



# NAIOP EXECUTIVE DEVELOPMENT PROGRAM (NED) APPLICATION PACKET

***Elevate your career in just six months with NAIOP’s tailored program designed for mid-career professionals in commercial real estate. Join an exclusive cohort, blending personal and professional development to nurture an agile mindset, sharpen leadership skills, and build lasting connections, essential for success in today’s dynamic industry landscape.***

## PROGRAM HIGHLIGHTS

- ✔ **DURATION:** 6 months, from June to November
- ✔ **FORMAT:** A combination of overnight retreats, interactive workshops, and virtual group check-ins
- ✔ **FOCUS:** Emphasis on personal growth, leadership development, and enhancing key professional skills
- ✔ **COHORT:** A curated, diverse group of local professionals in the CRE industry, fostering a rich learning environment and networking opportunities

*“NED is a very unique program for established professionals as it goes beyond the usual tactical skill-set trainings we’re used to seeing in most executive coaching settings and really focuses on the personal strategic skills needed to more effectively manage other people, ourselves, our time, and our perspectives - through which we function both professionally and personally.”*

- David Karol  
Ridge Capital Investors, LLC

## APPLICATION PROCESS

NED is an enriching opportunity limited to 20 participants annually. Detailed qualification requirements may be found on the next page. The application deadline is April 30, 2026. Accepted applicants are notified by May 7, and tuition is due May 28. The program begins in June.

Selection is made by a committee of NED Advisors, comprising NAIOP San Francisco Bay Area Chapter leaders with varied corporate and industry backgrounds.



APPLY ONLINE AT  
[NAIOPSFBA.ORG/NED](https://NAIOPSFBA.ORG/NED)

***APPLICATION DEADLINE: All applications must be submitted by April 30, 2026, 5:00 PST***

## PROGRAM PARTICIPATION REQUIREMENTS

The elements of this program are designed to be impactful yet efficient. Spanning six months from June to November, it includes six critical sessions: two overnight retreats, one full day retreat, and three skill-building workshops, complemented by small group virtual check-ins and 1:1 coaching opportunities. Active participation and full attendance in all retreats and workshops is mandatory. Participants are also expected to dedicate several hours between sessions for assignments. This commitment is essential for the transformative experience the program promises.



## NED PROGRAM SCHEDULE OVERVIEW

### PERSONAL DEVELOPMENT RETREAT (PART 1)

1 overnight: Wednesday–Thursday, June 3–4, 2026  
Begin Wednesday at 9:00 am, end Thursday evening at 5:00 pm,  
Alumni event following day.  
Tiburon Lodge - Tiburon, CA

### SKILLS WORKSHOP

Wednesday, July 15, 2026  
Downtown San Francisco, CA

### NED ALUMNI HAPPY HOUR (OPTIONAL)

Wednesday, July 15, 2026  
Downtown San Francisco

### PERSONAL DEVELOPMENT RETREAT (PART 2)

1 overnight: Wednesday–Thursday, August 26–27, 2026  
Begin Wednesday at 1:00 pm, end Thursday evening at 5:00 pm.  
Tiburon Lodge - Tiburon, CA

### SKILLS WORKSHOP

Wednesday, September 23, 2026  
Downtown San Francisco, CA

### SKILLS WORKSHOP

Wednesday, October 14, 2026  
Downtown San Francisco, CA

### PERSONAL DEVELOPMENT SESSION (PART 3) & GRADUATION DINNER

1 day: Friday, November 6, 2026  
Begin Friday at 9:00 am, end at 5:00 pm. Followed by a graduation  
dinner and an option to stay over for those who wanted.  
Downtown San Francisco, CA

## QUALIFICATIONS

Successful applicants will likely meet the following qualifications:

- Be at the mid-career level, having substantial professional work experience.\*
- Be a professional in the commercial real estate industry. If not currently employed, applicant should have prior experience in the sector.
- Be a member in good standing of the NAIOP San Francisco Bay Area Chapter. Applicant does not need to be a member to apply, but must join if accepted into the program.
- Practice high standards of professional and personal integrity as well as a positive attitude
- Be willing to commit to actively participate in the program, including full attendance at all events

NED provides an excellent follow up to the NAIOP Young Professionals Group (YPG) Program, however YPG is not a pre-requisite to participate in NED.

*\*Applicants age 35 and younger may want to consider the YPG program as a first step, though this is not required.*

## PROGRAM TUITION

The total tuition fee for the NED program is \$7,000 and must be paid in full by May 28, 2026. Tuition covers the cost of Retreat lodging, provided meals, and all program materials and instruction.

