

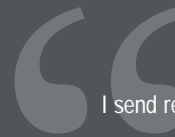
WHY BE A CRE?

THE ORGANIZATION FOR THE MOST
TRUSTED ADVISORS IN REAL ESTATE



CRE

THE COUNSELORS OF REAL ESTATE



I send referrals to and seek help from people all over the country, and notwithstanding my access to rosters of SIORs, CPMs, MAIs, and ULI folks, I always reach first for my CRE roster. Over the past twenty years, when I have identified myself as a fellow CRE, I have always, with one exception, received a return call in a very timely manner—what a response record for 20 years!"

Joe Foster, CRE - Dallas



"When I became a Counselor 10 years ago I expected a lot of smart, accomplished people that shared my vision for improving the decision making of real estate leaders. I have not been disappointed, but surprised. While I expected talent, the friendship and cooperative spirit of my fellow Counselors has been truly remarkable. I have worked with Counselors on a 1000-unit project in Staten Island, a 650-room hotel in Orlando, a 200,000-square foot office building in Los Angeles, and called scores of others to get insights and debate capitalization rates, joint venture structures, market conditions, and other issues of the day. However, what really pushed me over the top in my admiration for the Counselors was a desperate call I made to a Counselor in New Hampshire (over 3000 miles from my office north of San Francisco) whom I had never met, who instantly and happily made his office, computers, and staff available to me so I could work on an emergency matter with one of my staff who was vacationing nearby. It is good to know I have so many friends around the country!"

Scott Muldavin, CRE - San Francisco



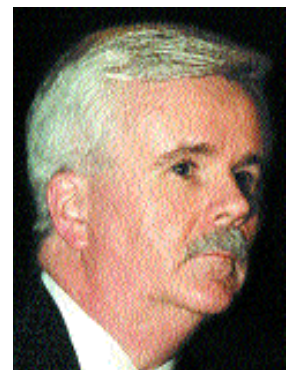
A CREDENTIAL FOR ONLY A SELECT FEW



The CRE designation:
It's not for everyone.

In a commercial real estate world with more than 150,000 practitioners seeking attention, only 1,100 real estate advisors have been invited to call themselves Counselors of Real Estate—or CREs.

Recognized by their peers for their outstanding levels of accomplishment, impeccable judgment, and commitment to integrity, members of The Counselors of Real Estate belong to a unique community of professionals unparalleled in the commercial real estate industry. It's a different kind of organization for only a select few, the most trusted advisors in real estate.



THE COUNSELOR & COUNSELING: DISTINCTIVE AND UNIQUE

Counseling is a unique specialty, and Counselors of Real Estate are a unique breed.

Counseling is not considered a specific discipline with a defined body of knowledge, such as brokerage, management, or appraisal. Rather, counseling is a process—one that requires technical competency, thoughtful analysis, and critical inquiry, all directed toward achieving the best results for a client or employer.

Counselors are committed to providing unbiased advice. CREs put their clients or employer first, ahead of their own personal goals or objectives, and strive to benefit those with whom they work. They adhere to the highest of ethical standards and a code of confidentiality.

The Counselor's key priority is providing trusted, sound solutions for complex real estate issues, no matter the size and scope of an assignment.

Property types

- | office
- | mixed use
- | multi-family
- | retail
- | residential
- | industrial and warehouse
- | urban redevelopment
- | leisure and hospitality
- | government
- | research
- | business parks
- | acreage and raw land
- | agricultural and ranches
- | airports, railroads, and related
- | educational
- | cultural
- | health care
- | affordable housing
- | stadiums
- | conference and convention centers
- | historic
- | senior and assisted living
- | parks and recreation
- | contaminated and stigmatized
- | golf courses
- | utilities
- | religious
- | storage
- | marinas and waterfront
- | telecom
- | natural resources
- | build-to-suits
- | military
- | casinos



Consulting on site assemblage, acquisition, and legal strategy for the Bank One Ballpark in Phoenix is one example of Counselors at work in specialized real estate. CREs provide consulting services for museums, hotels and golf courses, medical facilities, and embassies—anywhere specialized property needs specialized expertise.



