Project Mission and Goals

The Rooftops Project is a new initiative founded and directed by James Hagy, Distinguished Adjunct Professor with the Center for Real Estate Studies at New York Law School. It provides real estate programs, workshops, Web and print resources for not-for-profit organizations, with several goals:

- To be the host of an ongoing dialogue within the community of not-for-profit executives and managers, not-for-profit board members and volunteers, and real estate industry professionals about topics relating to the effective occupancy, use, and management of real estate in the social sector.

- To highlight and celebrate the diverse roles played by real estate (as physical space) in supporting the missions of not-for-profit organizations of every type, from museums to places of worship, from social and human services to education and advocacy.

- To increase awareness of the contribution that a disciplined approach to real estate can make in not-for-profit organizations of every size, from those with a single location to those with a national or international presence.
Welcome to the Rooftops!

In the fall of 2010, the Center for Real Estate Studies here at New York Law School launched The Rooftops Project, a nonprofit forum to explore the role of real estate in not-for-profit organizations. Our mission statement can be found on an adjoining page.

Our first step was a national survey of a sample group of not-for-profit organizations, exploring their attitudes and approaches with respect to the real estate—physical space—they occupy for their operations. We were gratified by an enthusiastic response and we benefited from the perspectives of each participating organization. A report with the survey results and commentary can be found at our Web site at www.nyls.edu/The_Rooftops_Project.

Our work now turns to serving as host, providing an independent forum for a continuing dialogue about the role of real estate in supporting the mission, operations, and financial well-being of not-for-profit organizations. We plan to offer programs and workshops, as well as Web and print resources. We look forward to exploring this field within our Center, with our students, with guest contributors from the real estate industry and the professions, and through interviews with those in the not-for-profit community and beyond it.

This set of resource materials is being produced in conjunction with The Rooftops Conference 2011, the Center’s first symposium regarding real estate occupied by not-for-profit organizations in connection with fulfilling their charitable purposes.

We have the good fortune of an especially rich cast of speakers and panelists. I am enormously grateful to everyone on the program at today’s conference, for their time, support, and perspectives.

Our day is organized as a series of informal dialogues around central and overlapping themes relating to the role of physical space in the operational and financial performance of not-for-profit organizations, as well as the impact made by the presence of not-for-profits as residents of the communities in which they operate. These materials are intended to supplement the unscripted conversation and informal presentations of our conference panelists and speakers.

Thanks also go to my colleagues at the Center for Real Estate Studies here at New York Law School. The Center’s Director, Professor Andrew R. Berman, and its Associate Director, Erin Bond, have made the full resources of the Center available in support of our work throughout the year. Erin has gone above and beyond in facilitating the creation of our Web presence, developing our communications plan, and preparing for the conference day.

Professor Gerald Komgold, whose invitation and encouragement recruited me into a second life in academia some five years ago, was a constant friend and counselor throughout the process. Professor Marshall Tracht offered ideas and his characteristic cheerful enthusiasm.

New York Law School also benefits from having a fantastic marketing and communications team that was generous with its time and talents. Nancy Guida, Vice President of Marketing and Communications, and Andrea Junco, Director of Communications, provided expertise and resources in reaching our new audience in the not-for-profit community. Regina Chung, Senior Director of Creative Services, was a constant collaborator in designing the many digital and print expressions of our work with spectacular results; the materials being distributed at this conference are examples of her exceptional talents.

Special thanks, too, to New York Law School’s visionary Dean, Rick Matasar, who has an extraordinary ability to find exactly the right things to say, and the right things to do, to encourage creative projects among his faculty, students, alumni, and supporters.

I am also very grateful for the privilege to have worked with our group of New York Law School professional students who served with me on the team that established and launched The Rooftops Project this year: Rachel Logan (Class of 2011); Sushma Rambaran (Class of 2011); Leslie Franco (Class of 2012); and Amanda Waye (Class of 2012). Joining them today in supporting The Rooftops Conference 2011, and continuing as members of our team for the upcoming 2011–12 academic year, are: Mark Lapidus; A.J. Sokoloff; and Toby Vickers (all Class of 2012).

Whether you are a not-for-profit executive or staff member, a board member or volunteer, a donor to or funder of charitable causes, a real estate industry professional or a provider of goods or services to the not-for-profit world, we hope that you will follow our work and join our discussion. We welcome hearing views from your rooftop vantage point, too. You can reach me at my e-mail address below.

