



HARVARD UNIVERSITY GRADUATE SCHOOL OF DESIGN
OFFICE OF EXECUTIVE EDUCATION (OEE)
Leading a Real Estate Company Program
May 19-22, 2009
Preliminary AGENDA & SYLLABUS

Instructor bios can be found on the program's web site.
A program binder with readings will be available on arrival at Registration.
This Preliminary Agenda & Syllabus is subject to change.

● **ARRIVAL, Tuesday, May 19**

6:00-6:15 PM <i>Harvard Design School, Gund Hall Lobby 48 Quincy Street, Cambridge, Massachusetts</i>	Registration
6:00-6:40 PM <i>Gund Hall, Room 112</i>	Welcome Reception with Harvard Real Estate Graduate Students
6:40-7:00 PM <i>Gund Hall, Room 112</i>	Welcome and Introductions with Rick Peiser, Corlette Moore McCoy, and NAIOP and ULI Representatives
7:00-8:00 PM	Group Dinner
8:00-9:00 PM <i>Off-Campus</i>	Study Groups Prepare for tomorrow's case studies

● **DAY 1, Wednesday, May 20**

8:30-10:00 AM <i>Harvard Design School, Gund Hall, Room 112 48 Quincy Street, Cambridge, Massachusetts</i>	Structuring Successful Real Estate Development Joint Ventures with Ed Marchant ● Reading: <i>Fan Pier Case Study and Questions</i>
10:15-11:45 AM	Creating Real Estate Values Through Design Strategies with Bing Wang ● Reading: <i>The Economic Currency of Architectural Aesthetics</i>
12:00-1:00 PM <i>Gund Hall, Porticos 121 & 122</i>	Group Luncheon
1:15-2:45 PM <i>Gund Hall, Room 112</i>	Leadership Point of View: Do You Have One? with Gloria Schuck ● Reading: <i>The Power of Presence</i>
3:00-4:30 PM	Investments of German Investors into U.S. Real Estate with Karl-Werner Schulte
4:30-5:30 PM	Harvard Yard Self-Guided Walking Tour (Optional) See self-guided walking tour brochure in binder
5:30-9:00 PM	Team Study/Dinner/Free Time Meet and prepare for tomorrow's case studies

•DAY 2, Thursday, May 21

8:30-10:00 AM

Harvard Design School, Gund Hall, Room 112
48 Quincy Street, Cambridge, Massachusetts

Valuing a Company: The Hidden Pitfalls

with Allen Michel

•Readings (2): *Valuing a Company: How Is It Done?* and *Basore Letter*

10:15-11:45 AM

Financial Strategy

with William Poorvu

•Readings (2): *Graybar Syndications Case Study* and *Creating and Growing Real Estate Wealth* book, Chaps. 7&8

12:00-1:30 PM

Harvard Faculty Club
20 Quincy Street, Cambridge, Massachusetts

Group Luncheon

1:45-3:15 PM

Gund Hall, Room 112

Organizational Strategy and Growth

with Rick Peiser

•Readings (3): *Generation to Generation* (Chap. 7, *The Diversity of Successions*), *Life Cycle Changes in Small Businesses* Article, and *Growth Strategy at the Kaempfer Company Case Study*

3:15-3:45 PM

Two-Day Wrap Up Session

with Rick Peiser

3:45-5:00 PM

Gund Hall, Porticos 121

Light Refreshments Reception

5:00-9:00 PM

Team Study/Dinner/Free Time

Meet and prepare for tomorrow's case studies

•DAY 3, Friday, May 22

8:30-10:00 AM

Harvard Design School, Gund Hall, Room 112
48 Quincy Street, Cambridge, Massachusetts

Environmental and Land Use Permitting in Unsettled Times

with Jay Wickersham

•Reading: *To Be Determined*

10:15-11:45 AM

Strategic Planning

with John Macomber

•Reading: *The Holt Companies Case Study and Questions*

11:45 AM-2:30 PM

Integration Discussion, Certificate Presentation, Program Wrap-Up, Box Lunches

with Rick Peiser, Bing Wang, John Macomber, and Corlette Moore McCoy

2:30 PM

Adjourn