Curriculum Vitae
Dr. David Wilk, DBA, MAI, CRE

Current Academic and Professional Practice Activities

Associate Professor of Finance & Academic Director – Real Estate Program, Temple University Fox School of Business, Philadelphia, PA, (2018 to present) https://www.fox.temple.edu/directory/david-j-wilk-tuk01413

Founder, i3o, LLC – Creating Value for Real Estate, People, and Places through Real Estate Innovation, Hockessin, DE (www.i3o.us)

CEO, Founder and Broker of Record, Corporate Property Strategies, LLC, RE Brokerage & Counseling, Hockessin, DE (2014 to present) http://dx.doi.org/10.34944/dspace/8433

Co-developer - C***RE***ED® app (https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:700afc43-c0bc-45da-b0d8-fcc280888904 (2014 to present with SAP) www.thecreedapp.com

Educational Background

Doctor of Business Administration (DBA), Temple Fox School of Business, 2023

Master of Science, Real Estate & Infrastructure (MSREI), Johns Hopkins University, 2016

Bachelor of Science, Business Administration (BSBA) - University of Delaware, 1977

Professional Designations, Memberships and Affiliations

CRE (Counselor of Real Estate) – Counselors of Real Estate (https://cre.org/about/) Member #2037, (2000 to present)

MAI (Member of Appraisal Institute) - Appraisal Institute (www.appraisalinstitute.org), Member #7174 (1985 to present – Life Member)

Certified General Real Estate Appraiser - DE, MD, FL, Washington, DC

Licensed Real Estate Broker – State of Delaware, RB-0002167 (1987 to present) https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:b70c0388-1b19-4b36-88b0-6b6a0ce2cbc2

Academic Experience (1987 to 2018)

Adjunct Professor, Johns Hopkins University Carey Business School, Master of Science in Real Estate and Infrastructure Program, Baltimore and Washington, DC. 2012-2017 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:0d6b1fd2-45bc-47ac-a267-a1a26afa4ebb

Adjunct Professor & Capstone Advisor, Georgetown University SCS, Master of Professional Studies in Real Estate Program, Washington, DC. 2016-2020

Adjunct Professor and RE Program Lead, Finance Department, University of Delaware, Newark, DE, 1989 to 2012. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:57016314-c435-4aca-a883-ab700e016f44

Appraisal Institute, Faculty Member, Teaching Valuation, Standards of Professional Practice, and Income Capitalization Analysis, 1987-1992

University of Delaware, Instructor - RE CE and Appraisal Licensing Courses, 1987-1993

Widener University, Instructor - RE CE and Appraisal Licensing Courses**,** 1987-1991

Professional Experience (Concurrent with Academic Activities)

Managing Director, RE Infrastructure and Optimization, Colliers International, Wash., DC https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:f0fb709d-ad4d-4816-8202-8547d4d3099e – 2018 to 2023

National Chair, Corporate RE Services, SVN Corporate Property Strategies, 2009 to 2017, Innovator of the Year Award – 2014, Achiever Award – 2012, 2013, 2015, 2017

National Managing Director, Corporate Real Estate Management Consulting ("CREMC") Group, Duff & Phelps, LLC Philadelphia, PA – 2008 to 2009

Founder and CEO, Greystone Realty Advisors, Inc., Wilmington, Delaware, 1997 to 2008 Real Estate Valuation & Management Consulting firm (acquired by Duff & Phelps in 2008)

Regional Director (Senior Manager), Corporate Real Estate Management Consulting Group, Ernst & Young, LLP, Middle Atlantic – 1995 to 1997

Practice Director - Real Estate Valuation Services Group – Corporate Services, Arthur Andersen LLP, Philadelphia, Pennsylvania – 1993 to 1995

Founder and CEO, David Wilk & Associates, Wilmington, DE, 1987 to 1993 (acquired by Arthur Andersen in 1993)

National Director - Valuation Services, Kenneth Leventhal & Co., Los Angeles, CA, 1986 to 1987

Senior Manager, Real Estate Valuation Group, Western U.S and Hawaii - Arthur D. Little Valuation, Inc., Woodland Hills, California, 1983 to 1986

