Board shall appoint such Special Committees approved by the Executive Committee. Special Committees shall have such duties and exercise such powers as are delegated to them by the Chair of the Board with the approval of the Executive Committee, and which are not in conflict with other provisions of the Bylaws. Special Committees shall exist for the term of the Chair of the Board so appointing or a term approved by the Board, unless extended by the subsequent Chair of the Board.

Section 12. Board Approval – The Board shall approve appointments of Chair and Vice Chair to all Standing Committees, except the Invitation Committee. Any action or motion by any Standing Committee, Task Force, or Special Committee shall be subject to approval by the Executive Committee and the Board, except that the report of the Invitation Committee to the Chair of the Board regarding invitation to membership shall not be subject to approval.

Section 13. Voting by proxy shall not be permitted at meetings of Standing Committees, Task Forces, and Special Committees.

## **ARTICLE X Chapters**

Section 1. The Counselors may establish such local or regional chapters as it determines will further its purposes. The terms and conditions under which such chapters will be established and operate shall be determined by the Board of The Counselors but such terms and conditions shall at all times be consistent with these Bylaws as from time to time amended. The Board may terminate any or all such chapters, at its discretion.

Section 2. A local or regional chapter must be initiated by a petition from such local or regional area to the Board. Such petition must evidence a potential membership of at least five Members of The Counselors.

Section 3. Any chapter established hereunder shall be subject to approval by an affirmative vote of a majority of the Board Members present and voting at any regular meeting of the Board.

Section 4. Membership and participation in local or regional chapters will be open to all Counselors but such membership and participation will be entirely voluntary.

Section 5. The Board will have overall authority and control of chapters and will oversee the chapter program through an appropriate designated committee.

Section 6. Nothing herein is to be construed as affecting or changing the invitational process of The Counselors set forth in these Bylaws as from time to time amended.

## **ARTICLE XI Divisions**

Section 1. Where such action will further the Purposes of The Counselors, the Board may, by amendment to these Bylaws, charter a "Division" of The Counselors having jurisdiction outside the territorial limits of the United States. In recognition of the differing governmental and professional circumstances prevailing in other nations, the organizational and administrative structure and procedures of such Divisions, may, consistent with the Purposes of The Counselors, differ from those prescribed by the foregoing provisions of these Bylaws.

Section 2. A Division of The Counselors having jurisdiction within the territorial limits of Canada shall be known as "CRE/Canada." The membership of CRE/Canada shall consist of all Members of The Counselors who reside in Canada. CRE/Canada shall be a "Division" of the Canadian Real Estate Association, within the meaning of the Bylaws of the Canadian Real Estate Association. CRE/Canada shall be constituted and operate pursuant to its own Bylaws designed to facilitate achievements of the Purposes of The Counselors of Real Estate in Canada, which Bylaws, and any amendments thereto, shall be approved by The Counselors prior to becoming effective. CRE/Canada Members shall remit to The Counselors the regular annual membership dues in U.S. currency, unless temporarily waived by the Board, as established by the Board of The Counselors. In addition, CRE/Canada may levy such dues or charges as may be necessary to carry on the Purposes of CRE/Canada.

Section 3. In addition to the CRE/Canada Division, there may be one or more chapters established by its Members as circumstances warrant. A Member may affiliate with a nearby U.S. Chapter if no Canadian Chapter exists for that geographic area.

**ARTICLE XII**  
**Fiscal and Elective Years**

Section 1. The fiscal year of The Counselors shall conform to that of the National Association.

Section 2. The elective year of The Counselors shall commence immediately following the adjournment of the Annual Membership Meeting.

**ARTICLE XIII**  
**Limitation of Liability**

Section 1. The Counselors shall not commit the National Association to any expenditures or commitments in excess of the funds of the Society held by the Treasurer of the National Association, unless such expenditures or commitments shall first have been approved by the Board of Directors of the National Association. Similarly, the National Association shall not commit The Counselors to any expenditures or commitments unless such expenditures or commitments shall first have been approved by the Board of The Counselors.

**ARTICLE XIV**  
**Amendments**

Section 1. These Bylaws and Exhibit A attached hereto may be amended by the Board of The Counselors by a two-thirds affirmative vote of the Board members present and voting at a regular or special meeting at which there is a quorum, provided, however, that written notice shall be given to all Members of The Counselors of the intention to propose an amendment, together with a written copy of the general substance of such proposed amendment, no less than thirty [30] days in advance of such regular or special meeting, and provided further that such amendment shall not be effective until it is approved by the Board of Directors of the National Association.

The procedure outlining the steps to be followed in approving amendments is attached hereto as Exhibit E.

