THE ROOFTOPS CONFERENCE

2014
Property Perspectives for Not-for-Profit Organizations

Friday, April 25, 2014
8:30 a.m.–3:00 p.m.

New York Law School
185 West Broadway

Presented by
Center for Real Estate Studies
Center for New York City Law

NEW YORK LAW SCHOOL
SINCE 1891
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, and 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

## 8:30 a.m.

Registration and Continental Breakfast

## 9:00 a.m. – 9:30 a.m.

**Snapshots from the Rooftops:**
**Welcome and Introductory Remarks**

**Conference Moderator:**
James Hagy, Distinguished Adjunct Professor and Director of The Rooftops Project, New York Law School

## 9:30 a.m. – 10:15 a.m.

**Harvesting Assets or Eating the Seed Corn?**
**Assessing and Addressing Core and Non-Core Properties**

Richard Warshauer, Senior Managing Director, Colliers International NY LLC  
Jennifer L. Davis, Vice President, New York City Government, Not-for-Profit, and Education Group, TD Bank  
Lawrence F. Graham, Member of the Vestry, Trinity Church  
Richard J. Krainin, Partner, Arent Fox LLP  
Dan Lehman, Vice President and Chief Financial Officer, The Children’s Aid Society

What factors may warrant not-for-profits to evaluate their property assets on a periodic basis? While some not-for-profits may operate from the same location for many years or even generations, market changes in property values, needed investment in repairs or renovations, basic funding realities, or a shift in mission-driven locational requirements may all signal a time to reconsider. If a property is sold in a favorable seller’s market, how can the organization face replacing that space in an equally unfavorable buyer’s or tenant’s market? How and when should not-for-profits evaluate both core and non-mission critical property assets in light of both programmatic direction and market conditions?

## 10:15 a.m. – 10:45 a.m.

**While You Were Resting: Property Regulation and Property Strategy**

Ross F. Moskowitz, Partner, Stroock & Stroock & Lavan LLP

Most property owners, including not-for-profits, pay close attention to zoning, land use, and other property regulation at the point of site acquisition, construction, or significant redevelopment. But how can property regulation impact not-for-profits at any time, between planned major transactional events? In this discussion, we will explore the nature and significance of zoning changes in the neighborhood and nearby community, the practical and financial implications of air rights, and the expected and unexpected impacts of landmark designation and historic properties, including related insights about the new administration in New York City.

## 10:45 a.m. – 11:00 a.m.

Break

## 11:00 a.m. – 11:45 a.m.

**Risk Management for Not-for-Profit Properties**

Alan M. DiSciullo, Director of Global Real Estate, Shearman & Sterling LLP  
James A. Fenniman, Executive Vice President, Bollinger New York Division, A.J. Gallagher & Co.  
Laura McGreevy, Associate Director, Center for Real Estate Studies, New York Law School

Litigators and insurers alike frequently mention real estate as a key source of potential financial and operational risk for any organization. What lessons can not-for-profit organizations draw in managing risk with respect to the properties they operate or occupy? How should risk management figure into real estate transactions such as sales, purchases, and leasing? How should not-for-profits address property risks associated with formal or informal use of their space by other organizations? The panel will address property and casualty risk of loss, premises and general liability, transactional allocation of risk, and emergency preparedness.
11:45 a.m. – 12:30 p.m.

**Trends and Tides: Updates in the Built Environment**

**Anthony W. Crowell**, Dean and President, New York Law School

Dean Crowell will add his greeting to program attendees and offer insights relevant to the program about the ongoing transition in New York City government, including on operational and community and economic development matters. Previously, for more than a decade, he served in City Hall as counsel and senior management and policy advisor to Mayor Bloomberg.

**Gerald Korngold**, Professor, New York Law School

Across the country, state and local governments continue to struggle and seek additional sources of needed revenue. Not-for-profit real estate tax exemption is a creature of state statute, not constitutional right. Professor Korngold will offer insights in trends that include payment-in-lieu of tax arrangements and governmental challenges to the exemption of property being held vacant for future use or for conservation.