CREs are committed to serving the best interests of their clients and their communities, from consulting on adaptive reuse to structuring public/private ventures.



The real estate acumen of Counselors has an impact on properties just across town and those on the other side of the world.

Boston's Hancock Tower complex sold for \$910,000,000 in 2003 with the input of Counselors. CREs are involved in both small and large transactions with a total annual value of billions of dollars.



Government calls on CREs to shape strategic decisions for real estate. Even the privatization of U.S. Army housing was spearheaded by a CRE.



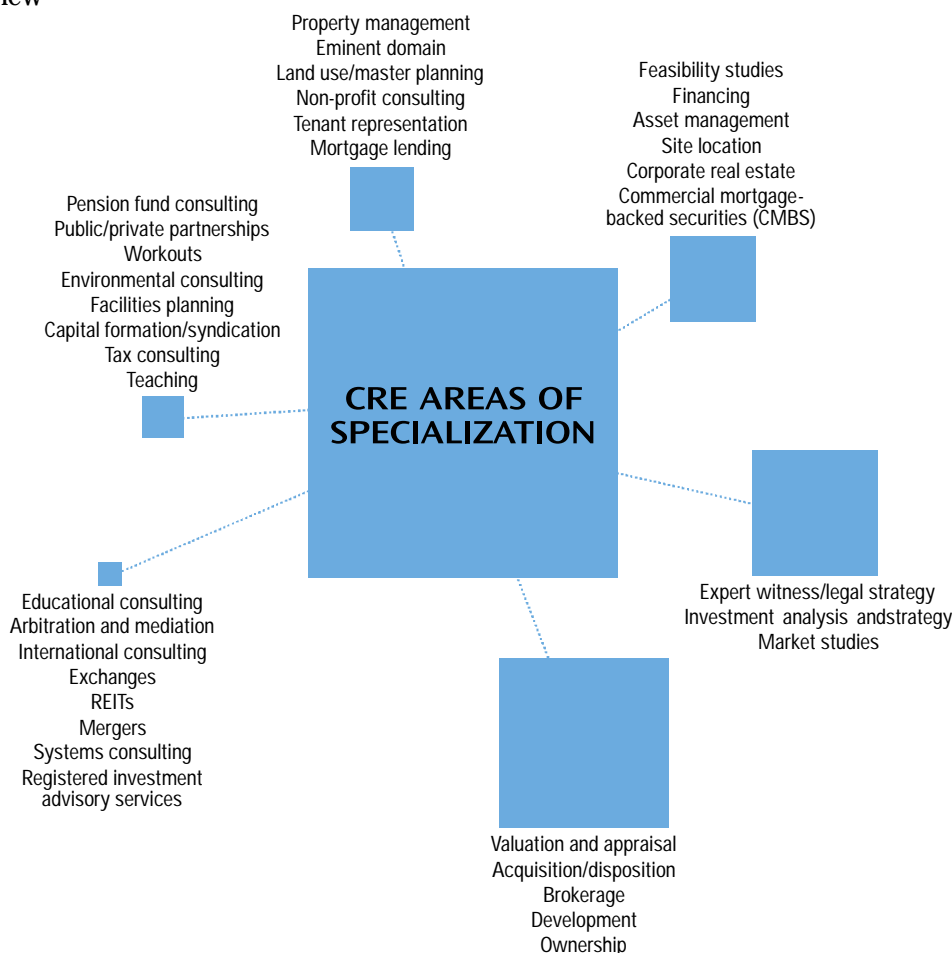
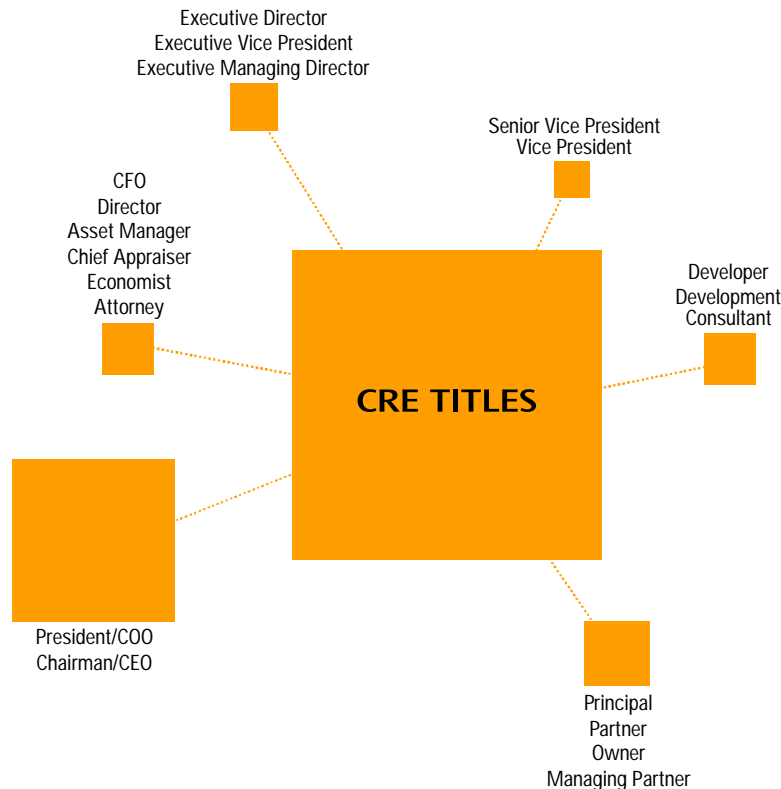
CREs consult on the entire spectrum of land and real property—from the development of vacant land to innovative assignments, such as the valuation of the Grand Canyon.



