

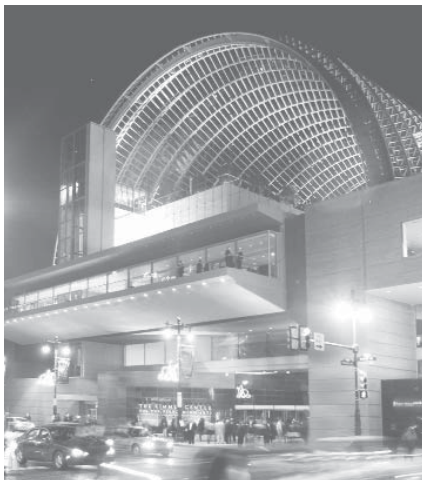


URBAN ANCHORS IN THE 21ST CENTURY

A COMMITMENT TO
PLACE, GROWTH
AND COMMUNITY



HOSTED BY
PENN INSTITUTE FOR
URBAN RESEARCH



HOUSTON HALL
UNIVERSITY OF PENNSYLVANIA
OCTOBER 8-9, 2007

Co-sponsors: Bank of America; Barbara and Edward Netter Center for Community Partnerships, University of Pennsylvania; CEOs for Cities; Great Cities Institute, University of Illinois at Chicago; Knight Foundation; Lincoln Institute of Land Policy; The Annie E. Casey Foundation; The Rockefeller Foundation



Penn



OVERVIEW

For the past ten years, the media has been heralding the comeback of American cities. First, it noted the rise of downtown housing as in New York, Chicago, Philadelphia, Atlanta, Boston, San Francisco and others where singles and childless couples have flocked. Next, it trumpeted the initiation of multi-million/billion dollar investments like LA's \$2 billion Grand Avenue and \$2.5 billion LA Live, massive privately-sponsored mixed-use projects. Somewhere in the bodies of these stories is a common theme. New downtowners are choosing urban life with its myriad opportunities for entertainment, education, excellent health care and recreation. And in the LA case, observers cite the Disney Performing Arts Center and the Staples Center as stimulating the investments. The attraction is the presence of anchor institutions.

Anchor institutions are universities, hospitals, sports facilities, performing arts and other cultural facilities like museums and libraries, public utilities and some large churches and local corporations. Although grouped under this single label, they differ in their reasons for being in a city. A performing arts center and a medical complex draws on a region's population for audience or as patients; a university has significant real estate holdings, a longstanding corporation or a stadium may see the city as a crucial part of its identity. All provide employment opportunities for a wide range of jobs. An anchor may be in place for historic reasons or is moving into or expanding in cities to take advantage of central location or such other public benefits as subsidies or facilitated land acquisition.

Serving as engines of urban renaissance (or even survival) in many places, they are magnets for economic development. Their direct impact derives from their landholdings, capacity as large employers, revenue generators, goods and services purchasers, centers of human capital and economic cluster development and service deliverers. Indirectly, they contribute to urban reinvention and civic pride; attract coveted knowledge-industry workers and suburban spenders.

Anchor institutions fill important vacuums as footloose industries have fled cities to suburban campuses or even out of the country. Rooted to a place by their investment in land or facilities and/or their clientele, they frequently become the leading employers in their cities and major forces in their neighborhoods. Even in the global powerhouse, New York City, 11 of the top 25 private employers are anchor institutions with the New York Hospital-Presbyterian Health Care System heading the list. In 2006, the Big Apple's anchors supplied 43% of the top 25 list's total employment. In many cases, anchor institution leaders have consciously become important players in urban revitalization, but in others, they have not. Some anchors, like the University of Pennsylvania, understand that their fates are closely tied to the health and well-being of their neighborhoods and cities and have devised broad development strategies encompassing more than facilities. They incorporate many other functions (including local employment, purchasing, community service, crime-prevention, greening, sanitation and education elements) in their development plans. Or, like Arizona State University or Cal State, San Francisco who have chosen to locate new facilities downtown, they serve as critical elements in their cities' overall redevelopment efforts.

In the future, we can expect cities to pay attention to their anchor institutions. They will look to leverage the various advantages they have, especially drawing visitors or residents. In so doing, they, along with the anchors, will be searching for ways to accommodate their mutual interests. Of paramount concern is the ability to match institutional issues with those of existing residents in nearby neighborhoods. All in all, anchor institutions play, and will continue to play, pivotal roles in the 21st century tale of the modern city.

An incipient body of knowledge is emerging to document these roles. This work comes from disparate sources – academic studies, consultants' reports, assessments by anchor institution executives, public officials and financiers – but no one has brought the studies together in a comprehensive fashion where they can be evaluated and replicated. Further, there are significant gaps in information about anchor institutions among public and private sector leaders.

In an effort to fill these vacuums, Penn IUR and its partners – Bank of America; Great Cities Institute, University of Illinois, Chicago; Barbara and Edward Netter Center for Community Partnerships, University of Pennsylvania; CEOs for Cities; Lincoln Institute of Land Policy; The Rockefeller Foundation; The Knight Foundation; The Annie E. Casey Foundation – are sponsoring this conference to present the latest research and best practices from leadership in higher education, medical institutions, museums, sports facilities and owners, performing arts centers, finance, law, mayors and other public officials.

For the full-length article by Eugenie Birch, please see *The Next American City* (Page 27, Issue 15, Summer 2007, www.americancity.org), a non-profit magazine about the future of America's cities and suburbs.

AGENDA

MONDAY, OCTOBER 8

8:30 – 9:00 REGISTRATION AND COFFEE, Main Lobby

9:00 – 9:30 WELCOME, Bodek Lounge
Eugenie L. Birch and Susan M. Wachter Co-Directors, Penn Institute for Urban Research

OPENING REMARKS

What is an anchor institution and what role does it play in city and metropolitan development?
Ronald Daniels Provost, University of Pennsylvania

9:30 – 10:30 PLENARY 1: THE ANCHOR INSTITUTION IN THE 21ST CENTURY CITY, Bodek Lounge
In outlining the roles of anchor institutions, panelists will address three areas: their internal missions, their external needs or intentions (e.g. institutional expansion, neighborhood revitalization, cultivating clientele) and obstacles and keys to their successes.

Moderator:

Neal Peirce Syndicated Columnist, *Washington Post* Writers Group

Speakers:

Anne d'Harnoncourt The George D. Widner Director and CEO, Philadelphia Museum of Art
Bishop Joseph P. McFadden Auxiliary Bishop, Archdiocese of Philadelphia
Janet Marie Smith Vice President of Planning and Development, Struever Bros. Eccles and Rouse
Marilyn Swartz-Lloyd President and CEO, Medical, Academic, and Scientific Community Organization (MASCO)

10:45 – 12:15 CONCURRENT SESSIONS

Discussion of issues faced by different types of anchors regarding planning and development. Building on the opening plenary, each panel will delve into the specific examples of anchors across the spectrum, detailing technical issues.

BREAKOUT 1A: EDS AND MEDS, Bodek Lounge

Moderator:

Wim Wiewel Provost, University of Baltimore

Speakers:

Omar Blaik President, U³ Ventures
Scott Levitan Senior Vice-President and Development Director, Science + Technology Park at Johns Hopkins
Oluwatoyin Adegbite Moore Director, Penn Home Ownership Services, University of Pennsylvania
Henry Webber Vice President for Community and Government Affairs, University of Chicago

BREAKOUT 1B: CULTURE AND ARTS, Golkin Meeting Room

Moderator:

Carol Coletta President and CEO, CEOs for Cities

Speakers:

Peggy Amsterdam President, Greater Philadelphia Cultural Alliance
Josephine Ramirez Vice President Planning and Programming, Los Angeles Music Center
Stephen Sheppard Robert F. White Class of 1952 Professor of Economics, Williams College
Mark Stern Professor of Social Welfare and History; Co-Director, Urban Studies Program, University of Pennsylvania

BREAKOUT 1C: SPORTS AND OTHER ENTERTAINMENT VENUES, Franklin Meeting Room

Moderator:

Michael Rubin President, MRA International

Speakers:

Andrew Lynn Vice President for Planning and Development, Madison Square Garden LP

Mark Rosentraub Dean, Maxine Goodman Levin College of Urban Affairs, Cleveland State University

John Schmidt Partner, Mayer Brown LLP

12:15 – 1:45 LUNCHEON KEYNOTE ADDRESS, Hall of Flags

Jay Cross President, NY Jets

Introduced by **John Livingston** President, Tishman Urban Development Corporation

2:00 – 3:00 PLENARY 2: THE UNIVERSITY AND THE CITY, Bodek Lounge

Judith Rodin President, Rockefeller Foundation; President Emerita, University of Pennsylvania, “The University and Urban Revival: Out of the Ivory Tower and Into the Streets”

Introduced by **Egbert L. J. Perry** Chairman and CEO, The Integral Group LLC

3:15 – 4:45 CONCURRENT SESSIONS

Discussion of anchor institution advancement and initiatives including packaging and financing anchor institution projects (e.g. local and national sources, including industrial development bonds, TIFs, use of eminent domain, new market credit), collaborative arrangements among anchors for mutual advantage and the role of foundations in anchor institution development.