**David G. Samuels**, Partner, Duval & Stachenfeld LLP

This year the New York Non-Profit Revitalization Act becomes effective, implementing the first comprehensive amendments to the New York Not-for-Profit Corporation statute in more than 40 years. This segment will provide a working overview of provisions impacting not-for-profit real estate transactions and associated governance and compliance.

12:30 p.m. – 1:45 p.m.

**Luncheon Program: What Is Your Building Saying to Your Audience?**

**John Russick**, Director of Curatorial Affairs, Chicago History Museum

Whatever your organization’s mission type, what role does your physical space play in communicating that mission and in building your brand? How do design, function, and operation of real estate affect the audiences you seek and serve, from visitors to employees and donors? John Russick will share thoughts on expected and unexpected ways in which physical space is an integral tool in achieving mission, drawing in part from his own experiences at the recently renovated Chicago History Museum and in its constantly evolving exhibits and spaces.

1:45 p.m.

**Reception**

Our reception offers a chance, over dessert and beverages, to meet peers and to chat with our speakers, panelists, faculty, and students involved in The Rooftops Project.
MODERATOR

JAMES HAGY
Distinguished Adjunct Professor
Director, The Rooftops Project, New York Law School

Jim 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. Jim also serves as an affiliated transnational professor at Peking University School of Transnational Law and lectures frequently at other universities and for business audiences in the United States and abroad. During his 28-year career with Jones Day, the global law firm, Jim served for 10 years as the 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. He advised a broad range of Fortune 500, FT 500, and private companies in major national and international transactions.

PANELISTS AND SPEAKERS

ANTHONY W. CROWELL
Dean and President, New York Law School

Anthony W. Crowell is the Dean and President of New York Law School. He is also Board Chair of the Brooklyn Public Library, the nation’s fifth largest library system, and serves on the boards of the New York City Economic Development Corporation and Citizens Union Foundation. Prior to becoming Dean in 2012, Dean Crowell was Counselor to New York City Mayor Michael R. Bloomberg. In this role, he served as counsel and senior management and policy advisor to the Mayor, as well as general counsel to the Office of the Mayor. Before becoming Counselor to the Mayor, he served as Special Counsel to the Mayor and as Assistant Corporation Counsel in the New York City Law Department’s Tax & Condemnation and Legal Counsel Divisions. In 2001, he directed the city’s World Trade Center Death Certificate Program, and was counsel at the city’s Family Assistance Center, aiding families of victims of the 9/11 attacks. He is a graduate of the University of Pennsylvania and American University’s Washington College of Law.

JENNIFER L. DAVIS
Vice President, New York City Government, Not-for-Profit, and Education Group, TD Bank

Jennifer L. Davis has been working in government and tax-exempt finance for the last 19 years. Since July 2011, she has been employed by TD Bank as a relationship manager in the Municipal/Not for Profit Team responsible for a variety of lending products for municipal and not-for-profit issuers located in New York City. She started her career at the New York City Council Finance Division as a legislative financial analyst. After leaving government, Jennifer was employed by Moody’s Investors Services as a credit analyst, and also spent 11 years as a account manager at two German banks (LBBW and Helaba), responsible for extending credit and liquidity support on variable rate bonds nationally across a variety of sectors including both government and not-for-profit financings. Jennifer holds a B.A., cum laude, from Barnard College, Columbia University, and received her master’s degree in Public Policy from Columbia University’s School of International and Public Affairs. She serves on the board of the Brooklyn Arts Council.

ALAN M. DI SCIULLO
Director of Global Real Estate, Shearman & Sterling LLP

Alan Di Sciullo is Director of Global Real Estate for Shearman & Sterling LLP, where he directs the firm’s worldwide real estate portfolio. Previously, as a First Vice President and Senior Counsel with Morgan Stanley, he was responsible for its real estate transactions and related litigation, including the largest leases at the World Trade Center, totaling over 1.2 million square feet, and the claims and relocations following the 9/11 attack on the Towers. Alan was a member of President Reagan’s Private Sector Survey on Cost Control (the Grace Committee) and was elected a fellow of the American College of Real Estates Lawyers in 2003. He currently co-chairs the American Bar Association Section on Real Property, Trusts and Estates’ Committee on Groups and Substantive Committees and has served the ABA for many years in other capacities. Alan is a co-author of a 2,200-page treatise, Negotiating and Drafting Office Leases (Law Journal Seminars-Press 1995), which is in its 36th supplement. Since 1991, Alan has taught in the Master’s Program at New York University’s Schack Institute in Real Estate and received NYU’s Outstanding Teaching and Services awards. Alan has an undergraduate degree in Government and Economics, cum laude, from Georgetown University, a J.D. from the Georgetown University Law Center, and an M.B.A. in finance from New York University.
JAMES A. FENNIMAN
Executive Vice President of the Bollinger New York Division of A.J. Gallagher & Co.