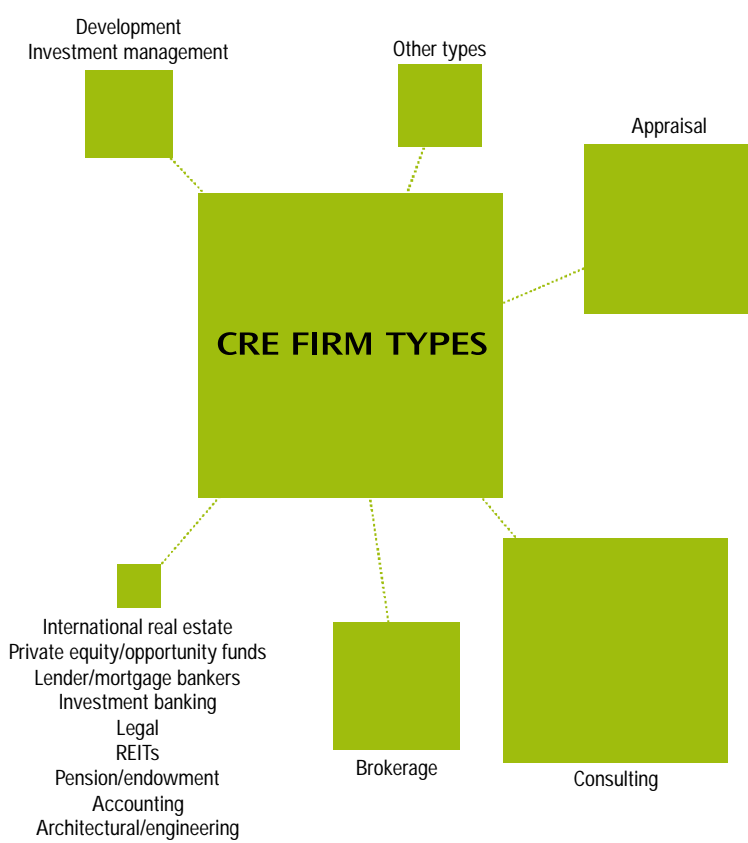
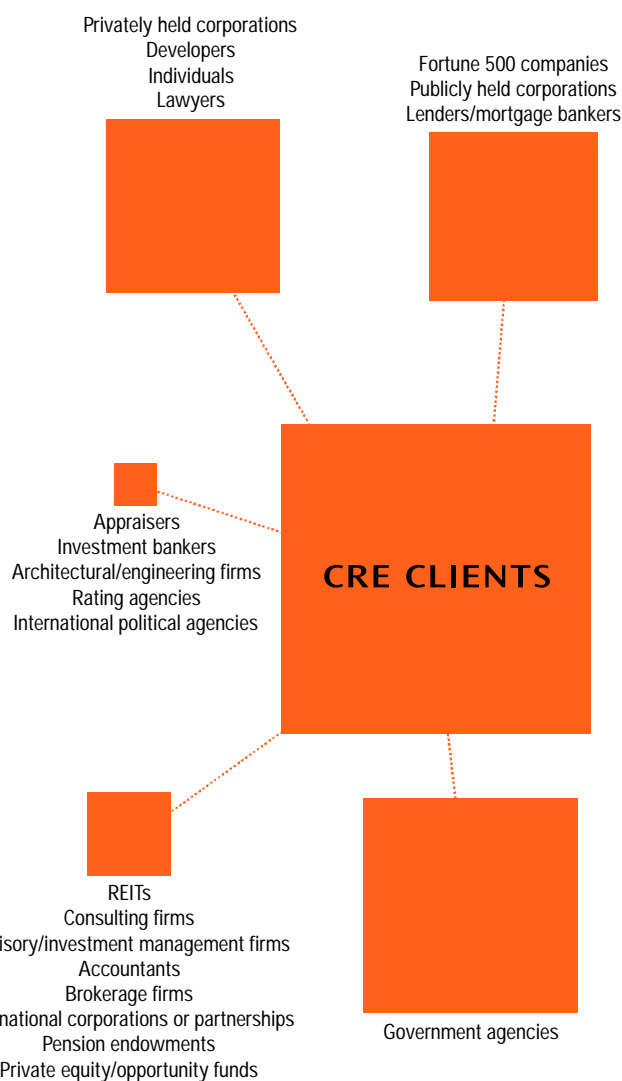