Section 2. Exhibits attached to these Bylaws, except Exhibit A, Code of Ethics and Standards of Professional Practice, are intended to contain current information as may be approved, enacted, or amended by the Board without notice to the Members.

**ARTICLE XV**  
**Inconsistencies**

Section 1. In any case where overlaps or lag times cause an inconsistency in the operation of The Counselors under the provisions of these Bylaws, the Chair of the Board, with the approval of the Executive Committee, shall resolve the inconsistency pending proper amendment of these Bylaws, if required.

**ARTICLE XVI**  
**Indemnification and Insurance**

Section 1. Indemnification. The Counselors of Real Estate shall, in accordance with these procedures and to the fullest extent permitted by law, indemnify its Directors, Officers, those Members serving on standing committees or is or was cooperating with any committee or panel, task forces or special committees, and employees from and against all expenses, judgments,

finances, settlements and other amounts (including attorneys' fees) actually incurred in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, investigative or administrative brought by reason of the fact that such Director, Officer, Member or employee is or was a Director, Officer, committee member or employee of The Counselors of Real Estate or is or was cooperating with any committee or panel; provided that such individual was attempting in good faith to act according to the Bylaws and other rules, regulations and policies of The Counselors of Real Estate.

Section 2. Insurance. The Counselors of Real Estate shall have the right and power but not the obligation to purchase and maintain insurance to the fullest extent permitted by law on behalf of its Directors, Officers, Members, and employees, against any liability asserted against or incurred by a Director, Officer, Member, or employee in such capacity or arising out of a Director's, Officer's, Member's, or employee's status as such.

Section 3. Heirs, etc. The foregoing provisions of this Article XVI shall apply with equal force to the respective heirs, personal representatives, successors and assigns of the persons named as the beneficiaries of those provisions.

## CRE<sup>®</sup> CODE OF ETHICS

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The Counselors of Real Estate (“The Counselors”) is the counseling affiliate of the NATIONAL ASSOCIATION OF REALTORS<sup>®</sup>. As such, the members of The Counselors (“CREs”) are bound by the Code of Ethics of the National Association as they relate to the counseling function. In addition, each CRE is bound to:

1. Conduct professional activities in a manner that reflects credit upon the CRE and The Counselors. A CRE must refrain from conduct that is detrimental to The Counselors, the real estate profession and the public.
2. Cooperate with other CREs and, when appropriate, share with them personal knowledge and experience; and assist The Counselors in carrying out its responsibilities to the users of counseling services and the public.
3. Respect the professional reputation of and any confidential relationship with other CREs.
4. Preserve the confidential nature of each client relationship.
5. Avoid advertising or solicitation that is misleading or otherwise contrary to the public interest in promoting a counseling practice and soliciting counseling services.
6. Only accept a counseling assignment with the expectation of direct monetary compensation for services or in the context of a legitimate *pro bono* counseling service. Regardless of the form of compensation, take precautions to recognize the potential for conflict of interest and to disclose any actual or potential conflict.
7. Comply with the requirements of the Standards of Professional Practice and Bylaws of The Counselors.

When a CRE holds membership in another institute, society or council affiliated with the NATIONAL ASSOCIATION OF REALTORS<sup>®</sup> or another professional organization and performs an assignment that not only is covered by The Counselors' Code of Ethics or Standards of Professional Practice but also is specifically covered by the code of ethics or standards of professional practice of another organization, this shall be deemed an instance of overlapping jurisdiction. Even when counseling is secondary to the matter at hand as outlined below, overlapping jurisdiction is not intended to preclude The Counselors from taking any action it deems necessary. In all instances of overlapping jurisdiction, a determination must be made as to the primary scope of the assignment. If the primary scope of the assignment is within the jurisdiction of another organization and the counseling aspect is secondary, any inquiry into the propriety of the CRE's conduct in the performance of such assignment shall be conducted by that organization. If the counseling aspect of the assignment is primary and the portion of the assignment falling within the jurisdiction of such organization is secondary, any inquiry into the propriety of the CRE's conduct shall be investigated by The Counselors.

(As amended November, 2002) □

# CRE<sup>®</sup> STANDARDS OF PROFESSIONAL PRACTICE

## *Standards of Professional Practice of The Counselors of Real Estate<sup>®</sup>*

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The Counselors of Real Estate was founded in recognition of the public need for competent, unbiased advice, professional guidance and sound judgment on the many diversified problems encountered in the broad field of real estate. These problems involve, but are not limited to, such functions or specialties as dispute resolution, finance, leasing, legislative action, litigation, management, marketing, and valuation.

Counseling involves not so much a separate body of knowledge as it does a client relationship. The relationship between the CRE and client is a fiduciary relationship, beyond that of agent and principal and much more akin to that of the attorney and client. This relationship places the CRE in the role of a professional adviser.

