

## Curriculum Vita

**Dr. Thomas A. Musil**  
**Landmark Real Estate Research, Inc.**  
**Landmark Economics**  
**13857 Kendall Street**  
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**612-207-7895**

**Professional Experience in: Residential, Multifamily, Commercial, Industrial, Agricultural & Institutional Real Estate**

**Real Estate Expert Witness Services**

**Examples of Past Cases: Agent & Broker Fiduciary Duties, Agricultural Land Sales, Damages and Lost Profit Analysis, Development Practices, Development Impacts, Disclosure of Material Facts, Disparate Impact, Due Diligence, Estate Disputes, Foreclosure Practices, Highest and Best Use (HBU), Housing Discrimination, Industry Standards of Care and Practices, Landlord-Tenant Disputes, Misrepresentation and Fraud, Property Management Practices, Real Estate Licensing Standards, RESPA Violations, Tenant in Common (TIC) Disputes, Zoning and Land Use Issues.**

**Analysis & Distillation of Complex Real Estate Matters.**

### **EDUCATION**

Doctor of Public Administration, School of Business, Hamline University, Saint Paul, MN, 2000  
Dissertation: Decision Making Processes of Municipal Level Economic Development Agencies in the Allocation of Real Estate and Economic Development Subsidies

Master of Business Administration, University of St. Thomas, St. Paul, MN, 1980

Bachelor of Arts, Political Science, Macalester College, St. Paul, MN, 1974

Participant, Higher Education Consortium for Urban Affairs, Planning and Land Use Studies, University of Oslo, Norway, 1973

### **PROFESSIONAL DESIGNATIONS**

Minnesota Real Estate Broker, 1981 to Present

Certified Valuation Analyst (CVA) Designation, National Association of Certified Valuers and Analysts, 2008 to Present

## **PROFESSIONAL MEMBERSHIPS**

Minnesota State Bar Association  
National Association of Certified Valuers and Analysts  
American Academy of Economic and Financial Experts  
National Association of Forensic Economics

## **PROFESSIONAL EXPERIENCE**

**Principal, Landmark Real Estate Research, Inc.**  
**Landmark Economics**  
**Real Estate Consultant and Expert Witness**  
**St. Paul, Minnesota 1988 to present**

Analysis/Distillation of Complex Real Estate Matters.  
Served as a litigation consultant and provided litigation support, expert testimony, and research and analysis in multiple areas involving real estate disputes, including real estate agent/broker practices, real estate finance, industry standards of care, homeowner and agent disclosures, housing discrimination, economic damages, development impact analysis and lost profit analysis.

### **Clients include:**

United States Postal Service	United States Department of Justice
Minneapolis Public Housing Agency	Thomson Reuters Expert Witness Services
City of St. Paul	Bloomington Port Authority
City of Minneapolis	Winthrop & Weinstine
Bassford Remele	Minnesota Lawyers Mutual Insurance Co.
Nichols, Kaster & Anderson	Chestnut & Cambronne
Zimmerman and Reed	Pearson, Christenson and Clapp
Key Professional Media	Dorsey and Whitney
Felhaber, Larson, Fenlon & Vogt	Kampmeyer, Kronschnabel, Bader & Daly
Mette, Evans & Woodside	Gabriel Law Office
Leonard, Street and Deinard	Lind, Jensen, Sullivan and Peterson
Kelly and Fawcett	Hammargren and Meyer
Capital Growth Real Estate	Kraemer Construction Company
Saliterman & Siefferman	David M. Werwie and Associates
State Farm Fire and Casualty Company	Lapp, Libra, Thomson, Stoebner & Pusch
JLT Group	Educational Testing Service
Technical Advisory Service for Attorneys (TASA)	Schaffer Law Firm
Local Initiatives Support Corporation (LISC)	Rischmiller and Knippel
Capstone Law Minnesota	Meegher & Geer
Continental Casualty Co/CNA Group LTC	Allina Healthcare
Crowley Fleck	Bush, Motto, Creen. Koury & Halligan

Madigan, Dahl & Harlan  
Lindquist and Venum

Walsh and Gaertner  
Magellan Pipeline Company

**Real Estate Arbitrator**, American Arbitration Association, 1988 to 2016

Served as an arbitrator in over 250 cases, including 77 cases in the Prudential Insurance Mass Claims dispute