Staff and Senior Consultant, Valuation Research Corp., Princeton, NJ, 1978 to 1983

Property Tax Reassessment Analyst, Appraisal Surveys, Cherry Hill, NJ, 1977 to 1978

Geographic Experience

Real estate valuation and counseling assignments completed in 49 states in the U.S., Europe, South America, Canada, Mexico, Asia, and the South Pacific (Micronesia)

Expert Witness and Testimony Experience

Qualified as an expert witness for litigation and appellate proceedings in California, Hawaii, Delaware, Pennsylvania, New Jersey, Illinois, Maryland, Connecticut, Virginia, North Carolina, Ohio, New York, Massachusetts, Maine and Florida

Community and University Service Highlights, Awards, and Recognition

Appraisal Institute, Metro Philadelphia Chapter, Harrison Winder Memorial Award (https://aiphilametro.org/about/chapter-awards/) December 2025

Louis L. Redding Gala Award for Excellence in Community Service – www.107C.org (https://www.debarristersassociation.org/copy-of-2025-redding-gala) November 2025

Fox Student opening doors for a future in the real estate industry. December 2024 https://www3.fox.temple.edu/discover/news/2024/12/12/fox-student-opening-doors-for-a-future-in-the-real-estate-industry/

Friends of Hockessin Colored School #107C, Inc. (501c3), Board Chair and Interim CEO (www.107.org) – Transformed a former Colored School in Delaware into a National Park Service Historical Park under Brown v. Board of Education. (2012 to present) https://youtu.be/QhBClyD8MdA?si=WQbZxtWWYns00Mp7

Collaboration with TU team led by Dr. Jonathan Reiter, Jerry Leva, and Temple RE team on energy infrastructure (PGW), a new restaurant tenant, and student-based community engagement on the Innovation Corridor concept. (2021 to present) https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:95ff001a-35c3-497a-97f9-2f3cefd131f6

Temple iNest launch and Innovation Corridor Catalyst Project – collaboration with Stephen Nappi and Temple RE team on connecting this new ecosystem with main campus student experiential learning constructs as part of an Innovation Corridor vision. March 2024 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8e31e51e-00a5-4ddb-854f-9f3682a5ab61

Real estate mentorship, visits, and presentations in partnership with Fox Admissions at West Philadelphia HS, Haddonfield Memorial HS, and Liquori Academy. (June 2024) https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:d4b918cb-5949-4676-84d6-9da9076d761b

Hockessin Colored School #107C Brown v. Board of Education 70th Anniversary Event, Letter and Proclamation from President and First Lady Joe and Jill Biden, May 17, 2024. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:69ed2f01-9233-48cd-84ec-05dc0c87c6c3 (Letter), https://www.whitehouse.gov/briefing-room/presidential-actions/2024/05/16/a-proclamation-on-70th-anniversary-brown-v-board-of-education/?utm_source=link (Proclamation)

CCIM Institute DE-PA-NJ Chapter – University Champion of the Year, (https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8346b43a-bd38-4892-bca6-3e2beb8597e5) December 2023

Appraisal Institute (www.appraisalinstitute.org), National University Relations Committee, Chicago, IL (2023 to 2025)

Appraisal Institute (www.appraisalinstitute.org), Philadelphia Board (2019 to 2024)

Counselors of Real Estate (www.cre.org), National Ethics & Bylaws Committee (2024)

Counselors of Real Estate (www.cre.org), DE Valley Chapter Co- Chair (2023-2026)

Fox Article on My Most Memorable Class, Part 2, February 2023
https://www3.fox.temple.edu/discover/news/2023/02/23/my-most-memorable-class-part-2/

Fox article on "The revitalization of Philly's small business community", January 2023
https://www3.fox.temple.edu/discover/news/2023/01/27/big-impact-through-small-business-the-revitalization-of-phillys-small-business-community/

Fox Article on The Fox School's Unsung Heroes, May 2023
https://www3.fox.temple.edu/discover/news/2023/05/19/the-fox-schools-unsung-heroes/

Temple University Student Government Association President – Student recognition (https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7215dda3-b7af-4229-a52b-b96602d30c63), March 2022