BREAKOUT 2A: PUTTING THE DEAL TOGETHER, Franklin Meeting Room

Moderator:

Lawrence Nussdorf President and COO, Clark Enterprises, Inc.

Speakers:

Joan Millane Principal, Millane Partners

Charles Shorter Executive Director, Mergers and Acquisitions, Ernst and Young

Carl Wiesbrod President, Trinity Church Real Estate

BREAKOUT 2B: COLLABORATIVE ARRANGEMENTS AMONG ANCHORS, Golkin Meeting Room

Moderator:

David Perry Director and Professor, Great Cities Institute, University of Illinois at Chicago

Speakers:

Jane Light Chief Librarian, San Jose Public Library

Chris Ronayne President, University Circle Inc.

Victor Rubin Vice President for Research, PolicyLink

BREAKOUT 2C: THE ROLE OF FOUNDATIONS IN ANCHOR INSTITUTION DEVELOPMENT, Bodek Lounge

Moderator:

Paul Brophy Principal, Brophy and Reilly, Former CEO, Enterprise Foundation

Speakers:

Timothy Armbruster President and CEO, The Goldseker Foundation

Andrew Plepler President, Bank of America Charitable Foundation

Ralph Smith Senior Vice President, The Annie E. Casey Foundation

Darren Walker Vice President, The Rockefeller Foundation

5:00 – 6:00 RECEPTION, Hall of Flags

6:00 KEYNOTE ADDRESS, Bodek Lounge

The Honorable Henry Cisneros, Chairman, CityView companies, former U.S. Secretary of Housing and Urban Development and four-term Mayor of San Antonio, Texas. Co-author of *Our Communities, Our Homes: Pathways to Housing and Homeownership in America's Cities and States* (August 2007), Mr. Cisneros will discuss the unique role of anchor institutions in leading city and neighborhood transformations that enhance urban economic health, affordability, and social diversity.

Introduced by **Amy Gutmann** President, University of Pennsylvania

TUESDAY, OCTOBER 9

8:30 – 9:00 CONTINENTAL BREAKFAST, Main Lobby

9:00 – 9:15 WELCOME, Bodek Lounge

Eugenie L. Birch and **Susan M. Wachter** Co-Directors, Penn Institute for Urban Research

9:15 – 10:30 PLENARY 3: MAYORS AND ANCHOR INSTITUTIONS, Bodek Lounge

Panelists will focus on areas of agreement and of contention between city governance and anchor institutions noting that cities and anchors often have both converging and diverging interests in their operations. This session will discuss specific examples of how cities and anchor institutions work together under the pressures of these converging and diverging priorities.

Moderator:

Haya El Nasser Census and Demographics Reporter, *USA Today*

Speakers:

The Honorable Manuel Diaz, Mayor, City of Miami

The Honorable Mark Mallory, Mayor, City of Cincinnati

10:45 – 12:15 CONCURRENT SESSIONS

Discussion of best practices in anchor institution design from the broad perspective of creating city-friendly places that meet institutional missions as well as public place-making or community development goals.

BREAKOUT 3A: URBAN DESIGN AND ANCHOR INSTITUTIONS, Franklin Meeting Room

Moderator:

Gary Hack Dean and Paley Professor, School of Design, University of Pennsylvania

Speakers:

Janne Corneil Principal, Sasaki Associates, Inc.

Hugh Hardy Principal, H3 Hardy Collaboration Architecture LLC

Wellington Reiter Dean, College of Design, Arizona State University

Nancy Levinson Director, Phoenix Urban Research Laboratory, Arizona State University

BREAKOUT 3B: UNIVERSITY ANCHORS AND CIVIC ENGAGEMENT, Bodek Lounge

Moderator:

Ira Harkavy Associate Vice President and Director, Barbara and Edward Netter Center for Community Partnerships, University of Pennsylvania

Speakers:

Robert Blum William H. Gates Sr. Chair, Department of Population, Family & Reproductive Health, Johns Hopkins University

Ted Howard Executive Director, The Democracy Collaborative, University of Maryland

David Maurrasse President, Marga Inc.

Eleanor Sharpe Associate Director, Barbara and Edward Netter Center for Community Partnerships, University of Pennsylvania

BREAKOUT 3C: ANCHORS AND IMPROVING THE QUALITY OF LIFE IN CITIES,

Golkin Meeting Room

Moderator:

Rosalind Greenstein Chair, Department of Economic Development and Planning, Lincoln Institute of Land Policy

Speakers:

Dale Allen Director of Institutional Development, The Cecil Group

Karl Barnes Former President, West End Neighborhood Development, Inc.; Consultant to the Morehouse College Revitalization Taskforce

Linda Kowalcky Deputy Director for Economic Planning, Boston Redevelopment Authority

12:15 – 1:15 LUNCHEON CLOSING KEYNOTE – THE FUTURE OF ANCHORS, Hall of Flags
Nancy Zimpher President, University of Cincinnati; Chair, Board of Directors, NASULGC

Introduced by Kevin Byrne Chief Investment Officer, The University Finance Foundation (TUFF)

1:15 – 1:45 MOVING AHEAD, Hall of Flags

The conference's sponsoring organizations will discuss an action agenda that supports the future work of anchor institutions in urban redevelopment including announcements from Penn Institute for Urban Research, Penn's Center for Community Partnerships, Lincoln Institute of Land Policy, CEOs for Cities, Partners for Livable Communities, Arizona State University's Phoenix Urban Research Laboratory and others.

2:00 – 4:00 ANCHOR INSTITUTION TOUR IN PHILADELPHIA, bus located at the corner of 34th & Spruce (pre-registration required, standbys please come to the loading area)

The tour will highlight anchor developments throughout Philadelphia including the University of Pennsylvania campus expansion and neighborhood improvement initiatives, the marriage of new and historic anchors in the Centennial District, and plans and progress toward creating a unique, world class cultural campus along the Benjamin Franklin Parkway.

Guides:

Tony Sorrentino Executive Director, Public Affairs, University of Pennsylvania

Danielle DiLeo Kim Senior Project Architect and Planner, MGA Partners, Architects

Nancy Goldenberg Vice President of Planning, Center City District

BIOGRAPHIES

Dale Allen joined The Cecil Group to translate his exceptional experience into services for other institutions, neighborhoods and municipalities to develop shared strategies for mutual benefits. In his previous role as Director of Community Relations at Springfield College, he was responsible for designing and leading initiatives to pro-actively assist the surrounding community through structured programs and projects to achieve shared interests. These initiatives drew national acclaim and included a major neighborhood housing redevelopment and reinvestment program, infrastructure improvements, shared academic programs, educational programs and assistance, and many other projects. He served as a program director for numerous Federal, State and foundation funded programs that utilized collaboration to deliver services, learning experiences, and shared redevelopment. Mr. Allen is currently completing his Ph.D. in public policy, focusing on the interdependence and economic relationships of institutions and communities. He has published chapters, journal articles, and presented on topics related to institution and community partnerships, civic engagement, national service, and leadership development.

Peggy Amsterdam is President of the Greater Philadelphia Cultural Alliance, the region's leading nonprofit organization dedicated to advancing the cultural sector, serving as a vital resource to its over 300 nonprofit member organizations as well as the broader cultural community. Under her direction, the Cultural Alliance has launched a successful sector-wide marketing campaign, highlighted by the newly redesigned PhillyFunGuide.com events calendar and popular FunSavers half-price ticket program. Ms. Amsterdam is a member of the Board of Managers of the Philadelphia Foundation, the executive committee of the Greater Philadelphia Convention & Visitors Bureau, and the Forum of Executive Women and the International Women's Forum. She has served as a panelist for the National Endowment for the Arts, and on the steering committee of the National Arts Education Partnership. Amsterdam formerly served as Governor Tom Carper's Director of the Delaware Division of the Arts from 1993- 2000 and was a founding member of the Delaware Arts Stabilization Fund.