James Hagy
Distinguished Adjunct Professor
Center for Real Estate Studies
New York Law School
james.hagy@nyls.edu
# Rooftops Conference Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:45 a.m.</td>
<td>Registration and Continental Breakfast</td>
</tr>
<tr>
<td>9:00 a.m.–9:15 a.m.</td>
<td>Welcome and Introductions</td>
</tr>
<tr>
<td>9:15 a.m.–9:45 a.m.</td>
<td>The Rooftops Project, Property Perspectives for Not-for-Profit Organization: The Case for Real Estate</td>
</tr>
<tr>
<td>9:45 a.m.–10:30 a.m.</td>
<td>Building Teams, Funding Dreams: Planning and Paying for Projects, Repairs, and Operations</td>
</tr>
<tr>
<td>10:30 a.m.–10:45 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>10:45 a.m.–11:15 a.m.</td>
<td>Market Snapshot: Occupancy Opportunities and Challenges in a Down Economy</td>
</tr>
<tr>
<td>11:15 a.m.–12:15 p.m.</td>
<td>Project and Facilities Strategies: Maximizing Value from Your Real Estate</td>
</tr>
</tbody>
</table>

## The Rooftops Project, Property Perspectives for Not-for-Profit Organization: The Case for Real Estate

What is the role of real estate (owned, leased, or hosted physical space) in organizational performance? What are the unique considerations for not-for-profit organizations? What challenges and opportunities may real estate present? This presentation will introduce our project’s field of dialogue and research and frame our program for the day.

**Presenter and Conference Moderator:**

James Hagy, Distinguished Adjunct Professor, New York Law School

## Building Teams, Funding Dreams: Planning and Paying for Projects, Repairs, and Operations

What makes for the most effective collaborations among staff, board, and outside advisors in planning and implementing not-for-profit real estate projects? How do volunteered services fit? How do institutional funders think about organizations’ infrastructure needs and costs? Looking beyond capital campaigns for new buildings and expansions, what about ongoing facilities operations and building repairs and refurbishments?

**Panelists:**

- Richard R. Buery Jr., President and Chief Executive Officer, Children’s Aid Society
- Florence Davis, President, The Starr Foundation
- Michael Horvitz, Chair of the Board of Trustees, The Cleveland Museum of Art
- Alice Korngold, President & CEO, Korngold Consulting
- Suzanne Sunshine, President, S. Sunshine & Associates, LLC

## Market Snapshot: Occupancy Opportunities and Challenges in a Down Economy

Suitability and cost of space can be important factors to not-for-profit organizations in any economic climate. What real estate opportunities exist for not-for-profits in a down economy? What are the challenges? How do landlords assess potential not-for-profit tenants, and how should not-for-profits prepare for conversations with landlords?

**Presenter:**

Ira Schuman, Executive Vice President, Co-Branch Manager, Studley

## Project and Facilities Strategies: Maximizing Value from Your Real Estate

Owned or leased space represents a significant commitment of time and budget resources to manage, operate, and maintain. How may not-for-profit organizations evaluate and develop effective strategies for their spaces? What is involved in decisions about preventive versus reactive maintenance, and self-performing work, outsourcing functions or outsourcing tasks to others? What about sustainable and “green” building solutions, and what first steps can be taken by smaller organizations and those with resource constraints? And how does the emergence of alternatives for sourcing energy (electricity, natural gas) supply fit into the equation?

**Panelists:**

- Christelle Bron, Managing Director, Consulting Services, Studley New York
- Susanna Fodor, Partner, Jones Day New York
- Ron Keller, Vice President and General Manager, Industrial Customer Business Group, Johnson Controls, Inc.
- Ashley Marsh, Coordinator, Open Hands Studio, Cannon Design
- Maureen O’Brien, Manager of Real Estate, Archdiocese of Chicago
- Manuel X. Patino, Executive Director of Global Energy and Sustainability, JPMorgan Chase
12:30 p.m.–1:45 p.m.
Lunch with Panel Presentation of NYC Projects

Our luncheon will feature presentations by panelists representing not-for-profit organizations that have recently completed major and unique building and facilities projects, affording us behind the scenes insights highlighting their experiences and lessons learned.

Panelists:
Sue Chin, Vice President of Planning and Design & Chief Architect, Wildlife Conservation Society
Richard A. Matasar, Dean and President, New York Law School

1:45 p.m.–2:00 p.m.
Break

2:00 p.m.–3:00 p.m.
Not-for-Profits as Urban Neighbor, Global Citizen

Not-for-profits make important contributions not only through the realization of their mission and purpose, but through their economic investment in space and their employment commitments. What effects does a not-for-profit have as a neighbor and member of the communities in which it is present? How should not-for-profits take these factors into account in making decisions about location and facilities? And how may the neighboring community impact the not-for-profit?

Panelists:
Amy Gavaris, Senior Advisor, New York Restoration Project
A. Robert Jaeger, Executive Director, Partners for Sacred Places
Ross F. Moskowitz, Partner, Stroock & Stroock & Lavan, LLP
Seth W. Pinsky, President, New York City Economic Development Corporation
Sheena Wright, President & CEO, Abyssinian Development Corporation

3:00 p.m.
Reception

Our reception offers a chance to meet peers and to chat with our speakers, panelists, faculty, and students involved in The Rooftops Project. There will also be a wine-tasting with organic wines from small innovative French vineyards, a selection of other beverage and hors d’oeuvres, and if you wish a brief student-led tour of New York Law School’s new building.

