THE ROOFTOPS CONFERENCE

2012
Property Perspectives for Not-for-Profit Organizations

Thursday, April 19, 2012
8:45 a.m.–4:00 p.m.
New York Law School
185 West Broadway
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.
# Rooftops Conference Agenda

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<tr>
<td>8:45 a.m.</td>
<td>Registration and Continental Breakfast</td>
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<td>9:00 a.m.–9:15 a.m.</td>
<td>Welcome and Introductory Remarks</td>
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<td>Conference Moderator: James Hagy, Distinguished Adjunct Professor, Director, The Rooftops Project, New York Law School</td>
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<td>9:15 a.m.–10:00 a.m.</td>
<td>Give Me Space: Linking Real Estate to Strategy</td>
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<td>Panelists:</td>
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<td>Jonathan Denham, Principal, Denham Wolf Real Estate Services, Inc.</td>
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<td>Paul Wolf, Principal, Denham Wolf Real Estate Services, Inc.</td>
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<td>Susan Sack, Managing Director, Real Estate, The Robin Hood Foundation</td>
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<td>Andrew A. Lance, Partner, Gibson, Dunn &amp; Crutcher New York</td>
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<td>10:00 a.m.–10:30 a.m.</td>
<td>Featured Organization Field Studies</td>
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<td>Presenters:</td>
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<td>Deborah Collins, Director, Administration, The Sloan Foundation</td>
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<td>Pei Pei Cheng-de Castro, Partner, Peluso &amp; Touger, LLP, and Board Trustee, Central Queens Academy Charter School</td>
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<td>Donald E. Manning, ESQ AHM, Director of Housing, JASA Housing Management Services for the Aged</td>
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<td>Leslie Schultz, Executive Director, BRIC Arts</td>
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<td>10:30 a.m.–10:45 a.m.</td>
<td>Creating a Culture of Sustainability</td>
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<td>Presenters:</td>
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<td>Mike Burke, Ph.D., LEED AP O+M, Director – Product Sustainability, Global EOHS, Colgate-Palmolive Company</td>
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<td>10:45 a.m.–11:00 a.m.</td>
<td>Break</td>
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<td>11:00 a.m.–11:50 a.m.</td>
<td>Nonprofit Governance During Major Building Programs: A Lincoln Center Case Study</td>
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<td>Lesley Rosenthal, Vice President, General Counsel, &amp; Secretary, Lincoln Center for the Performing Arts, and Author, <em>Good Counsel: Meeting the Legal Needs of Nonprofits</em></td>
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<td>Peter S. Britell, Of Counsel, Dewey &amp; LeBoeuf</td>
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<td>Margaret S. Morton, Deputy Commissioner, New York City Department of Cultural Affairs</td>
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<td>12:10 p.m.–1:00 p.m.</td>
<td>Luncheon Program: Not-for-Profit as Urban Neighbor</td>
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<td>Our luncheon continues the dialogue started last year about the impact of not-for-profit organizations as urban neighbors in the communities in which they are resident. 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?</td>
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<td>William Morrish, Dean, The School of Constructed Environments, Parsons The New School for Design</td>
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<td>Patrick Sears, Deputy Director &amp; Chief Operating Officer, The Rubin Museum of Art</td>
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<td>Carl Weisbrod, Partner, HR&amp;A Advisors</td>
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<td>1:00 p.m.–1:20 p.m.</td>
<td>Break</td>
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1:20 p.m.–2:00 p.m.

**Trends and Tides**
**The Future Isn’t Here Yet: Update on Proposed Lease Accounting Changes for Not-for-Profits**

**Presenter:**
Stacy Dasaro, J.D. Candidate 2012, New York Law School

**Tree Tips from New York Restoration Project**

**Presenter:**
Amy Gavaris, Senior Advisor, New York Restoration Project

**Welcome to My Counterparty: Risks in Any Economy (Even This One)**

**Panelists:**
Gerald Korngold, Professor, New York Law School
Marshall Tracht, Professor and Director, Graduate Real Estate Program, New York Law School

2:00 p.m.–2:30 p.m.

**A Faculty for Facilities: Assessing, Maintaining, and Forecasting for Physical Space**

**Presenter:**
Stephen Herbst, Vice President and General Manager, Johnson Controls Inc. Global WorkPlace Solutions

2:30 p.m.–3:15 p.m.