Timothy D. Armbruster is President and CEO of The Goldseker Foundation. A private, Baltimore-based institution with assets of \$100 million, the Foundation's \$5 million annual grant program focuses principally in three areas: community and economic development, encouraging regional thought and action, and improving the performance of the private nonprofit sector. Beginning in 1989, he served as President and CEO of the Baltimore Community Foundation, under an affiliation between the two institutions. Before going to Baltimore in 1979, he served six years as an officer and senior staff member of The Cleveland Foundation, the nation's oldest community foundation. He has led and served on numerous boards and committees in Baltimore, Maryland and nationally, encompassing the arts, urban policy, and domestic and international philanthropy. Dr. Armbruster graduated with a B.A. in government from Franklin & Marshall College. As a graduate fellow, he received an M.S. in public management and a Ph.D. in political science from Case Western Reserve University.

Karl Webster Barnes is the former President of West End Neighborhood Development, Inc., a corporation that represents the homeowners in the West End Historic District of Atlanta, GA. Currently, he is an active member of the City of Atlanta's Zoning Review Board, the Board of Directors of Atlanta Renewal Community Coordinating Responsible Authority, Inc./Enterprise Community Partners, Inc., and the West End Atlanta Rotary Club. He is also assisting Morehouse College and the other institutions of the Atlanta University Consortium (AUC) through their University Community Development Corporation to receive and execute a U.S. Department of Commerce - Economic Development Administration planning grant to create a regional economic development strategy and action plan for 40 census tracts surrounding the campuses. His day job is with the Georgia Minority Supplier Development Council, an affiliate of the National Minority Supplier Development Council (NMSDC), the premier organization representing supplier diversity among America's FORTUNE 500 corporations. He received an M.B.A. from the Wharton School of the University of Pennsylvania and an M.S. in city planning/historic preservation from the College of Architect of the Georgia Institute of Technology. He received a B.S. in behavioral management from the College of Industrial Management of Georgia Tech (GT).

Eugenie L. Birch, FAICP, is the Lawrence C. Nussdorf Professor and chair of the department of city and regional planning at the University of Pennsylvania and co-director of the Penn Institute for Urban Research. Holding advanced degrees from Columbia University, she has recently published *Rebuilding Urban Places After Disaster: Lessons from Katrina* (with Susan Wachter); "Changing Place in the New Downtown," in J. Oakman, *The New Downtowns, The Future of Urban Centers*; and "Hopeful Signs: U.S. Urban Revitalization in the 21st Century," in G. Ingram, *Contemporary Issues in Land Development*.

Omar Blaik is the President and CEO of U³ Ventures, a real estate advisory and development company. Mr. Blaik was most recently the Senior Vice President of Facilities and Real Estate Services at the University of Pennsylvania. He joined the University in January 1997, and served as the Chief Planning and Real Estate Officer. Under his management, Penn embarked on more than \$2.0 billion of construction and real estate development transforming both campus and the surrounding community. These efforts have been recognized with prestigious award: the 2003 Urban Land Institute Award for Excellence for the West Philadelphia Initiatives, and 2001 and 2002 Business Week/AIA Award – Good Design is Good Business. Mr. Blaik came to Penn from Coopers and Lybrand, where he led a team of consultants providing advisory services to Presidents, CEO's, and Executive Vice Presidents in the areas of facilities planning, real estate, and capital programs. Mr. Blaik is a nationally recognized speaker and during his tenure at Penn, he served on several boards in the Philadelphia area, including the Schuylkill River Development Corporation, University City District (chairman), and others. He received a B.S. from Cairo University, an M.S. in civil engineering from the University of Southern California, and an M.B.A. from New York University, Leonard Stern School of Business.

Robert Wm. Blum, is the William H. Gates, Sr. Professor and Chair of the Department of Population, Family and Reproductive Health, Johns Hopkins Bloomberg School of Public Health. He has edited two books, and has written over 220 journal articles, book chapters and special reports. In July 2007, Dr. Blum was named the Director of the Johns Hopkins Urban Health Institute. He is a Past-President of the Society for Adolescent Medicine; has served on the American Board of Pediatrics; was a charter member of the Sub-Board of Adolescent Medicine, is a past chair of the Alan Guttmacher Institute Board of Directors and served as chair of the National Academy of Sciences Committee on Adolescent Health and Development. In 2006, The National Academy of Sciences' Institute of Medicine elected Dr. Blum into membership. He is a consultant to The World Bank and UNICEF as well as the World Health Organization where he has served on the Technical Advisory Group of the Child and Adolescent Health Department as well as the Scientific and Technical Advisory Group of the Human Reproductive Program. He has been awarded the Society for Adolescent Medicine's Outstanding Achievement Award (1993); and in 1998 was the recipient of the American Public Health Association's Herbert Needleman Award "for scientific achievement and courageous advocacy" on behalf of children and youth.

Paul C. Brophy is a principal with Brophy & Reilly LLC, a Maryland-based consulting firm specializing in housing, community development, and the management of complex urban redevelopment projects. Mr. Brophy has been involved with housing, economic development, and neighborhood improvement in the United States since 1970 as a practitioner, an author, and a professor. In addition to his consulting practice, he currently is a Nonresident Senior Fellow at the Brookings Institution, a Trustee of Enterprise Community Partners, and a Lecturer at the School of City Planning at the University of Pennsylvania, where he earned a Masters in City Planning in 1969.

Kevin T. Byrne is the Chief Investment Officer at The University Financing Foundation, Inc. Since joining the firm in 2003, he has led its national expansion, including its deepening involvement in Research Park development. He has crafted full scale research park business plans for three universities, including developing innovative investment structures that enable parks to maximize the efficiency of its limited resources. Since 2003, TUFF has invested over \$200 million into thirteen University expansion projects, ranging from \$2 million to \$80 million including incubator space, classrooms, performing arts center, housing and high-performance wet and dry research lab space. Mr. Byrne is an Honors graduate from Furman University and spent his early career at Arthur Andersen with a primary focus in the real estate and financial services industries. Mr. Byrne was named to several Andersen specialty teams, developed several of the real estate structuring techniques used by real estate entities today, and served all the premier real estate companies in the Southeast. In 1997, Mr. Byrne founded Byrne & Associates which focused on providing investment banking services to small and middle market companies. After earning his M.B.A. with Honors from the Wharton School in 2001, Mr. Byrne joined a real estate development firm as the CFO, managing a balance sheet of over \$200 million and leading new transactions of over \$150 million in just 2 years.

Henry Cisneros is Chairman of the CityView companies, community-building firms dedicated to producing workforce homes in America's cities. From 1997-2000, Mr. Cisneros was president and COO of Univision Communications, the Spanish-language broadcaster which has become the fifth-most-watched television network in the nation. From 1993 to 1997, he served as Secretary of the U.S. Department of Housing and Urban Development. As a member of President Clinton's Cabinet, Secretary Cisneros was assigned America's housing and community development portfolio. He is credited with initiating the revitalization of many of the nation's public housing developments and with formulating policies which have contributed to today's record homeownership rate. Prior to joining the Cabinet, he was chairman of Cisneros Asset Management Company, a fixed income management firm operating nationally. In 1981, Mr. Cisneros

became the first Hispanic-American mayor of a major U.S. city, San Antonio, Texas. He has led and served on several foundations and companies. He served as an infantry officer in the United States Army. He was recently featured in Builder's 2006 list of the Top 50 "Most Influential People in Home Building," and in Latino Leaders' list of the Top 101 "Top Leaders of the Hispanic Community." In June 2007, he was inducted into the National Association of Home Builders "Builders Hall of Fame" and honored as the "Housing Person of the Year" for the U.S. National Housing Conference. Mr. Cisneros holds a B.A. and master's in urban and regional planning from Texas A&M University, a master's in public administration from Harvard University, a Ph.D. in public administration from George Washington University, and has been awarded more than 20 honorary doctorates from leading universities.

Carol Coletta is President and CEO of CEOs for Cities and host and producer of the nationally syndicated public radio show Smart City. Before moving to Chicago to head CEOs for Cities, she served as President of Coletta & Company in Memphis. In addition, she served as Executive Director of the Mayors, Institute on City Design, a partnership of the National Endowment for the Arts, U.S. Conference of Mayors and American Architectural Foundation. Carol was a Knight Fellow in Community Building for 2003 at the University of Miami School of Architecture.