About the Center for Real Estate Studies
The Center for Real Estate Studies provides students with a unique educational opportunity to study both the private practice and public regulation of real estate. Launched in 2007, the Center offers an extensive selection of classroom courses, advanced seminars, and independent study projects, as well as externships and mentorships in governmental offices and real estate firms. It also sponsors conferences, symposia, and continuing legal education programs on a broad spectrum of issues for New York’s real estate community. The Center aims to bridge the gap between the private practice and academic study of real estate, and is one of the premier research centers in the country for the study of real estate. www.nyls.edu/realestate

About New York Law School
Founded in 1891, New York Law School is an independent law school located in lower Manhattan near the city’s centers of law, government, and finance. New York Law School’s renowned faculty of prolific scholars has built the School’s strength in such areas as constitutional law, civil and human rights, labor and employment law, media and information law, urban legal studies, international and comparative law, and a number of interdisciplinary fields. The School is noted for its nine academic centers: Center on Business Law & Policy, Center on Financial Services Law, Center for International Law, Center for New York City Law, Center for Professional Values and Practice, Center for Real Estate Studies, Diane Abbey Law Center for Children and Families, Institute for Information Law & Policy, and Justice Action Center. New York Law School has more than 13,000 graduates and enrolls some 1,500 full-time students and 430 part-time students in its J.D. program and its four advanced degree programs in financial services law, real estate, tax, and mental disability law studies. www.nyls.edu

Center for REAL ESTATE STUDIES
at New York Law School
MODERATOR

James Hagy, Distinguished Adjunct Professor,
New York Law School

James Hagy is Distinguished Adjunct Professor of Law at New York Law School. He also founded and directs The Rooftops Project at New York Law School’s Center for Real Estate Studies. Professor Hagy also serves as an affiliated transnational professor at Peking University School of Transnational Law, and as an adjunct professor at the Case Western Reserve University School of Law and at the Center for Real Estate Law of the John Marshall Law School.

During his 28-year career with Jones Day, the global law firm, Professor Hagy served for 10 years as co-chair of the firm’s worldwide general real estate practice. He also formed and chaired the firm’s Corporate Real Estate Services practice worldwide and served in a variety of additional management roles. He has advised a broad range of Fortune 500, FT 500, and private companies in major national and international transactions.

Professor Hagy is also a member of the faculty of CoreNet Global Learning, where he has repeatedly received top-rated faculty awards from business audiences, and serves as an editorial board member of the Journal of Corporate Real Estate (Emerald Group Publishing, London), as an editorial board member of the Corporate Real Estate Journal (Henry Stewart Publications, London), and on the editorial board of Site Selection magazine. His honors include appointment to the American College of Real Estate Lawyers. He has been a magician for more than 40 years and writes and speaks regularly on the history and theory of performance magic, including a keynote lecture at The British Library (London).

PANELISTS AND SPEAKERS

Christelle Bron, Managing Director,
Consulting Services, Studley

Armed with 13 years of experience as a real estate client service professional, Christelle leads the consulting services practice within Studley’s Strategic Portfolio Solutions group. She focuses on adding value to Studley’s corporate clients, by offering a strategic and multidisciplinary approach to solving their real estate challenges. Her solutions are supported by a deep real estate expertise and take into account people, process, technology and governance implications, as well as how they are aligned with her client’s corporate culture and business needs.

Christelle’s relevant subject matter expertise includes portfolio strategy, location advisory and site selection, occupancy cost reduction, organizational assessment and business process improvement, transaction support, and appraisal. She is a member of the Royal Institute of Chartered Surveyors and is a member of CoreNet Global’s New York Chapter.

Christelle earned her M.B.A. - Institut d’Administration des Entreprises from La Sorbonne, Paris, France and her structural engineering degree from the Ecole Speciale des Travaux Publics, Paris, France. Prior to joining Studley, Christelle was a senior manager in Ernst & Young’s Construction and Real Estate Advisory Services practice, advising both investors and corporate users.

Richard R. Buery Jr., President and Chief Executive Officer,
Children’s Aid Society

Born and raised in the East New York section of Brooklyn, the son of a retired New York City public school teacher and a retired lab manager, Richard R. Buery Jr. has dedicated his life to improving educational opportunity and life outcomes for young people in America’s most disadvantaged communities.

In October 2009, Mr. Buery was named the tenth President and Chief Executive Officer of The Children’s Aid Society. He is the first black leader of Children’s Aid and the youngest since Charles Loring Brace founded the agency in 1853. Children’s Aid is an independent, not-for-profit organization established to serve the children of New York City. Its mission is to provide comprehensive supports for children in need, from birth to young adulthood, and for their families, to fill the gaps between what children have and what they need to thrive. Children’s Aid serves New York’s neediest children and their families with a network of services and programs that support children and their families from before birth through young adulthood.

Mr. Buery previously co-founded and served as executive director of Groundwork, Inc., a nonprofit organization serving the children and families of Brooklyn public housing developments. He also co-founded and served as executive director of iMentor, a technology education and mentoring program that each year connects New York City middle and high school students with professional mentors through online and face-to-face meetings. Already one of the largest youth mentoring organizations in New York City, iMentor is currently undergoing a national expansion.