**The Money Maze: Evaluating Real Estate Project Financing Alternatives for Not-for-Profit Organizations**

**Panelists:**
David A. Goldstein, Managing Member, Goldstein Hall PLLC
Matthew Hall, Member, Goldstein Hall PLLC
Richard Froehlich, Executive Vice President of Capital Markets & General Counsel, NYC Housing Development Corporation
Jonathan Gouveia, Senior Vice President of Transaction Services, NYC Economic Development Corporation

3:15 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 coffee and desserts to enjoy together.*
MODERATOR

James Hagy, Distinguished Adjunct Professor, Director, The Rooftops Project, 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 of Law 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

Peter S. Britell, Of Counsel, Dewey & LeBoeuf

Peter S. Britell has been the lead construction and real estate counsel in some of the preeminent construction projects and real estate transactions of the last three decades, including iconic projects for nonprofit organizations. He chaired the D&L Global Real Estate Practice Group from 2004 until becoming Of Counsel in 2010.

Peter has broad experience in all aspects of construction and real estate, including architecture and engineering agreements; construction management and construction contracts of all types; structuring complex development projects; REITs (real estate investment trusts); purchase/sale transactions; sale/leasebacks; leasing of all kinds; complex mortgage and other financings; real estate brokerage matters; land use and development matters; partnership, limited liability company, and joint venture transactions; and property, hotel, and other management agreements.


Mike Burke, Ph.D., LEED AP O+M, Director – Product Sustainability, Global EOHS, Colgate-Palmolive Company

Michael R. Burke, Ph.D., LEED AP O+M, is the Director of Product Sustainability for the Colgate-Palmolive Company. Mike is co-responsible for creating and driving sustainability metrics and culture change pertaining to the development of consumer products, from upstream supply chain business requirements to consumer satisfaction and product usage metrics.

Prior to this, he led the design and implementation of Sustainable Behavior and Operations for the Technology Center, a 430,000 square foot multi-use facility that contains laboratory, manufacturing, data center, and office spaces on a 78-acre campus setting. Mike took on the challenges of a complex 50-year-old building with innovative and creative solutions through a LEED®-Existing Buildings project that obtained Gold certification in 2011—a unique accomplishment in the Green Building world.

Mike also sits of the Board of Keep Middlesex Moving (Middlesex County, NJ), and is a member of the Somerset County (NJ) Energy Council and the Franklin Township (Somerset County, NJ) Green Team.
Pei Pei Cheng-de Castro, Partner, Peluso & Touger, LLP, and Board Trustee, Central Queens Academy Charter School

Pei Pei Cheng-de Castro is a partner at Peluso & Touger, LLP. Pei Pei is a passionate advocate and litigator representing various individuals including landlords, tenants, entrepreneurs, and corporate entities. She is the leading litigation, real estate transactions, and criminal appellate practice partner at Peluso & Touger, LLP.

Pei Pei is also an adjunct professor at New York Law School teaching Drafting Litigation. Pei Pei is on the founding Board of Trustees for the Central Queens Academy Charter School, serving as the Chair of the Personnel Task Force and as a member of the facility planning team for the school.

Pei Pei graduated from University of California at Berkeley with a bachelor's degree in Environmental Science and Economics and minor in Education. Pei Pei is a member of the Asian American Bar Association of New York, Brooklyn Bar Association, served on several judicial screening committees and panels for continuing legal education seminars, and volunteers in various fields including the New York City Volunteer Housing Project.

While a student at New York Law School, she worked at MFY Legal Services, Department of Buildings, served on the Moot Court Board Executive Board, and was author of the 2000 Robert F. Wagner Labor and Employment Law Moot Court problem. Following law school, Pei Pei completed a one-year fellowship at the Center for New York City Law, writing a bi-monthly legal journal on New York City law issues.

Deborah Collins, Director, Administration, The Sloan Foundation

Deborah Collins is the Director of Administration at the Alfred P. Sloan Foundation. Her current role covers a range of responsibilities including staff management, recruitment, and training, as well as central operations and facilities planning.

Prior to the Sloan Foundation, Deborah has been a management and strategic planning consultant, a chief of staff, and the executive director of a for-profit and several non-profit entities. Each role has had some operational and facilities component. She has lead teams responsible for space planning and office fit out projects such as Tate Modern, the Royal Albert Hall, London Transport, and the Ministry of Defense.