Janne Corneil is a principal at Sasaki and an urban designer and planner for campus master plans, urban districts, and waterfronts, international developments, and downtown revitalization plans. Corneil's background combines twenty years of urban design and architectural experience, both in the U.S. and abroad. Working in both the institutional and urban realms, Corneil's urban design work includes the design of new universities, research parks, and campus districts in the U.S. and Europe, urban development strategies for central cities in San Diego, San Francisco, and Seattle, and the regeneration of mixed-use neighborhoods in Boston, Seattle, and Baltimore.

Jay Cross as team president of the New York Jets, oversees business affairs including marketing, sponsorships, financing, public affairs, merchandising, Internet and broadcasting opportunities. Cross also spearheaded the team's efforts to establish a permanent home. He led negotiations with the Giants and the state of New Jersey to create what will be the nation's premiere sports venue. The New Meadowlands Stadium will open for the 2010 season. In 2006, he also led the team's search for a site to build a new state-of-the-art training facility in 2008. After completing an exhaustive search, the Jets selected a 20-acre site in Florham Park, NJ. Under Cross' watch, the Jets have created the Jets Academy, an after-school program serving inner-city youth in New York City and launched a community initiative called Heads Up, which provides grants for new football teams in New York City public schools. Cross came to the Jets directly from the Miami Heat of the NBA where he was president of business operations and the driving force behind the American Airlines Arena. Previously, Cross, a veteran real estate developer, led the planning stages of the Air Canada Centre, home for the NBA's Toronto Raptors and the NHL's Toronto Maple Leafs. Cross holds a Master's degree in Architectural Technology from Columbia University and a Bachelor's degree in Nuclear Engineering from the University of Toronto.

Anne d'Harnoncourt has served as The George D. Widener Director of the Philadelphia Museum of Art since 1982, and as both Director and CEO of the Museum since 1997. As Director, she has fostered the growth and distinction of the Museum's professional staff, and encouraged a sequence of major exhibitions and publications by Museum curators and scholars. Between 1992 and 1995, she oversaw the reinstallation of the European collections in more than ninety galleries; renovation of twenty galleries of modern and contemporary art followed in 2000. Prior to becoming Director, Miss d'Harnoncourt served as the Museum's Curator of Twentieth-Century Art from 1972 to 1982. A specialist in the art of Marcel Duchamp, she co-organized a major retrospective exhibition in 1973-1974, which traveled to The Museum of Modern Art, New York, and The Art Institute of Chicago. During her tenure as curator, the Museum built its contemporary collections and acquired many important works. She has written extensively about Duchamp, John Cage, Futurism, and other topics in modern and contemporary art. Miss d'Harnoncourt has a B.A. from Radcliffe College and an M.A. from the Courtauld Institute of Art in London.

Ronald J. Daniels is the 28th Provost of the University of Pennsylvania. He is Professor of Law at Penn Law School, specializing in international development and the "rule of law," especially the challenges of building strong laws and legal institutions in the developing countries. At Penn, he has introduced a wide variety of new programs and initiatives, including: Penn World Scholars, Penn Civic Scholars, International Offerings Fund, Penn in Botswana, Penn Global Forum and Penn Distinguished International Scholars Series, Ideas in Action, Summer Mentorship Program, and Undergraduate Research Mentoring Program. He is an author or editor of five books, including a forthcoming book (2008) on the rule of law in global societies and *Rethinking the Welfare State* (2005), an analysis of global social welfare policies, especially the effectiveness of government vouchers. He is co-editor of *On Risk and Disaster: Lessons from Hurricane Katrina* (2006) and *The Security of Freedom* (2001). He also co-edited *Corporate Decision-Making In Canada* (1995) and

has published more than 40 scholarly articles in such areas as university education, corporate and securities law, and international regulation.

Manuel Diaz is Mayor of City of Miami, Florida. First elected in 2001 and re-elected to a second term in 2005, he has led Miami toward a renaissance of prosperity and opportunity. Mr. Diaz is also a partner in the law firm of Diaz & O'Naghten, L.L.P. He serves on the advisory board for the Manhattan Institute's Center for Civic Innovation, the University of Pennsylvania's Institute for Urban Research, the Mayors' Institute on City Design, and was chosen as a judge for the Rudy Bruner Award for excellence in urban design. Mr. Diaz attended Miami-Dade College, Florida International University and the University of Miami's School of Law.

Haya El Nasser is a reporter for *USA Today* where she covers demographics, growth, development, and planning. She has been with the newspaper since 1984, and has reported on the Northridge Earthquake, the Rodney King beating, the LA riots, and the OJ Simpson trial. In recent years, her area of focus has expanded to include sprawl, urban and suburban planning, the revitalization of cities, new urbanism, and housing.

Nancy A. Goldenberg is the Vice President of Planning for the Center City District, a privately-funded business improvement district in downtown Philadelphia. She is responsible for managing the CCD's strategic planning initiatives, capital programs, research and analysis, and transportation work. She previously served as the CCD's Director of Public Information. Prior to joining the Center City District, Nancy administered a \$26 million grant program at the Fairmount Park Commission to preserve the natural areas of the park and also served as the assistant township manager in Lower Merion Township, PA. She is also the author of the 1990 master plan for the River Drives, specifically Kelly Drive and Martin Luther King Jr., Drive. Nancy is a graduate of George Washington University and the University of Pennsylvania, where she received a masters degree in city planning. She is the founder of the Philadelphia Outward Bound Center, president of the PennDesign Alumni Association, and chairman of Summer Search Philadelphia.

Rosalind Greenstein is the Chair of the Department of Economic and Community Development at the Lincoln Institute of Land Policy. The Department's goal is to become a preeminent multi-disciplinary center for practice improvement, research, and advanced study related to the role of land in economic and community development. Roz co-edited *Urban-Suburban Interdependencies* with Wim Wiewel and *Recycling the City* with Yesim Sungu-Eryilmaz. Previously, she worked as a regional economist at DRI/McGraw-Hill, as the research director for the Massachusetts' Industrial Services Program, and taught in the Department of Urban and Regional Planning at the University of Wisconsin, Madison. She earned a Ph.D. in city and regional planning from the University of North Carolina-Chapel Hill and a B.A. in economics from the University of California at Santa Cruz.

Amy Gutmann is the eighth president of the University of Pennsylvania. She took office in July of 2004. She also holds faculty appointments in Political Science, Communication, Philosophy, and Education. Gutmann came to Penn from Princeton University, where she served as Provost, the Laurance S. Rockefeller University Professor of Politics, Academic Advisor to the President, Dean of the Faculty, and was Founding Director of the University Center for Human Values. Gutmann is former President of the American Society of Political and Legal Philosophy, a Fellow of the American Academy of Arts and Sciences, the W. E. B. Du Bois Fellow of the American Academy of Political and Social Science, a Member of the American Philosophical Society, and a Fellow of the National Academy of Education. She has published more than 100 articles and essays and edited books in political philosophy, practical ethics, and education. Her most recent books include *Why Deliberative Democracy?* (with D. Thompson), *Identity in Democracy*, *Democratic Education*, *Democracy and Disagreement* (with D. Thompson) and *Color Conscious* (with K. Anthony Appiah).

Gary Hack is Dean of the School of Design, University of Pennsylvania and Paley Professor of City & Regional Planning. He is an urban designer with experience in planning over 30 cities in the US, Canada, and abroad. These include planning of the West Side Waterfront and Rockefeller Park in New York City, the redevelopment of the Prudential Center in Boston, and collaborating on the competition-winning scheme for redeveloping the World Trade Center. He also led the team that prepared a new metropolitan development plan for Bangkok. He is the author of several books on urban design, including *Site Planning*, *Global Regional Cities*, and *Urban Design in a Global Context*.

Hugh Hardy, FAIA, is the founder of H3 Hardy Collaboration Architecture, an outgrowth of Hardy Holzman Pfeiffer Associates. Known for design of distinctive new buildings, restoration of historic structures, and planning projects for the public realm, his experience ranges from three decades of work at the Brooklyn Academy of Music and the restoration of Radio City Music Hall to the redesign of Bryant Park, and Greenwich Street South, a planning study for the Lower Manhattan Development Corporation to develop a new residential community. In 2001, he was awarded the

Placemark Award from the Design History Foundation for his role in shaping the public life of cities and also received the 2000 Commissioner's Award for Excellence in Public Architecture from the U.S. General Services Administration.

