

# COLUMBIA

## REAL ESTATE ROUNDTABLE

Newsletter of The Columbia MSc in Real Estate Development Program



### 2009

#### What is Different About Columbia's MSc in Real Estate Development Program?

The Columbia MSRED program is a one-year Master's Degree offering rapid acquisition of the Financial, Analytical, Policy Making and Enterprise Management skills required by today's developer. Our distinctive advantages include:

- > Intensive Core Curriculum with practitioner Faculty
- > Access to NYC's Development and Capital Markets talent
- > Dynamic, network-focused Graduate Student environment
- > Proximity to world-class Columbia Planning and Architecture programs

Typical MSRED students are motivated individuals seeking to radically alter careers with significant new employment in the real estate development industry.

For additional program and application information, please contact our MSRED Program Coordinator at (212) 854-3524 or visit us on the web at: [www.arch.columbia.edu/realstate](http://www.arch.columbia.edu/realstate)

### Featured In This Newsletter



Industry Conferences: ULI Miami, MIPIM Cannes, AFIRE New York City, PREA Chicago, ICSC Las Vegas  
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Case Study Studio & Center for High Density Development Research  
Pages 12-13



The 13th Annual Real Estate Roundtable Series  
Sponsored by Ackman-Ziff  
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Alumni Newline  
Pages 20-23



**COLUMBIA UNIVERSITY**  
**MSc in Real Estate Development**  
Graduate School of Architecture, Planning & Preservation

The Columbia Roundtable Newsletter is supported in part by contributions from Cushman & Wakefield and Ackman-Ziff.

# Director's Viewpoint

## Directors' Viewpoints

Michael P. Buckley, Director 1999-2009



Michael Buckley  
Director, 1999-2009

It has been my pleasure to lead Columbia's MSc in Real Estate Development Program over the past eleven years. During this period, we expanded curriculum, faculty, outreach, publications, including this Newsletter and the CHDD Research Journal, and increased enrollment from 37 students in 1999 to the 96-student Class of 2009. We have a solid approach to training The Next Generation Developer, including Core Courses and a selection of fast-paced Mini-Courses.

We have also maintained a healthy balance of International students and significant Minority presence despite the lack of dedicated scholarships, particularly over the past six years.

In addition to Real Estate Finance, Market Analysis, Development Opportunities, Real Estate Law, Construction Technology and the Politics of Development, we initiated additional Core Courses including:

- Asset Management
- International Investing
- Case Study Studio
- Finance Tutorials
- ProForma Modeling
- Center for High Density Dev.
- Independent Research
- Public/Private Partnerships

We have also added Mini-Course subjects based on current needs:

- Hotel Finance
- Debt Restructuring
- Global Demographics
- Sustainability
- Adaptive Re-Use
- Career Strategies
- Argus Software Training
- Sketch Up Training
- Workouts & Bankruptcy
- Teams/ Workplace Collaboration
- Capital Markets Primer
- Value Engineering

The Roundtable Series is now in its 13th Year has proven power to attract 125 Industry leaders on Campus each year. The Summer Terrace Series, now in its 3rd year, also demonstrated that Columbia MSRED can convene the Real Estate Industry around specific topics. Participation in industry conferences is now expected, with MSRED class trips to ULI, and selected representation to PREA and MIPIM.

I am convinced that the MSRED Program will continue to innovate, to recruit the most entrepreneurial candidates, and continue to excel at training The Next Generation Developer.



### Cushman & Wakefield Sponsors Research Journal & Summer Executive Series

**Bruce Mosler** (right), Chairman of Cushman & Wakefield, thanked by **Professor Buckley** for a generous three-year gift to fund the CHDD Research Journal and the Summer Terrace Series.

Vishaan Chakrabarti, Director Fall 2009 Onwards



Vishaan Chakrabarti  
Director, Fall Semester 2009 Onwards

Vishaan Chakrabarti, a developer, architect, former city planning official and executive vice president of design and planning at Related Companies, is the first full-time director of the Master of Science in Real Estate Development Program. The creation of the position -- the program's first endowed professorship -- was made possible by a generous donation from alumnus Marc Holliday and his wife, Sheree Holliday.

From 2002 to 2005, Chakrabarti served as director of the Manhattan office of the city's Department of City Planning.

He gained approvals for the redevelopment of Manhattan's Far West Side and Hudson Yards, directed the city's design response to the reconstruction of Lower Manhattan and worked on the transformation of the High Line railway into a city park.

Chakrabarti has been an associate partner in the New York office of Skidmore, Owings & Merrill and a transportation planner with the Port Authority of New York and New Jersey. He holds a master's degree in architecture from the University of California at Berkeley, a master's degree in city planning from the Massachusetts Institute of Technology and dual bachelor's degrees in art history and engineering from Cornell.

He is leaving his position with Related Companies where he has led a number of major development efforts since 2005. At Columbia, he will continue his advisory and advocacy role on plans to redevelop Midtown's Penn Station and expand it into a future Moynihan Station within the old Farley Post Office building across Eighth Avenue from the current facility.



### Jessica Stockton Assistant Director, Academic Affairs

Jessica oversees Faculty affairs, curriculum development, admissions and the daily management of the MSRED Program. A graduate of Columbia College and Pratt, Jessica is currently finishing an MA in Higher and Post Secondary Education at Teachers College.





## Core Course Teaching Assistants



**Kushal Bolaria**  
Market Analysis



**Jay Gillespie**  
Political  
Environment



**Katie Scallon**  
Lead TA  
Case Study Studio



**Morris Sarway**  
Construction  
Technology



**Michelle Camargo**  
Case Study Studio



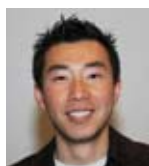
**Desiree Fisher**  
Public-Private  
Partnerships,  
Roundtables



**Chris McGrath**  
Case Study Studio



**Larissa Belova**  
Roundtables



**Daniel Mock**  
Real Estate  
Opportunities



**Leandro Abreu**  
International  
Development



**Marvin Wilmoth**  
RE Finance I & II,  
Excel Tutorials



**Nicole Franklin**  
Real Estate Law



**Tarek Daouk**  
Real Estate Finance  
I & II



**Dave Kusy**  
Asset  
Repositioning,  
Roundtables



**Gardner Riviera**  
Asset Management



**Thomas Nappi**  
CHDD Workout



**Yok Saowasang**  
Architectural  
Design



**Ramsey March**  
CHDD Workout,  
ARGUS Tutorial

## MSRED Student Council



**Ramon Maislen**  
President



**Quentin Fogan**  
Vice President



**Tiffany Lau**  
Treasurer



**Chris Chiapparelli**  
Social Chair



**Tarek Daouk**  
Class  
Representative



**Daniel Friedman**  
Class  
Representative



**Wing Chua**  
Hotel Tutorial

## Newsletter/Research Journal Staff + Special Assistants



**Aimee Tang**  
Newsletter Editor



**Esteban Koffsmo**  
CHDD Research  
Journal Editor



**Poku Chen**  
Class Photographer



**DongChul Shin**  
Class Photographer



**Jordan Cox**  
Mentor Program



**Oliver Campbell**  
Presentation Skills



**Ramon Maislen**  
Convince Me &  
Survival Exercises

## MSRED Scholarships and Awards



**Daniel Friedman**  
YMWREA 2008  
Essay Scholarship



**Dave Kusy**  
Oxford  
Essay Award



**Michelle Camargo**  
Athena Scholar &  
Kinne Fellowship



**Daniel Mock**  
Kinne  
Fellowship



**Brian Richey**  
Kinne  
Fellowship

# Faculty Notes

## Faculty

MSRED Program Faculty features real estate industry executives whose professional occupations bring real world perspectives to our core courses. The MSRED faculty includes developers, financiers, construction managers, capital market intermediaries, public officials, real estate lawyers, development consultants, policy analysts, architects and urban planners.



**Mitchell D. Adelstein**  
**Real Estate Finance**  
Managing Partner  
CRG Realty Capital, LLC  
Real Estate Investment Banking  
Member: MAI, ULI



**Thomas C. A. Boytinck**  
**Real Estate Finance**  
Managing Director  
Farragut Capital LLC  
Equity Capital Origination  
Member: PREA, ULI



**Gary Fogg, '06**  
**Finance Tutorial**  
Development Manager  
Kimco Realty Corporation  
Retail Real Estate  
Member: ICSC



**John H. Alschuler, Jr.**  
**Development Politics**  
Chairman  
HR&A Advisors, Inc.  
Development Advisory  
ULI, Forum For Urban Design



**Michael P. Buckley**  
MSRED Director '99-'09  
**Repositioning, CHDD, International, Case Study Studio, Roundtable**  
President Halcyon Ltd. Development  
Advisors & Mixed-Use Consultants  
FAIA, FRICS, ULI, AFIRE, PREA, RER



**Nansi Friedman**  
**Debt Restructuring**  
**Distressed Investments**  
Attorney-at-Law



**Tim H. Behle**  
**Hotel Mini-Course**  
Associate  
Ernst & Young LLP  
Hospitality Industry



**Vishaan Chakrabarti**  
**New MSRED Director**  
Marc Holliday Professor of Real  
Estate Development  
Columbia University



**Frank J. Gallinelli**  
**Real Estate Finance**  
President  
RealData, Inc.  
Investment Analysis Software



**Harold K. Bell**  
Professor Emeritus  
**Development Opportunities**  
Real Estate Entrepreneurship  
MSRED Program Founder