**Assistant Professor** (full time-tenure track), Department of Finance (Master of Science in Real Estate and Bachelor of Science in Real Estate Studies Programs), Opus College of Business, University of St. Thomas, 2009 to 2016

**Director**, Shenhon Center for Real Estate Education and Master of Science Degree in Real Estate, Opus College of Business, University of St. Thomas, 1993 to 2009

Responsible for all department operations, courses, and seminar programming for the center, including teaching, management of all program operations, faculty recruitment, budgeting, marketing, curriculum design, research, distance education course development, liaison with industry professional associations and government agencies, and program assessment for college of business accreditation. Developed and implemented several programs, courses, seminars, and conferences in real estate and allied fields. Developed a 26-session curriculum in commercial/industrial real estate for underrepresented groups in real estate and provided full scholarships for all students.

### **Courses Taught**

Department of Finance, Opus College of Business, University of St. Thomas  
Master of Science in Real Estate and Master of Business Administration Real Estate Track

#### Graduate Level Courses:

Real Estate Decision Making  
Commercial Real Estate Valuation  
Corporate Real Estate  
Real Estate Development  
Advanced Topics in Real Estate  
MS Thesis Advisor

#### Undergraduate Level Courses

Real Estate Principles  
Real Estate Property Management  
Real Estate Appraisal  
Real Estate Development.

Professional Level Courses: Minnesota Real Estate Continuing Education programs including several daylong courses (sole instructor) including: Broker and Salesperson Required courses on Risk Management and Broker Supervisory Obligations (2013-2014) and Real Estate Disclosure Laws, Financing, Earnest Money and Trust Accounts 2014-2015.

(Also see section on Presentations).

**Director**, Minnesota Center for Real Estate and Housing Education  
College of Business, St. Cloud State University, MN, 1988-1993

Responsible for all program operations, including all budgetary activities, and all program marketing activities. Responsibilities included teaching; curriculum planning and design; liaison with the community, government agencies, and business and professional groups; and instructor recruitment and selection.

**Director**, Real Estate Education Program  
University of Minnesota, Twin Cities Campus, 1980 to 1988

Established a university program in real estate that offered courses and seminars for certificate, degree, and continuing professional education credit. Responsibilities included research and teaching a curriculum of 30 real estate courses; undergraduate, graduate, and extension student advising in regard to course selection, employment opportunities, internship opportunities, and career development in real estate.

Courses Taught: Real Estate Principles I & II, Real Estate Careers, Residential Energy Conservation, Design 3562–Real Estate Principles (University Housing Program)

**Real Estate Consultant**, United States Postal Service, Facilities Service Office  
Bloomington, MN, 1986 to 1988

Responsible for real estate development planning, leasing, facility improvement or renovation projects, new construction of facilities, preparation of bid specifications, and analysis of bids as well as for construction cost analysis, leasehold appraisal, government and community relations, site selection, handicapped accessibility projects, and the development of long-term strategic facility planning.

**Housing Courses Coordinator**, University of Minnesota, Minnesota Extension Service,  
St. Paul, MN, 1978 to 1980

Consumer Housing Courses on home buying, housing alternatives, and remodeling.

**Assistant to the Director**, Minnesota Housing Finance Agency (MHFA) Home Ownership Program, St. Paul, MN, 1977 to 1978

Consultant to over 600 lenders, 100 builders, and other professionals and the public throughout the state in regard to MHFA mortgage underwriting rules and procedures. Research conducted in program operations management, consumer demographics, alternative mortgage instruments, residential energy, Indian housing, emergency housing, and mortgage underwriting requirements.

## **PROFESSIONAL SERVICE**

Academic Member, University Relations Panel, Appraisal Institute, 2012 to 2013.

