

2023 Executive Officer Meeting

The Goldener Hirsch, Park City, UT | October 4 & 5

WEDNESDAY, OCTOBER 4	
Group activities followed by networking drinks & dinner	
1:45pm	Group activities: Utah Olympic Park, alpine slide and tubing NAREIM members kick start the 2023 Executive Officer meeting with the alpine slide and tubing down the K90 ski jump at the Park City Olympic village. <i>Meet at the lobby of the Goldener Hirsch at 1.45pm. Transportation is provided</i>
6:30pm	Networking drinks & dinner. <i>Meet in the bar adjacent to the restaurant at the Goldener Hirsch</i>
THURSDAY, OCTOBER 5	
6:45am	Morning hike. <i>Meet in the Goldener Hirsch lobby</i>
8am	Breakfast in the Goldener Hirsch dining room
8:55am	Welcome comments Led by: Josh Myerberg , Morgan Stanley Real Estate Investing & Chair of the NAREIM Board of Directors and Kristin Renaudin , Stockbridge Capital & Vice-Chair of the NAREIM Board of Directors
9:05am	NAREIM Jeff Barclay Fellows: Neeva Shrestha (Roosevelt University) and William Lyman Harris (Southern Methodist University)
9:10am	Skills mismatch: What roles do you need right now and in 2033? How do you hire talent today in preparation for the next cycle? Do you face a potential skills mismatch within your organization? The data, led by: Lucy Bertsch and Scott McIntosh , Directors at Ferguson Partners <ul style="list-style-type: none">Members review the latest research covering staffing ratios, compensation and EBITDA trends and the roles most sought after and recruited for cycle-over-cycle. Roundtable discussions, led by: Julie Ingersoll , CBRE Investment Management and Bobby Bransfield , Prologis <ul style="list-style-type: none">In groups, members discuss their current skills strategies, the impact on a firm’s organizational business plan and how frontline teams such as asset management, transactions and portfolio management teams are set to evolve over the next decade.
10:40am	Break
10:55am	NAREIM Jeff Barclay Fellows: Megan Lawlor (New York University)
11am	Liquidity & cost of capital When will liquidity meaningfully return to CRE markets and where will spreads be in 12-months time? NAREIM members discuss what’s broken for them in the current debt capital markets and how they’re thinking about pricing the cost of capital as a result. Origination perspectives, led by: Nipul Patel , Head of Real Estate Banking, Wells Fargo, Ronnie Gul , Co-CEO, Mesa West Capital and Thomas Goodsite , Managing Director, PGIM Real Estate Whole room Q&A, led by: Michael Byrne , AEW Capital Management and Molly Bordonaro , The Green Cities Company
12pm	Lunch
1pm	NAREIM Jeff Barclay Fellows: Blair Steele (University of Wisconsin-Madison) and Brendan Keen (Columbia University)

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THURSDAY, OCTOBER 5 <i>continued</i>	
1:10pm	<p>Office conversion case study: “You can check in, but you can’t check out.”</p> <p>It’s currently the Hotel California of commercial real estate, but what options (and opportunities) do investment managers have regarding existing and future office assets?</p> <p>55 Broad St, NYC. A case study, led by: David Marks, Senior Vice President, Head of Acquisitions, Silverstein Properties</p> <ul style="list-style-type: none">Members dig into the strategy behind the office-resi conversion at 55 Broad with Silverstein, the impact of rising rates and the realities of office conversions. <p>Which offices are viable? led by: Steven Paynter, Global Practice Area Leader, Building Transformation & Adaptive Reuse, Gensler</p> <ul style="list-style-type: none">Members are shown inside Gensler’s algorithmic modeling on office conversion viability and given an overview of the scale of office conversions currently being explored across the US. <p>Whole room Q&A, led by: Ben Byrne, Lendlease and Kristin Renaudin, Stockbridge Capital Group</p>
2:15pm	<p>What’s on your mind?</p> <p>NAREIM’s annual what’s on your mind session provides a safe space to candidly share front-of-mind issues.</p> <p>Whole room Q&A, led by: Josh Myerberg, Morgan Stanley Real Estate Investing and Kristin Renaudin, Stockbridge Capital Group</p>
3pm	<p>Wine & snacks will be served for the final discussion</p>
3:10pm	<p>How to lead through adversity & build a culture of resiliency</p> <p>An interactive session combining case study group work with on-the-ground advice from the former-CEO of one of the biggest brands in the USA. The key objective: Sharing practices on how to effectively lead and build a culture of resiliency in your teams.</p> <p>Keynote with: Nigel Travis, former CEO of Dunkin’ Brands & Papa John’s, Chairman of Abercrombie & Fitch and Co-owner of English League one football club, Leyton Orient</p> <p>Case studies & roundtable conversation, led by: Gemma Burgess, Ferguson Partners and Matthew DeMonte, Revantage</p> <ul style="list-style-type: none">Members break into assigned groups to review strategies for building organizational culture, including: Culture; talent acquisition; learning & development; performance management; rewards & recognition.
4:40pm	<p>End of meeting</p>
6pm	<p>Networking drinks and dinner</p> <p>Networking drinks and dinner at High West Distillery @ Blue Sky Lodge. Meet at the Goldener Hirsch lobby. Transportation is provided</p>

2023 EXECUTIVE OFFICER COMMITTEE

NAREIM thanks the 2023 Executive Officer Committee members, including:

Chair: Josh Myerberg, Morgan Stanley Real Estate Investing
Co-chair: Kristin Renaudin, Stockbridge Capital
Mike Bryne, AEW Capital
Ryan Krauch, Affinius/USAA Real Estate
Julie Ingersoll, CBRE Investment Management
Gemma Burgess, Ferguson Partners

Molly Bordonaro, Green Cities Company
Ben Byrne, Lendlease
Bobby Bransfield, Prologis
David Stanford, RealFoundations
Matt DeMonte, Revantage