President Biden video message for Hockessin Colored School #107C on Brown v. Board of Education Day in May 2022 https://app.frame.io/r/ef6015c4-938f-4f42-a707-3d749af0dae3

Article from Carolina Panorama on President Biden signing bill making Hockessin Colored School #107C a National Historical Park under Brown v. Board, May 2022
https://www.carolinapanorama.com/news/president-biden-signs-brown-v-board-of-education-national-historical-park-expansion-and-redesignation-act/article_06718176-d225-11ec-8cea-ebdc2599cef7.html May 2022

Appraisal Institute, Metro Philadelphia Chapter, Felice A. Rocca, Jr. Memorial Award (https://aiphilametro.org/about/chapter-awards/) December 2021

Collaborating on an "Acres of Diamonds Innovation District a" vision with other TU colleges, VP of Research, Temple's RE team, and PGW, based on an initial strategy developed through a student experiential learning module in FIN 3525 class, and a PGW RFI in March 2021. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7b24bb1d-5d83-48f9-8e90-c1f03f5403bb

Hockessin Colored School Prepares for Its New Future, Delaware Today Magazine (2022). https://delawaretoday.com/life-style/hockessin-colored-school/

Ribbon Cutting Article, Hockessin Colored School #107C National Park Historical Site under Brown v. Board of Education, (December 2022).
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3cf4451a-e4cb-479c-ad88-02b82648a016

Hockessin School #107C collaboration with Tyler Architecture graduate students (2020, 2021) https://tyler.temple.edu/re-envisioning-hockessin-colored-school-107

Market Investigator and diplomatic liaison for Patrick P. Lee Foundation, Roswell Park Cancer Institute and Cuba's Center for Molecular Immunology on a new cancer vaccine (leading to FDA approved clinical trials on Cimavax) 2012, 2013
https://www.roswellpark.org/media/news/gov-cuomo-announces-landmark-roswell-park-study-bringing-cuban-lung-cancer-vaccine-us

Developed Funded and Presented Eleven (11) Real Estate Symposia at University of Delaware (2012, 2016), Perdue Business School at Salisbury University (2013), Florida Atlantic University (2014), Delaware State University (2014), University of Illinois (2015,

2017), University of Washington (2016), Johns Hopkins University (2016), and Temple University (2019 and 2021). https://youtu.be/5clqvKVgt5c

Johns Hopkins CityLab – Co-teaching and mentoring students at Carey Business School on CityLab Social Entrepreneurship Projects in Baltimore, Wilmington, and DC. http://www.delawareonline.com/story/news/local/2016/04/19/rebuilding-downtrodden-neighborhoods/82808454/ , http://www.citylabsusa.com/citylab-academic-team.html

Jewish Historical Society of Delaware (www.jhsd.org), Board Member & President (2024 to present)

Ministry of Caring (www.ministryofcaring.org) – Sacred Heart Housing Board Member, Wilmington, DE, 2005 to present

Sperry Van Ness, International (www.svn.com) National Innovator of the Year Award – 2014 (https://svn.com/insights/2014-svn-specialty-award-winners/)

Sperry Van Ness, Int'l (www.svn.com) Achiever Award – 2012, 2013, 2015, 2017 (https://sbybiz.org/svn-takes-home-awards-at-2015-svn-national-conference/)

Responsible for the Passage of State of DE Enabling Legislation for TIF and SDD Usage https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:6f4381be-7911-4386-b93c-c06bc525c581 (2002)

Courses Taught and Developed (Undergraduate, Graduate and Continuing Education)

Management of Corporate Real Estate Assets (RE 3525), Fox Business School, Temple University, Philadelphia, PA, Spring, 2019, 2021, 2022, 2023, 2024 and 2026

Enterprise Real Estate Optimization MBA Course (RE 5102), Fox Business School, Finance Department, Temple University, Spring, 2023

Developed and obtained MPC and BOT approvals for a MSRE, MBA RE Concentration, and Graduate Certificate. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:9cc85200-d38a-4579-968f-8e123834ecdc (2019 to 2023)

Real Estate Valuation and Market Analysis MBA Course (RE 5105) Fox Business School, Finance Department, Temple University, Spring 2022.