As Executive Vice President of the Bollinger New York Division of A.J. Gallagher & Co., James is involved with various aspects of the New York Division’s sales, industry, and government relations. He is also a Senior Director of Gallagher Construction Services’ NYC office, which coordinates various resources including Loss Control, Surety Bonding, and Premier Claims Services. He has 45 years of experience in the insurance and risk management fields. James received his B.S. in Economics from Wagner College and his M.B.A. in Risk Management at the St. John’s University Peter J. Tobin Graduate School of Business. After graduate school, he studied Scientific Methods of Risk Management in a pre-doctoral program at the Wharton School of the University of Pennsylvania. He then returned to his alma mater to become an Adjunct Assistant Professor of Risk Management and Finance at the Peter J. Tobin Graduate School of Business. In addition, James attained the professional designation “Associate in Risk Management” (ARM), from the Insurance Institute of America. In addition to serving on numerous insurance carrier producer councils, James was elected to the Board of the Insurance Brokers Association of the State of New York (a 110-year-old organization representing the commercial insurance brokerage community), was elected its youngest President in 1992, and currently serves on the Past Presidents Committee. James serves on the Board of The Players Club on Gramercy Park, and is a Governor of The Squadron A Association.

PROFESSOR GERALD KORNGOLD
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, 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.

LAWRENCE F. GRAHAM
Member of the Vestry, Trinity Church

A real estate professional with more than 35 years of experience in both the public and private sectors, Lawrence F. Graham retired as Executive Vice President of Brookfield Properties in March 2011. Among his responsibilities prior to retiring was the repositioning of the World Financial Center, an 8 million square-foot complex in lower Manhattan. Previously, he developed and managed a pipeline of new projects in the United States and Canada, including the 1.2 million square-foot Bay Adelaide Centre in Toronto and the 1.1 million square-foot 300 Madison in New York City. As Senior Vice President for Operations from 1996 to 2002, Larry was responsible for the operations and management of the company’s U.S. office building portfolio of 18 million square feet. After the 2001 attacks on the World Trade Center, Larry organized and supervised the $140 million restoration of the company’s buildings, including the World Financial Center and its Winter Garden, and received the 2002 Building Trades Employers’ Association Leadership Award.

Larry joined Brookfield’s predecessor, Olympia & York, in 1989 and played a significant role in its restructuring efforts from 1991 to 1996. Prior to joining Olympia & York, he served as a consultant and financial advisor to numerous companies and organizations including: Battery Park City Authority (BPCA), The Trump Organization, Shearson, Drexel Burnham, Ryland Group, the Federal Deposit Insurance Corp. (FDIC), and Claridge Properties, among others. Earlier in his career, he served with the New York State Urban Development Corporation (UDC) and BPCA, as Chief Financial Officer of both organizations from 1978 to 1982, and as the first President of the Times Square Redevelopment Corporation under UDC from 1982 to 1984. Larry is a graduate of Princeton University. He currently serves on the board and is Vice Chair of the Bowery Residents Committee and is a member of the Vestry of Trinity Wall Street.
RICHARD J. KRAININ
Partner, Arent Fox LLP

Rick Krainin heads Arent Fox’s Nonprofit Finance Group in the New York office. He represents financial institution lenders, bond credit enhancers, underwriters, for-profit and nonprofit clients in public finance, project finance, and corporate finance transactions nationally. He also represents for-profit companies in connection with their capital formation activities and owners, developers, architects, engineers, financial and real estate advisors in the structuring, financing, and implementation of development projects and in real estate and equipment leasing transactions. Rick co-led the launch of an interdisciplinary national project finance program for public and nonprofit institutions through the architectural/engineering/design community that was recognized by the Financial Times with a 2012 Innovative Law Firms award in the “Business of Law” category. Rick was the principal draftsperson of legislation that created a mortgage insurance subsidiary of the New York City Housing Development Corporation, terminated an existing mortgage insurer, and transferred the assets of the existing insurer to New York City.