Ira Harkavy is Associate Vice President and founding Director of the Center for Community Partnerships (CCP), University of Pennsylvania. An historian, Harkavy has helped to develop service learning and academically-based community service courses as well as participatory action research projects that involve faculty and students from across the university. For over twenty years, he has been actively involved in working to involve colleges and universities in democratic partnerships with local public schools and their communities. In 2007, *Dewey's Dream: Universities and Democracy In An Age of Education Reform*, which Harkavy co-authored with Lee Benson and John Puckett, was published by Temple University Press.

Ted Howard is the founding Executive Director of The Democracy Collaborative at the University of Maryland. The Collaborative is a national leader in the fast growing field of community wealth building strategies and policy development. The Collaborative's "Anchor Institutions" project focuses on the role universities, hospitals and other anchors can play as an emerging community building asset. Previously, he was the Executive Director of the National Center for Economic and Security Alternatives, a research institute based in Washington, D.C. He is author or co-author of several books, including *Ending Hunger and Entropy*. His recent articles include "Asset Building Comes of Age" in *Shelterforce* and "7 Cool Companies" in *Yes!*. He serves as Chairman of the Board of Search for Common Ground, the world's largest conflict resolution NGO.

Danielle DiLeo Kim, AIA, is a Senior Architect and Planner at MGA Partners and is active in the Philadelphia community. Danielle served as Project Planner for the Fairmount Park Centennial District Master Plan, the Schuylkill River Trail Master Plan, and the Avenue of the Arts Visioning Plan. Danielle recently completed the expansion to the Mann Center for the Performing Arts and is currently Project Architect for The Salvation Army Ray and Joan Kroc Corps Community Center. Danielle has a Master of Architecture in Urban Design degree from Harvard University and a Bachelor of Architecture from Virginia Tech. She has previously worked for WRT and Bohlin Cywinski Jackson. She currently serves on the Board of the American Institute of Architects and the Center for Architecture.

Linda Kowalcky is Deputy Director of Economic Planning at the Boston Redevelopment Authority and is Mayor Thomas M. Menino's Liaison to Higher Education. Her job encompasses institutional expansion and planning, city-led higher education initiatives, and city-university partnerships. Linda has taught government and public policy at the University of Missouri, Johns Hopkins University, Northeastern University, and the University of Pennsylvania. Previous government work includes serving as staff in the U.S. House of Representatives on education, budget, and economic policy. Linda has an M.A. and Ph.D. from Johns Hopkins University and a B.S. from Syracuse University.

Nancy Levinson is Director of the Phoenix Urban Research Laboratory, an urban design/research center of the College of Design at Arizona State University. Previously, she worked at the Harvard Graduate School of Design, where she cofounded *Harvard Design Magazine*, and at Princeton Architectural Press, where she acquired books on topics ranging from visual perception to landscape urbanism. She writes frequently for design periodicals, including *Architectural Record*, where she is a contributing editor, *Perspecta, I.D., Metropolis, Dwell, Landscape Architecture, Graphis, Planning, and Historic Preservation*. For two years she wrote the weblog Pixel Points for the online Arts Journal. She received a Master of architecture from the University of Pennsylvania, and practiced for several years before moving into design publishing and academia.

Scott Levitan is Senior Vice President and Development Director of the Science + Technology Park at Johns Hopkins and the New East Baltimore Community—an \$800 million project adjoining. Mr. Levitan provides general oversight of the organization's business, market position and relationships in the region. He also provides day-to-day leadership to the Baltimore office and to the management of budgets, schedules and all aspects of ongoing development at the Science + Technology Park at Johns Hopkins. Most recently Mr. Levitan was the Executive Director of Real Estate Development for Georgia Tech University, where he oversaw all real estate planning and development activities for the university including the development of Technology Square, a 1.6 million-square-foot institute sponsored, privatized development in Midtown Atlanta. Mr. Levitan also served as the Director of University and Commercial Real Estate for Harvard University, where he was responsible for over 2 million square feet of property owned by Harvard. Mr. Levitan holds a master of architecture in urban design from Harvard University, a master of arts in conservation studies from the University of York in York England, and a bachelor of architecture from Louisiana State University.

Jane E. Light was appointed Library Director for the City of San Jose Public Library in 1997. Prior to taking this position, she was the director of the Redwood City Public Library. During her tenure, the library was selected the first national Library of the Year by Library Journal and Gale Research, Inc. Ms. Light served as Assistant City Manager in Redwood City for several years concurrently with her appointment as Library Director. She also serves as a library building and management consultant assisting entities in analyzing facility needs for public libraries and advising architects working on library buildings. She has held numerous leadership positions at the state and national levels with Library Associations. She recently served on the Online Computer Library Center User's Council representing Pacific Network libraries and as a Board Member and President of the Child Care Coordinating Council of San Mateo County. Ms. Light is a frequent speaker about library facilities planning and building design. She co-authored an article with Linda Crowe titled "Desperately Seeking A System" which appeared in *Library Journal* in 1994.

John T. Livingston is President and Chief Operating Officer of Tishman Urban Development Corporation and the President of Tishman Construction Corporation. He recently managed the development of the Westin New York at Times Square, an 863-room hotel on the corner of 43rd Street and 8th Avenue in New York City and the 200,000 square foot E Walk® on the New 42nd Street, an urban entertainment project. He oversees the construction operations of Tishman Construction Corporation, with nine offices nationally. Mr. Livingston is an Adjunct Professor for Columbia University's Graduate School of Real Estate Development and a member of the Board of the Institute for Urban Research at the University of Pennsylvania. He holds bachelor's in design of the environment from the University of Pennsylvania and a master's in city planning from Harvard University.

Andrew S. Lynn is Vice President for Planning and Development at Madison Square Garden. Before joining the Garden, he worked for the City of New York as Executive Director of the Department of City Planning, Deputy Commissioner of the Department of Sanitation, Counsel to the City Council Land Use Committee, and Land Use Counsel to the City Charter Revision Commission. He began his career practicing real estate law at the firm of Webster & Sheffield.

David Maurrasse is the President, CEO, and Founder of Marga Incorporated, a global consulting firm dedicated to forging and strengthening pathways to take on the great issues of the twenty-first century through cross-sector partnerships, philanthropy, strategy, and management. Since 2000, Dr. Maurrasse has been on the faculty at Columbia University's School of International and Public Affairs. He is currently Associate Research Scholar in the School and a Strategic Advisor to the University's Earth Institute. He currently serves on the Board of Bucknell University, Public Health Foundation Enterprises, and World Savvy, an organization focused on promoting global education in schools.

Mark Mallory is Mayor of the City of Cincinnati, Ohio. In his first term, the Mayor's priorities include enhancing public safety, encouraging strong economic development, improving public transportation, strengthening neighborhoods, and protecting the environment. Mayor Mallory also serves his community on the boards of several community organizations. Before being elected Mayor, Mallory served in the Ohio General Assembly, the Ohio House, and the Ohio Senate. Mallory served in leadership for most of his tenure in the legislature and rose to the position of Assistant Minority Leader of the Senate. Since entering public service, Mallory has received numerous "Legislator of the Year" awards and "Public Service" awards for his commitment to serving the people of Ohio. He earned a Bachelor of Science degree in Administrative Management from the University of Cincinnati.

Reverend Joseph P. McFadden has served as Auxiliary Bishop of Philadelphia since his appointment in June 2004. Previously, he has served as a basketball coach at Saint Joseph University, as the Junior Varsity Coach at the West Catholic High School for Boys, as a teacher and Head Coach, and later EDirector of Athletics at West Catholic Boys High School. After attending Saint Charles Borromeo Seminary to study for the priesthood, he was ordained a Deacon in 1980 and assigned to Our Lady of Fatima Parish, Secane. In 1981, he was ordained a Priest and assigned the Parochial Vicar at St. Laurence Parish, Highland Park. Bishop McFadden received a Master of Divinity Degree on completion of his studies at Saint Charles Seminary graduating Summa Cum Laudae. In 1982 he was appointed Administrative Secretary to Cardinal Krol and in 1991, was named an Honorary Prelate to His Holiness, Pope John Paul II, with the title of Monsignor. In 1993, Bishop McFadden was named by Cardinal Bevilacqua to be the first President of Cardinal O'Hara High School, Springfield, PA. In 2001, Bishop McFadden was appointed Pastor of St. Joseph Parish, Downingtown, where he ministered until his appointment as Auxiliary Bishop of Philadelphia in June 2004. In his twenty-six years as a priest, Bishop McFadden has served on many Archdiocesan Boards and Committees and has been awarded such honors as the Friendly Sons of Saint Patrick of Delaware County Man of the Year Award.