Aside from her day-job, Deborah has served on a range of boards, juries, and panels, and served as a volunteer fundraiser, event planner, and marketing manager on a range of non-profit initiatives. She earned her honors degree in English from the University of London, and is currently studying for the SHRM (Society of Human Resources Management) certification.

Stacy Dasaro, J.D. Candidate 2012, New York Law School

Stacy Dasaro works in finance and compliance for one of the big four accounting firms, before which she gained experience in the mortgage banking industry. She also studies law at New York Law School, where she is a candidate for the Juris Doctorate degree in 2013. At NYLS she is a high honors dean's list student, is affiliated with the Center for Real Estate Studies, and is a student member of The Rooftops Project team. She holds a B.S. in Policy Analysis from Cornell University.

Jonathan Denham, Principal, Denham Wolf Real Estate Services, Inc.

Jon Denham is a civil engineer and urban planner who has dedicated himself to planning, design, and construction activities in the real estate development industry since 1985.

As principal of Denham Wolf and in his prior experience, Jon has managed a multitude of urban development projects in New York City. His projects have included planning and feasibility studies, building and facility assessments, and the design and construction of a diverse range of building projects across multiple sectors.

Jon’s work is strengthened by his effectiveness in working with complex development structures, extensive contacts with government and private development entities, and a strong track record with community groups and elected officials. Jon is a frequent speaker on green building and other real estate development topics.

Before jointly founding Denham Wolf, Jon served as Senior Vice President of Capital Program & Planning at the New York City Economic Development Corporation, where he completed an alternative site assessment for Yankee Stadium and a redevelopment feasibility study for Shea Stadium.
Jon received a Bachelor of Science in Engineering degree from Princeton University’s School of Engineering and Applied Science in the Civil Engineering / Structures Program. He holds a Master of Public Administration degree from New York University’s Robert F. Wagner Graduate School of Public Service, with a specialization in public policy analysis.

Richard Froehlich, Executive Vice President of Capital Markets & General Counsel, NYC Housing Development Corporation

Richard Froehlich is Executive Vice President for Capital Markets and General Counsel of the New York City Housing Development Corporation and all of its subsidiaries. An adjunct assistant professor of public finance at Columbia's Graduate School of Architecture, Planning and Preservation, Rich is also an active lecturer on affordable housing and bond finance.

HDC is a New York public benefit corporation dedicated to financing affordable housing in New York City. As Executive Vice President, Rich directs the Corporation’s legal department as well as its bond and finance activities. He is also responsible for managing the Corporation’s finance divisions; including, cash management, capital markets, loan servicing, accounting, and budget. Rich has been the main coordinator of HDC’s award-winning preservation efforts that have led to the continued affordability of approximately 20,000 units of low and middle income housing in New York City as well as HDC’s participation in federal initiatives created in response to the housing crisis. He has also been a leader in designing and implementing HDC’s participation in Mayor Michael R. Bloomberg’s New Housing Marketplace Plan to build and preserve 165,000 units of affordable housing in New York City.

Prior to joining HDC, Rich was in private practice at O’Melveny & Myers LLP and at Skadden, Arps, Slate, Meagher & Flom, and was an assistant general counsel at the New York State Housing Finance Agency and its affiliated agencies.

A graduate of Columbia College and Columbia University School of Law, Rich is also a board member of the National Leased Housing Association, a national organization representing private and public participants in the affordable multifamily rental housing industry. Rich has recently been selected to join the governing committee of the American Bar Association Forum on Affordable Housing and Community Development. He is a past chairman of the New York City Bar Association Committee on Housing and Urban Development.

Amy Gavaris, Senior Advisor, New York Restoration Project

Amy Gavaris has been on staff at New York Restoration Project 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 MillionTreesNYC—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 Park 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.

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.

David A. Goldstein, Managing Member, Goldstein Hall PLLC

David A. Goldstein, the managing member of Goldstein Hall PLLC, has over 20 years of experience in the legal field, with expertise in affordable housing development, real estate finance, government affairs, general corporate/business law, and litigation. In particular, Mr. Goldstein has extensive experience in negotiating joint ventures between not-for-profits and for-profit developers, as well as structuring complex affordable housing transactions. Many of these affordable housing transactions involve financing by federal, state, and local agencies through the issuance of tax-exempt bonds and low-income housing tax credits. Additionally, Mr. Goldstein has experience representing limited equity cooperatives, HDFC co-ops, and tenant associations in litigation and general corporate issues.