Education Committee, American Real Estate Society Annual Meeting Education Track, 2008 to 2011

Editorial Board, *Journal of Corporate Real Estate*, 2006 to present

Co-editor, *Journal of Real Estate Literature*, 2005 to 2016

Editorial Board and Consulting Editor, *Minnesota Real Estate Journal*, 2005 to present

“Ethics is Good Business” Instructor, Real Property Administrator (RPA) and Facility Management Administrator (FMA) Programs, Building Owners and Managers Institute/Building Owners and Managers Association, 1999 to 2013

Arbitrator for the National Commercial Panel (Real Estate Arbitration Panel), American Arbitration Association, 1988 to 2016

Syndicated Real Estate Columnist, McClatchy Tribune News Service (formally Knight-Ridder). Column distributed to over 350 newspapers weekly, 2005 to 2009

Editorial Board, *Development Magazine*, 2005 to 2009

Board of Directors, Minnesota/South Dakota Chapter of the CCIM Institute, Commercial Investment Real Estate Institute, 2003 to 2009

Board Member, Minnesota Chapter of Lambda Alpha International (land economics society), 1998 to 2009

Real Estate Salesperson and Broker National Licensing Examination Reviewer, Educational Testing Service (Prometric), 2007-2008

Distinguished Fellow, National Association of Industrial and Office Properties (NAIOP). Selected as one of 11 NAIOP Distinguished Fellows from U.S. universities, 2002 to 2009

Property Condemnation Commissioner, Ramsey County, MN, 2001 to 2006

Environmental and Infrastructure Subcommittee, National Association of Industrial and Office Properties, 2004 to 2006

*Minneapolis Star and Tribune* Real Estate Website Host, “Real Estate Buying and Selling—Insider Real Estate Tips,” 1998 to 2002

Education Planning Committee, National Conference of the Appraisal Institute, 2001

Selected as a Member of the Appraisal Institute’s Leadership Development and Advisory Council, 2000

Member, Minnesota Department of Commerce, Education Task Force, 1994

Member, City of Minneapolis Zoning Code Revision Task Force, 1994 to 1995

Member, City of Minneapolis Zoning Board of Adjustment, 1985 to 1995

Board Member, Community Housing Resources, U.S. Department of Housing and Urban Development, 1981 to 1988

Member, Housing Program Committee, Department of Design, University of Minnesota, 1980 to 1986

Chair, Real Estate Educator's Association Committee on the Future of Real Estate Education, 1984

Instructor, Land Use Planning Workshops, Government Training Service/American Planning Association, 1984

Member, Minnesota Department of Commerce, Real Estate Education Advisory Committee, 1980 to 1981

## **UNIVERSITY SERVICE**

**Faculty Advisor**, University of St. Thomas Student Team—University Challenge: National Association of Industrial and Office Properties undergraduate student real estate development competition, 2004-present.

**Member**, Strategic Planning Committee, Opus College of Business, 2011 to 2015.

**Member**, Undergraduate Research Board, 2012 to 2016.

**Faculty Team Instructor**, Business Ethics: Sustainability in Business course, 2011-2013

## **DISTANCE EDUCATION COURSE DEVELOPMENT**

Designed the following courses, all of which were approved and certified by the Association of Real Estate Licensing Law Official (ARELLO):

“Current Topics in Real Estate Law,” University of St. Thomas web-based distance learning course, July 2001

“Principles of Real Estate Investment,” University of St. Thomas web-based distance learning course, June 2001

“Fair Housing and Equal Opportunity in Minnesota,” University of St. Thomas web-based distance learning course, March 2001

“Agency Issues and Responsibilities in Minnesota Residential Real Estate Practice,” University of St. Thomas web-based distance learning course, September 1999

## **PUBLICATIONS**

### **Refereed**

- Musil, T. (2014). Real Estate Development and Socio-Economic Justice: Accountable Projects and Community Benefits Agreements, *Real Estate Finance*, 31 (1).
- Musil, T. (2012). The Sleeping Giant: Community Benefit Agreements and Urban Development, *The Urban Lawyer*, 44(4).
- Musil, T. and Halloran, J. (2012). Arbitrating Real Estate Agency Disputes: A Diverse and Changing Landscape. *Dispute Resolution Journal*, 67(4).
- Musil, T. (2011). Measuring the Community and Economic Impacts of Shopping Malls: A Case Study Using Input-Output Analysis. *Journal of Financial Management of Property and Construction*, 16(2).
- Musil T. (2011). Evaluating the Economic Impacts of Corporate Real Estate Activities. *Journal of Corporate Real Estate*, 13(3).
- Musil, T. and Halloran, J. (2009). Arbitrating Multiple Peril Crop Insurance Disputes. *Dispute Resolution Journal*, 64(3).
- Musil, T. (2007). What Development Regulatory Variables Say—or Don’t Say—About a Municipality. *Journal of Real Estate Research*, 29(2).
- Musil, T. (2006). Critical Issues in Corporate Real Estate: Developing a Better Understanding of Public Sector Project Impact Analysis Practices. *Journal of Corporate Real Estate*, 8(3).
- Musil, T. (2004). Integrating Business School Curricular Resources into Real Estate Practitioner Professional Development. *Journal of Real Estate Practice and Education*, 8(1).
- Awarded the 2004 American Real Estate Society Manuscript Prize in Real Estate Education.
- Musil, T. (2002). Real Estate and Economic Development: Improving the Public Subsidies Debate. *Bench and Bar*, 59(4).
- Musil, T. (2001). Impact Analysis Practices in Economic Development. *Economic Development Review*, 17(4).
- Musil, T. (2000). Valuation of Development Impacts: A Review of Critical Cost Benefit Analysis Opportunities, Issues and Pitfalls for Appraisers, *Valuation 2000: Papers and Proceedings*.