Robert McNulty is the Founder and President of Partners for Livable Communities, a thirty year old organization dedicated to promoting quality of life, economic development and social equity. His diverse career includes being an archaeologist with Colonial Williamsburg, Assistant Director of the National Museum of American History, Director of Environmental Programs of the General Services Administration, and the Assistant Director of the Architecture and Environmental Arts program of the National Endowment for the Arts. Mr. McNulty received his undergraduate and law degrees from the University of California at Berkeley and has been a fellow of Harvard and Yale Universities.

Joan Millane is the Principal of Millane Partners, LLC, a consulting firm which assists private sector, government and higher education entities to structure Public-Private partnerships for the development of research parks, housing and mixed use projects, negotiating the real estate and financing documents to win-win conclusions. She formerly directed the asset management divisions of the Resolution Trust Corporation and the Carlyle Group in Washington DC, and was Executive Director of Johns Hopkins Real Estate and Assistant Vice President for Asset Management at the University of Maryland. She has taught Public-Private real estate and financing concepts for such entities as the Urban Land Institute and the Lincoln Institute of Land Policy and is an elected member of Lambda Alpha, a national land use and preservation honor society. Ms. Millane received her bachelor's from Cornell University and an M.B.A. from the Wharton School at the University of Pennsylvania.

Oluwatoyin Adegbite Moore is the Director of Penn Home Ownership Services under the Division of Business Services at the University of Pennsylvania. This department oversees the University's Enhanced Mortgage Program and the Guaranteed Mortgage Program which provide assistance to full-time faculty and staff looking to purchase and rehabilitate homes in West Philadelphia. Ms. Adegbite Moore has extensive experience working and consulting for international donor agencies and private charitable organizations, including the International Youth Foundation, W.K. Kellogg Foundation and the Council of Michigan Foundations. Ms. Adegbite Moore received her B.A. in political science and French from Calvin College in Grand Rapids, Michigan. She currently serves as the president-elect on the trustee board of the Calvin College Alumni Association. She also holds a certificate from the Center on Philanthropy at Indiana University-The Fund Raising School.

Lawrence C. Nussdorf, Esq. is President and COO of Clark Enterprises, Inc., the ownership, investment, and asset-management arm of the various Clark entities. Mr. Nussdorf is lead director of Pepco Holdings, Inc. (NYSE) and serves on the executive boards of the Buttonwood Focus Funds, the Washington Scholarship Fund and the Anti-Defamation League (DC Chapter). He is a member of the Board of Overseers of the University of Pennsylvania Graduate School of Education and the Advisory Board of the Penn Institute for Urban Research. He received his bachelor's in economics from The Wharton School of the University of Pennsylvania, a law degree from Rutgers School of Law, and a master's of (Tax) Law from Georgetown University Law Center. He is a member of the District of Columbia Bar and is also a Certified Public Accountant.

Neal Peirce is an American journalist focused on the national and global roles and metropolitan regions. With Curtis Johnson, he co-authored newspaper series called "Peirce Reports" or "Citistates Reports" on strategic issues in 24 regions. Peirce chairs the Citistates Group, a network of journalists, speakers and civic leaders focused on building competitive, and sustainable 21st century regions. Since 1975 he has written the US's first national newspaper column on state and local themes (Washington Post Writers Group syndication). Peirce was one of the founders of *National Journal*, and served in the 1960s as political editor of *Congressional Quarterly*.

David C. Perry is Director of the Great Cities Institute and Professor of Urban Planning and Policy in the College of Urban Planning and Public Affairs at the University of Illinois at Chicago. He also serves as Associate Chancellor for Great Cities, a University-wide research center studying the cities of the world from an engaged research perspective. He is the author or editor of ten books, including the forthcoming *The University, The City and Land: Comparative Studies*, edited with Wim Wiewel, and numerous articles, book chapters and reports on urban and regional economic development and policy, race and urban violence, spatial segregation and the production of urban space.

Egbert L.J. Perry is Chairman and CEO of The Integral Group LLC, a national urban real estate development and investment management firm that he founded in 1993. Under Perry's leadership, Integral has developed a reputation as an innovator in the field of urban infill mixed-use and mixed-income development. Perry sits on the Board of Directors of the Federal Reserve Bank of Atlanta, Atlanta Life Financial Group, the Board of Trustees of the University of Pennsylvania and Children's Healthcare of Atlanta, among others. An honors graduate of the University of Pennsylvania, Perry received Bachelor of Science ('76) and Master of Science degrees ('79) in Civil Engineering and an MBA ('78), majoring

in Finance and Accounting. In 1990, Perry was inducted into the “Gallery of Distinguished Engineering Alumni” as the 11th inductee in the University’s 250 year history.

Andrew D. Plepler is Bank of America’s Global Community Impact Executive and President of the Bank of America Charitable Foundation, Inc., one of the largest corporate charitable organizations in the United States. His responsibilities include managing the company’s philanthropic strategy and coordinating its national focus with local market philanthropic efforts across the franchise. Plepler served as senior vice president of Housing and Community Initiatives with the Fannie Mae Foundation. Plepler was also a trial attorney for the U.S. Department of Justice in the Tax Division and served on Capitol Hill as counsel to the U.S. Senate Committee on the Judiciary. Plepler founded and continues to serve on the board of the Washington, DC-based Urban Alliance Foundation, a nonprofit jobs and mentoring program that works with economically disadvantaged high school students. Plepler received a B.A. in government from Franklin & Marshall College and a J.D. from the University of Miami School of Law.

Josephine Ramirez serves as Vice President of Programming and Planning at the Music Center in Los Angeles. Josephine is a Fellow at the Center for Civil Society at the University of California Los Angeles and is a Commissioner of Cultural Affairs for the City of Los Angeles. She is on the Board of Directors for L.A.’s new downtown arts high school, serves as an advisor to the Irvine Foundation’s study on cultural participation in California, and acts as advisor to the Urban Institute’s Arts and Culture Indicators in Community Building Project. She is a Loeb Fellow (2003) at Harvard University’s Graduate School of Design. Her residence year there was awarded in support of Josephine’s ongoing research about informal, non-professional art making and its relationship to individual and community vitality.

Wellington Reiter is the Dean of the College of Design at Arizona State University. Dean Reiter is also responsible for shaping the future of the University’s downtown Phoenix Campus. In 2005, Dean Reiter established the Phoenix Urban Research Laboratory, a think tank, studio, and resource center dedicated to the consideration of the rapid urbanization of the region. The following year, the Masters of Real Estate Development was launched, bringing together faculty from the colleges of Design, Law, Business and Construction. As a result of this work, he was awarded the 2007 Arizona AIA Medal. He was a faculty member in the Department of Architecture at MIT and the Professional Advisor to the Career Discovery Program at Harvard’s Graduate School of Design. Dean Reiter and his professional practice, Urban Instruments, are the recipients of numerous awards for urban design and architecture. *Vessels and Fields*, a monograph on the work of Dean Reiter, is available from Princeton Architectural Press.

Judith Rodin has served as president of the Rockefeller Foundation since March 2005. A groundbreaking research psychologist, Dr. Rodin was previously the president of the University of Pennsylvania, the first woman to lead an Ivy League institution, and earlier the provost of Yale University. During her decade of leadership, Penn launched a comprehensive, award-winning and internationally acclaimed neighborhood revitalization program, and helped found Penn Institute for Urban Research. Rodin also helped found and lead many local and regional organizations that have worked to define innovation and collaboration – the Regional College & University Presidents Council, Innovation Philadelphia, and the Knowledge Industry Partnership. Rodin received her undergraduate degree from Penn and her Ph.D. from Columbia University. Her latest book is *The University and Urban Revival: Out of the Ivory Tower and Into the Streets* (University of Pennsylvania Press, 2007).

Mark S. Rosentraub is Dean and Professor of Urban Affairs at the Maxing Goodman Levin College of Urban Affairs in Cleveland State University. Dr. Rosentraub’s research interests focus on urban redevelopment, economic development and change, tourism management for economic development, and the economic and intangible value of sports, the arts, and other amenities for urban centers. In this part of his work Dr. Rosentraub’s has helped numerous cities and institutions with the assessment of the economic value of museums and sports events and facilities. The author of more than 90 articles and book chapters, his most recent book is *The Economics of Sports: An International Perspective*, co-authored with Robert Sandy and Peter Sloane. Dr. Rosentraub received his Ph.D. from the University of Southern California and his bachelor’s and master’s degrees from Queens College of the City University of New York.