**Sheri P. Chromow**  
**Negotiation Mini-Course**  
Partner  
Katten Muchin Rosenman LLP



**Mark C. Gibson**  
**Asset Management**  
Principal  
Ernst & Young LLP  
Project Management  
FRICS, MAPM, MCI Arb, PMP



**Mark Bhasin, '04**  
**Real Estate Finance**  
Senior Director  
Palisades Financial  
Real Estate Services



**Michael G. Clark, '06**  
**Case Study Studio**  
Principal  
Meridian Development Partners  
Asset Repositioning  
Member: ULI



**Michael Gilliard, '04**  
**Case Study Studio**  
Vice President, Development  
Habitat for Humanity  
NYSFAFH, QBBA, NAHB



**Nicholas Bienstock, '92**  
**Real Estate Finance**  
Managing Partner  
Savanna Real Estate Fund  
Structured Investments



**Scott E. Dyer, '04**  
**Case Study Studio**  
The Georgetown Company/  
The Robin Hood Foundation  
Non-Profit Development



**Martin E. Gold**  
**Real Estate Development Law**  
Partner  
Sidley Austin LLP  
Real Estate, Public Finance,  
Project Finance, Infrastructure



**Joshua D. Kahr**  
 Real Estate Finance  
 Argus Software Training  
 Principal  
 Kahr Real Estate Group  
 Real Estate Services



**Robert M. Paley**  
 Public/Private Partnerships  
 Director, Transit-Oriented &  
 Development  
 MTA Real Estate



**Charles A. Shorter**  
 Market Analysis  
 Senior Advisor  
 Davis Brody Bond Aedas  
 Design Services  
 ULI



**Charles S. Laven**  
 International Development  
 Real Estate Finance  
 President  
 Forsyth Street Advisors LLC  
 Affordable Housing  
 Former MSRED Director



**Phillip Pitruzzello**  
 Asset Management  
 Vice President  
 Columbia University  
 Campus Development



**Joel M. Silverman**  
 Construction Technology  
 Principal  
 Silverman & Associates, LLC  
 Construction Consulting



**James F. Lima, '86**  
 Public/Private Partnerships  
 Partner  
 HR&A Advisors, Inc.  
 Development Advisory



**Gregg A. Popkin, '87**  
 Asset Management  
 Executive Vice President  
 RFR Holdings  
 Board: REBNY, RAB  
 ULI, REBNY



**John F. Tsui, '86**  
 International Development  
 Real Estate Finance  
 Managing Principal  
 Peninsula House, LLC  
 International Capital Markets



**Tim Little**  
 Negotiation Mini-Course  
 Partner  
 Katten Muchin Rosenman LLP



**Richard R. Poznanski**  
 Case Study Studio  
 Senior Project Manager  
 Gotham Construction Co.  
 Construction Services



**Marc Weidner**  
 International Development  
 Real Estate Finance  
 Managing Director  
 Franklin Templeton RE Advisors  
 Real Estate Private Equity  
 Member: INREV, PREA



**John T. Livingston**  
 Acting Director Summer 2009  
 Case Study Studio  
 President  
 Tishman Construction Corp.  
 Construction/Real Estate Services  
 ULI, REBNY



**Robert C. Quaco**  
 Asset Management  
 Principal  
 Q-Real Estate Partners, LLC  
 Real Estate Development



**Carl B. Weisbrod**  
 Development Politics  
 President  
 Trinity Real Estate  
 Property Development &  
 Management  
 ULI, REBNY



**Bruce J. Murray**  
 Financial Modeling  
 Senior Manager  
 Real Estate Solutions Group LLC  
 Real Estate Services



**Raquel Ramati**  
 Architectural Design  
 President  
 Raquel Ramati Associates, Inc.  
 Urban Design, Planning, Zoning  
 ULI



**Scott Zwilling, '02**  
 Finance Tutorial  
 Acquisitions Manager  
 JPI - Northeast  
 Multi-Family Housing  
 ULI



**Kurt R. Padavano**  
 Asset Management  
 Chief Operating Officer  
 Advance Realty Group LLC  
 Real Estate Services  
 Past Chair, BOMA Int'l



**Christopher Schlank, '92**  
 Real Estate Finance  
 Managing Partner  
 Savanna Real Estate Fund  
 Structured Investments



**James S. Wassel**  
 Asset Management  
 Principal  
 WW Advisory Group LLC



# Lunchbox Lecture Series

## Lunchbox Lecture Series

Real estate professionals present case studies on their recent projects to discuss development challenges and solutions. The lectures are conducted over lunch in a relaxed and interactive setting, where students gain a unique insight to the development process and consider alternate solutions.

### Dan Doctoroff, President / Bloomberg LP

Dan Doctoroff, now President of Bloomberg and formerly Deputy Mayor was the initiator of several strategic action plan for the City of New York. Known as the architect of NYC's Olympic Bid which for the first time since the Lindsay administration's comprehensive plan, gave New Yorkers a vision of entire city zones capable of redevelopment. In spite of the Olympic bid loss to London—and the failure to approve the NY Jets Stadium on the Westside, Doctoroff's vision launched the Hudson Yards reclamation and an entirely new high density district for Westside Manhattan—a strategic long-term expansion of Midtown.



Dan Doctoroff  
President, Bloomberg LP



### Merrie Frankel, Vice President / Moody's Investor Services

Based on her course at NYU, Merrie Frankel presented a multiple lecture overview of Capital markets and her views on the financial turmoil caused by the liquidity and credit crisis. Ms. Frankel is also Chair of the NYC ULI District Council and has as a result provided a unique perspective on the concentration of financial institutions in NYC, as well as the probable impact of continued stress in capital sources. Ms. Frankel reviewed Public Markets as impact REITs and Lines of Credit to operating companies which for many years were assumed to be readily available with multiple competitive sources.



Merrie Frankel  
VP, Moody's Investor Services



### Ronald Altoon, Principal / Altoon + Porter Architects

As former President of the American Institute of Architects and Principal of a international design firm, Ron Altoon shared a series of examples of International Mixed use Development with an emphasis on both Success Factors and more difficult to obtain, the actual causes of project failure. Altoon's firm has principal offices in Los Angeles, Amsterdam and Shanghai—with an exotic range of high density projects in Russia, Europe and Asia—in addition to institutional work for multi-national developers from Australia to the USA. Altoon stressed predevelopment design testing and analysis of solid market support matched to the project's uses.



Ronald Altoon  
Principal, Altoon + Porter Architects



### Leslie Carranza, Executive Recruiter / Carranza Associates

Executive Recruiters have unusual perspectives on Real Estate Career trajectories. Ms Carranza shared Best Practices for interviews and for the communication channels available today. Having command of one's own "story" and doing the research to match your distinctive competencies with your target employers is the fundamental first step. Carranza detailed resume content and protocols for cold call "informational" approaches to gain a level of inside interest and opportunities to extend one's profile inside the target organization.



Leslie Carranza  
Executive Recruiter, Athena Group



### David Lukes, CEO / Kimco Realty Corporation

Originally trained as an architect, and now a principal at an internationally-significant firm, Lukes transformed his career options by joining and rising through the executive ranks at Kimco Realty Trust. Now facing difficult economy, Lukes gave an overview of the challenges facing retail—and summarized the main Drivers as Demographics with sustained new USA Household formations and explosive growth internationally—as Kimco is active in Latin America. While a relatively constrained supply, retail has ever improving concept and Delivery systems—which focuses on Merchandising trends and new shop formats.



David Lukes '01  
CEO, Kimco Realty Corporation



### Richard Coles, Principal / Emmes Asset Management

Asset management is a relatively new discipline, born over the past three decades with the aggregation of properties managed on behalf of Institutional owners. Emmes grew with assignments to create strategic property plans and to treat the aggregated real estate on a Portfolio basis. This means rather than a Tactical day-to-day look at a single property's achieved returns and potentials, Portfolio thinking arrays larger economic opportunities and operational trends which impact performance at a higher level, consequently requiring a Strategic planning view.



Richard Coles  
Principal, Emmes Asset Management



**Min Suh**, Louis Dreyfus Property Group

## Underwriting Workshop

Underwriting is an Insurance industry term to describe the activities and analysis to assess risk—used for Life Expectancy and Property/Casualty businesses. For Real Property the process of Underwriting is typically thought of as the review of a Developer's proposed financing by a lender to verify assumptions and re-assess financial risk. Suh's exposition on the process steps to conservative Underwriting focused on measuring facts and pro forma assumptions to identify risk.



**Min Suh**  
Acquisitions Analyst, Louis Dreyfus Property Group



**Richard Poznanski**, Gotham Construction Co.

## Value Engineering

Value engineering is now more important than ever, as materials, systems and labor costs have risen significantly over the past five years. Rich Poznanski discusses specific strategies and considerations to ensure quality construction and safety, while minimizing costs for major urban development projects, based on many years of experience at Gotham Construction Company.



**Richard Poznanski**  
Gotham Construction Co.



**Joshua Kahr**, Principal / Kahr Real Estate Group

## Argus Software Training

Joshua Kahr, MSRED Finance Professor, provided an intensive instructional on the use of Argus software, the real estate industry's leading software for analysis, valuation, budgeting, management and appraisal. Starting with a series of exercises and working up to complex 'real world' case studies in residential, office, retail and mixed-use, the MSRED class learned a valuable skillset which is critical to the success of real estate professionals throughout the world.



**Joshua Kahr**  
Principal, Kahr Real Estate Group



**Kevin Patterson '08**, Project Manager / Thompson Hotels

## Sketch-Up Design Software

Kevin Patterson offers multiple sessions of instruction for Sketch-Up Design Software, as an effective tool for young developers to present their development concepts creatively through use of the market's latest design software for non-architects. Sketch-Up represents a powerful breadth of features to create three-dimensional design images with simulated building materials, construction finishes and curtain walls.