## **Non-Refereed**

- Musil, T. (2011). The Biggest Real Estate Closing Problems Ever: Pitfalls in Dismantling Fannie and Freddie. *Minnesota Real Estate Journal*, 27(4).
- Musil, T. (2011). Review of Real Estate Modeling and Forecasting, Chris Brooks and Sotiris Tsolacos. *Journal of Real Estate Literature*, 19(1).
- Musil, T. (2011). What to Expect in Real Estate Investment in 2011, *Finance and Commerce*, 27(1)
- Musil, T. (2010). Characteristics of Exemplary Real Estate Leaders. *Minnesota Real Estate Journal*, 26(10).
- Musil, T. (2010). Review of Mega Regions: Planning for Global Competitiveness. *Journal of Real Estate Literature*, 18(2).
- Musil, T. (2009). Review of Financial Shock: A 360 Degree Look at the Subprime Mortgage Implosion and How to Avoid the Next Financial Crisis. *Journal of Real Estate Literature*, 17(1).
- Musil, T. (2008). Minding the Store: Washington's Financial Oversight. *Minnesota Real Estate Journal*, 24(11).
- Musil, T. (2008). The Role and Challenges of Real Estate Expert Witnesses. *Minnesota Real Estate Journal*, 16(2).
- Musil, T. (2008). Review of Urban America Growth, Crisis and Rebirth, by John F. McDonald. *Journal of Real Estate Literature*, 16(2).
- Musil, T. (2008, April 28). *State, Regional and Local Economic and Employment Impacts of the Mall of America, Phase II: A Report to the Bloomington Port Authority*.
- Musil, T. (2008). Subprime SOS: Tracing the Steps from Bubble to Burst. *B: The Magazine of the University of St. Thomas Opus College of Business*, 5(2).
- Musil, T. (2008, March 31). Mortgage Fraud Plays Part in Crisis. *Commercial Real Estate Supplement to the Minneapolis StarTribune*.
- Musil, T. (2007, December 17). Real Estate in Business Valuations. *Commercial Real Estate Supplement to the Minneapolis StarTribune*
- Musil, T. (2007, September 10). Investors Still in Game After Sub-prime Meltdown. *Commercial Real Estate Supplement to the Minneapolis StarTribune*.
- Musil, T. (2007, March 19). Planning Early Can Help You Avoid Real Estate Regrets. *Commercial Real Estate Supplement to the Minneapolis StarTribune*.
- Musil, T. (2006, December 11). Education Opportunities in Commercial Real Estate. *Commercial Real Estate Supplement to the Minneapolis StarTribune*.