Individuals accepted into the program must also be current NAIOP SFBA Chapter members, or must have their membership paid by May 28, 2026. The annual membership fee ranges from \$350–\$945 per person. *For details, contact [admin@naiopsfba.org](mailto:admin@naiopsfba.org) or [naiop.org](http://naiop.org)*



**ABOUT NAIOP:** NAIOP San Francisco Bay Area Chapter, the Commercial Real Estate Development Association, is the leading organization for commercial real estate developers, owners and related professionals in office, industrial and mixed-use real estate. The Chapter offers a full calendar of educational programs and resources on topical issues as well as social and networking events for its 700+ members and guests. Nationally NAIOP comprises 21,000+ members in 54 chapters across North America. The San Francisco Bay Area Chapter is the 10th largest chapter of NAIOP. Learn more at [naiopsfba.org](http://naiopsfba.org)



# NAIOP EXECUTIVE DEVELOPMENT PROGRAM HOW TO APPLY

**APPLICATION DEADLINE: APRIL 30, 2026, 5:00 PST**

To apply for the NAIOP Executive Development Program, please visit [naiopsfba.org/ned](http://naiopsfba.org/ned) or use the provided QR code for virtual application access. During the application process, you'll be able to upload all necessary documents. Ensure you have your resume, cover letter, and any optional endorsements or recommendations prepared in advance, as the system will not permit additional uploads or edits after submission.



APPLY ONLINE AT  
[NAIOPSFBA.ORG/NED](http://NAIOPSFBA.ORG/NED)

## REQUIRED ATTACHMENTS



**RESUME:** Provide an up-to-date resume. It should include details of your current job role, all past employment experiences (including internships), and educational history. Commercial real estate-related experience is of particular interest here. Aim to keep your resume concise, ideally within two pages.



**COVER LETTER:** Please include a cover letter to assist our NED Program advisors and selection committee in understanding your motivations and qualifications.

Address the following in your letter:

- Your reasons for choosing the commercial real estate industry.
- Your short-term and long-term career aspirations.
- The unique experiences or skills you can contribute to the program.
- Your rationale for why you should be selected for the NED Program.

## OPTIONAL ATTACHMENTS



**LETTER OF RECOMMENDATION:** It is highly encouraged to submit a recommendation letter with your application. It's preferable that the letter comes from a NAIOP member in good standing and should be sent directly to the NAIOP SFBA office by the author. The letter should clarify the author's relationship with you (e.g., employer, client, business associate) and may highlight why you would be an excellent participant in the NED Program, including insights into your leadership skills, work ethic, and professional integrity.



**EMPLOYER ENDORSEMENT:** Considering the significant time commitment required for the program, we strongly recommend obtaining a letter of endorsement from your employer, if applicable. This letter should acknowledge your application to the NED Program and their support of your participation. However, please note that this is not a mandatory requirement and would not apply in some cases, such as self-employment.

*"The NED program, in my opinion, is a mini 6-month MBA bootcamp. You are in a cohort with peers and you focus on your growth as a person and as a leader. You get to know yourself better while gaining management tools and making lifelong connections."* - Kellam Nelson, Colliers International



## NAIOP EXECUTIVE DEVELOPMENT PROGRAM (NED) MEET OUR INSTRUCTORS

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**Julie Chesley, Ph.D.**

Dr. Julie A. Chesley is a Ph.D. and an associate professor of organization theory and management at the Pepperdine Graziadio Business School. Dr. Chesley's teaching focuses on personal and group transformation as well as the critical thinking and analysis required to successfully lead change. Dr. Chesley has also been on the faculty at the United States Air Force Academy and at Colorado College.

Julie has been deeply involved with the NAIOP Young Professionals Group (YPG) program for a number of years as an instructor, has enjoyed working with NAIOP and is extremely enthusiastic about being involved in this next step of self-development for mid-career professionals.

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**Terri Egan, Ph.D.**

Dr. Terri D. Egan, Ph.D., is an associate professor emeritus at the Pepperdine Graziadio School of Business and co-founder of the SyncUp Leadership Group. She has taught graduate and executive courses in leadership, team effectiveness, critical thinking, creativity and innovation, and organizational change and development. Her award-winning research has been published widely.

At the SyncUp group, Dr. Egan and her colleagues translate the benefits of neuroscience research into practical, scalable approaches to developing brain-friendly organization cultures and agile leadership mindset. she and Dr. Chesley have customized this work to address the unique challenges and opportunities facing NED participants as they face an ever changing and dynamic environment.

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**Rita Williams**

Rita Galloway Williams is currently a Facilitator, Consultant and Instructional Designer for Power Speaking Inc., leading 1 and 2-day intensive presentation skills training courses. As a Senior Consultant she has led presentation training for DeFinis Communications since 2007 and media sales training for Noll & Associates since 2005. Those topics include Negotiation, Business Development, Presentation Skills, Conflict Management, Key Account Management and Time Management.