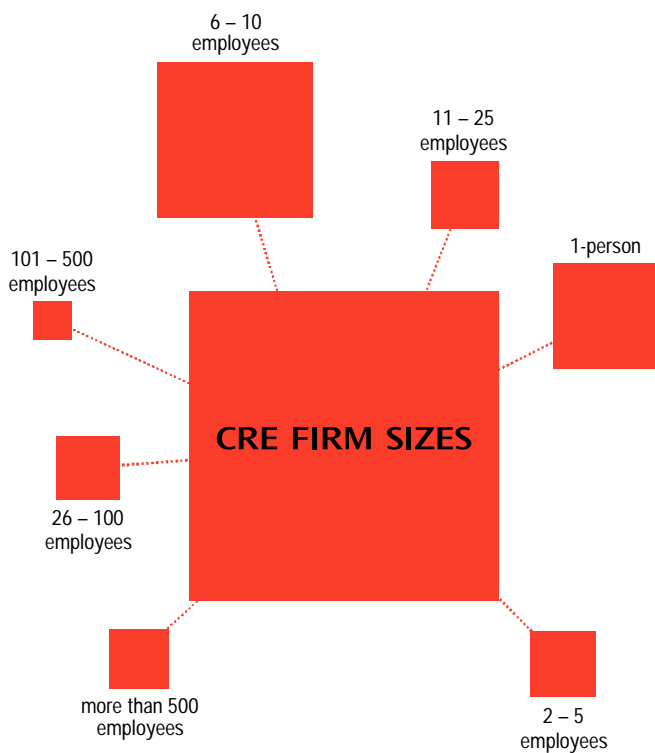
DIFFERENT BACKGROUNDS, SAME