Beyond his active law practice, Mr. Goldstein conducts numerous workshops on the following topics: affordable housing finance and development, negotiating and structuring joint ventures, Year 15 legal issues for low-income housing tax credit projects, and cooperative law.

Mr. Goldstein is a member of the Real Property Section of the New York State Bar Association and the Forum Committee on Affordable Housing and Community Development Law of the American Bar Association. A long-time member of the Housing and Urban Development Committee of the New York City Bar Association, he served twice as the committee’s program chair for its Affordable Housing & Economic Development Conference.

Prior to entering private practice, Mr. Goldstein worked at Southern Tier Legal Services in Bath, New York and Queens Legal Services as a litigator representing tenants in eviction proceedings. While at Southern Tier Legal Services, Mr. Goldstein led the first independent study of the homeless population in Steuben County, New York.

Mr. Goldstein is the President of the Board of Directors of Groundswell Community Mural Project, a local not-for-profit organization that uses art as a tool for social change by creating high quality works of public art in under-represented neighborhoods. Mr. Goldstein also serves as a member of Berkeley College’s Paralegal Advisory Board. In Mr. Goldstein’s spare time he is a practicing potter and was featured in the award-winning PBS documentary series Craft in America.

Jonathan Gouveia, Senior Vice President of Transaction Services NYC Economic Development Corporation

Jonathan Gouveia is Senior Vice President at the New York City Economic Development Corporation and head of the Strategic Investments Group (SIG), the City’s one-stop-shop for financing and incentives assistance and real estate location advisory services, which includes the NYC Industrial Development Agency, Build NYC Resource Corporation, NYC Capital Resource Corporation, among other programs.

Before he was asked to lead SIG in 2011, Jonathan worked in NYCEDC’s Real Estate Transactions and Services division, where he led several major projects, including land acquisition at Willets Point, the development of the Gotham Center in Long Island City, and the expansion of Kaufman Astoria Studios and the Museum of the Moving Image. Prior to joining NYCEDC in 2004, Jonathan worked in acquisitions and development at Brookfield Homes in Toronto, Canada.

Matthew Hall, Member, Goldstein Hall PLLC

Matthew Hall, a member of Goldstein Hall PLLC, practices in the areas of housing development, government affairs, real estate finance, not-for-profit law, and general corporate/business law. He has broad-based experience in project development and has represented developers on scores of complex affordable housing projects utilizing Federal, State, and City housing finance programs and numerous other funding sources. In addition, he has extensive experience in acquisitions, tax incentive programs, leasing, not-for-profit organizational restructuring, and condominium and cooperative law.

Mr. Hall is currently a Lieutenant Commander in the United States Navy (Reserve). In 2004, Mr. Hall served as the Finance Officer for a contracting unit that obligated nearly $100 million in construction contracts in Iraq’s Sunni Triangle. In 2009, Mr. Hall served as the Deputy Commander for the Defense Contract Management Agency in Northern Afghanistan overseeing the $6 billion annually funded Logistics Civil Augmentation Program (LOGCAP). Mr. Hall remains active in veteran affairs.

Mr. Hall has experience working on real estate development projects utilizing sustainable development practices. He is among a small group of lawyers who has earned the Green Building Certification Institute’s LEED Green Associate credential. The LEED (Leadership in Energy and Environmental
The Design Green Building Rating System, developed by the U.S. Green Building Council, is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. A LEED Green Associate is an individual who has demonstrated the knowledge and skill needed to understand and support green design, construction, and operations.

Mr. Hall frequently lectures on affordable housing for developers, housing professionals, community development organizations, and tenant groups. Mr. Hall also serves on several boards of directors of not-for-profit groups throughout New York City. Previously, he was the Director of Admissions for a graduate program at The George Washington University.

