

# Hardik Shah

📞 917-701-7926 ✉ [itshardik@yahoo.com](mailto:itshardik@yahoo.com) 🌐 <https://www.linkedin.com/in/hardikshahmba/>

## DRIVING END-TO-END PRODUCT STRATEGIES, TEAM PERFORMANCE & RISK MANAGEMENT

20 years of expertise in leading seamless high-volume mortgage operations with empathy, practicing strong leadership, and influencing teams to deliver their best performance. Offer a strong executive presence and emotional intelligence, coupled with a diversified background with Originations to Pooling and Securitization of mortgage loans. Consistently develop team members into next-generation leaders. Create positive, happy environments and culture to drive productivity and accountability. Problem solver with a keen ability to drive solutions to complex, multi-faceted problems despite ambiguity and uncertainty. Excel at delivering large-scale, high-quality mortgage operational projects and initiatives within budget and on time.

## KEY TALENTS

Wealth Management | Private Banking | Mortgage Operations | Whole Loan Sale & Conduit | Warehouse Lending  
Mortgage Underwriting & Credit Risk | Correspondent Lending | Agency and Jumbo Loans | QM and Non-QM Loans  
Residential Mortgage-Backed Securities | Relationship Management | Business Development | Product Development  
Product Innovation Strategies | Process Improvement | Compliance | Operational Risk | Regulatory Audits

## EXPERIENCE

**JPMORGAN CHASE & CO., PRODUCT AND INNOVATION, CHASE HOME LENDING** – *New York, NY* Sept 2021 – Present

### EXECUTIVE DIRECTOR

**Scope of Leadership:** Lead a team of 4 in support of bringing high level of intellectual excellence, vision, and fact based analysis as a foundation of the mortgage origination business and transformation. Provide functional expertise and knowledge to the team while playing a significant role in producing extraordinary, impactful and measurable results for the Home Lending line of business. Impact wide variety of functions including product design and strategy, process improvement and technology that will drive the overall strategy for transformation. Providing leadership and training to the team and actively contribute to attracting, developing, motivating and retaining a diverse high performance team. Drive long-term strategy and key priorities for the mortgage originations and operations business working in partnership with other departments and line of businesses and key stakeholders.

**Product and Innovation Strategy Management:** Provide a strategic vision, product development and process innovation enhancements for Non-Agency Private Label Securitization Risk Distribution Strategies and Community and Affordable Lending Product Strategies with a goal of building a transformational experience for Chase Home Lending customers. Spearhead efforts to create compelling mortgage products and programs that appeal to both customers and investors resulting in streamlined client experience and mortgage backed securities. Maintain in-depth knowledge of all mortgage products including such as Agency (FNMA, FHLMC), FHA, VA, Non-Agency and Digital Products. Anticipate and identify issues that will inhibit attainment of goals and proactively solve those problems. Accept complex and ambiguous situations, overcome obstacles and deliver outcomes for product and guideline solutions that bring value to the customers throughout the lifecycle of the loan.

- **Lead projects from strategy development through execution**, direct all program planning and management, issue identification and resolution, risk management, analytical design and deliverable definition to provide targeted capability building.
- **Leverage business intelligence, internal consultation, customer feedback, economic and financial and market analytics** to develop strategic frameworks for innovative and disruptive new products and services that place Chase Home Lending at the forefront of the mortgage industry to create and maintain a competitive offering.
- **Provide strategic vision along with tactical expertise and analytical problem solving skills** that will translate into practical solutions for the business.
- **Identify opportunities to streamline processes and systems** to strengthen competitiveness and profitability.
- **Structure and scope complex problems** and apply a range of analytical tools to develop solutions.
- **Collaborate with internal stakeholders to design, manage, executive change programs** that will build consensus and drive adoption of the transformation changes to the products.
- **Develop credibility-based relationships and partner with internal stakeholders such as Risk, Legal, Compliance, Fair Lending, Finance, Capital Markets, Agency Relations** to evaluate new concepts and proposals and play a significant role in influencing senior-level thinking that supports moving the business units to action.
- **Participate and work closely with external stakeholders** such as GSEs, FHFA, GNMA, MBA, MISMO to find solutions to the industry challenges.