- Musil, T. (2006). Review of Market Analysis for Real Estate: Concepts and Applications in Valuation and Highest and Best Use, by Stephen Fanning. *Journal of Real Estate Literature*, 14(2).
- Musil, T. (2006). Economic Impact Analysis of the Bridges of Saint Paul: A Comprehensive Analysis of a \$924 Million Mixed-use Development. Prepared for the JLT Group.
- Musil, T. (2005). Review of 275 Corporate Real Estate Mistakes and How You Can Avoid Them, by Stephen Roulac. *Journal of Real Estate Literature*, 15(3).
- Musil, T. (2004). Emerging Markets: Immigrant Home-Buying in the Twin Cities: A Report and Reference Manual Prepared for the *Minneapolis Area Association of Realtors*.
- Musil, T. (2003). Measuring the Impact of Government Mandates on Development. *Minnesota Institute of Legal Education Urban Development Seminar*.
- Musil, T. (2003, October 22). An Overview of Exactions and Impact Fees. *Sensible Land Use Coalition*.
- Musil, T. (2002). Making Your Case to City Planners. *Development Magazine Online Exclusive*, 33(3).
- Musil, T. (2001). How Cities Measure the Benefits of Economic Development and Subsidies. *Business Xpansion Journal*, 2(10).
- Musil, T. (2001). Project Impact Analysis: Insights for Developers. *Site Selection*, 46(2).
- Musil, T. (2001). Economic Development: Evaluating Site Selection. *Minnesota Real Estate Journal*, 14(4).
- Musil, T., and Karvel, G. (1998). Technology, Demographics and Education. *The Canadian Appraiser*, 42(4).
- Musil, T., Karvel, G., and Sebastian, R. (1998). Minnesota Business Migration: Relocation, Expansion, and Formation in Border States. *American Experiment Quarterly*, 1(2).
- Musil, T. (1990). *Minnesota Supplement for Modern Real Estate Practice*. Real Estate Education Company, Chicago, IL.

## **PRESENTATIONS**

### **Refereed**

*Community Influence and Public Policy Initiatives in Determining Highest and Best Use*. Co-authors Thomas Hamilton and Stephen Roulac. Paper presented at the Annual Meeting of the American Real Estate Society, San Diego, CA, April 2014.

*Community Benefits and Community Development: Evaluating the Outcomes of Community Benefit Agreements in Real Estate Development*. Co-author Stephen Roulac. Paper

presented at the Annual Meeting of the American Real Estate Society, Kona, HI, April 2013.

*Regulation of Real Estate Development through the Use of Community Benefit Agreements: An Examination of Development Regulatory Control and Community Environmental Justice Goals.* Paper presented at the Annual Meeting of the American Real Estate Society, Tampa, FL, April 2012.

*The Sleeping Giant: Community Benefit Agreements and Changing Community Power Structure in the Real Estate Development.* Paper presented at the 2011 Annual Meeting of the American Real Estate Society, Seattle, WA, April 2011.

*Subprime Lending, Mortgage Foreclosures and House Price Changes: An Investigation of Two-Hundred U.S. Metropolitan Statistical Areas.* Paper presented at the 2010 Annual Meeting of the American Real Estate Society, Naples, FL, April 2010.

*Subprime Lending, Mortgage Foreclosure, and House Price Changes: A Pilot Investigation Exploring Relationships with Community and Economic Characteristics by Metropolitan Statistical Area.* Paper presented at the 2009 Annual Meeting of the American Real Estate Society, Monterey, CA, April 2009.

*The Correlation of Commercial/Industrial Development Regulations with Municipal Composition and Community Attributes.* Paper presented at the 2005 Annual Meeting of the American Real Estate Society, Santa Fe, NM, April 2005.

*Integrating Business School Curricular Resources into Real Estate Practitioner Professional Development.* Paper presented at the 2004 Annual Meeting of the American Real Estate Society, Captiva Island, FL, April 2004.

*Development Impact Fees and Exactions: Evaluating Real Estate Developer Negotiation Strategies in the Determination and Settlement of Capital Facilities Charges and Community Environmental Costs.* Paper presented at the Annual Meeting of the American Real Estate Society, Monterey, CA, April 2003.

*Effectively Negotiating Development Incentives and Exactions.* Paper presented at the Annual Meeting of the National Association of Industrial and Office Properties, Nashville, TN, October 2002.

*An Investigation into the Structure and Decision Making Processes of Real Estate and Economic Development Projects.* Paper presented at the Annual Meeting of the American Real Estate Society, Naples, FL, April 2002.

*The Evolution of Agency Duties and Disclosure in Real Estate Transactions.* Paper presented at the Annual Meeting of the American Real Estate Society, Naples, FL, April 2002.

*Critical Issues in Corporate Real Estate: Developing a Better Understanding of Project Impacts.* Paper presented at the Annual Meeting of the American Real Estate Society, Coeur D'Alene, ID, April 2001.

*Real Estate and Distance Education: How Well Do We Understand Our Audience?* Paper presented at the Annual Meeting of the American Real Estate Society, Coeur D'Alene, ID, April 2001.