A graduate of Harvard College and the Yale Law School, Mr. Buery has a background in law, education, and politics. Prior to founding iMentor, Mr. Buery was a staff attorney at the Brennan Center for Justice. He also served as a law clerk to Judge John M. Walker Jr. of the Federal Court of Appeals in New York City, as a fifth grade teacher at an orphanage in Bindura, Zimbabwe, and as Chief Political Officer and campaign manager to Kenneth Reeves, the Mayor of Cambridge, Massachusetts.
Sue Chin, Vice President of Planning and Design & Chief Architect, Wildlife Conservation Society

Susan A. Chin, AIA is Vice President of Planning & Design and Chief Architect for the Wildlife Conservation Society (WCS). Sue is a licensed New York State Architect and has been with WCS since 1982. She heads the globally-renowned Exhibitions and Graphic Arts Department (EGAD), notable for its many innovations in the field of zoo design. The department is responsible for design for the Bronx Zoo, Central Park Zoo, Prospect Park Zoo, Queens Zoo, and New York Aquarium and select international sites. She has been an integral part of the design for numerous award-winning Bronx Zoo projects, including Congo, Tiger Mountain, Center for Global Conservation, and the Lion House Restoration /Madagascar Exhibit. Sue is currently leading the design effort for Ocean Wonders: Shark, a key element in the Sea Change Initiative at the New York Aquarium.

Ms. Chin has collaborated on WCS global conservation projects in Uganda, Kenya, Guatemala, Costa Rica, Belize, and Rwanda and is currently co-managing a WCS Global Design and Outreach initiative. A member of AIA, USGBC, and AZA, she has over twenty years of experience in architecture, sustainability, and exhibit design.

Florence Davis, President, The Starr Foundation

Florence Davis is President and a member of the Board of Directors of The Starr Foundation. The Starr Foundation was established in 1955 by Cornelius Vander Starr, the founder and first chairman of C.V. Starr & Co. and Starr International Co. Under Starr’s successor, Maurice R. Greenberg, some of the Starr-related companies were combined to form American International Group (AIG). Mr. Greenberg built the Foundation into one of the largest in the United States, supporting programs in the areas of medical research and healthcare, education, human needs, culture, public policy, and the environment.

Ms. Davis is a graduate of Wellesley College (highest honors, Phi Beta Kappa) and New York University School of Law (Root-Tilden Scholar). She began her legal career in private practice with Sullivan & Cromwell in 1979. From 1986–1995, Ms. Davis served in a number of positions at Morgan Stanley & Co., Incorporated, where she was a Principal and Director of Worldwide Regulatory Affairs. From 1995–1999, Ms. Davis was Vice President and General Counsel of American International Group, Inc. (“AIG”).

Ms. Davis is a trustee of New York University and the New York University School of Law, an overseer of The International Rescue Committee, a member of the Board of Managers of the New York Botanical Garden, and a trustee of the Eisenhower Fellowships. She is a member of the Council on Foreign Relations. She served on Mayor Bloomberg’s Commission for Economic Opportunity.

Susanna Fodor, Partner, Jones Day New York

Susanna Fodor is among three attorneys in the United States with the distinction of being elected to membership in both the American College of Real Estate Lawyers and the American College of Construction Lawyers. Her skill sets include domestic and global representation of Fortune 500s, developers, financial institutions, health care providers, investment banks, private equity funds, sports organizations, not-for-profits, airlines, governmental entities, and industrial and other clients in the areas of development, acquisitions/dispositions, sale/leasebacks, built-to-suit and other leasing transactions, corporate real estate services, distressed asset workouts/restructurings, design/construction risk analysis, public/private partnerships, privatization, property management/outourcing, and financing of commercial, residential, sports, health care, hospitality, energy, airport, infrastructure, industrial, retail, and other real property assets.

Susanna is on the neutral roster of the American Arbitration Association’s Large Complex Case Panel; writes/lectures for The Real Estate Institute/NYU School of Continuing Education, NYS Bar Association, PLI, and CoreNet Global Learning (with MCRR.s,h, Top Faculty, and Appar Award for Excellence ratings); was a founding member of the editorial board of the Journal of Corporate Real Estate (Henry Stewart Publications, London); co-chair of the NYS Bar Association Real Property/Construction Law Committee; and has been named in International Financial Law Review’s “Top Real Estate Lawyers in the US,” International Who’s Who of Construction Lawyers, and IBC’s “International Legal Professional of the Year.”

Amy Gavaris, Senior Advisor, New York Restoration Project

Amy Gavaris has been on staff at NYRP since its founding by Bette Midler in 1995 and has helped lead the organization from its grassroots origins into one of New York City’s leading and most respected environmental non-profit entities. The organization is dedicated to reclaiming and restoring New York City parks, community gardens and open space, particularly in underserved communities, and is also partnering with the City of New York on Million-TreesNYC—an initiative to plant and care for one million new trees throughout New York City’s five boroughs by 2017.