**Kevin Patterson '08**  
Project Manager, Thompson Hotels



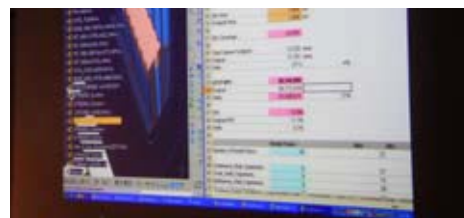
**David Salazar '05**, Principal / StudioMDA

## Gehry Technologies

Salazar is a 2005 MSRED Grad who's background includes work for very progressive architects such as Zaha Hadid. Hence his sponsorship Gehry Technologies to debate the expected but long overdue integration of Object information with Computerized Drawing, cost and construction impact of various design ideas can inform decision-making early in a project ---while the Designer's need for concept and configuration flexibility is also respected.



**David Salazar '05**  
Principal, StudioMDA



**William Procida**, Principal / SDS Procida

## Plan 100 Symposium

For jump-starting the Real Estate economy, Procida's Plan 1000 is simple in the extreme and rests on distributed, incentivized local reinvestment: 100 Investment Managers are chosen by geography and by investment record, balanced for product type; \$100 Million is granted to each—levered up to 60-70%; Managers have 100 days to deploy, granted Capital; Investments are made within 100 miles of the managers offices—to insure local market and opportunity knowledge.



**William Procida**  
Principal, SDS Procida





# Industry Conferences

## Urban Land Institute Miami Fall Conference

At the ULI, the nation's real estate leaders convene to share knowledge and best practices. The MSRED Program attends each year, where students are given the opportunity to network. Columbia University's MSRED sponsored and led two sessions at the conference:

- **Careers in Real Estate** : Program for Students and Young Leaders
- **Caribbean Dreams**: Current Trends in Resort Development & Investment

### ULI Careers in Real Estate

Full house attendance at the ULI Miami "Careers in Real Estate" Panel organized by Columbia MSRED Director, Michael Buckley and University of Miami MSRED Director, Charles Bohl featured executive recruiters, developers and service providers.



Moderators Michael Buckley of Columbia University and Charles Bohl of University of Miami flank panelists (left to right) Jeff Krinsky, MSRED '93, Loretta Cockrum, Justin Toal, MSRED '01, Stuart Rogel, MSRED Faculty Leslie Carranza, Reuben Roca and Terri Escharte.

### Resort Development & Investment Trends

Overflowing attendance for three case studies presented by senior development executives including the multi hotel complexes in the BVI and Antigua, along with Puerto Rico's proposed new Convention Hotel and Casino in San Juan.



**Federico J. Sanchez**  
President  
Interlink Group  
Puerto Rico



**Ignacio Alvarez**  
Principal  
Pietrantoni Mendez & Alvarez



**Jerry Thoele**  
Managing Director  
Interlink Group  
Dallas



**MSRED Alumni Gathering at Infrastructure Panel**

MSRED Alums Lawrence Berman '05 at left and Akram Busaidi '99 at center rear, with GSA Commissioner David Winstead flanked by MSRED '09 Students (left to right) Zach Lebwohl, Laura Barnhart, Wei Cui, Luis Dominguez, Lucy Wan and Poku Chen



**Class of '09 Dinner at ULI Miami**

(Foreground left to right): Quentin Fogar, Chris Chiapparelli and Roman Bas; (back left to right): Daniel Winberg, Craig Romney, Kushal Bolaria, Yasaman Ostovar, Tarek Daouk, Aimee Tang, Can Tavsanoğlu and Bill Guth



**MSRED Alumni Gathering at Setai Hotel**

Co-Sponsored by MSRED Grads Jonathon and Michael Breene



**Class of '09 at ULI Young Leaders reception**

(Left to right) Sihenne Ng, guest, Wing Chua, Evan Woolley, Ed Wilson and Sloan Saunders



## MIPIM International Conference Cannes, France

Director Buckley was joined by 30 MSRED Students from the CHDD Senior seminar at the MIPIM International Property Conference in France, where for the fourth year, Columbia MSRED organized a special session on Mega Mixed Use. Following a brief overview of Columbia CHDD Research on High Density, the Mega Mixed-Use Panel focused on the unique pressures to accommodate urbanization now underway, and the need to create new urban formats for growth.

In addition to Columbia CHDD Research on MXD Factors, the panel discussed Urban Transit-oriented projects such as the Transbay Center in San Francisco the receiving site for California's fast Train, from a Design and Financing perspective, considering such projects as new economic environments for secure returns and risk mitigation.

Panelists agreed that in this time of Capital Crisis, long term Infrastructure and publically-funded Transportation projects offer new Mixed-Use potentials as live-work concentrators with more sustainable community focus. Financing MXD is challenging –yet transportation components offer more value-added connectivity.



Workout Group luncheon at MIPIM



MIPIM Chairman Thierry Renault with Prof. Buckley at Carlton Reception



Workout attorney J. Phillip Fotre joins the luncheon



Moderator Buckley welcomes MIPIM Panelists (left to right) Fred Clarke, Partner at Pelli Clarke Pelli, Peter Victor, Advisory Services at Cushman & Wakefield London, and Roger Orf, Citigroup Investments CEO from London

## Association of Foreign Investors in Real Estate, New York City

Prof. Buckley organized an AFIRE Panel of leading executives covering private development, commercial brokerage, institutional capital, and public company perspectives on the impact of the Credit meltdown on acquisitions and dispositions. Gateway cities received special mention as being more resilient to value fluctuations while absence of refinance options and uncertainty over Government distressed asset funding remain large concerns. Overbuilding is not a factor except in Condo high Rise—but Office occupancy is affected by Financial Services erosion. Audience questions about opportunities in roll-over financing, including additional equity funding, proved the interest of foreign investors.



AFIRE Panelists



AFIRE Keynote Bertie Ahern, Former Prime Minister of Ireland and Prof. Buckley



Charles Leitner  
CEO  
REEEF/Deutsche Bank



Barden Gale  
Vice-Chair  
Starwood International  
Investments



Bruce Mosler  
Chairman  
Cushman & Wakefield



Gregory Hughes  
Chief Investment Officer  
SL Green Realty



Ken Hubbard  
Executive VP  
Hines Interests

## PREA Conference, Chicago

A selected group of MSRED Students attended the Chicago Pension Real Estate Association Conference to hear investment erosion concerns of Pension Plan Sponsors and performance problems by Fund Advisors. Photo at Right shows MSRED '09 Students with PREA Exec Director Gail Haynes.



## ICSC Conference, Las Vegas



Attending General Sessions and the Leasing Mall MSRED '09 students at ICSC Conference (left to right): Nanta Tangudtaisak, Aimee Tang, Can Tavsanoglu, Dan Mock, Srinarin Poudpongpaiboon, Esteban Koffsmann and Yok Saowasang

# Center for High Density Development (CHDD)

## CHDD Mission Statement

Columbia's Center for High Density Development is now in the ninth year of a new research initiative. Students enrolled for the CHDD senior Seminar are working to explore, quantify, and prove the benefits of Density.

Density is a critical subject for corporate users and urban regions. We know this research could have broad political and investment implications. We believe this exploration will be of significant value to private investors, financial institutions, and particularly Pension Funds, as the performance of larger scale properties is of real financial benefit to institutional investment objectives.

For this past year, the CHDD Seminar focused on the Workout Process and research modules on Due Diligence, Legal and Restructuring, and the impact of Government funding for Recovery.