*Minnesota Business Migration: Relocation, Expansion and Formation in Border States.* Paper presented at the Annual Meeting of the American Real Estate Society, Tampa, FL, April 1999.

### **Non-Refereed**

“Real Estate Broker and Agent Standards of Care.” Minnesota State Bar Association Real Property Section, Real Estate Institute Web Cast. December 1, 2016.

“Real Estate and Entrepreneurs.” Senior Core of Retired Executives (SCORE), St. Paul, MN October 11, 2016.

“Risk in Real Estate.” Sensible Land Use Coalition, St. Louis Park, MN May, 2015.

Discussant, “Proving Credit Damages and Interference with Credit Expectancy,” Eastern Economics Association/National Association of Forensic Economics, New York, New York, February, 2015.

Session Chair, “Government Policy and Regulation.” Annual Meeting of the American Real Estate Society, San Diego, CA, April, 2014.

Panel Member, “Teaching Real Estate Development in an Interdisciplinary Curriculum.” Annual Meeting of the American Real Estate Society, San Diego, CA, April, 2014.

Session Chair, “Using Academic Research in the Classroom.” Annual Meeting of the American Real Estate Society, Kona, HI, April 2013.

Panel Presentation/Moderator, “Industry Experts Roundtable.” Healthcare and Medical Properties Conference, Golden Valley, MN, March 2013.

Panel Presentation/Moderator, “Hospitality and Market Overview,” Hotel and Hospitality Conference, Golden Valley, MN, January 2013.

“Housing Markets.” Presentation to the Minnesota Economic Association Conference, St. Paul, MN, October 2012.

“Assurance of Learning: Assessment and the Association to Advance Collegiate Schools of Business.” Presentation to the Annual Meeting of the American Real Estate Society, Seattle, WA, April 2011.

“Economic Forecast: What to Expect in 2011.” Presentation to the Minnesota Dakotas Chapter of the Commercial Investment Real Estate Institute, St. Louis Park, MN, December 2010.

- “Using Economic Models to Explain, Define, and Forecast the Benefits of Industrial Development.” Presentation to the Real Estate Communications Group, Golden Valley, MN, November 2009.
- “Economic Outlook.” Presentation to the Minnesota Association of Realtors, Golden Valley, MN, March 2008.
- “Housing and Real Estate: The Great American Dream or Nightmare?” Presentation to the Minnesota Society of Certified Public Accountants, Minneapolis, MN, October 2008.
- “Using Economic Models to Explain, Define, and Forecast the Benefits of Real Estate Development.” Paper presented at the National Meeting of the National Association of Industrial and Office Properties, Las Vegas, NV, October 2008.
- “Zoning and Land Use.” Presentation to the Real Estate Law Conference, Real Estate Communications Group, Golden Valley MN, September 2008.
- “Developer’s Forecast.” Presentation to the Fourth Annual Land Conference, Real Estate Communications Group, Brooklyn Park, MN, May 2008.
- “Housing Market Trends and Challenges.” Presentation to the Partners in Affordable Housing Policy Workshop, Minnesota Housing Finance Agency, St. Paul, MN, February 2008.
- “Market Update: Opportunities and Trends.” Presentation to the Office Summit Development, Leasing and Investment Strategies, Real Estate Communications Group, Bloomington, MN, December 2007.
- “Industrial and Business Park Outlook.” Presentation to the Industrial Real Estate and Economic Development Conference, Real Estate Communications Group, Bloomington, MN, August 2007.
- “Multifamily: New and Creative Solutions.” Presentation to the Midwest Commercial Real Estate Summit, Midwest Real Estate News, Chicago, IL, August 2007.
- “Commercial Developers Forecast.” Presentation to the Minnesota Land Development Conference, Real Estate Communication Group, Bloomington, MN, May 2007.
- “Capital Market Strategies for Financing Condominium Projects.” Presentation to the Condominium Summit, Real Estate Communication Group, Bloomington, MN, April 2007.
- “Adjusting the Great American Dream: New Home Builders and Developers Outlook.” Presentation to the Residential Real Estate Summit, Real Estate Communications Group, Bloomington, MN, December 2006.
- “Negotiating Community Benefit Agreements.” Paper presented at the National Association of Industrial and Office Parks, San Francisco, CA, November 2006.