Christopher S. Ronayne is President of University Circle Incorporated (UCI) located in Cleveland Ohio. As president of the umbrella group serving 40 world-class, health care, academic, and cultural institutions, in University Circle, Ronayne’s primary charge is to position the Circle as a premiere urban district and economic driver in the new regional economy. Ronayne and his team provide services in this spectacular square mile ranging from police services, real estate management, community planning, development, educational programming, marketing and special events. Prior to joining UCI, Ronayne served as Chief of Staff for the City of Cleveland where he managed over 8,500 employees and an

annual budget of a half a billion dollars. Ronayne also served in the Mayor's Cabinet as the Chief Development Officer. Prior to that he served as Cleveland City Planning Director and directed the City's historic Cleveland Lakefront Plan.

Micheal Rubin is President of MRA International and co-director of The IDOLON Project, a multi-firm venture created to integrate new forms of branding into the real world environments through the creation of experiences, events, artistic interventions, icons, venues and places. He consults the sports, entertainment, retail, hospitality, and development industries on the creation of destination places and venues, and place-based and experiential branding. Mr. Rubin is a prolific writer, authoring articles on destination development, leisure trends and branding strategies. He taught at the Fels Institute and the Wharton School of the University of Pennsylvania and lectured at several universities. His professional awards include the Progressive Architecture First Award, the ULI Apgar Award and national recognition awards from the AIA, HUD, APA and PEI. Mike earned his M.Arch. and M.S. from the University of Pennsylvania and a Ph.D. from the Wharton School. Mike is currently writing a book on "brand presence" and another book entitled "Protirement™: meaningful work and purposeful leisure."

Victor Rubin is Vice President for Research at PolicyLink, a national nonprofit institute for policy change. His current research includes projects to evaluate community engagement initiatives by state universities and to develop revitalization strategies for older industrial cities. Victor joined PolicyLink in 2000 after serving as Director of the HUD Office of University Partnerships. Rubin served as Director of the University-Oakland Metropolitan Forum, a partnership for community revitalization based at the University of California, Berkeley. Rubin earned an M.C.P. and Ph.D. from the Department of City and Regional Planning at UC Berkeley. He has written and spoken extensively about university-community partnerships and is the co-author of two books on educational policy.

John Schmidt is a partner in the Chicago-based international law firm of Mayer Brown LLP. In recent years his practice has focused on public private partnerships involving transportation infrastructure. He served in the Clinton Administration as the Associate Attorney General of the United States and as Ambassador and Chief U.S. Negotiator to the Uruguay Round under the General Agreement on Tariffs and Trade. He was also Chairman of the Metropolitan Pier & Exposition Authority in Chicago. He was named by American Lawyer as one of the 27 "All-Stars of the '90s" of the American bar and by National Law Journal as one of the 100 most influential lawyers in America. Mr. Schmidt is a Life Trustee of the Chicago Symphony Orchestra, Trustee of the Illinois Institute of Technology and Chair of the Board of Overseers of the IIT Chicago Kent Law School. He received his B.A. from Harvard College and his J.D. from Harvard Law School, where he served as an editor of the Harvard Law Review.

Eleanor Sharpe is an Associate Director at University of Pennsylvania's Center for Community Partnerships where she supervises a full portfolio of projects involving sustaining, maintaining, and creating new and effective partnerships between the University and the West Philadelphia Community. Ms. Sharpe is an adjunct instructor for planning workshops at the University of Pennsylvania's School of Design in the Department of City and Regional Planning. She also recently co-taught Urban Design at Drexel University's School of Architecture. Prior to this, Eleanor worked at Gannett Fleming focusing on the areas of community planning, public involvement, way-finding and signage plans. Eleanor received a B.A. from Howard University and M.C.P. from the University of Pennsylvania.

Stephen Sheppard is the Robert F. White Class of 1952 Professor of Economics at Williams College and director of the Williams College Center for Creative Community Development (C3D). Before coming to Williams, he was at Oberlin College, the London School of Economics, Washington University in St. Louis, and Virginia Tech. Professor Sheppard's research focuses on the economics of housing market and urban areas, the impacts of cultural and environmental amenities on house values, land use regulation, and the causes and consequences of urban expansion in cities around the globe. His research has appeared in several edited volumes as well as *Journal of Regional Science*, *Journal of Urban Economics*, *Journal of Housing Economics*, *Urban Studies*, *Regional Studies*, *Economic Inquiry*, *Economica*, *The Economic Journal*, *Oxford Bulletin of Economics and Statistics* and the *Handbook of Regional and Urban Economics*.

Charles Shorter is Executive Director in the Real Estate Transaction group of Ernst & Young. He has over 25 years of experience in market analysis, financial structuring and strategic planning in all types of real estate uses, including residential, office, retail, and mixed-use developments. His clients include public sector agencies, such as the U. S. General Services Administration and the Port Authority of NY & NJ, and private sector developers, such as Forest City, LCOR, and the Trump Organization. Mr. Shorter has a sub-specialty in cultural and entertainment facility development and operations. He is currently a member of the Board of Directors of the New 42nd Street Corporation and the Studio Museum in Harlem. A graduate of Princeton and Columbia Universities, he is an Adjunct Associate Professor in Columbia

University's Graduate School of Architecture Planning and Preservation, as well as a member of the President's Council at Cooper Union.

Janet Marie Smith is Vice President of Planning and Development for Struever Bros. Eccles and Rouse. Under her guidance, many of downtown Baltimore's abandoned or under-utilized sites have gained a second life. Ms. Smith's work for SBE&R extends beyond Baltimore, where her current primary project is the renovation of Fenway Park, home of the Boston Red Sox. Her prior work experience prior includes the following: President of Turner Sports and Entertainment Development, Vice President of Planning and Development for the Atlanta Braves baseball team, a Baltimore Orioles Vice President involved in the planning and development of Orioles Park at Camden Yards, Director of the redevelopment of Pershing Square in Los Angeles, and Coordinator of Architecture and Design for Battery Park City. Ms. Smith received a B.A. in architecture from Mississippi State University and a master's in urban planning from City College of New York.

Ralph Smith is Senior Vice President of the Annie E. Casey Foundation, a private philanthropy dedicated to helping build better futures for disadvantaged children in the United States. He helped design the Foundation's Neighborhood Transformation and Family Development initiative, a comprehensive effort to help communities improve outcomes for children by strengthening families and neighborhoods. Ralph spent the last decade working with a broad range of efforts to improve national and international philanthropy. Ralph serves on the Boards of the Council on Foundations, the Foundation Center, Wachovia Regional Foundation, the Annenberg Institute for School Reform, and Venture Philanthropy Partners. He was a member of the law faculty at the University of Pennsylvania and authored briefs in landmark cases before the United States Supreme Court and the U.S. Court of Appeals. He served in senior leadership positions for the Philadelphia school district and as senior advisor to the mayor. He is the founding director for the National Center on Fathers and Families and the Philadelphia Children's Network.

Tony Sorrentino serves as Penn's Executive Director of Public Affairs and develops communications strategies for Penn's initiatives in urban planning, real estate and economic development, and campus design. Sorrentino joined Penn in 2000 after several years as a marketing and communications professional and arts administrator in Philadelphia. He took his Masters in City Planning from Penn's School of Design and his Bachelor of Arts from LaSalle University.

Mark J. Stern is Professor of Social Welfare and History and Co-director of the Urban Studies program at the University of Pennsylvania. His research has focused on 19th- and 20th-century US social history, poverty and social welfare policy, and the social impact of the arts and culture on urban neighborhoods. His most recent book, co-authored with Michael B. Katz, *One Nation Divisible: What America Was and What It Is Becoming*, traces the changing contours of social inequality and personal life in the United States during the 20th century. Stern's work on the social impact of the arts (in collaboration with Susan Seifert) has documented the role of cultural engagement on civic institutions and the economic well-being of Philadelphia's neighborhoods.