## 2008 Research on Density Value and Productivity

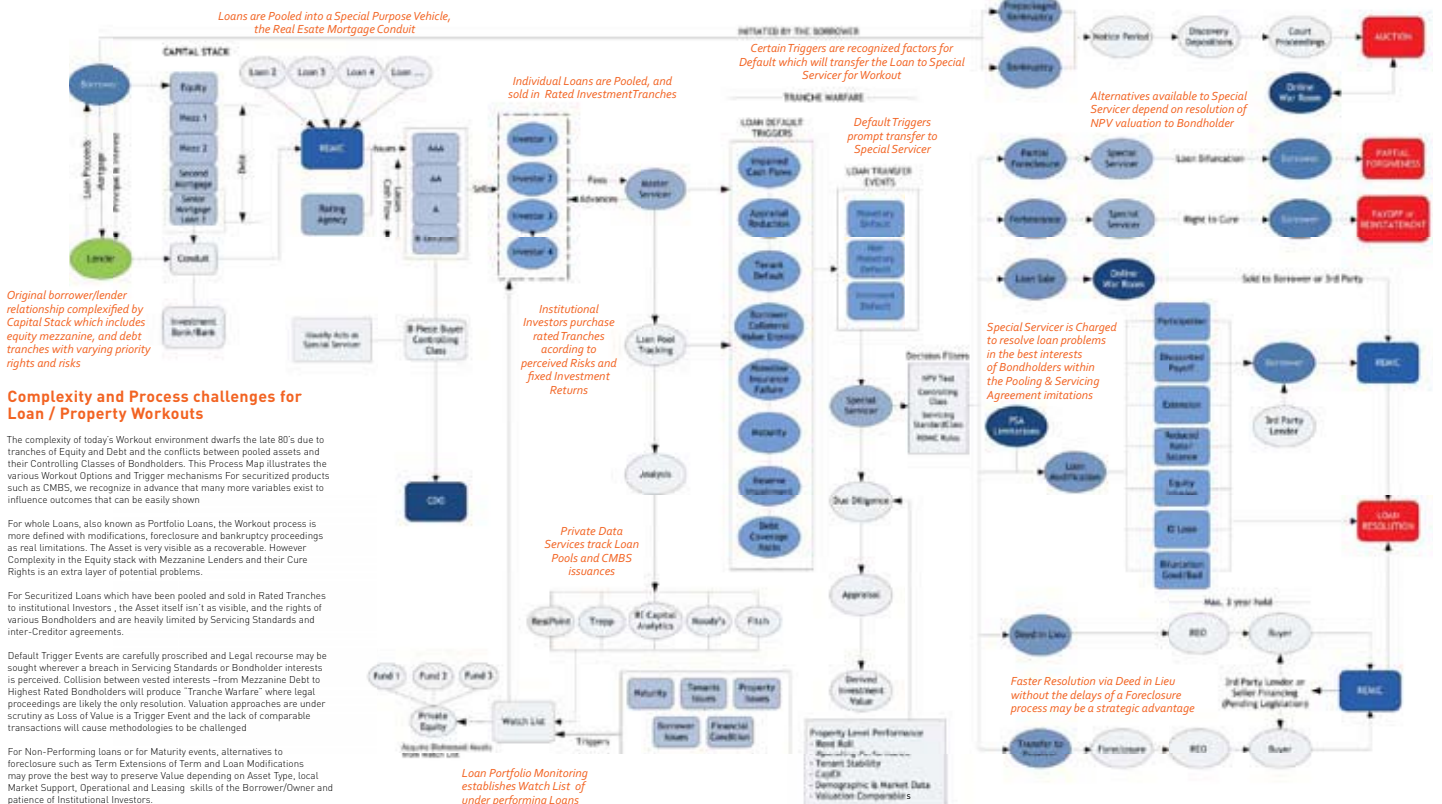


## 2009 Research on Global MXD Projects and Density Factors



## CMBS Workout Process Map

Unless noted otherwise, all charts pages 8-13 are products of the Columbia CHDD workout Senior Seminar 2009.







## 2010 Special Edition on Restructuring and Workout

**CENTER FOR HIGH DENSITY DEVELOPMENT**  
**CHDD RESEARCH JOURNAL**  
2009-2010 Vol IX  
Sponsored by a gift from Cushman & Wakefield



**Special Edition: Restructuring & Workout Processes**

**PREAMBLE OF WORKOUTS**  
Demonstrating that Density provides higher returns, better Workflows, and more Financial Resilience Investments.

**WORKOUT PRIMER**  
Cushman & Wakefield's new measuring Cultural Density and a new metric, the Disrupted Density Index.

**SUMMER TERRACE SERIES: CUSHMAN & WAKEFIELD'S RESTRUCTURING & WORKOUT PROCESSES**  
Three Strategic Conversations on the Future of New York focused on Industry Clusters, the

**COLUMBIA CASE STUDY: STUDIO CITY AND 300 HUDSON**  
History of Case Study Studio with selected examples of portfolio high-density solutions for real-world sites by MSRED student winners.

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Overflow Audience in Avery Hall.

## Panel #1 Restructuring Hurdles: Legal & Regulatory Issues

### PANELISTS



**MODERATOR: CHRIS SMITH, RE PRACTICE LEADER, Shearman & Sterling LLP**

The strategic question is how to proceed with restructuring, to get real traction with financially impaired assets. Flexibility is now constrained by numerous untested agreements and complex protocols.



**DOROTHY ALPERT, REAL ESTATE PRACTICE LEADER, Deloitte LLP**

The full landscape of impaired assets will be an accounting issue and, impacts of loan modification CDD will trigger new capital raising by funds. Foreign Investors may be interested in buying Debt at a discount and repatriate their capital gains elsewhere.



**STEPHEN BAINES, CHIEF INVESTMENT OFFICER, ING Clarion Capital**

Sale of the un-rated B Pieces, and Mezzanine tranches are not yet priced at risk premiums, while Federal financing support is not efficient nor expedited in delivery. Promises of new capital into the Bank sector now confronts new accounting rules.



**JONATHAN GEANAKOS, CO-HEAD REAL ESTATE, Houlihan Lokey**

Creditors and debtors stock the finance jungle, but without pricing transparency we still lack a functional financing market. We may see the wisdom of ignoring "Bubble Pricing" to look instead at longer term historical value metrics.

## Panel #2 Distressed Asset Opportunities

### PANELISTS



**MODERATOR: MICHAEL BUCKLEY, PROFESSOR, Columbia University MSRED**

Finding and analyzing distressed opportunities is much more involved with legal issues, with complex and untested agreements, and the general economy's impact on jobs. Re-financing will clearly mandate higher Equity ratios and Debt Servicing covenants.



**LEONARD COTTON, PRESIDENT, Leonard W. Cotton and Associates**

Workouts are now the place to learn as was the prior RTC era. There is a growing recognition that deal complexity and lack of short term financing this time around are the critical issues, while government support may not be the full and complete answer.



**ROB FRIEDBERG, MANAGING PARTNER, Capstone Realty**

B-Piece buyers were a tight club until re-packing through CDO's became the next great thing, with lowered underwriting standards. Now, these players are in defense mode. However, there are opportunities with small and regional Banks to buy whole loans at discounts.



**BARDEN GALE, CEO, JER Partners**

Seems as if only Opportunities are considered Distressed. It is increasingly difficult to become a carpenter with only one tool -- Government support. Aggregation and Rolling up assets will be the name of the game.

## Panel #3 Financing Options: Private Equity & Government

### PANELISTS



**MODERATOR: FRANK LIANTONIO, EVP CGM Cushman & Wakefield, U.S. Transactions**

Cushman & Wakefield has been proud to have been a sponsor of the Summer Terrace Series as we seek new views on the continued push / pull of real estate capital. Investors are waiting for seller's discounts, which are not yet apparent.



**BRUCE SCHWANK, MANAGING DIRECTOR, Goldman Sachs**

Public companies are now raising expensive, dilutive Equity Capital, having sold REIT stocks at NAV discount with no other options. They have liquidity but at a price. TALF can help in the mid-term by unloading Loan portfolios.



**STEVE KOHN, PRESIDENT & PRINCIPAL, Cushman & Wakefield Sonnenblick Goldman**

Maturities, tenant concessions and eroding equity means massive re-pricing and greater difficulty to get sellers to offer significant discounts. An interesting query is, how much of the past peak "Bubble Re-Financing" was churn versus normal re-financing?



**RICHARD KESSLER, CHIEF OPERATING OFFICER, Benenson Capital Properties**

Private equity is clearly watching from the sidelines as the credit crisis game is in the 2nd inning -- Still very early in market erosion -- What will it take to force sellers into action?



**RICK JONES, CO-CHAIR FINANCE & RE GROUP, Dechert LLP**

The Market is enormously underwater on financial basics, frozen on the edge of capitulation, compounded by Federal program starts and stops. Maturity Default problems may get pushed further down the road as the only viable short-term solution.



**KEN LORE, CO-CHAIR REAL ESTATE DEPARTMENT, Bingham McCutchen LLP**

No one designed for the cascading effect: Equity / Debt stacks and lenders with mezzanine loans and tranche warfare with layers of differing investment objectives with rapid devaluation. The potential magnitude of Bankruptcy claims was never anticipated.



**TIM LITTLE, PARTNER, Katten Muchin Rosenman LLP**

Lenders don't want the assets backs but lack of workout expertise by both borrower and lender is now affecting outcomes. Lenders may face conflicts of interest in agency and/or mezzanine deals.



**JOSHUA STEIN, PARTNER, RE Practice Latham & Watkins LLP**

Asset re-pricing and re-measuring is now underway, but with implied values only, as no comparable sales or refinancings exist. Government actions may be impacting valuations due to expectations of cheaper money.



**BLAKE HUTCHESON, HEAD OF REAL ESTATE, Mount Kellett Capital Management**

With our launch of a new private equity fund to pursue distressed assets this is surprisingly the best year ever. Placing the funds we have raised will take extensive due diligence and realistic measuring of risk.



**MICHAEL KATZ, SENIOR EXEC VICE PRESIDENT, Sterling Equities**

Need to press the Restart button --- with re-rated assets and re-calibrated lifestyles to overcome the total lack of trust in the economy. But the unfreezing the general economy will take time.



**DEAN ROBERSON, PRINCIPAL, BANK OF AMERICA, Special Servicing and Structured Loans**

From the perspective of a Special Servicer one must recognize that the general economy will lag real estate and that the large demand for financing may well empower a new government role.



**ROBERT WHITE, PRESIDENT, Real Capital Analytics**

\$ Billions of troubled asset situations exist now in USA with 30% in CMBS and 40% at Banks, but the perspective of deal comparables and reliable projections of future revenue potentials are still opaque.



**CHRISTOPHER LABIANCA, PRESIDENT, RCG Longview**

A wall of Debt Maturities coming due means there will opportunities to work directly with financial institutions assuming that property equity has vaporized, and that the new buyer has cash.



**KEVIN WHITE, MANAGING PARTNER AND FOUNDER, Spring Hill Capital Partners**

Securitization did not cause the problem, lowering underwriting standards did. Federal programs such as TALF and PPAP are subsidies to transfer institutionally-owned assets to private sector investors.



**BRET WILKERSON, PRESIDENT, Property and Portfolio Research**

Five steps are limiting recovery --- Markets are not yet seen as bottomless -- Consumers will soon reset purchasing power -- GDP growth is problematic -- We are still seeking a Residential Market floor -- We need real Job Growth.