Commercial Real Estate Analysis (FIN 3514), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Spring, 2018, 2019, 2020, 2022 and 2025

Seminar in Real Estate (FIN 4597 - Capstone), Fox Business School, Temple University, Spring, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025 and 2026

Real Estate Finance & Investment (FIN 3509), Fox Business School, Temple University, Philadelphia, PA, Fall, 2018, 2019, 2020, 2021, 2023, 2024, 2025 and 2026

Real Estate Development FIN 3525), Fox Business School, Finance Department, Temple University, Philadelphia, PA, Fall, 2018, 2019, 2020, 2021, 2022 and 2024

Infrastructure Development for Sustainable Cities (MBA Course), Johns Hopkins Carey Business School, Baltimore, MD and Washington, DC, Spring 1 and Spring 2, 2017

Real Estate Entrepreneurship (MBA Course), Johns Hopkins University Carey Business School, Baltimore, MD and Washington, DC, 2016 and 2017

Foundations of Real Estate Finance – MPRE 621, Georgetown University SCS, Washington, DC, 2016 to 2017

MBA Real Estate Finance - FIN 854, University of Delaware, Alfred Lerner College of Business and Economics, Newark, Delaware, 2002 to 2006

Real Estate Development and Investment - FIN 467, University of Delaware, Lerner College of Business and Economics, Finance Department, Newark, DE, 2008 to 2012

Real Estate Finance - FIN 417, University of Delaware, Lerner College of Business and Economics, Newark, Delaware, 1989 to 2012

Standards of Professional Practice, Appraisal Institute, 1988-1995

Real Estate Appraisal, University of Delaware & Widener University, 1987-1995

Land Development & Subdivision, University of Delaware, Widener University l987-1992

Selecting/Financing Income Properties, University of Delaware, l987-1992

Academic Research, Publications, Keynotes, Industry Presentations and Articles

Creating Value in Today's RE Market through Optimizing our Career Experiences: Presentation to the ULI Philadelphia Industry Advisory Council, October 2025 https://philadelphia.uli.org/october-2025-recap/

Creating Value in Today's RE Market through Optimizing our Career Experiences: Presentation at the Northern California Chapter of the Appraisal Institute Lake Tahoe Conference, September 2025 https://norcal-ai.org/event/2025-lake-tahoe-conference/

AI and Real Estate: The Promise, Potential and Pitfalls, Presentation to the CIRC (Commercial Industrial Realty Council) Monthly Meeting, Wilmington, DE. February 2024 https://www.circdelaware.org/content.aspx?page_id=4002&club_id=598115&item_id=2193876

AI and Real Estate: The Promise, Potential and Pitfalls, Presentation at the Annual Conference of the Northern California Chapter of the Appraisal Institute. October 2023 https://www.dropbox.com/scl/fi/c9pdaahc3di746cu6j7rg/Northern-California-Chapter-of-the-Appraisal-Institute-Dr.-David-Wilk-AI-Closing-Session-10-27-23-1.pdf?rlkey=zdhgf5q1pe22i8we7rprvsr5e&dl=0

RE Update for Philadelphia Region - Bond Club of Philadelphia Keynote https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:5e7beea0-c3c9-476b-9a71-38a0a4f7562a September 2023 https://www.linkedin.com/posts/the-bond-club-of-philadelphia_thank-you-to-everyone-who-participated-in-activity-7111002405302882306-sdub?utm_source=share&utm_medium=member_ios

IFMA (International Facility Management Association Meeting at Hockessin #107C https://www.facebook.com/IFMADelaware/posts/what-a-fantastic-meeting-today-at-the-hockessin-colored-school-107c-special-than/728570585964210/ September 2023

Doctoral Dissertation – Don't Overlook Your Largest Asset Class: Value Creation through Enterprise Real Estate Optimization, Temple Univ. Fox School of Business, May 2023. http://dx.doi.org/10.34944/dspace/8433

NAR Settlement and Impact on Residential Real Estate – DE Today Magazine Article, July 2024. https://delawaretoday.com/life-style/residential-real-estate-transactions/