DAN LEHMAN
Vice President and Chief Financial Officer,
The Children’s Aid Society

Dan Lehman joined The Children’s Aid Society (CAS) in August 2011, serving as its Vice President and Chief Financial Officer. Possessing a wealth of financial experience in City government and in the nonprofit sector, Dan oversees CAS’s annual operating budget as well as the agency’s payroll, purchasing, endowment, government contracts, and IT systems. Dan most recently served as Deputy Commissioner of Finance and Planning at the New York City Department of Health and Mental Hygiene. In this role, he oversaw a combined expense and capital budget of nearly $2 billion and implemented numerous cost reduction, business process improvement, and automation projects. Dan’s distinguished career also includes critical roles at the New York City Human Resources Administration, the New York City Department for the Aging, and the Mayor’s Office of Management and Budget, in addition to various positions in not-for-profit organizations and private firms. Dan is a graduate of Harvard University and earned an M.B.A. in Finance and Operations Management from New York University.

LAURA MCGREEVY
Associate Director, Center for Real Estate Studies,
New York Law School

Laura McGreevy is the Associate Director of the Center for Real Estate Studies at New York Law School. She directs all aspects of the Center’s programs and activities, including advising law students interested in pursuing careers in real estate law, planning conferences and other events, and building and maintaining relationships with New York’s real estate community. She is currently on the board of the Association of Real Estate Women (AREW). Prior to joining the law school, Laura worked in-house for the New York City Housing Authority, practicing premises liability and tort defense. She is a graduate of Quinnipiac University and holds a J.D. from New York Law School.

ROSS F. MOSKOWITZ
Partner, Stroock & Stroock & Lavan LLP

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 multifaceted 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 and media companies and professional service firms regarding their strategic plans for multiple occupancies throughout the metropolitan area. Ross joined Stroock’s Real Estate Practice Group in 1998 from the New York City Economic Development Corporation, where he was Executive Vice President and was instrumental in structuring many of New York City’s most complicated public/private real estate ventures. He 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. He serves as Chair of the Committee on Land Use Planning and Zoning of the New York City Bar Association. Ross has been annually recognized by Chambers USA: America’s Leading Lawyers for Business as a leading individual in Real Estate: Zoning/Land Use since 2007.
JOHN RUSSICK
Director of Curatorial Affairs, Chicago History Museum

As Director of Curatorial Affairs at the Chicago History Museum, John leads the Museum’s curatorial staff and directs curatorial initiatives for the Museum. He also served as Vice Chair of the Museum’s Visioning Committee, an initiative that culminated with the publication of Claiming Chicago: Shaping Our Future (2007). Since first arriving at the CHM in 1998, John has led the development of a host of exhibitions including most recently Magic (2012), My Chinatown (2009); Mapping Chicago: The Past and the Possible (2007); and in the Museum’s children’s gallery, Sensing Chicago, which received an honorable mention in the 2007 Association of American Museums’ exhibition competition. John served as a consultant on the 2011 Florentine Films documentary, Prohibition, directed by Ken Burns and Lynn Novick. Since 2009, he has co-organized the American Association of Museum’s annual Excellence in Exhibition Label Writing Competition. In 2006, John led a Chicago citywide committee of architecture historians to celebrate Louis Sullivan’s 150th birthday, which included an international symposium planned and directed by John. He serves as a member of the Standing Committee on Ethics for AAM’s Curators Committee. His most recent publication, Connecting Kids to History with Museum Exhibitions (Left Coast Press), was co-edited with D. Lynn McRainey. John holds a Master’s of Science in Architectural Studies from the University of Texas at Austin and a bachelor’s degree in History, with a specialization in Historic Preservation, from Northern Illinois University.