Stephen Herbst, Vice President and General Manager, Johnson Controls Inc. Global WorkPlace Solutions

Steve Herbst has managed businesses in the industrial and business-to-business service arena for over 25 years, most recently focusing on delivery of integrated real estate and facilities management solutions for major domestic and global corporations and institutions. Currently, as Vice President and General Manager with Johnson Controls’ Global WorkPlace Solutions (GWS), Steve is responsible for strategic outsourcing and operational management of real estate and facilities for clients in the healthcare, higher education, and other institutional environments. GWS supports client objectives to deliver reliable and cost-effective services, helping them focus on and achieve their strategic goals. GWS manages facilities in 125 countries, managing over 1.5 billion ft² of client real estate.

Prior to joining Johnson Controls in 2000, Steve was Vice President of Industrial Services for a major environmental services firm, where he was responsible for managing the $900 million North American Industrial Services business unit. The service offering included industrial cleaning, hazardous materials management, technical outsourcing, materials tracking and reporting, and liability management.

Steve holds an M.B.A. from Northwestern University’s Kellogg Graduate School of Management with concentrations in marketing and finance. In addition, Steve earned a bachelor’s degree in Accounting from Indiana University and is a Certified Public Accountant.

Gerald Korngold, Professor, New York Law School

Gerald Korngold comes to New York Law School from Case Western Reserve University School of Law, where he was the McCurdy Professor of Law, and also served as Dean from 1997 to 2006. He was a faculty member at New York Law School from 1979 to 1987 and Associate Dean for Academic Affairs from 1984 to 1986.

He has lectured nationally and internationally on land and property law issues and writes and teaches in the fields of property and real estate law. He is the author of Private Land Use Arrangements: Easements, Real Covenants, and Equitable Servitudes (Juris Publishing, 2004); co-author of two casebooks, Real Estate Transactions: Cases and Materials on Land Transfer, Development, and Finance (Foundation Press, 2009) and Cases and Text on Property (Aspen Publishers, 2004); and co-editor of Property Stories (Foundation Press, 2009). Recent articles are on the subprime and mortgage crisis and on conservation easements. Professor Korngold has also published numerous other articles in law reviews and journals. His current research focuses on privatization of public land use regulation, real estate transactions, comparative global property rights, and other issues. He is an elected member of the American Law Institute and the American College of Real Estate Lawyers.

Andrew A. Lance, Partner, Gibson, Dunn & Crutcher New York

Andrew A. Lance is a partner in Gibson, Dunn & Crutcher’s Real Estate Practice Group. He is resident in the New York office, where he is also a member of the firm’s Finance Committee and co-head of the Real Estate Practice Group’s Hotel and Hospitality Practice.

Andy’s clients include private real estate equity funds, hedge funds, corporate and individual developers and owners of office, retail, hotel, industrial, recreational, professional sports and entertainment real estate, mortgage and mezzanine lenders, REITs and other public and privately-held companies investing in or using real estate. Andy also represents many not-for-profit organizations, particularly those building charter schools and involved in the performing arts. His practice includes restructuring of complex debt structures, equity interests in development ventures, and private and public-private ground leased and fee-owned development projects, as well as enforcement of remedies and realization on collateral by lenders in such projects.

Andy has been honored twice, in 2004 and 2009, by the Alliance of Resident Theatres/New York, the service organization for not-for-profit performing arts organizations in New York City, for his support for A.R.T./New York and its member organizations. He joined the Board of A.R.T./New York in 2004, and is the former head of their Audit Committee which he formed in 2005.

He has been an adjunct professor at New York Law School since 1985, a visiting lecturer at Yale Law School, and a lecturer at the New York University Schack Institute of Real Estate, and is a frequent lecturer at programs of the Practicing Law Institute, the New York State Bar Association, the International Council of Shopping Centers, and IMN Conferences.

Andy earned his Juris Doctor in 1983 from Yale Law School, where he was a member of the Yale Law Journal. He earned a Bachelor of Arts degree cum laude in 1980 from Princeton University and attended the University of Paris.

William Morrish, Dean, The School of Constructed Environments, Parsons The New School for Design

Bill Morrish is the Dean of the School of Constructed Environments, Associate Dean for Parsons The New School of Design, and Professor of Architecture in New York City.

Drawing from the fields of art, architecture, landscape architecture, city planning, urban history, and systems theory, Bill’s internationally recognized city design education and community work engages citizens and civic leaders in designing integrated spatial and policy actions that govern the city’s “civilizing terrain”—a composite of those human and natural infrastructure systems that frame a city’s common wealth, determine its urban social networks, and sustain the cultural ecology of human and natural urban habitats. He seeks to transform everyday systems into places of creative and contributive public, economic, civil, and ecological regeneration, turning ordinary utility into the infrastructure of the new social compact.