CREs have a wide array of professional backgrounds—from appraisal to syndication. They serve different client groups—from government agencies to individual property owners. And they provide a breadth of services ranging from mergers and acquisitions consulting to providing expert witness testimony.

Regardless of their experience, firm type, or client base, all Counselors provide sound solutions for complex real estate matters. New members may bring experience similar to that of other Counselors. Often, they bring entirely new skill sets and expertise into the membership.



GOAL = COMPETENT, UNBIASED ADVICE



**Each square represents a general proportion in each category. Overlap occurs in some categories.*



MEMBERSHIP MEANS ACCESS

CRE membership is about one word: Access.

Those who belong to The Counselors of Real Estate have access to respected specialists in every market and in every field of real estate. They have access to spirited dialogue with the leading real estate thinkers and key players, the door-openers who have worked with billions of dollars in real estate assets. They have access to a professional community that elevates their experience and expands their professional reach.

Not only do Counselors benefit from access to the collective knowledge of their fellow CREs, but they also benefit from an esprit de corps unmatched in any real estate association. CREs are linked to one another by their commitment to lifelong learning and inquiry, by their appreciation of creative thinking, and their pledge to community and service. When CREs belong, they belong beyond the boundaries of a typical association environment. Membership opens a door to a unique culture grounded in trust and camaraderie.

It's the kind of access that builds strong and lasting relationships.



“It is an honor to belong to a real estate organization where I know I can contact any member at any time to receive prompt and trusted assistance.”
John J. Wallace, CRE - Palo Alto



“Thirty-odd years of membership in a brother/sisterhood like the CREs produce wonderful friendships, valuable connections, important knowledge, and multiple opportunities for personal and business growth.”
Jared Shlaes, CRE Emeritus - Chicago



“CREs are simply the most intelligent, experienced, and honorable professionals I have ever had the pleasure to encounter.”
William H. Owen, CRE - Orlando

“Membership in The Counselors means to me being part of an elite, highly regarded group of real estate professionals with whom I can regularly exchange ideas and be supported in my work. It means being a beneficiary of that special Counselor culture which is truly unique and rewarding, both personally and professionally.”

Philip S. Cottone, CRE - Philadelphia



“Sharing knowledge and experience, and doing this willingly, openly, and without any signs of arrogance—this is my most strong sense of who CREs are. This warm and collective spirit of generous sharing—which, I believe, is feasible only based on the highest professional qualifications and dedication to the subject of our profession—is what creates the highest value of CREs, for ourselves as a professional society, for the real estate profession at home and abroad, and for our clients.”

Olga Kaganova, CRE - Washington, DC

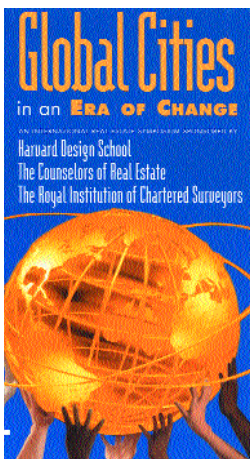
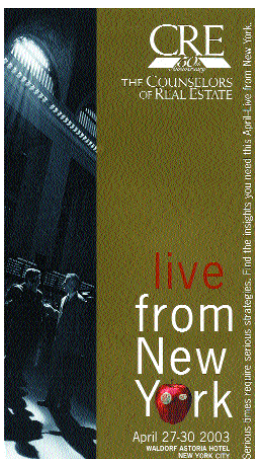


AN EXTENSIVE SELECTION OF MEMBERSHIP



The **CRE DESIGNATION** is a prestigious credential that declares your professional achievement in real estate counseling.

NATIONAL MEETINGS & PROGRAMS deliver intellectually stimulating programs that are always timely and thought provoking. To meet the demands of a professionally diverse audience, programs explore big picture topics, such as economic forecasts, capital markets trends, demographics, and globalization. To leverage the intimate size of the group, these meetings also provide ample opportunities for targeted education through special interest discussion groups and roundtable sessions.