# Hardik Shah

CITIGROUP, INC. - GLOBAL CAPITAL MARKETS - RESIDENTIAL MORTGAGES – New York, NY

Feb 2019 – Aug 2021

## VICE PRESIDENT

- **Monitored lending portfolio of \$18B** to ensure compliance with credit policies, federal and state laws and regulations, implement appropriate controls and mitigate risks and compliance management systems. Manage all risks for residential mortgage and asset finance portfolio.
- **Led a 9-person team providing leadership to drive revenue through risk-based strategies** and frameworks covering prepayments, credit risk management, collection, portfolio acquisitions, and sales.
- **Innovated credit risk strategies** including the expansion of originations, enhancements to risk appetite, de-risking of new originations portfolios, and increased efficiencies in risk management.
- **Completed whole loan trades and propelled due diligence by increasing the reviews from 50% to 95%** and increased frequency for diligence to increase efficiency and effectiveness for proper monitoring of risks and controls.
- **Slashed average turn time with clients for diligence reviews from 180 to 45 days** by providing better monitoring to identify outstanding loans that needed to be addressed promptly.
- **Equipped Citigroup to accept e-Notes and launch the e-Notes Platform** with other clients as the MERS, significantly reducing the time with the custodian for review and acceptance/delivery of the documents.
- **Established new Jumbo Conduit** for purchase of the whole loans from various sellers on flow and bulk basis and expedited the Jumbo Conduit setup process, going live with the conduit in 9 months with having 14 sellers.
- **Maintained in-depth knowledge of all mortgage products** including Agency, Non-Agency, QM and Non-QM Loans and oversee mortgage underwriting and diligence for the bulk acquisition purchases, conduit, and securitization.

MORGAN STANLEY PRIVATE BANK, WEALTH MANAGEMENT – New York, NY

Sept 2011 – Feb 2019

## VICE PRESIDENT

- **Received multiple promotions** from AVP to Vice President with the highest credit lending authority of up to \$7mm. Designated as the Sr. Business Credit Risk Officer of the Private Bank with 3 “In Search of Excellence” awards.
- **Managed and led a team of 14 underwriters** providing leadership for large, complex non-conforming jumbo mortgage transactions for HNW and UHNW transactions that include QM and Non-QM loans.
- **Led the Lone Star project to set up Dallas fulfilment site.** Recruited teams for the Originations, Processing, and Underwriting departments. Drove system roll-outs and massive production oversight for the new team.
- **Improved turn times, capacity, and quality**, reducing major turn time from origination to closing from 120 to 45 days (62.5%). Partnered with Regional Managers, Private Bankers, Financial Advisors, Business Partners, CPAs, Credit Risk, and Senior Management on mortgage transactions to provide a credit decision earlier in the process.
- **Propelled mortgage production 35%** by streamlining underwriting processes and identifying more explicit roles and responsibilities for each department and increased production by 25% by implementing controls, policies and system enhancements. Participated in a loan portfolio sale of \$42M.
- **Slashed compliance error rates from 75% to 8% in 8 months** by performing a root cause analysis, implementing tactical and strategic solutions along with remediation strategies. Reduced Credit QC error rates from 14% to 2%.
- **Increased Operational efficiencies** by developing and managing business workflow initiatives to increase efficiency and create a positive client experience.
- **Monitored risk to ensure compliance with appropriate policies and procedures and managed all regulatory exams** internally for the business unit. Ensured no violation of the representations and warranties with investor’s service agreements.

### Earlier roles:

WELLS FARGO HOME MORTGAGE, CONSUMER LOAN UNDERWRITER 3, ISLANDIA, NY, 2010 – 2011

ALL AMERICAN HOME MORTGAGE CORP., CORRESPONDENT LENDING DIVISION MANAGER, UNIONDALE, NY, 2004 – 2010

UBS PAINE WEBBER, FINANCIAL ANALYST - NEW YORK, NY, 2003 – 2003

## EDUCATION

**Master of Business Administration (MBA), Finance and Investment Banking** | Adelphi University, Garden City, NY, 2003

**Masters of Business Administration, Business Management** | K. S. School of Business Management, Gujarat, India, 2001

**Bachelor of Business Administration, Finance** | K. S. School of Business Management, Gujarat, India, 2000

**LICENSES:** FINRA Series 7, 63, 79; NMLS Registered