# Development Case Study Studio

## High Density Prototype Solutions

Based on actual sites with real sponsors and estimated development programs, MSRED Students together with selected GSAPP Students created Prototype High Density solutions to maximize value and to overcome economic and technical constraints on a series of real programs. Each solution had to address four areas:

- Development or Adaptive Re-Use Challenges
- New Underwriting Criteria, LTV and DSCR
- Target User Challenges
- Target Public / Private Partnerships
- Find Market Support and Comparables
- Demonstrate Financial Feasibility with Lower Leverage

The variety of unique Design Scenarios which emerged from identical programs were readily apparent with broadly different solutions.



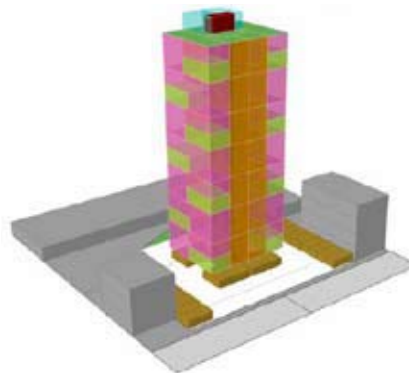
Michael Clark '06  
introduces Harlem  
Affordable Housing Case  
Study



John Livingston of  
Tishman Construction  
introduces the final Case  
Study Studio



Luis Rodriguez, Exec Director  
of the Puerto Rico Science and  
Technology Trust and Chris  
Marcinkoski of Science City  
masterplanner Field Operations



### Module 1 – Residential Infill, Brooklyn

Located on Bergen Street at Classon Avenue, this case study centered on creating a residential scheme that responded to its context. The core issues focused on developing the appropriate unit size, sales/rent per unit, unit mix and a feasible parking solution. Solutions included contextual and high-rise proposals and were marketed towards a broad mix of demographics including: workforce, student and high-end residential product types.



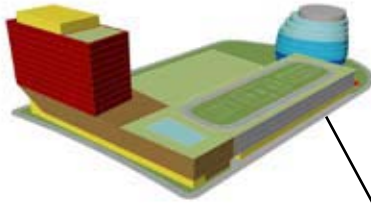
### Module 2 – Affordable Housing, East Harlem

This project focused urban revitalization and affordable housing. This site located near 125th Street in East Harlem, created an opportunity for a market driven, mixed-use solution. Major issues included: need for mixed-use with retail and community services to invigorate a derelict site and market conditions. Proposals comprised healthcare offices, residential, retail and community space.

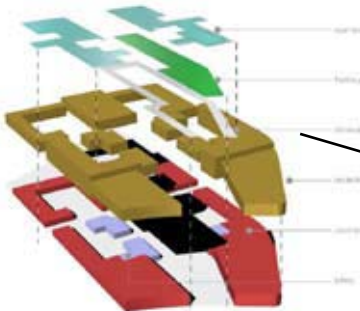




### Hotel and Conference Center



### Village Center



## Module 3 – Mixed-Use Development, Science City, San Juan

This masterplanning site for a new Science City in San Juan, Puerto Rico was the subject for proposals incorporating various mixes of uses including a new Village Center with specialty Retail below Residential, a Boutique Hotel and Bio-Tech Conference Center, and a low Density Themed Residential neighborhood. Solutions sought to maximize the site's FAR while developing an appropriate tenant mix to match the Science City Master Plan.

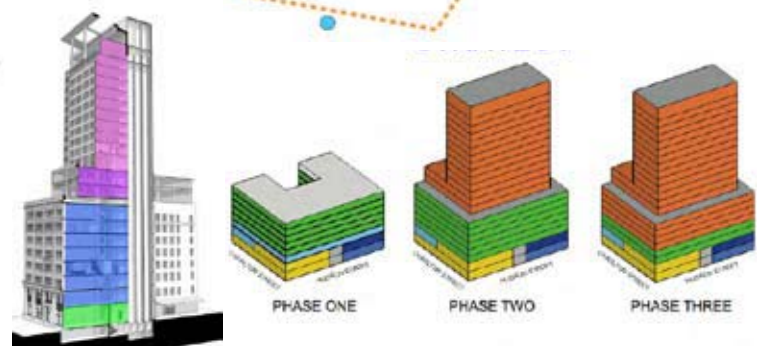
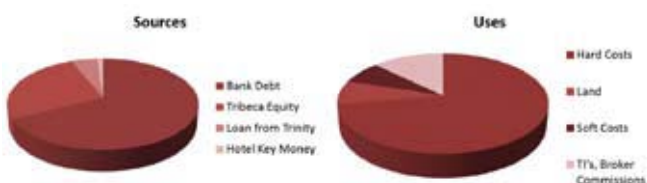
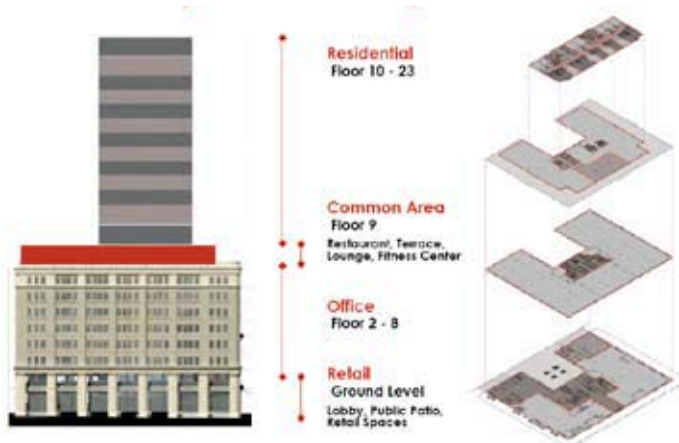


### Low Density Residential



## Module 4 – Repositioning, 330 Hudson Street

This Tishman Construction sponsored case study focused on the re-negotiation of a stalled development deal for a manufacturing building at 330 Hudson Street. Solutions focused on renovation of the existing and the addition of a new tower above to utilize the site's air rights. Schemes involved newly re-negotiated construction schedules and more flexible applications of land lease payments for a boutique hotel and commercial tenants.



# International Class Guest Lecturers

## Andrea Pizziconi, Principal / The Christie Company

Andrea Pizziconi offered an exotic business model for emerging markets—tying new facilities to educational institutions—a technique to both shelter Risk with the Educational guarantee, as well as a Triple Bottom Line inducement for international capital seeking socially biased investing. With education growing fastest in the emerging Markets such as Sub-Saharan Africa, and with a western focus on university training, this model would provide needed housing and class/lab space for students with land contributed by the Host University and preferential socially-focused investments by Institutional sponsors.



**Andrea Pizziconi**  
Principal  
The Christie Company



## Weibke Wanner-Bouchardt, Vice President / Int'l Investments TIAA Kenneth Munkacy, Senior Managing Director / GID International Group

Pension funds require cash for redemptions, and Real Estate throws off cash flow but it also requires Capital reserves and is a long-lived asset with constrained liquidity. With \$300 Billion under management, TIAA Investment Reviews are rigorous with 300 projects underwritten to yield 40 investable opportunities. Munkasy, with experience in Eastern Europe and Asia, sees a “silver lining” in the global slowdown, as Capital flight, combined with asset devaluation and reduced demand will create substantial price reductions for re-investment in sectors with high barriers to entry. This is also a world of shifting markets—as India becomes China’s largest trading partner, and international “bubble pricing” is absorbed.



**Weibke Wanner-Bouchardt**  
Vice President  
International Investments TIAA



**Kenneth Munkacy**  
Senior Managing Director  
GID International Group

## Werner Sohler, Deputy Chairman / PGGM Pension Fund

PGGM is a Dutch Pension fund with significant international real estate investments. Werner Sohler, incoming President of the Association of Foreign Investors in Real Estate, detailed PGGM’s philosophy for investing in operating companies to penetrate overseas markets, to generate higher returns as principals, and to ensure diversification. PGGM constructs portfolios of development companies as proxies for geographic areas—with GDP projections out 15 yrs and a bias to high growth. PGGM’s Five Risks to be confronted include: Local Currency; Development Risk; unique Market Forces; Sector Risk and Leverage.



**Werner Sohler**  
Deputy Chairman  
PGGM Pension Fund



## Marc Wiedner, Principal / Franklin Templeton Francisco Andragones, Managing Director / PREI Latin America Dan McEacheron, Partner / Hines Interests India

Trio represented the Global regions preferential Investments. Weidner through Franklin Templeton has the broadest investment spectrum, limited to a preference for Listed Property Companies. Andragones of Prudential heads Latin American initiatives including substantial investment in Mexico on Mixed-Use developments; MacEacheron heads Hines India with an objective to supply International Standard quality Office buildings. Panelists lamented Cultural differences which affect process and product, to carefully select Local partners.



**Marc Wiedner**  
Principal  
Franklin Templeton

**Francisco Andragones**  
Managing Director for Latin America  
Prudential Real Estate Investors

**Dan McEacheron**  
Partner  
Hines Interests India

## Barden Gale, President / JER Partners, Former VC / Starwood Capital

Barden Gale shared prior experience with ABP pension fund then with Starwood and now JER Partners. His view on Risk assessment methodology creates a specific Country Hurdle Rate based on quantitative scores on a Risk spectrum including—Expatriation of Capital; Government stability and integrity; currency risk; Local Partner’s Operational skills and experience and construction history. On Partnering, make sure your local joint venture has aligned interests: require co-investment; Decision controls; symmetry of Risk absorption before promotes; exit rights and lock-out periods; and a clear Investment horizon.