This special and unique relationship between the CRE and client requires the CRE to observe standards of practice beyond those imposed by the REALTOR<sup>®</sup> Code of Ethics and Standards of Professional Conduct. CREs are required to adhere to these Standards of Professional Practice of The Counselors of Real Estate as a condition of membership and are encouraged to report any conduct by a CRE that appears to violate these Standards in writing to the Chair of the CRE Ethics Committee.

### **Standard 1 – Applicability**

A CRE must discern whether a potential assignment requires adherence to the standards of practice of another organization with which the CRE is affiliated, or a model standard of practice within a particular discipline. If so, these Standards require the CRE to observe such standards in performing the assignment. Clear communication with the client is required to avoid any confusion between the counseling function and performance of other specific disciplines.

### **Standard 2 – Compensation**

A CRE may receive payment for counseling services rendered by non-contingent fee, contingent fee, or a combination thereof. It is important, however, that professional counseling services be rendered with the expectation that direct monetary compensation will be received for such services, except in the context of a legitimate *pro bono* counseling service. Regardless of the form of compensation, precautions must be taken to recognize the potential for conflict of interest and to avoid any actual conflict or the appearance of conflict. A CRE must never place personal interests ahead of those of the client. Without expectation of direct monetary compensation and without precautions taken to identify any conflict of interest, a CRE must not characterize services as counseling or represent to a client that counseling is being performed.

### **Standard 3 – Competence**

A CRE must not accept any assignment beyond the scope of his/her competence, knowledge and expertise; or any assignment where the CRE is precluded from obtaining necessary knowledge or expertise from other sources. This is a continuing obligation during the course of any assignment if and when the CRE discovers that additional knowledge or expertise is required to properly complete the assignment. At such point, the CRE must disclose the additional steps required to the client and must withdraw from the assignment if precluded from taking the additional steps.

### **Standard 4 – Confidentiality**

A CRE must protect the confidentiality of the client relationship and must not disclose to unauthorized third parties the nature and results of any assignment, or any information received in confidence as part of an assignment.

**Standard 5 – Disclosure**

A CRE must disclose relevant information to prospective clients and any affected parties prior to undertaking an assignment to assist the CRE, the prospective client and affected parties in determining whether any conflict of interest or competency issues exist. Disclosure by the CRE is a continuing obligation during the course of an assignment if issues of conflict of interest or competency arise. Disclosure prior to the acceptance of an assignment and during the course of an assignment is the hallmark of the CRE as the primary method for avoiding actual or potential conflict of interest and ensuring the competent performance of counseling services.

**Standard 6 – Illegal or Unethical Conduct**

A CRE must not accept any assignment or engage in any practice involving a violation of the law or of his/her specific ethical responsibilities and must immediately withdraw from an assignment if such violation is perceived. The CRE must not permit his/her expertise, experience and reputation to be misused.

**Standard 7 – Impartiality and Objectivity**

A CRE must not accept any assignment if the terms or conditions of such assignment do not permit complete freedom and objectivity in performing the assignment and rendering impartial advice. Specifically, a CRE must not accept any assignment based on predetermined opinions or positions, or any assignment that precludes or limits the ability of the CRE to develop factual and supportable opinions, findings or conclusions.

**Standard 8 – Opinions of Value**

A CRE may render opinions of value in the context of other counseling services, provided that the purpose of and rationale for such opinion of value is clearly explained and with the restriction that such opinion is not to be used as a substitute for an appraisal. An assignment that involves no function other than the estimation of the value of real estate is not considered counseling and must not be represented as such by a CRE.

**Standard 9 – Reporting Assignment Results**

A CRE must provide the client with clear and unequivocal assignment results in oral or written form that set forth the purpose of the assignment, the steps taken by the CRE to perform the assignment, and any relevant opinions, findings or conclusions.

**Standard 10 – Testimony**

A CRE must not accept an assignment that requires testimony unless the client relieves the CRE of the confidential counseling relationship in advance. A CRE shall not testify in any proceedings regarding any assignment except with the written consent of the client or in response to legal process, and will cooperate in any efforts by the client to quash such process. A CRE shall not be a voluntary witness and shall use his/her best efforts within the law to protect the confidentiality of the client relationship.

**Standard 11 – Use of Designation**

The CRE Designation is granted to an individual and, therefore, may only be used in conjunction with the name of a CRE. It must not be used in any manner that would imply membership in The Counselors of Real Estate by a corporation, partnership or other group of individuals. The use of the Designation is prohibited if the purpose of an assignment is an appraisal, unless it is used in conjunction with a state license or certification and/or a nationally recognized appraisal designation awarded by an Appraisal Foundation sponsor.

(As amended November, 2002) □