Prior to facilitating training and immersing herself in the communication arena, Rita spent 15 years selling in the broadcast industry. This includes 7 years as VP National Sales at Univision Television Group, and 7 years for Cox Communications TV Stations and Rep firms. She was focused on new business development and tapped her resourcefulness crafting creative marketing solutions. Her background in media and sales allowed her to learn about many other industries, and she now facilitates programs among many of them, including real estate, law, finance, engineering, hi-tech, medicine, art, travel and the public sector.



## NAIOP EXECUTIVE DEVELOPMENT PROGRAM (NED) PHILOSOPHY BEHIND THE CURRICULUM

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Leaders today need increasingly sophisticated and agile mindsets characterized by maturity in perspective-taking, the ability to deal with uncertainty and ambiguity, comfort with challenging assumptions in self and others, and the capacity to learn and integrate new understanding.

To truly develop this capacity, we need to move away from focusing on what leaders know, towards **understanding how leaders make sense of the things they know**. This requires mindset development - investigating beliefs, biases, habits and autopilot behavior. The majority of leadership development time and money is invested in the realm of skill development - preparing leaders to successfully achieve stated objectives; building mastery in areas with relatively well defined and agreed upon outcomes (e.g. sales, hiring skills). To develop mindsets to match the demands of today, a different approach is needed.

Why? We are wired to avoid change; and brain research suggests our largely unconscious habits of mind drive our behavior. This means 90% of our decisions, motivations and reactions are influenced by automatic, unconscious processes. We naturally default to familiar solutions and processes, even when they no longer match the new or changing environment. Therefore, **we need experiences that disrupt habitual ways of doing things to open our minds**. We also need exposure to different world-views and a process of reflection to integrate and make sense of new perspectives.

Neuroscience on “sticky” learning tells us that **deeply meaningful learning over time is critical to gain the impact we seek from leadership development programs**. Additionally, research has consistently demonstrated that people develop in relationship with others. **Sustainable learning and growth happens when people feel they are in a safe community**, when they are challenged and when they are engaged in connected and authentic (or deep) dialogue. To accomplish mindset development in NAIOP, it needs to occur in a cohort over time.

*“The NED program is unique in its approach given the engagement at the group and individual levels and the ability to implement the learnings immediately after the program in both your personal and professional lives.”*

- Maya Setchkova,  
Cushman & Wakefield

**CATAPULT YOUR CAREER. APPLY FOR NED TODAY.**



## THE BOTTOM-LINE CASE FOR NAIOP EXECUTIVE DEVELOPMENT (NED) PROGRAM

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### WHY TRADITIONAL TRAINING ISN'T ENOUGH

Today's leaders face accelerating complexity, ambiguity, and constant change. While most leadership programs focus on skills (what leaders DO), this program targets MINDSETS—how leaders think, interpret, and respond. Research shows this deeper development leads to stronger performance, innovation, and resilience. **This is the target and goal of the NED program.**

#### TANGIBLE BUSINESS BENEFITS

- **Better Decisions in Complex Environments**
  - Leaders learn to pause, reflect, and integrate multiple perspectives before acting—resulting in smarter, more adaptive decisions in high-stakes situations.
- **Higher Team Performance & Retention**
  - Increased self-awareness and perspective-taking lead to stronger relationships, trust, and team effectiveness—boosting engagement and reducing turnover.
- **Greater Innovation & Change Agility**
  - Mindset development fosters creative thinking and comfort with ambiguity—essential for leading transformation and unlocking new value.
- **Fewer Costly Leadership Mistakes**
  - Reactive leadership often causes misalignment, conflict, or missed opportunity. Leaders who proactively examine their assumptions make better, more consistent decisions.
- **Higher ROI from Development Investment**
  - Most “skills training” fails to stick. This program's cohort model and focus on mindset lead to long-term behavior change and measurable impact.
- **Stronger Leadership Pipeline**
  - Participants grow the internal capacity needed to take on broader roles—strengthening succession planning and reducing reliance on external hires.
- **Reduced Burnout Costs Through Resilience**
  - Leaders learn core practices to build resilience—essential to sustaining energy, focus, and purpose. This reduces the rising costs of burnout, disengagement, and attrition.

#### THE NED PROGRAM DESIGN FEATURES THAT DELIVER RESULTS

- Cohort-based learning builds safety, accountability, and authentic dialogue
- Longitudinal structure ensures “sticky” growth and real-time application
- Disruptive experiences & reflection open the door to new insights and behaviors
- Exposure to diverse perspectives expands mindset and worldview

This program doesn't just teach leadership—IT TRANSFORMS LEADERS. Stronger decisions.

**Better teams. Greater innovation. Real business impact.**