**Barden Gale**  
President  
JER Partners  
Former Vice Chairman  
Starwood Capital Group





# 12<sup>th</sup> Annual Real Estate Roundtable Series

## Sponsored by Ackman-Ziff

### Industry Executives Convene to Debate Trends & Opportunities

The Roundtable Series convenes industry professionals to debate selected topics in a free-spirited discussion of trends and opportunities. This 13<sup>th</sup> annual gathering of senior executives has principal funding from Ackman-Ziff, with others participating as co-sponsors of specific sessions, including Steelcase Incorporated, ULI and AFIRE.

Disclaimer: Reasonable care was taken to restate visiting Panelist positions.

Columbia University and the MSRED Program shall not be responsible for misinterpretations or misstatements of fact in the Roundtable series.

#### Globalization: International Trends in Investment and Development

- For most large Service Providers Global practices are expected as Finance is now Global
- International organizations such as AFIRE are growing in depth of Membership and in volume of activity
- Institutions recognize that to grow Funds they must go Global
- Niche Plays exist at the Margin –such as in Africa for projects tied to National Institutions
- As to architectural Solutions, clearly USA architects exported High Rise expertise and Mall Retail formats—an imported Mixed-Use concept
- Tremendous private equity concentration in selected corners of the World as Sovereign Wealth funds proliferate
- International RE Opportunities are often embedded in global to company platform acquisitions
- Most Property Law is Parochial –but Business Law has more convergence
- Country Risks are real –must therefore look outside the Deal top Language + Currency + Land Ownership issues
- Retail development as gathering places and status symbols are actually a Social venture in many countries
- Many cultures are not used to mixing Economic Classes, hence many Western concepts cannot get market traction



**Sammy Weisleder '04**  
Project Director  
DWL Costa Rica



**James A. Fetgatter**  
Chief Executive  
AFIRE Washington DC



**Lee Kuntz**  
Partner  
Shearman & Sterling LLP



**Andrea Pizziconi**  
Principal  
The Christie Company



**Werner Sohler**  
Principal  
Real Estate Investments  
PGGM Pension Fund



**John Livingston**  
President  
Tishman Urban  
Development Corp.



**Ron Altoon**  
Principal/Partner  
Altoon & Porter  
Architects LLP



**John Tsui**  
President  
Peninsula House



**Jonathan G. Geanakos**  
Managing Partner  
Houlihan Lokey



**Dave McLain**  
Principal  
Palisades Financial



**Harold DeBlanc**  
President  
Silver Cloud Partners Inc.



**Rick Jones**  
Partner  
Dechert LLP



**William Paolino '07**  
First Vice President  
Declaration Management  
& Research



**Lee Kuntz**  
Partner  
Shearman & Sterling



**Kenneth G. Munkacy**  
Senior Managing Director  
GID International Group



**Joseph P. Forte**  
Partner  
Alston & Bird LLP



#### Distressed Assets: Loan Workouts and Turnaround Strategies This Time Around

- We are at the very beginning of where we thought we'd be many months ago –very sticky Sellers and very careful Buyers
- Huge lack of confidence in Valuation Methodology combined with no Pricing Transparency
- History doesn't Repeat itself, but it Rhymes –incredible amount of Impairment due to corrosion of underwriting processes
- Borrowers /Lenders not yet incentivized to accelerate Debt Payoffs
- Credit sickness now Global and everyone's infected, predictions that Securitization will be back are as yet unrealized
- Challenging environment with wide gap between Bid/Ask
- Enormous Complexity due to Securitization and Structured Finance with too many Creditors at the bargaining table
- Portfolio Managers now know that single asset sales at distances will have a Blow-Back effect on the whole portfolio
- Tremendous re-focus on Asset Management to hold the line during violent de-leveraging
- Tremendous Turnaround Management opportunity as Capital Markets have meltdown, but the Buildings are still there

# 12<sup>th</sup> Annual Real Estate Roundtable Series

Sponsored by Ackman-Ziff

## High Density Residential: Current Market Trauma and Recovery Potentials

- New Mantra—in late 80's was "Stay Alive till 95" now maybe "Delve till 2012" as we are "freed from the shackles of the Boom Economy"
- Green for Hi-Density Residential is now mainstream
- Waiting for Bottom Opportunities with Busted Condos; Land Portfolios; and Construction Completions
- Emphasis for many now on Wealth Presentation vs. Cash Flow—so protecting Equity is paramount
- Local Developers will exploit local knowledge and many have learned to restrict operations to within hours of home base
- CMBS is treated as the "walking Dead" due to complexity of the unwinding
- Cap Rate inflation is destroying values and extinguishing equity
- Mangle your development pipeline, as the good news is that demographics are unstoppable, as a high wave of 25-40 yr old renters emerges and grows to 60,000/yr over the next Decade
- Catastrophic Design work stoppages mean many architects must re-invent themselves
- Good Products aligned to specific Target Markets and well managed will hold market share



**Costas Kondylis**  
Owner  
Costas Kondylis & Associates



**Loretta Cockrum**  
Chairman and CEO  
Forum Group



**Fred Harris**  
Senior VP  
Avalon Bay Communities



**Ari Shalam**  
Senior VP of Acquisitions  
Taconic Investment Partners



**Stephen Glascock**  
Principal  
Anbau Developers



**Alex Twining**  
Managing Principal  
Twining Properties



**Mark Robbins '94**  
Senior Manager  
NRDC



**Jennifer Milburn '08**  
Development Associate  
Rockrose Development Corp.



**Dino Fusco**  
Managing Director  
Real Estate Strategy  
Goldman Sachs



**Robert Sorin**  
Senior Member  
RE Practice Group  
Fried Frank



**Carl Weisbrod**  
President  
Real Estate Division  
Trinity Church



**Scott Dorn**  
General Manager  
Corporate Properties  
GE



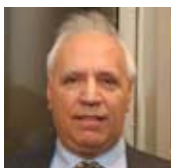
**Jack Tanis**  
Director  
Applied Research & Consulting  
Steelcase



**Juliette Lam**  
Senior Principal / Director  
of Interiors  
HOK



**Gil Medina**  
Vice President  
Cushman & Wakefield



**Steven Cuozzo**  
Columnist  
New York Post

## Corporate Real Estate in Down Markets: Occupancy Challenges and Opportunities

*Co-Sponsored by Steelcase*

- Corporate Occupancy is Close-Coupled with Financial Services in all major cities, now a Tenant's market with consolidation and workspace efficiency as goals
- Changing Business Model to a Buyer's Perspective means Corporates have to reduce costs and increase operational efficiency
- Law Firms hit hard, and as large office space users, the effect is visible
- Many Corporates are migrating from concentrated "Centers of Excellence" with highly specialized operations and their star staffs to "Mixed Presence" of more diverse operations in one place
- RE Occupancy is strategic---can be Cost Effective in Lease vs. Own; can be Flexible to house new tasks; and may be Space Effective to reduce employee moves known as "Churn"
- Some developers are moving away from big corporate and seeking "Creative Companies" in Media Publishing and design. Creating special office and amenity environments to capture occupants in a Creative Marketplace







### Capital Markets Symposium: Reconstruction and Reconstitution

- CMBS is officially dead with virtually no issuances since March 08, and Large loans now gone –selectively replaced by low leverage Club Deals
- Bid/Ask spread so great that everyone's holding for Fundamentals not aligned with a worsening economy
- Financing excesses included originations by newcomers with no experience
- Structured Finance is Broken with new recognition of temporal refinancing risk driving values
- 1985 Left Hand side Balance Sheet Crisis due to over lending replaced by 2009 Credit Crisis with loss of liquidity on Right hand side of the ledger
- Lending Environment appeared to be "Corrosively Talented" until blow-up of Credit Flows
- Long Standing High Quality companies have been punished by holding Short Term Debt
- Cycles are always incredibly Surprising –yet really have patterns--but both Investors and Lenders unsure and need confidence to pull out of Spiral
- Heavy Government regulation coming; Simpler financing structures will evolve; underlying values will be seen as a fraction of today's prices; looking forward to a wild ride; no bottom until Residential market settles



**William Lashbrook**  
Senior VP  
PNC Real Estate Finance



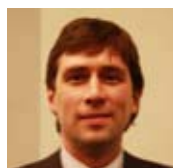
**Paul Fried**  
Principal  
AFC Realty Capital



**Ari Hirt**  
Director  
Ackman-Ziff Real Estate Group



**Joseph Rubin**  
Partner  
Ernst & Young



**Michael Sieman '99**  
Senior Director  
Northmarq Capital



**Scott Latham**  
Executive Director  
Cushman & Wakefield



**John Pelusi, Jr.**  
Director and CEO  
HFF, Inc.



**Brad Klatt**  
CEO  
Roseland Property Company

### Building Affordable Communities: The Challenge of Workforce Residential

- Affordable Housing for urban markets requires additive multi-point financing and tax shelter of Non-Profits and is a Real Challenge to house Middle Income Workforce
- Typical Affordable Deal included "Alphabet Soup" --layers of Private and Tax-exempt and Grant financing
- Now caught in a Model that counts on Banks/Private Investors to form cross-subsidy vehicles between Market rate + Affordable + Retail revenues
- City using Design competitions rather than relying on market solutions to support aspirations for better, more sustainable architecture
- Wide recognition that current localized Affordable Grants are inefficient and disaggregated efforts cannot use economies of scale
- Holy Grail is "Permanent Affordability" sustainable rent levels with rent-to-own options
- Affordable is a great place for young Developers to learn – opportunity to be in the room when major decisions are made