Amy has managed NYRP’s programmatic, planning and design initiatives, open space redevelopment, and major capital projects. Among her key accomplishments: managing the clean-up of a 15-acre dump site and overseeing its rebirth as a new waterfront park on the Harlem River (Swindler Cove Peak and Riley-Levin Children's Garden); developing the program and design direction for the Peter Jay Sharp Boathouse on the Harlem River; supervising the community design process for NYRP’s 52 community gardens; and the restoration of an historic building in Fort Tryon Park, now the NYRP-operated New Leaf Restaurant & Bar.
Michael Horvitz is Chairman of the Board of Trustees, The Cleveland Museum of Art. He served as President of the Museum from 1996 to 2001 and has served as Chairman since 2001.

Mr. Horvitz is a retired Partner in the international law firm of Jones Day, where he practiced for more than 30 years in the areas of tax, business transactions, and personal planning for privately-owned businesses, substantial families, and charities. He advised family businesses, trusts, family offices, private investment funds, and nonprofit organizations with respect to the relationships among shareholders and partners, governance, and charitable planning. He has testified as an expert witness in United States District Court in the area of the duties and responsibilities of trustees of nonprofit organizations.

Mr. Horvitz is active in various investment and philanthropic activities. He is Chairman of the Board of Parkland Management Company, a family investment office, and is Vice Chairman of Horvitz Newspapers, Inc., a family-owned newspaper company based in Washington State. He also chairs the Administrative Committee of the HRH Family Foundations, a group of family charitable foundations.

In addition to his service to the Cleveland Museum, which houses one of the world's best known comprehensive art collections, Mr. Horvitz is a trustee of the Cleveland Orchestra, where he serves on the Executive Committee and chairs the Personnel and Audit Committees. He also serves as a trustee of The Jewish Federation of Cleveland and the University of Virginia Law School Foundation, where he chaired the board for six years. He is a Trustee Emeritus of Case Western Reserve University.

Ron Keller is accountable for the Industrial Market Unit for the Americas, providing executive leadership and overall executive management in the development and delivery of integrated real estate and facilities management services in the U.S. and worldwide for Global 1000 industrial companies.

Prior to joining Johnson Controls in 2005, Ron was Senior Vice President and Director of Corporate Real Estate for KeyCorp, one of the largest U.S. financial services companies, where he was responsible for the strategy and execution for its network of over 1,200 locations in 14 countries and 45 states.

Ron’s not-for-profit and community service includes involvement as an Executive Board Member of the Downtown Cleveland Partnership (2004–2007), and as a member of the board of Youth Opportunity Unlimited (1999–2006) and its Chairman of the Board (2005–2007). He was named to Cleveland Crain’s Business 2004 “40 under 40” top Cleveland executives.

George A. Plunkett served on the Board of Trustees of the Cleveland Museum of Art from 1996 to 2007 and as Chair of the Board of Trustees from 2000 to 2007. He is a Trustee Emeritus of the Museum.

Mr. Plunkett has been involved in professional and community service throughout his career.

Since 2007, Amy has been overseeing several special restoration projects on behalf of Founder Bette Midler in post-Katrina New Orleans, chief among them guiding the design and construction of a new community park in Gentilly, one of the city’s most flood-ravaged neighborhoods.

Michael Horvitz, Chair of the Board of Trustees, The Cleveland Museum of Art

A. Robert Jaeger is Executive Director of Partners for Sacred Places, America's only national non-profit organization dedicated to the stewardship and preservation of older, community-serving religious properties. He co-founded Partners in 1989, and has overseen the development and delivery of a series of significant resources for congregations over the last 21 years, including the highly successful New Dollars/New Partners training program, and regional offices in Texas, Pennsylvania, and Illinois.

Ron Keller, Vice President and General Manager, Industrial Customer Business Group, Johnson Controls, Inc.

Before founding Partners, Jaeger was the Senior Vice President of the Philadelphia Historic Preservation Corporation and founder of its Historic Religious Properties Preservation Program. He is author or co-author of Sacred Places at Risk; Conservation of Urban Religious Properties; Sacred Places in Transition; and Religious Institutions and Community Renewal, and was the founding editor and columnist for Inspired magazine between 1986 and 1989.

Jaeger has spoken at Partners’ seven national Sacred Trusts conferences, as well as conferences of the National Trust for Historic Preservation, The Methodist Commission on Archives and History, the Society of Architectural Historians, the Indianapolis Center for Congregations, Duke University Divinity School, the Tallahassee Preservation Board, the Florida Historical Society, the Cornell University preservation program, Lutheran Theological Seminary in Philadelphia, and the Presbytery of Detroit. He is a senior trainer for Partners’ national New Dollars/New Partners program, which has provided intensive help to 600 congregations and 2,400 congregational leaders across 40 states and cities.