Marilyn Swartz-Lloyd is President and CEO of MASCO, the Medical, Academic, and Scientific Community Organization in the Longwood Medical and Academic Area established in 1972. MASCO and its affiliates offer several services for its 19 member institutions: area planning and development, parking and shuttle buses, group purchasing, shared business services, telecommunications, and child care. Marilyn has worked for Beth Israel Deaconess Medical Center, Lend Lease Residential Management Services, BRF&G Consulting Group, Beacon Management Company and the Economic Development and Industrial Corporation of Boston ("EDIC") where she oversaw the development of both the Marine Industrial Park in South Boston and CrossTown in Roxbury, as well as being responsible for Industrial Development Bond Financing for the City, small business loans, and a job-training center. Marilyn holds a B.A. from Smith College and a master's in city planning from Yale University.

Susan M. Wachter is the Richard B. Worley Professor of Financial Management and Real Estate, a professor of real estate and finance at the University of Pennsylvania Wharton School. She served as assistant secretary for policy development and research at the US Department of Housing and Urban Development from 1999 to 2001. As director of the Wharton GIS Lab, Dr. Wachter is a national expert in housing analysis and the first woman to head the American Real Estate Urban Economics Association. She is currently researching default and delinquency models, tenure choice, and homeownership affordability, real estate price index methodologies, and modeling neighborhood change. In 2004, Dr. Wachter became a founding co-director of the Penn Institute for Urban Research.

Darren Walker is Vice President of Foundation Initiatives at the Rockefeller Foundation, where he co-leads the Foundation's work in supporting innovations that build the resilience of poor and vulnerable people. He served as Chief Operating Officer of the Abyssinian Development Corporation, a community development organization, which played an instrumental role in the revitalization of Harlem. Mr. Walker graduated from the University of Texas at Austin in 1982, receiving the Dean's Distinguished Graduate Award. In 1986, he graduated from the University of Texas School of Law and received the Law Alumni Association Outstanding Graduate Award. He has a joint appointment at the NYU School of Law and Wagner School of Public Policy and is also a fellow at the Institute of Urban Design.

Henry S. Webber is Vice-President for Community and Government Affairs at the University of Chicago and Senior Lecturer in the School of Social Service Administration. In addition to his appointment in the School of Social Service Administration, Mr. Webber teaches at the Law School. He has written widely on issues of community development, health care and education policy. Mr. Webber is the Chair of the Governing Board of the University of Chicago Charter School Corporation, Chair of the Oversight Board of the Chicago Consortium on School Research and Vice-President of the Board of Directors of Leadership Greater Chicago. He is a member of several boards of directors including: the Board of Directors of ShoreBank, the Fund for Community Redevelopment and Revitalization, the Metropolitan Planning Council and others. Mr. Webber has a B.A. from Brown University and an M.P.P. from the John F. Kennedy School of Government at Harvard University.

Carl Weisbrod is President of the Real Estate Division for Trinity Church and Executive Vice-President of Trinity Church-St. Paul's Chapel, an Episcopal parish chartered in 1697. Mr. Weisbrod manages and develops Trinity's real estate holdings in Manhattan, totaling approximately six million square feet over 28 sites. Prior to joining Trinity, he was the founding president of the Alliance for Downtown New York, the nation's largest business improvement district. Mr. Weisbrod serves as an adjunct associate professor at Columbia University's Graduate School of Architecture, Planning and Preservation. He is a director of the Lower Manhattan Development Corporation and the Convention Center Development Corporation. He is also a director of Tarragon Corporation and is a trustee of the Ford Foundation, among other organizations. In 2002, Crain's New York Business named him one of the "100 Most Influential Leaders in Business." Mr. Weisbrod is a graduate of Cornell University and New York University's School of Law.

Wim Wiewel is Provost and Senior Vice President of Academic Affairs at the University of Baltimore. The University of Baltimore is part of the University System of Maryland and offers its 5,000 students an array of undergraduate and nationally recognized master's programs, doctoral programs and a law school. From 1979-2004, Mr. Wiewel was with the University of Illinois at Chicago (UIC), where he most recently served as dean of the College of Business Administration. He also served as Dean of the College of Urban Planning and Public Affairs and as special assistant to the chancellor. Mr. Wiewel is past president of the Association of Collegiate Schools of Planning, a fellow of the Urban Land Institute and the Lincoln Institute of Land Policy and senior editorial adviser of *Economic Development Quarterly*. A prolific writer, Mr. Wiewel's most recent books are *The University as Urban Developer and Suburban Sprawl*. He holds degrees in sociology and urban planning from the University of Amsterdam in the Netherlands, and a Ph.D. in Sociology from Northwestern University.

Nancy L. Zimpher is the 25th President of the University of Cincinnati; she took office in October 2003. Under her leadership and guidance, UC embarked on an unprecedented consultation process that involved a wide spectrum of the university's stakeholders and resulted in the strategic vision, UC|21: Defining the New Urban Research University. Under President Zimpher's direction and UC|21, the university continues to make significant strides in its vision to become a leading urban institution for the 21st century. The university has experienced enrollment growth to over 36,000 students, increased retention and graduation rates, improved student satisfaction and enhanced national rankings – on the latter breaking into the Princeton Review's 2008 best colleges list. President Zimpher serves as chair of the Board of Directors for NASULGC, the nation's primary alliance of public universities. Dr. Zimpher chairs the newly formed national network of presidents called the Coalition of Urban Serving Universities (USU), an organization committed to the urban agenda and the role of urban-located universities in their communities.

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Bank of America is one of the world's largest financial institutions, serving individual consumers, small and middle market businesses and large corporations with a full range of banking, investing, asset management and other financial and risk-management products and services. The company provides unmatched convenience in the United States, serving 57 million consumer and small business relationships with more than 5,700 retail banking offices, more than 17,000 ATMs and award-winning online banking with more than 22 million active users. Bank of America is the No. 1 overall Small Business Administration (SBA) lender in the United States and the No. 1 SBA lender to minority-owned small businesses. The company serves clients in 175 countries and has relationships with 98 percent of the U.S. Fortune 500 companies and 80 percent of the Fortune Global 500. Bank of America Corporation stock (NYSE: BAC) is listed on the New York Stock Exchange. www.bankofamerica.com

Barbara and Edward Netter Center for Community Partnerships at the University of Pennsylvania is Penn's primary vehicle for bringing to bear the broad range of human knowledge needed to solve the complex, comprehensive, and interconnected problems of the American city so that West Philadelphia (Penn's local geographic community), Philadelphia, the University itself, and society benefit. www.upenn.edu/ccp

CEOs for Cities works with members to produce an actionable agenda to strengthen cities, informed by original research, white papers, national convenings and a series of Urban Innovation Workshops. CEOs for Cities is made up of more than 150 urban leaders, representing 43 of the nation's cities. With its national network of mayors, corporate CEOs, university presidents, foundation officials and business and civic leaders, it acts as an idea lab for cities. CEOs for Cities discovers the trends that will affect cities for better or worse, deciphers what can be done to respond and develops new innovations to put to work in cities. www.ceosforcities.org

Great Cities Institute at the University of Illinois at Chicago supports engaged research and partnerships that address key urban issues on a local and global scale. The institute is the focal point of the university's Great Cities Commitment – a commitment to interdisciplinary urban research in and for the great cities of the world through partnerships with civic, community, and governmental organizations. www.uic.edu/cuppa/gci

Knight Foundation's twin missions are to seed and inspire great journalism everywhere, and to build strong communities in the cities and towns where our founders ran newspapers. As a national foundation with local roots, Knight Foundation seeks opportunities that can transform both communities and journalism, and help them reach their highest potential. www.knightfdn.org

Lincoln Institute of Land Policy conducts research and policy evaluations, holds conferences, provides education and training, supports demonstration projects, and publishes books and reports on policy issues relating to land. The Institute seeks to improve the quality of public debate and decisions in the use, regulation, and taxation of land by integrating theory and practice, and providing a nonpartisan forum for the discussion of related issues. The Institute serves as a catalyst to facilitate analysis and discussion of land use and taxation issues – to make a difference today, and to help policy makers plan for tomorrow. www.lincolninst.edu

The Annie E. Casey Foundation's primary mission is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and neighborhoods fashion more innovative, cost-effective responses to these needs. www.aecf.org

The Rockefeller Foundation was established in 1913 by John D. Rockefeller, Sr., to “promote the well-being” of humanity by addressing the root causes of serious problems. The Foundation works around the world to expand opportunities for poor or vulnerable people and to help ensure that globalization's benefits are more widely shared. With assets of more than \$3.5 billion, it is one of the few institutions to conduct such work both within the United States and internationally. www.rockfound.org

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