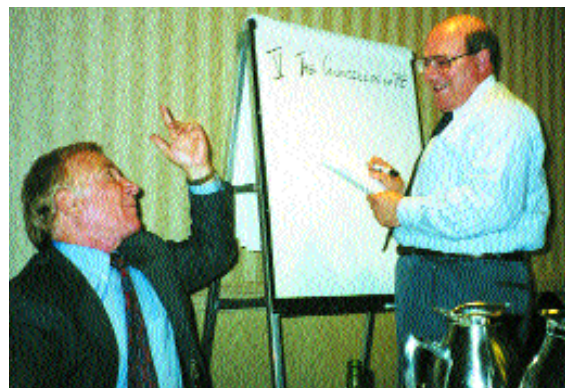
CRE-to-CRE CONTACTS happen around the world every day of the week, making every CRE, from the sole practitioner to the large firm Counselor, always connected to an enthusiastic and talented team of professionals, for CRE relationships result in collaborative business efforts and long-term friendships.



STRATEGIC ALLIANCES within the real estate industry and the global marketplace expand the awareness and presence of the CRE membership. Through partnership with the Royal Institution of Chartered Surveyors, The Counselors offers expedited reciprocal membership consideration and mutual access to a reliable network of commercial real estate professionals worldwide.



VOLUNTEER OPPORTUNITIES range from the local to the international—leadership, speaking, writing, and service opportunities abound in an organization inspired and driven by membership participation and ownership.



OPENCOMMUNICATIONS, from the informal to formal speaking and writing opportunities, create channels for knowledge sharing and exposure of individual CRE excellence. CREs share information, data, and perspectives in a confidential and discreet manner.



RESEARCH & PROJECT FUNDING is available through the James E. Gibbons Educational Development Trust Fund, which funds activities with social, community, and international significance.



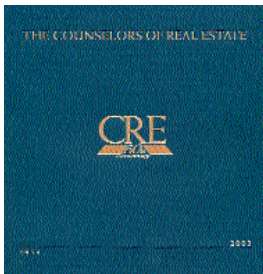
BENEFITS



The **CRE MEMBERSHIP DIRECTORY** and **ONLINE DATABASE** provide searchable contact information and profiles on all CREs.

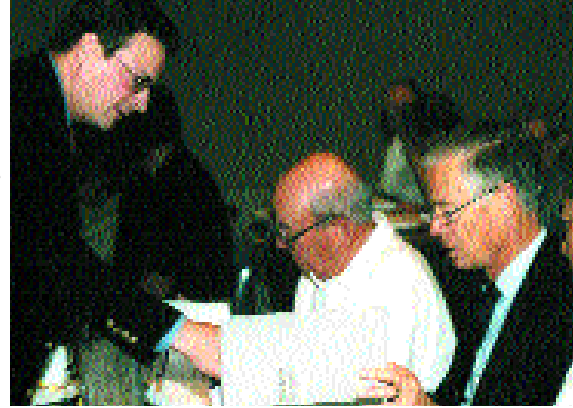


The **CRE WEB SITE** promotes the activities and expertise of each and every member, as well as the membership at large and the CRE organization.



PUBLICATIONS, both print and electronic, provide timely and thought-provoking information, most notably the quarterly professional journal *Real Estate Issues* and *The Counselor* for which CREs receive complimentary subscriptions.

The **CRE CONSULTING CORPS SERVICE** creates opportunities for CRE volunteers to assist not-for-profits and government entities in making strategic decisions about their real estate assets.



CHAPTER PARTICIPATION provides local information exchange, strong business and personal contacts, and grass roots opportunities for leadership and participation.