Preferring to use the title political landscape architect instead of urban designer, his work has evolved from a wide range of interdisciplinary research and projects in urban housing, infrastructure, and public design. As an educator, Bill has created innovative programs that explore political landscape design—based on a trans-relational design exercise called, @the Table, “Negotiating Cosmopolitan Design.”

These ideas have been built in cities, through a wide range of publications, civic leadership roles, and in a number of leading academic institutions. His award winning work includes, the first public arts/design infrastructure urban design master for the Phoenix Public Art Works program. He was an active leader in Team THINK’s proposal for rebuilding the World Trade Center and design assistance work efforts for rebuilding New Orleans. He is the author of Civilizing Terrains, After the Storm, and coauthored Infrastructure of the New Social Compact, Building for the Arts, Planning To Stay, and Growing Urban Habitats.

Bill holds a Bachelor of Architecture from the University of California, Berkeley (1971), and a Master of Urban Design in Architecture from Harvard Graduate School of Design (1978).
Margaret S. Morton is the Deputy Commissioner of the New York City Department of Cultural Affairs, where she formerly served as General Counsel. She manages day-to-day operations of the City’s funding for the not-for-profit cultural field, supporting capital projects, cultural activities and the operations of City-owned institutions. She also helps coordinate the City’s capital investment in a series of long-term economic development projects with cultural components.

Prior to her appointment, Margaret served in several government counsel positions, beginning with the U.S. Senate Judiciary Committee, the NYC Mayor’s Office of Public Safety, and the New York State Unified Court System where she also managed the Human Resources Department.

Margaret is a graduate of Barnard College, she received her J.D. from Georgetown University Law Center, and she was a Fellow with the Congressional Black Caucus Foundation.

Lesley Rosenthal leads the legal and compliance functions of Lincoln Center for the Performing Arts, Inc. as its Vice President, General Counsel, and Secretary. Since 2005 she has fashioned the legal context for the renowned arts center’s world-class cultural and educational offerings, its entrepreneurial initiatives in media, fashion, and international consulting, and the $1.2 billion redevelopment of its iconic physical complex. She is part of a senior executive team that is modernizing how Lincoln Center manages its mission-related activities and its ancillary lines of business.

At Lincoln Center, Rosenthal counsels and supports a 75-member board. Together with the CEO and key trustees, Rosenthal has developed the Lincoln Center Counsels’ Council, a new method for procurement of pro bono services that has provided millions of dollars of strategic and legal advice.

Rosenthal is the author of Good Counsel: Meeting the Legal Needs of Nonprofits (John Wiley & Sons, 2012), as well as articles, op-ed pieces and speeches on nonprofit governance and cultural policy in Crain’s, Newsday, Fordham Law Review, the NY Bar Journal, and other media outlets.

Lesley Rosenthal serves on the governing bodies and the Audit Committees of the New York State Bar Association and its Foundation. She is chair of Charity Corps: Lawyers Helping Nonprofits, a new joint initiative of the State Bar Association and the Attorney General’s Office Charities Bureau to encourage more pro bono legal services to needy charities across the state. Rosenthal also chairs the Cy Pres committee of the New York Bar Foundation, overseeing over $5 million in grants to 9 grantees under the orders of three federal judges.

For 13 years she was in private practice as a business, litigation, and technology lawyer at Paul, Weiss, Rifkind, Wharton & Garrison in Manhattan.

Rosenthal graduated from Harvard College magna cum laude, studied philosophy at Oxford University (UK), and received her J.D. degree from Harvard Law School. The National Organization for Women (NOW-NYC) named her a “Woman of Power and Influence” in 2011. The Association of Media & Entertainment Counsel honored her as Counsel of the Year for Excellence in Arts Law 2012.

You can follow her on Twitter @GoodCounselBook and Facebook at Facebook.com/GoodCounselBook.

Susan Sack serves as Managing Director of Real Estate at the Robin Hood Foundation. Robin Hood is a non-profit organization that fights poverty in New York City by applying investment principals to charitable giving and supporting the strongest, most effective programs helping the city’s poor build better lives for themselves and their families. At Robin Hood, Susan is responsible for the foundation’s Capital Grant Initiative, a program which provides technical assistance and funding to help grantee organizations with real estate and facilities issues.