In 2010 he won the Reverend Richard R. Fernandez Religious Leadership Award from the Neighborhood Interfaith Movement, and accepted on Partners’ behalf a National Preservation Award from the National Trust for Historic Preservation, and the F. Otto Haas Award from Preservation Pennsylvania and the Pennsylvania Historical and Museum Commission.

A. Robert Jaeger, Executive Director, Partners for Sacred Places

Johnson Controls is a global diversified technology and industrial leader serving customers in more than 150 countries. Ron Keller is accountable for the Industrial Market Unit for the Americas, providing executive leadership and overall executive management in the development and delivery of integrated real estate and facilities management services in the U.S. and worldwide for Global 1000 industrial companies.

A. Robert Jaeger is Executive Director of Partners for Sacred Places, America's only national non-profit organization dedicated to the stewardship and preservation of older, community-serving religious properties. He co-founded Partners in 1989, and has overseen the development and delivery of a series of significant resources for congregations over the last 21 years, including the highly successful New Dollars/New Partners training program, and regional offices in Texas, Pennsylvania, and Illinois.

Ron Keller is accountable for the Industrial Market Unit for the Americas, providing executive leadership and overall executive management in the development and delivery of integrated real estate and facilities management services in the U.S. and worldwide for Global 1000 industrial companies.

Prior to joining Johnson Controls in 2005, Ron was Senior Vice President and Director of Corporate Real Estate for KeyCorp, one of the largest U.S. financial services companies, where he was responsible for the strategy and execution for its network of over 1,200 locations in 14 countries and 45 states.

Ron’s not-for-profit and community service includes involvement as an Executive Board Member of the Downtown Cleveland Partnership (2004–2007), and as a member of the board of Youth Opportunity Unlimited (1999–2006) and its Chairman of the Board (2005–2007). He was named to Cleveland Crain’s Business 2004 “40 under 40” top Cleveland executives.
Alice Korngold, President & CEO, Korngold Consulting

Alice Korngold consults to leading corporations, professional services firms, foundations, and the boards of directors of global, national, and regional nonprofits in the areas of corporate social responsibility, leadership development, nonprofit board governance, strategic planning, strategic philanthropy, and nonprofit revenue ventures.


Alice has guest lectured at New York University, Columbia Business School, and the Tuck School at Dartmouth, and addressed faculty, alumni, and students of Harvard Business School. She has consulted to universities, foundations, and businesses in Italy, the Netherlands, Israel, and China, and is presently working on a project in South Africa. With support from the Carnegie Corporation and the Charles Stewart Mott Foundation, Alice has assisted business and civic leaders around the U.S. in establishing innovative board training, placement, and consulting programs.

Alice was the founding President and Chief Executive Officer of Business Volunteers Unlimited (BVU) from 1993 to 2005. BVU is the nation’s most successful program for training and placing business professionals and executives on nonprofit boards of directors. Under Alice’s leadership, BVU trained and placed over 1,000 business executives on over 275 nonprofit boards of directors; and coached more than half of the candidates into board leadership positions. Alice’s work at BVU was featured in a page one article of The Wall Street Journal, and in The New York Times and The Chronicle of Philanthropy.

In her architectural practice at Cannon Design, recent projects include co-authoring a learning environment guide to elementary schools for the KIPP Foundation; rehabilitation of Lincoln Hall at the University of Illinois Urbana-Champaign; a study of the School of the Art Institute Chicago’s campus identity and master plan; and visioning, programming, project design, and implementation of a new home for the Adler School of Professional Psychology.

Ashley holds a B.S. from the University of Illinois at Urbana-Champaign and completed her Master of Architecture [Honors] with an emphasis on ecological design and interdisciplinary urban issues at Washington University in St. Louis. In addition to her work with the Open Hand Studio, she volunteers with the Chicago Architecture Foundation and Architecture for Humanity, sits on the Advisory Council of the Apareció Foundation, and eats well.

Richard A. Matasar, Dean and President, New York Law School

Richard A. Matasar is the 15th dean of New York Law School. He joined the faculty and began his tenure as dean on July 1, 2000. A nationally recognized scholar in civil procedure and federal jurisdiction, Dean Matasar also has spent many years thinking about law schools as institutions and how to use education to add value to society. During his tenure he has energized the New York Law School community with innovative curricular and administrative changes, creating a new experience for students.

Dean Matasar was the Levin Mabie & Levin Professor of Law at the University of Florida Fredric G. Levin College of Law, one of the ten largest law schools in the nation, and served as its ninth dean from 1996 to 1999. During his tenure, he created and implemented the school's first comprehensive strategic plan, which led to the development of several new research centers and an expanded international presence.

Dean Matasar also was dean of the Chicago-Kent College of Law (1991–96). He was responsible for enhancing the faculty and helping Chicago-Kent establish a reputation as the nation’s leading institution in integrating technology into legal education.

“The thrust of my work for the last several years has been in two different directions: first, to radically disrupt our traditional approach to legal education by emphasizing the need for professionalism and the need for educational institutions to be flexible; and second, to force the profession of law and the legal academy to think about ways they can work with each other. Law schools need to be more businesslike and lawyers need to be better teachers,” he says.