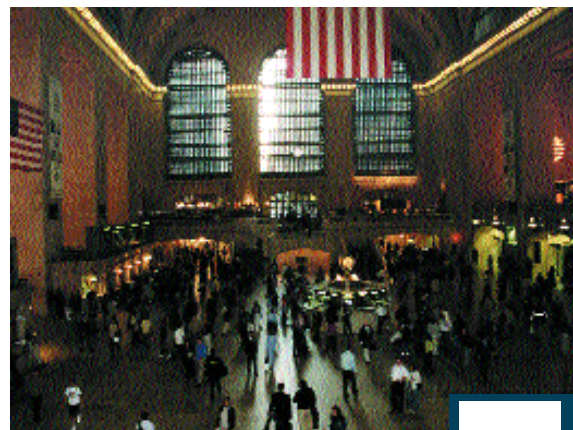
The **ALTERNATIVE DISPUTE RESOLUTION PROGRAM** promotes and manages member participation in resolving real estate disputes as an alternative to litigation. Training in mediation and arbitration qualifies CREs to participate.



AWARDS PROGRAMS recognize achievement of professional endeavors and service to the CRE organization.



SPECIAL EVENTS celebrate CRE collegiality and provide entrée to the most intriguing venues in national program host cities.



A RIGOROUS APPLICATION PROCESS

Since its inception in 1953, the mandate of The Counselors of Real Estate has been to identify and bond the leaders in real property counseling. The membership invitation process has maintained this organizational vision for more than 50 years.

The invitation process is comprehensive and thorough. It begins with the completion of a "Memorandum of Information," which includes extensive details regarding an individual's experience in real estate and in counseling. Once the Memorandum of Information is submitted, the CRE national office solicits recommendations and schedules a personal interview with a current CRE. Invitations into membership are typically made twice annually.

- | Applicants must show evidence that they provide meaningful professional real estate counseling services and that their counsel is sought and valued by clients or employers.
- | Applicants must hold a senior position in a firm or company where serving as an employee or partner. There is no requirement that the applicant be an owner or principal.
- | Applicants must be recognized for excellence as an advisor and must be highly regarded for their integrity, judgment, and knowledge.
- | Applicants must have practical experience in real estate for at least 10 years, 3 of which must be in real estate counseling.
- | Once invited into membership, CREs must hold some form of membership in the National Association of REALTORS.

To request additional information, contact The Counselors of Real Estate at 312/329-8427 or through the web site at www.cre.org.

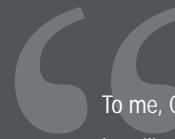


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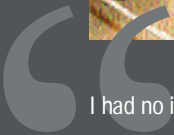
- | A distinguishing credential for consultants who provide sound, unbiased, and competent advice
- | Peer recognition of counseling expertise, integrity, and judgment
- | Access to the most respected top sources in every market and in every field
- | Open, candid, and confidential information exchange
- | Inclusion in a unique organizational culture of community and collaboration unmatched in the real estate industry
- | Connection to the most talented, enthusiastic, and eclectic professionals in real estate
- | Outstanding high level education programs and knowledge-sharing opportunities on timely topics
- | Exclusive and valuable membership benefits that enhance and elevate professional experience
- | Expanded exposure in the real estate marketplace worldwide
- | Opportunities for public service and recognition
- | Acknowledgment of your status as one of the most trusted advisors in real estate





To me, CRE stands for integrity, humanity, humility, and wisdom. Our members offer a valued voice in their own communities, a personal commitment to help fellow Counselors, and a contribution to the quality leadership our industry—and our planet—need right now. Being included is an enormous honor, and great pleasure."

Marilee Utter, CRE - Denver



I had no idea of just how special CRE membership actually would be. My first impression was the incredibly special feelings I had when I was confirmed for membership in the Counselors. To my surprise, my mailbox was suddenly filled with letters conveying warm wishes and welcoming greetings from so many Counselors, and especially from some of those people that I had long respected and admired. I still have those letters.

As the years have gone by, the treasure that is membership has only grown richer in more ways than I can count. On several occasions when my business has taken me into unfamiliar territories across this country, I have been treated with exceptional respect and hospitality by local Counselors. Being a Counselor has also provided me with an avenue for keeping my mind sharp and my professional skills honed.

For me, being a Counselor is the greatest professional privilege that I have been granted. The opportunity to be a part of this group of outstanding individuals is my greatest professional treasure."

John A. Dalkowski III, CRE - New York







For over 50 years, the most trusted advisors in real estate

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