DAVID G. SAMUELS
Partner, Duval & Stachenfeld LLP

David joined Duval & Stachenfeld LLP as a partner in 2006. He is Chair of the Firm’s Tax Exempt Organizations Practice Group and a member of the Firm’s Litigation Department and its Employment Practice Group. David was Deputy Chief of the New York Attorney General’s Charities Bureau from 1987 to 1995. He teaches the course on Charitable Organizations as an adjunct professor at New York Law School. David is former chair and a member of the Nonprofit Organizations Committee of the New York City Bar Association. He is the lead editor and co-author of a treatise, Nonprofit Compensation, Benefits, and Employment Law, and has written extensively on nonprofit issues. He is also an experienced civil and appellate lawyer and employment lawyer. David received an A.B. degree, cum laude, from Harvard College in 1974, a J.D. degree from Harvard Law School in 1978, and an LL.M. from NYU School of Law in 1985.

RICHARD WARSHAUER
Senior Managing Director, Colliers International NY LLC

Richard, a Senior Managing Director of Colliers International’s NY Tri-State hub, is an established New York City real estate industry veteran with more than 35 years of industry experience. He has represented major commercial property owners and tenant organizations in a large variety of diversified transactions, ranging from major office buildings to major acreage sales. Colliers International is the third largest commercial real estate services firm globally, with a total transaction value of $71 billion, 482 offices in 62 countries, 13,500 professional employees and 1.12 billion square feet under management. An avid NYC historian, Richard has been conducting historical walking tours, “The Great Crashes of Wall Street,” since 1988 for the Museum of American Finance and other not-for-profit groups.

STUDENT MEMBERS OF THE ROOFTOPS PROJECT TEAM (2013-14)

Arthy Bakthavatsalam (Class of 2014) concentrates her study on securities regulation and compliance. During the last year she has worked on many different aspects of corporate social responsibility and global citizenship at the United Nations Global Compact. Prior to law school, she worked with several not-for-profit health care and housing organizations in the Pacific Northwest. She received her Bachelor of Arts degree in Economics at the University of Washington.

Emily Barile (Class of 2014) concentrates her study on real estate law. She currently works as a legal intern for the general counsel of Zucker Organization. Prior to law school, Emily worked in the real estate management and investment industry. She received her Bachelor of Arts degree in Philosophy at Binghamton University, the State University of New York. She looks forward to pursuing a legal career in real estate transactional law.

Carlee Cooper (Class of 2014) concentrates her studies on real estate law. She currently works as a law clerk with a personal injury law firm. Prior to law school, she was a Sergeant in the United States Army, and is a Veteran of Operation Iraqi Freedom. She received her Bachelor of Arts degree in Government from Manhattan College.

Kelly Cooper (Class of 2014) is interested in working in the not-for-profit sector or in a judicial clerkship after graduation. She is currently an extern in Manhattan Supreme Court, Civil Branch, under Justice Milton Tingling. She has volunteered extensively over many years, with organizations that include Habitat for Humanity and Midnight Runs, and she spent many months volunteering in recovery efforts after Hurricane Katrina and Hurricane Sandy.
Scott Haggmark (Class of 2014) concentrates his studies on real estate and financial services law. He also works as an extern at the Chicago Mercantile Exchange. Prior to law school, he was a Deputy Sheriff in Marin County, California. He received his Bachelor’s degree in Political Science from Sonoma State University.

Dmitriy Ishimbayev (Class of 2014) concentrates his study on real estate law. He also works as a law clerk with a Manhattan law firm. Prior to law school, he was a project manager in the construction industry. He received his Bachelor’s degree in Business Management and Finance from the City University of New York.

Aimie Nghiem (Class of 2014)’s interest in real estate stems from her parents, who were entrepreneurs and real estate agents for over 20 years. Prior to law school, she worked for her family’s businesses. She received her Bachelor of Arts degree in Political Science from the University of California, San Diego.

Tamara Salzman (Class of 2014) concentrates her study on real estate law. She currently works as a legal intern for the Hon. Arlene H. Hahn in the Housing Part of the Civil Court in New York County. Prior to law school, she enjoyed the spotlight as an opera singer, and received both her bachelor’s and master’s degrees in opera from The Manhattan School of Music, as well as a master’s degree in Music Business from New York University. She looks forward to pursuing a legal career in landlord-tenant law.