“Most law schools have no chance to improve. They’re mired in the past, beholden to special interest groups, and incapable of disrupting their own comfort levels,” Dean Matasar says. “New York Law School is ready, willing, and able to innovate.”

Ashley Marsh, Coordinator, Open Hands Studio, Cannon Design

A simultaneously optimistic and pragmatic individual, Ashley Marsh believes that playfully engaging clients and bending the rules of how architects should interact with the public is an effective way to practice architecture.

Ashley is an emerging practitioner at Cannon Design in Chicago, where she leads the firm’s Open Hand Studio, a group which aims to dispel the myth that social relevancy and design excellence are incompatible by providing pro bono professional design services to underserved organizations.
Ross F. Moskowitz focuses on real estate development with an emphasis on land use, zoning, public-private partnerships, environmental and tax abatement and exemption issues. His practice also focuses on structuring multi-faceted projects involving public-private development and financing arrangements. He regularly appears before governmental agencies such as the New York City Planning Commission, the Board of Standards and Appeals, and the Landmarks Preservation Commission on behalf of private developers, institutional investors, investment management groups, and not-for-profit institutions seeking discretionary zoning approvals. He also provides advice to many financial service companies and professional service firms regarding their strategic plans for multiple occupancies throughout the metropolitan area.

Mr. Moskowitz joined Stroock’s Real Estate Practice Group in 1998 from the New York City Economic Development Corporation (EDC), where he was Executive Vice President. At EDC, Mr. Moskowitz was instrumental in structuring many of New York City’s most complicated public/private real estate ventures, including Renaissance Plaza (Marriott Hotel) and Times Square. In his position at EDC, Mr. Moskowitz was also responsible for recruiting companies to New York City and helped to create the Plug N’ Go program, which successfully retained and recruited numerous new media and Internet companies to New York City. As the city’s lead negotiator for business retention transactions, he was responsible for over 40 business incentive retention transactions, involving such companies as Paine Webber, Merrill Lynch, Viacom, Credit Suisse, and the Travelers Group.

Mr. Moskowitz also served as Executive Director of the New York City Industrial Development Agency where he supervised the issuance of over $1 billion in tax-exempt and taxable bonds. Mr. Moskowitz is annually recognized by Chambers USA: America’s Leading Lawyers for Business as a leading individual in Real Estate: Zoning/Land Use.

Maureen O’Brien, Manager of Real Estate, Archdiocese of Chicago

Maureen O’Brien has been the Real Estate Manager for the Archdiocese of Chicago for the past 15 years. Maureen oversees all the real estate transactions for the 372 parishes located in Cook and Lake County. The Archdiocese is the largest private land owner in the state of Illinois.

As the asset manager for the diocese, Maureen has overseen the sale and purchase of real estate, implemented a computer system to track the 3,200 buildings and over 4,000 land parcels, and created set leasing standards for the 286 leases in the portfolio.

Maureen has a Masters in the Science of Real Estate Law from The John Marshall Law School and a Bachelors of Arts from St. Mary’s College, Notre Dame, Indiana. Maureen is a Licensed Real Estate Broker in the State of Illinois and a Certified Commercial Investment Member.

Manuel X. Patino, Executive Director of Global Energy and Sustainability, JPMorgan Chase

Mr. Patino has been with JPMorgan Chase since 2000. He has global responsibility to buy energy, to develop and implement energy efficiency projects, to report, account for, and reduce greenhouse gases, and to be the point person for LEED efforts within Corporate Real Estate.

Prior to joining JPMorgan Chase, Mr. Patino spent eight years with EUA Cogenex where he financed $50,000,000 in energy performance projects throughout the U.S. Before EUA Cogenex, Mr. Patino spent 20 years with NYU Medical Center, the last eight as the Director of Plant Maintenance and Construction.

Mr. Patino has a B.S. in Aeronautical Engineering, an M.S. in Operations Research, and an M.B.A. from New York University.

Seth W. Pinsky, President, New York City Economic Development Corporation

Seth W. Pinsky was appointed President of the New York City Economic Development Corporation (NYCEDC) by Mayor Michael R. Bloomberg in February 2008, seven months before the collapse of Lehman Brothers ushered in one of the most significant economic downturns in generations. Seth has worked to meet the challenge presented by the crisis by re-evaluating the agency’s strategy for expanding the City’s economy and redoubling existing efforts to position the City as the international center for innovation in the 21st century.

NYCEDC’s agenda includes an aggressive slate of programs aimed at diversifying the City’s economy, helping legacy industries transition to 21st century business models, and expanding entrepreneurship to ensure that the City is well-represented in the fields of tomorrow. The more than 60 programs launched during Seth’s tenure focus on industries such as the arts, bioscience, fashion, finance, green services, manufacturing, media, and technology.

