



HARVARD UNIVERSITY GRADUATE SCHOOL OF DESIGN
OFFICE OF EXECUTIVE EDUCATION

Emerging Leaders in Real Estate
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~Faculty/Instructors~



Joseph L. Badaracco, Jr., is the John Shad professor of business ethics at Harvard Business School where he teaches courses on business ethics, strategy, and management in the School's M.B.A. and executive programs. In recent years, Professor Badaracco was chairman of the Harvard University Advisory Committee on Shareholder Responsibility and served on the boards of two public companies. He has taught in executive programs in the United States, Japan, and many other countries and has spoken to a wide variety of organizations on issues of leadership, values, and ethics. Badaracco has authored many books and is now completing a new book called *Leadership: The Hardest Questions*. He is chair of the M.B.A. Elective Curriculum and serves on the Faculty Committee of the Harvard Center for Ethics and the Professions. He is also the faculty chair of the Nomura School of Advanced Management in Tokyo. Professor Badaracco is a graduate of St. Louis University, Oxford University, where he was a Rhodes scholar, and Harvard Business School, where he earned an M.B.A. and a D.B.A.



Robert Bordone is the Thaddeus R. Beal lecturer on law at Harvard Law School and deputy director of the Harvard Negotiation Research Project. Mr. Bordone teaches several courses at Harvard Law School, including the school's flagship Negotiation Workshop. In addition, he is an adjunct professor of law at Georgetown University Law Center where he teaches a course on Negotiation and Dispute Resolution. He also has extensive consulting and training experience. He has worked with organizations as diverse as the Boston Symphony Orchestra, Gap, Inc., Blue Cross/Blue Shield, and the U.S. Environmental Protection Agency (EPA). He has taught undergraduates at Connecticut College, lawyers for Microsoft in Europe, and teachers and school officials in Princeton, New Jersey. His research interests include the design and implementation of dispute resolution systems and the development of a problem-solving curriculum in law schools. Mr. Bordone is a graduate of Harvard Law School.



Frank V. Cespedes is managing partner at The Center for Executive Development in Boston, a firm that helps companies utilize management education as a strategic tool to develop capabilities, implement organizational change, and achieve results. He has consulted companies in industries such as computers, consumer goods, information technology, professional services, retailing, software, telecommunications, textiles, and financial services. He has also designed and delivered corporate education and action learning programs for firms in North America, South America, Europe, and Asia in areas such as strategy implementation, account management, leadership skills, and managing change. He was a member of the Harvard Business School faculty for 15 years, specializing in organizational design and strategy implementation. He also developed and taught a variety of M.B.A. and executive courses and led the Strategic Marketing Management program for senior executives. He has written for numerous journals and trade publications and is the author of more than 40 case studies and seven books, including *Concurrent Marketing: Integrating Product, Sales, and Service* (Harvard Business School Press, 1995) and *Managerial Communication* (Addison-Wesley, 1984). Mr. Cespedes received his B.A. from City College of New York, M.S. from MIT, and a Ph.D. from Cornell University.



John Macomber is chairman of the George B. H. Macomber Company, a Boston-based general contractor with clients including Cisco, EMC, Fidelity, Dartmouth College, Children's Hospital, and others. He is particularly interested in reducing the first cost of building design and construction, including using innovative insurance and contracting methods and adopting e-commerce and Internet technologies from other industries. He has been an Internet entrepreneur and investor, and for 15 years has taught Strategy and E-Commerce in Real Estate and Construction at MIT. Mr. Macomber is a graduate of the Harvard Business School.



Kurt Padavano is chief operating officer of Advance Realty Group in Bedminster, New Jersey, and 2005 chairman-elect, BOMA International. He has 20 years' experience in the real estate industry, with his current primary responsibilities to provide the vision and leadership needed to successfully and profitably grow the operating company servicing a portfolio of assets in excess of 5,000,000 square feet in the mid-atlantic through northeast United States markets. In addition to the vision and leadership for the management operations, he directs the business operations for a total employee base of over 115 associates in the areas of human resources, information technology, insurance and risk management, and acquisitions due diligence processes among others. He holds the designations of Real Property Administrator (RPA), Facilities Management Administrator (FMA) and Systems Maintenance Administrator (SMA) from the Building Owners and Managers Institute International and Certified Property Manager (CPM) from Institute of Real Estate Management. He has recently been recognized in New Jersey as "one of the most dynamic and influential business professionals under the age of 40" as a recipient of the "40 Under 40" award. He also received the "Lifetime Achievement" award from the Boy Scouts of America in 2002. *Real Estate Forum* magazine acknowledged Mr. Padavano as one of 13 individuals recognized as "The Next Great Leaders" and "Rising Stars of Commercial Real Estate". Mr. Padavano is a graduate of Harvard University and Pennsylvania State University.



Ray Torto is principal and chief strategist of Torto Wheaton Research, a premier real estate advisory and research firm. Today, Boston-based TWR provides unrivaled insights based on its highly academic approach, its twenty-three years of experience and its access to deal specific information from its parent company, CB Richard Ellis. Highly rigorous and reliable forecasting models, along with proven analytical expertise, have earned the company international recognition. As a professor of economics he built the Economics Department at the University of Massachusetts in Boston and led the McCormack Institute for Public Affairs. He is the author of five books, numerous articles on financial markets and tax policy, quoted often in the real estate press, serving on many boards and a member of most real estate associations, and an acclaimed public speaker. Dr. Torto holds a Ph.D. in economics from Boston College.



John Vogel has served on the faculty of the Tuck School of Business at Dartmouth since 1992. He is the associate faculty director of the James M. Allwin Initiative for Corporate Citizenship. The goal of the Initiative is to ensure that issues and activities related to corporate citizenship are an integral part of the Tuck M.B.A. experience. The "Business Week Guide" to Business Schools named him as one of Tuck's "Outstanding Faculty" members. He has twenty years of experience teaching at graduate business schools. In addition to Tuck, he has served on the faculty of Harvard Business School and The Yale School of Management. He has an extensive consulting practice, which nicely complements his work with M.B.A. students. He provides training courses to Bank of America and Wachovia. He is the author or co-author of 27 Harvard Business School case studies and 31 Tuck case studies about real estate, non-profit management, or entrepreneurship in the social sector. He has co-authored two books, written chapters in several other books, and written numerous articles about real estate and non-profit management. Professor Vogel earned an M.A. from the University of Virginia and an M.B.A. from Harvard University.