Barbara Beau (Class of 2015) participated in New York Law School’s study abroad program last summer in London, where she studied Real Estate Transactions in a Global Marketplace. To expand her knowledge and understanding of real estate law she enrolled in International Real Estate Transactions, which focuses on the challenges American real estate lawyers face doing business abroad. Prior to law school, she worked in the nonprofit sector. She received her Bachelor of Arts degree in English Literature at the University of Miami in 2012.

Katherine DiSalvo (Class of 2015) concentrates her study on real estate and personal injury law. She currently works as a judicial extern in the King’s County Supreme Court, Civil Term. Katherine received her bachelor’s degree in Political Science from the University of San Diego.

Naveed Fazal (Class of 2015) concentrates his study in both real estate and corporate law. Naveed currently works at a Manhattan law firm that focuses on real estate transactions in both New York and New Jersey. He received his bachelor’s degree in Political Science from the University of San Diego.

Mehgan Gallagher (Class of 2015) concentrates her study on international human rights law. She is affiliated with the Center for International Law as well as the Justice Action Center. During the school year she works with the Jacob Blaustein Institute for the Advancement of Human Rights. She received her Bachelor of Arts degree from Clark University in Worcester, Massachusetts, where she majored in government and international law with a law and society concentration. She plans to pursue her Master of Laws degree in international human rights after graduating from law school.

Elizabeth Hamilton (Class of 2015), during her second year of law school and summer, worked as a law clerk at a Manhattan law firm specializing in insurance policy litigation. Prior to law school, she worked as a paralegal at the Manhattan District Attorney’s Office. She received her Bachelor of Arts degree in History at the George Washington University.

Karolina Robel (Class of 2015) volunteers as a Courtroom Advocate to help domestic violence victims obtain orders of protection. Last summer and before law school she worked as a judicial intern at Queens County Supreme Court, Civil Division. She received her bachelor’s degree in Psychology and Political Science from Queens College, City University of New York.

Zulaihat Nauzo (Class of 2016) concentrates her study on commercial law and intellectual property. She served as the Lt. Governor of Communications for the American Bar Association Law Student Division Second Circuit for the 2013-2014 Academic year. Prior to law school she worked in federal civil rights litigation as a paralegal. She looks forward to pursuing a legal career in entertainment law.

The Rooftops Project would also like to recognize the talented contributions made again this year to the success of the Conference by New York Law School’s Regina Chung, Senior Director, Marketing and Communications; Laura McGreevy, Associate Director of the Center for Real Estate Studies; and Tamara Garland, Senior Administrative Assistant at the Center for Real Estate Studies. Thank you!
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):

- Rooftops Conference 2014 and these accompanying materials are not intended and should not be constructed as legal, tax, investment, or professional advice.

- The information and views expressed may not apply to individual readers or to their organizations or to any particular facts or circumstances.

- Attendance at The Rooftops Conference 2014 or receipt of these materials does not create any attorney-client relationship.

- Engagement and consultation with appropriately qualified, experienced, and licensed professionals should always be sought with respect to planned transactions, investments, and projects.

- These materials are provided as a supplement to the panel discussions and presentations at the live conference, but do not serve as a summary or outline of the live discussion. They do not purport to be a complete or exhaustive treatment of the topics they address.

- Views expressed by speakers and panelists, or in these materials, are not necessarily those of New York Law School, its faculty, staff, or students.

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- No representations or warranties are given whatsoever, express or implied, with respect to information presented at The Rooftops Conference or contained in these materials or their accuracy. Any representations or warranties that might otherwise exist, whether by statute, common law, or otherwise, are expressly excluded and disclaimed.

- New York Law School and its faculty expressly disclaim and do not accept any liability for any loss resulting from errors or omissions contained in, or for following or applying principles or views expressed at, The Rooftops Conference or in these materials, including without limitation any liability for direct, indirect, consequential, exemplary, or punitive damages or for loss of profits or business opportunity, whether by tort, negligence, breach of contract, or otherwise.
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