**Lisa Deller**  
Director - Asset Mgmt  
National Equity Fund/LISC



**Nick Lembo**  
President  
Monadnock Construction



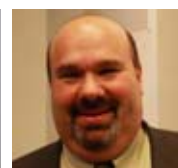
**Yoav Haron '04**  
Principal  
Artimus



**David Salazar '05**  
Principal  
StudioMDA Development



**Edward Poteat**  
Vice President  
Horsford & Poteat Realty



**Richard Froelich**  
General Counsel  
NYC Housing Development Corp

### Alternative Investments: Pension Funds and Opportunistic Investors

- Despite disappointing Returns and Volatility, Alternative Investment are now fixtures in Institutional Portfolios
- Bank consolidation and the inevitable increase in Government regulatory actions will be good for Alternative products
- Question of how to time Capital is now upon us –wait for deeper Distress? Or buy now for certain yield
- Assets are now also evaluated on a Standalone basis ---not only for Portfolio effect
- Land funds may be out of favor but selective approved land makes long term appreciation clear
- Funds of Funds can delve into Offshore developments by investing indirectly at the entity level
- Purchasing Limited Partnerships with option to replace the General Partner are hugely opportunistic



**Lijian Chen**  
Managing Director  
Head of Global RE  
UBS Global Asset Mgmt



**Scott Landress**  
CEO  
Liquid Realty Partners



**Ruifen Xu '07**  
Private Investments &  
Global RE  
Dow Corporate Pension



**Eddie Wong**  
Vice Chairman  
Trophy Property Fund  
Winning Capital



**Chauncey Mayfield**  
President & CEO  
Mayfield Gentry Realty Advisors



**Adam Steinberg**  
Managing Director  
Ackman-Ziff Real Estate Group



**Mark Bhasin '04**  
Senior Director  
Originations  
Palisades Financial



**David Friedman**  
Managing Director  
Wrightwood Capital



**Nimesh Grover**  
Chief Investment Officer  
UBS/K RAHEJA Corp  
India Fund

# 12<sup>th</sup> Annual Real Estate Roundtable Series

## Sponsored by Ackman-Ziff

### Weathering the Economic Downturn: Strategies for Hospitality Stakeholders

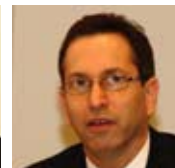
- Sad current business sees ADR Owners Marking to Market while RevPar drop as prior values were fueled by once-in-a-lifetime cheap Credit and waves of Private Capital
- Prior loosening of underwriting meant that many Hotels were financed on future room rate expansion
- Triple Whammy: Corporate travel down; Leisure travel stunted; and huge supply of new products coming online
- Still strong Brand driven strategies to build singular identity in the luxury segment, but Ancillary Spend for destination resorts down significantly
- Good Design still able to set Lodging tone and experience ; Now Designers focus on Strategic Partners for whom they can create value and in re-design to find new space in existing hotels



**Alexandra Champalimaud**  
Principal  
Champalimaud



**Tom McConnell**  
Managing Director  
Hospitality Division  
Cushman & Wakefield



**Brian Tress**  
Executive Director  
Hospitality Area Leader  
Ernst & Young



**Clark Hanrattie**  
Chief Investment Officer  
HEI



**Todd Noonan**  
Principal  
Hotel Capital Advisors



**Sean Hennessey**  
CEO  
Lodging Advisors



**Mark Owens**  
Managing Director  
Ackman-Ziff



**James McBride**  
MD, Regional VP  
The Carlyle  
A Rosewood Hotel



**Michael Pomeranc**  
Partner  
Thompson Hotels

### Career Strategies in a Down Market

- Challenging times require even more emphasis on Networking—call five people each day to stay linked
- Focus on building and describing your Skills Arsenal ; Public sector was overlooked—but recognize Public often has a different Agenda with a dual bottom line
- Prepare for Informational Interviews—Know your target company history and rehearse your pitch
- Chose job categories which are Additive to your skill sets and interview to your strengths
- Stay flexible—get into almost any organization and move laterally by efforts recognized
- Stay in motion—act on approaches every day; do your homework but be persistent
- Practice your Spiel—your own story—and rehearse
- Be diligent but also patient; Have targeted one page resumes; Know your objective—research the Company and Staff; finding a job is a job; Plug away through constant networking



**Martin D. Nass**  
Partner, Global RE Practice  
CT Partners



**Allison Galligan**  
Managing Director  
Charles McBride & Associates



**Michael Meola '04**  
Senior Project Manager  
NYEDC



**Edward Lagrassa**  
Principal  
Chilton Realty  
International



**Kevin Patterson '08**  
Project Manager,  
Development  
Thompson Hotels



**Hai Chien Wang '07**  
Capital Project  
Coordinator  
Sentinel



**Mitch Adelstein**  
Principal  
CRG Real Estate Investment  
Services



**Nick Halstead '08**  
Project Manager  
Transaction Services  
NYCEDC



**Yoav Oelsner '01**  
Senior Director  
Cushman & Wakefield



**Roy Pachecano '03**  
Principal  
Portico Residential LLC

### REIT Industry: Market Challenges and Development Potentials

- Credit Crisis unduly affecting REITs with shares selling below Net Asset Values
- Government Balance sheet is the only one big enough to stabilize market
- REITs down 70% in value with deleveraging—means REIT Balance Sheets are VIP
- REITs hit Indiscriminately by Short Sellers selling off the Real Estate Sector
- Stock price erosion and excellent management teams
- Many believe Hedge Funds are the cause for both REIT Volatility by Short Selling
- European REITs are not comparable with wide differences in values as Transparency is lacking in many opaque markets
- REIT advantages may return as time frames of investment are long, management is dedicated, and access to Public Stock markets is available
- REITs are more than a collection of assets as franchise Value is recognized and as Dividend reductions to conserve cash are better understood



**John Opar**  
REIT Practice Leader  
Shearman & Sterling



**Brendan Mullinix**  
Executive Vice President  
Lexington Realty Trust



**Scott Onufrey**  
Managing Director  
Kimco Realty Trust



**Michael Grupe**  
Research Director  
NAREIT



**Merrie Frankel**  
Vice President  
Moody's Investor Services



**Guniz Celen**  
Principal  
Celen Development





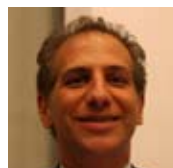


## Mortgage Symposium: Potentials for Mortgage Origination

- Significantly reduced activity as lenders face the impact of Legacy Loans placed 05-07
- Loans available to Top Tier Developers—but on reduced LTV with higher DCRs—and Loan limits require multiple lenders to fund as “Club Deals”
- Regional Banks still in line to do HUD loans within limits
- Most Borrowers technically under water due to Valuations of less revenue from expected renewals and Cap Rate Expansion
- Securitization as exit strategy has evaporated
- All Banks and Institutions worried about Mark to Market implications for their portfolios
- Violent Deleveraging is not good news for anyone
- Life Companies now able to make the best loans ever—with much stricter underwriting
- New Distressed Debt and Assets Industry emerging to analyze, restructure, and purchase



**Adam Fruitbine**  
Principal  
The Tuckerman Group



**Daniel Lisser**  
Managing Director  
Johnson Capital



**Andrew Sternlieb**  
President  
Salem Realty Capital



**Scott Chisholm '94**  
Senior Vice President  
Prudential Mortgage Capital



**Matt Pestronik**  
Managing Director  
Ackman-Ziff



**William Gumb**  
Regional Manager  
Wells Fargo



**Dave Karson**  
Managing Director  
C&W Sonnenblick  
Goldman



## Sustainability: Technology, Policy and Profit

- Climate Change is the Driver—efficiency the enabler
- National constituency for Green exists in USA as recognition that “we’re doing this for our Grandkids”
- Business Model is now Triple Bottom Line ---Environment + Economics + Social benefits
- High Retro fit opportunity exists—with GBS Code around the corner
- “Better” now means Quality and Sustainability
- Holy Grail of a “Perma-Culture” where humans are not parasitic Consumers but are carbon neutral Contributors to improve the environment
- Sustainability becomes a regenerative industry as Savings per unit installed versus Energy Savings per quantity; Embodied Energy of all installed components vs. Operational Costs over time
- Terminology inadequate “Sustainability” versus “Do no environmental damage”
- Likely outcome to link better Buildings to better Health; Reluctant ones of the past are the enthusiastic ones of today



**Ronald Bowman Jr.**  
Executive Vice President  
Tishman Technologies



**Mark Robbins '94**  
President  
NRDC Residential



**Jason Black**  
LEED AP  
Regional Architecture  
Reckson (SL Green)



**David Hepinstall**  
Executive Director  
Associate for Energy  
Affordability



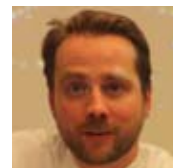
**Shillpa Singh**  
Senior Consultant  
YRG Sustainability



**Gregory Kiss**  
Kiss & Cathcart  
Architects



**Anthony Splendorio**  
CEO  
Ecological Development



**Andy Hathaway**  
LEED AP  
Director of Sustainability  
Consulting  
Steven Winters Associates



**Vicki Kahn**  
Managing Director  
ING Clarion



**Varun Kohli**  
AIA, LEED AP  
Associate  
Skidmore, Owings & Merrill

## The Brokers, Lawyers and Developments Forum: Managing the Relationship

- Development Business does not exist without lawyers and brokers as Real estate is “legal Intensive” for codifying sites, tenants and investment deals
- Brokers need clear lines of communication—but also respect for the “Deal Initiation” without which tenancy does not occur
- Advance consideration of Complexity is Lawyers—trait while making the Deal is the Broker’s
- Brokers get paid only when the deal closes so they claim more aligned interests
- Developers should keep their expectations in line with the Broker/ Lawyer Team
- Term Sheets are vital first steps to the Deal—but the closing process must maintain momentum
- Lawyers tend to cut thru to critical issues—so Developers must use the device selectively