Prior to joining Robin Hood, Susan was a Vice President in the Merchant Banking division at Goldman, Sachs & Co., where she was responsible for financing real estate for the Whitehall funds (Goldman Sachs’ proprietary real estate fund). Before Goldman Sachs, she spent six years as an associate in the real estate department at Sullivan & Cromwell.

Susan earned a B.A. from Wellesley College in 1989 and a J.D. from the University of Pennsylvania in 1992. She serves on the board of National Council of Jewish Women, New York Section.
Leslie Schultz, Executive Director, BRIC Arts | Media | Bklyn

Executive Director of BRIC Arts | Media | Bklyn since 2005, Leslie G. Schultz leads a 50+ member staff dedicated to supporting the creative process and enhancing access to arts and media programs reflective of Brooklyn’s diverse communities. In the 6 months prior to her appointment, Schultz advanced development of BRIC’s planned new facilities, and has successfully continued that work, leading BRIC through architectural design, fund-raising, new program planning, and the start of construction for BRIC Arts | Media House, a new 40,000 square foot multi-disciplinary arts and media center in Downtown Brooklyn.

Under Schultz’s direction, BRIC has developed and implemented a new strategic plan; significantly grown individual, corporate and government support and created its first endowment and artistic growth fund; rebranded; restructured community media programs; entered into long-term grant agreements to more than double available funding for community media programs; launched a new performing arts residency program and expanded existing performing arts programs; and internally re-organized to develop synergies among programs that had previously functioned largely independently, all in preparation for the opening of BRIC Arts | Media House in 2013.

Prior to BRIC, Schultz was a partner at the law firm Manatt Phelps & Phillips and its predecessor firm, focusing on capital projects for a range of non-profits and on non-profit governance/corporate affairs.

Schultz is on the Board of Directors of the Downtown Brooklyn Partnership, is a founder and is on the Steering Committee of the Downtown Brooklyn Arts Alliance, and is a summa cum laude graduate of Brandeis University and a cum laude graduate of Harvard Law School.

Patrick Sears, Deputy Director & Chief Operating Officer, The Rubin Museum of Art

Patrick Sears is Deputy Director and Chief Operating Officer at the Rubin Museum of Art. He has almost four decades of experience in the management and operation of art museums with a specialization in museum architecture, design, and operations.

Before joining the Rubin Museum, Patrick served for more than 20 years with the Smithsonian Institution, at its Freer Gallery of Art and the Arthur M. Sackler Gallery. He has been involved in new museum buildings, renovations, or new installations in the UK, China, Japan, Nepal, as well as the U.S.

Marshall Tracht, Professor and Director, Graduate Real Estate Program, New York Law School

Marshall Tracht is the founder and Director of the LL.M. Program in Real Estate at New York Law School. His current courses include Real Estate Transactions and Finance; Bankruptcy; Workouts, Foreclosures, and Bankruptcy; and Advanced Real Estate Financing. He was a tenured faculty member at the Hofstra University School of Law, where he served as Vice Dean from 2001 to 2006, before joining NYLS in 2008.

Professor Tracht is the author of Construction and Development Financing (3d ed. 2001) (with Alvin Arnold) and Land Transfer & Finance: Cases and Materials (5th ed. 2007) (with Quintin Johnstone and Curtis Berger). He is a member of the editorial board of The Banking Law Journal, a contributing editor to the Real Estate Law Report, and has written extensively in the areas of real estate development and construction financing, workouts, and bankruptcy. His articles have appeared in the Cornell Law Review and Vanderbilt Law Review, among others, and he is a recipient of the Grant Gilmore Award for excellence in legal scholarship in the commercial law field.

Professor Tracht has an ongoing interest in innovation in legal education, including online instruction, assessment practices, and skills training for transactional practice. He is a former Chair of the AALS Section on Post-Graduate Legal Education, and he is currently working with a committee of the ABA Section on Legal Education on a report on recent developments in law school curricula.