Beyond working to overhaul the City’s economy, Seth’s efforts have also included modernizing NYCEDC’s property management portfolio; overseeing $2.5 billion in capital investments ranging from basic infrastructure improvements to new parks and streetscapes across the City; and helping to negotiate and structure the City’s involvement in some of the most complex development projects in recent years, including the World Trade Center, Yankee Stadium, and CitiField. Under Seth, NYCEDC has further continued its efforts to implement several of the Administration’s most ambitious area-wide redevelopment projects, bringing new housing, infrastructure, and job opportunities to underserved neighborhoods throughout the Five Boroughs.

An attorney by training, prior to joining NYCEDC, Seth was an associate at the law firm of Cleary Gottlieb, Steen & Hamilton in the Real Estate practice and a financial analyst at the Mergers & Acquisitions boutique, James D. Wolfensohn Incorporated. Seth is a graduate of Columbia College, where he majored in Ancient History, and Harvard Law School.
Ira Schuman, Executive Vice President, Co-Branch Manager, Studley

Mr. Schuman is executive vice president, co-branch manager of international commercial real estate services firm Studley. Since joining Studley in 1978, Mr. Schuman, also a member of the firm’s board of directors, has completed more than 10 million square feet of transactions. He specializes in representing law firms and not-for-profit organizations, but throughout his career has represented clients in a variety of industries. His most notable clients include Sullivan & Cromwell; Cravath, Swaine & Moore; Patterson, Belknap, Webb & Tyler; New York Law School; The City University of New York (CUNY); The New School; and The New York Public Library.

Mr. Schuman is a frequent speaker at real estate forums and has contributed articles to various real estate publications. He has been featured in several articles including The Commercial Observer’s Power Broker column, entitled “The Inventor: Studley Legend’s Knack for Tinkering Transfers to Game-Changers.” In 2010, he won REBNY’s highest honor for the “Most Ingenious Deal of the Year” for a transaction involving Hunter College, the Silberman Foundation, and two private investors.

Mr. Schuman is the chairman of the Joint Passover Association, a board member of the Jewish Board of Family and Children’s Services, and also a member of the National Advisory Board of the American Red Cross Holocaust and War Victims Tracing Center.

Suzanne Sunshine, President, S. Sunshine & Associates, LLC

Launched in June 2009, S. Sunshine & Associates provides commercial real estate brokerage and consulting services to nonprofit organizations and its board members. S. Sunshine & Associates donates a percentage of its fees back to each nonprofit client. S. Sunshine & Associates was designated by New York State as a women-owned business enterprise.


Ms. Sunshine graduated from Brown University in 1985 with a B.A. in International Relations, specializing in studying and researching for a travelling exhibition about the origins of Abstract Expressionist Art in New York City during World War II, and from Columbia Business School in 1992 with an M.B.A. in Real Estate. Ms. Sunshine is a member of the Real Estate Board of New York, the Board of Trustees of the Bronx Museum of the Arts, the Board of Trustees of Healthcare Chaplaincy, and the Joint Health Sciences Advisory Committee of Columbia University/New York Presbyterian.

Sheena Wright, President & CEO, Abyssinian Development Corporation

As CEO of Abyssinian Development Corporation (ADC) since 2002, Ms. Wright leads one of the most successful community and economic development corporations in the nation. A corporate lawyer by training, with a career specialization in mergers and acquisitions, Ms. Wright has brought to ADC a diverse and dynamic educational and professional background highlighted by the cultural and community identification of active Harlem residency.

Among the initiatives under Ms. Wright’s leadership, ADC completed the Thurgood Marshall Academy for Learning and Social Change’s permanent site, a state-of-the art facility and the first high school built in Harlem in over 50 years, and launched the award-winning Abyssinian Neighborhood Project, a model community development initiative in the blocks immediately surrounding The Abyssinian Baptist Church. Additionally, Ms. Wright initiated and oversees a Displacement Prevention campaign to serve low and moderate income families through civic engagement and preservation purchases of at-risk buildings.

Immediately before joining ADC, Ms. Wright served as the General Counsel and Executive Vice President of Business Development for Crave Technologies, a minority-owned software company based in New York City and Baltimore, Maryland. Prior to that she was a Senior Associate at the law firm of Reeboul, MacMurray, Hewitt, Maynard and Kristol, specializing in structuring private equity funds and private equity investments, after serving as an Associate at the law firm of Wachtell, Lipton, Rosen and Katz, where she participated in complex mergers, acquisitions, and corporate restructurings for companies including W.R. Grace & Co. and SCI International.

Ms. Wright received her law degree from Columbia Law School, where she was named a Stone Scholar for outstanding academic achievement. Ms. Wright is a member of the New York State Bar. She serves on the Federal Reserve Bank of New York Advisory Board, Bank of America’s National Community Advisory Committee, Housing First! Strategy Committee, Association for Neighborhood and Housing Development (ANHD) Board and Policy Committee, and Community Board 9. She is also a member of the boards of Citizens Union Foundation, the Albert G. Oliver Program, and the Randall’s Island Sports Foundation. In addition, she is the Chair of the Sustained Excellence Alliance Corporation (SEACORP).