**Bernadette Davida**  
Partner  
Katten Muchin Rosenman



**Mehul Patel '04**  
Vice President  
Moynihan Station  
Development Corp.



**Harold DeBlanc**  
President  
Silver Cloud Partners



**Chris Smith**  
Partner, Real Estate  
Practice  
Shearman & Sterling



**Jose Cruz '99**  
Senior Director  
Cushman & Wakefield



**Randy Modell '03**  
Managing Director  
Investment Sales  
ABS Partners Real Estate



**Lee Saltzman**  
Principal  
Athena Group



**Dan Killinger '05**  
Senior Development  
Manager  
Goldman Properties

# Alumni Newsline

This Alumni Newsline featuring Columbia MSRED Alumni will be expanded in future Roundtable Newsletters — so if you would like your recent project or career position to be included in our next edition, please send digital photos and news captions to: [jas215@columbia.edu](mailto:jas215@columbia.edu)

## MSRED Alumni Newsline

Now in our 23<sup>rd</sup> year, our graduates are creating significant new careers in the real estate industry. We have assembled the finest Core Curriculum taught by the most competent Adjunct Faculty. Employers increasingly recognize Columbia's MSRED Program as the leading university program focused on Development. Here are some Alumni profiles as sent to us recently:



### Vivian Ducat '07

Vivian used her prior Media skills combined with Real Estate knowledge to create an innovative interactive website for the Bronx



### Roy Pachecano '03

Roy Pachecano MSRED Class President '03 shown with Steve Thomas of The Discovery Channel, who will feature Roy's Nix House this Fall '09



### Dermot Johnson '05

is the new Regional Director of Construction for Credit Suisse Securities Corporate Real Estate Services



**Jason Denoncourt '07** is project manager for Boston Pier 17



### Clarence Perrera '07

is winner of the PREA Award 2008



### Lucy Billingsley '06

has left Wayne Ratkovich in LA to rejoin her family's company in Dallas; (far left) shows their latest One Arts Plaza in Dallas CBD



### William Cogswell '03

Developer of prototype design for Frogtown Lofts in Charleston SC, Cogswell is also head of a modular concrete company



**Sebastian Vogler '01** at MIPIM now with family development in Germany



**Gil Murillo '08** joined Watermark Capital in Chicago partners with WP Carey to launch a new Hotel opportunity fund



### Mehu Patel '04

is a VP with Moynihan Station Development Corp



### Tim Abel '91

recently lectured at the ULI Terwilliger Institute



MSRED '05 Alumni in Miami (left to right): Motwani, Mazza, Boyer '03, Morehead, Sanchez and Ortiz



Michael Zaleski '98 for over a decade a visitor to Prof. Bell's class; in discussion with MSRED '09 students

## Future MSRED Candidates

We say we're training the Next Generation Developers—so here is, happily, the Pipeline.



Kris Puryear '09 young son Roman on Met Terrace



Udi Kore '07 Class President with newest addition



Terese Marie Harvey born to William Harvey '06



Greg Spencer '07 with daughter Avery - yes, partly inspired by Avery Hall



Jason Denoncourt '07 showing new Twins his latest Boston Pier 17 project



Wonkyo Seo '07 with new future Franklin Templeton star offspring Jin-Seo



Kara Elissa Wang born to Jane & Leonardo Wang '06



Chiara Murillo born to Jenée & Gil Murillo '08





MSRED Shanghai Alumni (left to right): Sally Shang Associate, Carlyle Group, Helen Xu, Portfolio Manager, Dow Pension, Catherine Lee, Associate, Tishman Speyer, Helen Yang, Associate, Citigroup Property Investors, Kent Yang, Senior Vice President, ProLogis, Michael Chen, Executive Director, UBS Global Real Estate, Henry Zhang, Vice President, Acquisition, Goshawk Group

## MSRED Alumni Multiples within Major Firms

### Forest City Enterprises



John Cournoyer '97  
Forest City-Brooklyn



Susi Yu '00  
Forest City-NYC



Wendy Castro-Farrell '06  
Tishman-USA



Catherine Lee '03  
Tishman-China



David Dishy '94  
Tishman-USA

### Tishman Speyer

### New York City Agencies



Larissa Belova '09  
NYEDC-USA



Rob Goldrich '07  
Mayor's Office



Nick Halstead '??  
NYCEDC-USA

### Hines Group



Patrick Albrand '88  
Hines-Paris



Tamika Crittenden '04  
Hines-Washington



Souraya Daouk '08  
Hines MENA



Emilio Doportto '07  
Hines-Mexico



Mazen El Khatib '07  
Hines MENA



Tiffany Lau '09  
NYEDC-USA



Michael Meola '??  
NYEDC-USA



Ernie Padron '07  
NYCEDC-USA



Dustin Harris '05  
Hines-Orange Co



Aariz Hashimi '07  
Hines MENA



Monish Krishna '05  
Hines-India



Jared Kuhn '07  
Hines-Atlanta



Doug Moreland '04  
Hines-Miami

### Franklin Templeton



Caroline DeMol '05  
Franklin-USA



Chris Guerette '07  
Franklin-USA



Wonkyo Seo '05  
Franklin-USA

### Kimco Realty



David Lukes '01  
Kimco-NYC



Gary Fogg '06  
Kimco-NYC



Sam McVay '07  
Kimco-NYC



Antonio Orozco '06  
Kimco-Dallas



Fernando G. Sotelo '06  
Kimco-NYC

### Athena Group



Rudy Grasso '07  
Athena-NYC



Darryl Herring '06  
Athena-NYC



Kenya Smith '01  
Athena-NYC

### Related Group



Anthony Cummings '06  
Related-NYC



Peter Peterson '04  
Related-NYC



Gopal Rajagowda '04

### Georgetown Group



Scott Dyer '04



Lauren Eckhart Smith '03

### GDC Realty



Adam Ginsberg, '99



Will Ingraham, '92



Michael Orlandi, '07

### Goldman Properties



Dan Killingier '05  
New York



Victor Sanchez '04  
Miami Office



Jennifer Milburn, '08



Joseph Miller, '06



Jose Cruz '99

### Cushman & Wakefield



Yoav Oelsner '01



Seth Parker '05

### Procida Development



Ryan Tunstall '05

# Alumni Newsline

## Eleventh Annual Graduation Event

MSRED Classes of 08 and 09 gathered at Steelcase's Midtown Terrace at Columbia Circle the evening before Graduation ceremonies in October. This annual event allows the incoming MSRED Class to meet the current Graduates to build upon the increasingly powerful network of Alumni professionals.



## Milford Harbor Excursions



Captain Michael Buckley at the helm of "Halcyon" 22' Eastern Skiff



David Salazar '05



Terry Glanville '07 & Rob Lipton '08



Matt Howell '08, Jennifer Milburn '08, Brooks Crowley '08 & Brooke Lovell '08



Alan Weisleder '09



Michael Norton '08 & Kevin Patterson '08



Maygen Moore '09, Christina Plakopita '08 & Esteban Koffsmon '09



Chun Wai Ho '07



Laura Barnhart '10, Derek Boirun '10 & Daniel Friedman '09





Class of 1999



## MSRED Classes 1999-2009

Class of 2000



Class of 2001



Class of 2002



Class of 2003



Class of 2004



Class of 2005



Class of 2006



Class of 2007



Class of 2008



Class of 2009







## COLUMBIA UNIVERSITY MSc in Real Estate Development

Graduate School of Architecture, Planning & Preservation

For additional program details and application information, please contact:

MSRED Coordinator

Columbia University

410 Avery Hall, GSAPP

1172 Amsterdam Avenue

New York, NY 10027

tel: (212) 854-3524

[www.arch.columbia.edu/realestate](http://www.arch.columbia.edu/realestate)

**COLUMBIA**  
REAL ESTATE ROUNDTABLE

## MSRED Graduation

St. Paul's Chapel, Columbia Campus



Director Buckley introduces Columbia MSRED graduation ceremony at St. Paul's Chapel



John Livingston  
Graduation Speaker 2008



Profs Bell and Shorter with UTA Dean Gatzke

The 2008 MSRED class graduation at St. Paul's Chapel featured a call to purpose by John Livingston, CEO of Tishman Realty and Construction, whose remarks included discussion of constant career effort, and a guide to this Next Generation of real estate developers. MSRED Director Buckley and Professor Emeritus Harold Bell conferred degrees.



Brian Blackburn '08  
Best Thesis Award



Hats in the Air Graduation 2008



Nick Halstead '08  
Outstanding TA Award



Henry Zhang '08  
Foreign Student Award



Jennifer Millburn '08  
Bell Entrepreneur Award

## MSRED Class of 2009

### National Residency

United States	65%
International	35%

Argentina	New Zealand
Canada	Philippines
Columbia	Singapore
Costa Rica	Spain
Dubai	Taiwan
India	Thailand
Korea	Turkey
Lebanon	U.K.
Mexico	

### Professional Profiles

Finance	18%
Architecture	15%
RE Development	15%
Project Mgmt. / Engr.	11%
Law	7%
Brokerage	7%
Construction	7%
Corporate Business	6%
Urban Planning	4%
Marketing	3%
Management Consulting	2%
Media	2%
Education	1%