Before going into academia, Professor Tracht practiced in the real estate and bankruptcy groups at Arnold & Porter LLP in Washington, D.C., and clerked for the Honorable S. Martin Teel Jr., of the U.S. Bankruptcy Court for the District of Columbia. He holds his J.D. and M.B.A. degrees from the University of Pennsylvania School of Law and The Wharton School, and his B.A. from Yale University.
Carl Weisbrod, Partner, HR&A Advisors

Carl Weisbrod is a Partner at HR&A Advisors, Inc. (HR&A), an economic consulting firm providing innovative solutions to the complex challenges of economic growth, real estate development, and sustainability in urban environments. Carl also serves as a Clinical Professor and Academic Chair of the newly created Concentration in Global Real Estate at New York University’s Schack Institute of Real Estate.

For six years prior to joining HR&A, Carl served as President of the Real Estate Division for Trinity Church and executive vice president of Trinity Church-St. Paul’s Chapel. While there he managed and developed Trinity’s real estate holdings in Manhattan, which total approximately six million square feet across 28 sites. Carl oversaw the management of existing properties, conversion of older industrial properties to new uses, as well as the construction of new buildings on vacant lots. He also led Trinity’s efforts to rezone a 19 block area in the Hudson Square district of Manhattan.

Carl is an attorney and has had a distinguished career leading several public initiatives focused on revitalizing and developing New York City neighborhoods. Beginning in the 1970’s, he led the successful City and State efforts to revive the Times Square area, and from 1990 to 1994 was the founding president of the New York City Economic Development Corporation. Past positions also include Executive Director of the New York City Department of City Planning and founding president of the 42nd Street Development Project, Inc., a subsidiary of the New York State Urban Development Corporation. Carl was the founding president of the Alliance for Downtown New York, a business improvement district established in 1995 charged with revitalizing lower Manhattan. After the terrorist attacks of Sept. 11, 2001, the Alliance became a major conduit for rebuilding funds and relief efforts.

Carl is currently the chairman of the New York State Health Foundation, a non-profit entity which funds innovative healthcare programs throughout New York State. He is a Director of three major government authorities: the Lower Manhattan Development Corporation, the Trust for Governors Island, and the Convention Center Development Corporation. He is a trustee of the Urban Land Institute, and a former trustee of the Ford Foundation.

Paul Wolf, Principal, Denham Wolf Real Estate Services, Inc.

Paul Wolf is a veteran of the New York City real estate industry with more than 20 years of diverse development, leasing, and project management experience. He has represented developers and property owners to secure commercial tenants, managed a vast commercial property portfolio, represented tenants in acquiring and developing property, and helped to finance projects through both traditional and less conventional routes.

As a principal of Denham Wolf, Paul’s projects have included providing financial expertise and business consulting for arts, cultural, community development, and educational organizations as they considered their real estate-related needs and requirements. He has guided and coached nonprofits in articulating their goals and using their real estate to serve those goals. His vision and analysis underpin many of our clients’ strategic real estate decisions.

Before co-founding Denham Wolf, Paul was Senior Vice President of Asset Management at the New York City Economic Development Corporation. He was responsible for the fiscal management of a portfolio of more than 11 million square feet of commercial and industrial space. He frequently functioned as the market expert to support the City’s corporate retention efforts.

Paul holds an M.B.A. from the Columbia University Graduate School of Business in its Executive Program as well as a bachelor’s degree in English from Columbia University. He has been a licensed real estate broker in New York State for 20 years.

Paul is a frequent public speaker and presenter on real estate development and nonprofit organizations.
A few important notes and a legal disclaimer (after all, at New York Law School we are trained as lawyers and we train future lawyers, so inevitably we think like lawyers):

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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.

Student and Alumni Team Members

The Rooftops Project Team

Student members of The Rooftops Project team:

Current Student Members 2011–12
- Amanda Waye (Class of 2012)
- Stacy Dasaro (Class of 2012)
- Leslie Franco (Class of 2012)
- Mark Lapidus (Class of 2012)
- Renaldo Phillips (Class of 2013)
- Kristen Porro (Class of 2013)
- Jennifer Scolnick (Class of 2013)
- A.J. Sokoloff (Class of 2012)
- Toby Vickers (Class of 2012)

Alumni (Past Student Members):
- Marzena Fercz (Class of 2011)
- Rachel Logan (Class of 2011)
- Sushma Rambaran (Class of 2011)
The ROOFTOPS Conference

2012 Property Perspectives for Not-for-Profit Organizations

Thursday, April 19, 2012
8:45 a.m.–4:00 p.m.
New York Law School
185 West Broadway