“Establishing Effective Relationships with Citizen Groups.” Paper presented at the 11th Annual Minnesota Development Conference, Minnesota Department of Employment and Economic Development, St. Paul, MN, October 2006.

“Developing Higher Level Learning Strategies in Distance Education.” Paper presented at the Association of Real Estate License Law Officials, Las Vegas, NV, June 2006.

Session Chair, “Corporate Real Estate.” Annual Meeting of the American Real Estate Society, Key West, FL, April 2006.

“The Future of Industrial Parks.” Presentation to the Real Estate Communications Group, The Future of Industrial Real Estate, Bloomington, MN, December 2005.

“Critical Components of Corporate Site Selection Decision Making.” Paper presented at the Minnesota Department of Employment and Economic Development, 10th Annual Minnesota Development Conference, St. Paul, MN, October 2005.

“Ethics in Commercial Property Management.” Presentation to the Minneapolis Association of Building Owners and Managers (BOMA), St. Louis Park, MN, October 2005.

“Ethics in Corporate and Institutional Real Estate.” Presentation to the State of Minnesota, Real Estate Management Division, St. Paul, MN, May 2005.

“Negotiating Development Infrastructure Fees.” Paper presented at the National Association of Industrial and Office Properties National Forum, Santa Fe, NM, May 2005.

“Corporate Real Estate: Developing a Better Understanding of Public Sector Project Impact Analysis Practices.” Paper presented at the National Association of Industrial and Office Properties National Forum, Santa Fe, NM, May 2005.

“How to Structure Your Next Tenants in Common Investment,” Presentation to the Real Estate Communications Group, Real Estate Investment Conference, Minnetonka, MN, March 2005.

“Real Estate Market Conditions.” Presentation to the St. Paul City Council Housing Policy Session, St. Paul, MN, February 2005.

“How Corporations Evaluate Communities.” Paper presented at the 2004 National Association of Industrial and Office Parks Annual Conference, San Diego, CA, October 2004.

“Measuring Economic Development Costs and Benefits.” Paper presented at the Minnesota Development Conference, Minneapolis, MN, October 2004.

“An Overview of Exactions and Impact Fees.” Paper presented at the Sensible Land Use Coalition Meeting, St. Louis Park, MN, October 2003.

“Measuring the Impact of Government Mandates on Development.” Paper presented at the Minnesota Institute of Legal Education Urban Development Seminar, Minneapolis, MN, July 2003.

“How Cities Measure Development Impacts.” Paper presented at the National Forums Symposium, National Association of Industrial and Office Parks, Palm Springs, CA, April 2002.

“Impact Analysis Measures of Economic Development Programs.” Paper presented at the Metro East Development Partnership Annual Mid-year Meeting, St. Paul, MN, August 2001.

“Assessing the Technology Requirements of Commercial Property Tenants.” Paper presented at the Real Estate Technology Conference, University of St. Thomas/Minnesota *Real Estate Journal*, Minneapolis, MN, May 2001.

“Mentoring Your Workforce.” Presentation to the Minneapolis Building Owners and Managers Association Meeting, Minneapolis, MN, December 1999.

“Critical Cost/Benefit Analysis Issues in Real Estate and Economic Development.” Presentation to the Minneapolis/St. Paul Chapter of the International Facilities Management Association Meeting, St. Louis Park, MN, October 1999.

“Cost Benefit and Valuation: An Overview of the Development of Analysis Methods.” Paper presented at the Minnesota Department of Transportation, Right of Way Professionals, Brainerd, MN, August 1999.

“The Role of Technology in Real Estate Education.” Presentation to the Minnesota Association of Realtors, Bloomington, MN, December 1996.

## **AWARDS**

Certificate of Recognition for Outstanding Leadership on the Board of Directors of Minnesota/Dakota’s Chapter of the CCIM-Commercial Investment Real Estate Institute, 2004.

Distinguished Fellow, National Association of Industrial and Office Properties, 2002 to 2009.

Certificate of Recognition for Outstanding Service, Appraisal Institute, 2001

Building Owners and Managers Institute International Award for Outstanding Service, 1990

Certificate of Recognition from the Minneapolis City Council for Service to the Zoning Board of Adjustment, 1989

Certificate of Appreciation, Minnesota Department of Commerce, 1986