Reassessments in Delaware: What You Should Know – DE Today Article, July 2024 https://delawaretoday.com/life-style/home-garden/home-reassessments/

"Walking Through the Door Again" – Delaware Lawyer Magazine Article, May 2024 https://digital-editions.todaymediacustom.com/delaware-lawyer/issue-1-2024/#p=2

Green Energy Trends and Valuation Insights, Appraisal Institute Philadelphia, Fall 2022 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8d31d8e2-fc21-4858-8be9-de1630a755f1

Infrastructure 101 – Co-authored Delaware State Chamber Magazine Article, June 2021 https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:421ab531-22e9-3fa4-8d6b-d78a7cd5d237

Infrastructure & Energy Innovation, Appraisal Institute NorCal Annual Conference Keynote, San Francisco Conference Center October 2022 https://norcal-ai.org/wp-content/uploads/2022/10/2022-Fall-Conference-Brochure-v4.pdf

Enterprise Value Creation through Real Estate and Human Capital Optimization - Thomson Reuters RE Review Journal, Vol. 49, No.1, Fall 2020. Co-authored Article https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:1ec43a46-24f0-4645-be87-9fcaa68483ad

Real Estate Career Pathways and Avenues towards Investment Success (Teaser Video) https://www.linkedin.com/feed/update/urn:li:activity:6643200865043795968 - Spring 2020 Opportunity Zone Workshop, Akerman & Temple University Health Systems, Philadelphia, PA, January 2020 https://www.akerman.com/en/perspectives/akerman-hosts-north-philadelphia-opportunity-zone-workshop.html

Place-Making, Asset Optimization, & Inclusive Economic Development, Delaware State Chamber of Commerce Magazine Article, December 2019 https://acrobat.adobe.com/link/review?uri=urn:aaid:scds:US:a67fb825-2481-35f0-90f9-07d5c4a6fcc2

Place-Making Principles Key in Transforming Underutilized Real Estate, NAIOP, Maryland Chapter, November 2019 https://www.naiopmd.org/news/placemaking-principles-key-in-transforming-under-utilized-real-estate/

Public Private Partnerships (P3's) and Infrastructure, 10th Annual Saul Ewing Arnstein & Lehr Real Estate Conference, Baltimore Convention Center (Inner Harbor), MD, November 2018 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:f7f02634-84bb-4e84-b9d6-e64db1872d66

City Labs Graduate Course, Johns Hopkins Carey Business School, Baltimore, Reimagining Undervalued Neighborhoods with "Existing Residents In-Place" 2014 - 2017 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fbaaa579-acba-476d-aaa5-957a3054397f

Workplace and Enterprise RE Optimization - SAP Podcasts – June and October 2018 www.voiceamerica.com/promo/episode/107852 www.voiceamerica.com/promo/episode/109720

Optimizing Analytics for Facilities Innovation, Center for Advanced Manufacturing at Puget Sound, Emerald Downs, Seattle, Washington, June 2016

Advantage Wilmington – A Day of Strategic Marketing, CoreNet Global/City of Wilmington Office of Economic Development, Wilmington, Delaware, 2002

Strategic Marketing Plans on Redevelopment Projects, Appraisal Institute Delaware Chapter, Wilmington, Delaware, 2002

Tax Increment and Special Development District Financing (TIF & SDD) in Delaware, DE Public Policy Institute, Wilmington Renaissance Corp., 1999

Retail Development in the City of Wilmington, Wilmington Renaissance Corporation Summit, Wilmington, Delaware, 1999

Corporate Real Estate - Best Practices, Benchmarking and Process Improvement, Ernst & Young, LLP, Management Seminar, Princeton, New Jersey, 1996

Benchmarking, Best Practices and Corporate Reengineering – Real Estate, American Society of Pharmaceutical Engineers, Valley Forge, Pennsylvania, 1995

Corporate Real Estate – Property Performance Enhancement, Benchmarking and Site Selection, Ernst & Young/Kenneth Leventhal Seminar, Los Angeles, CA 1995

Delaware Today Magazine
Monthly column on commercial, industrial, residential, institutional, RE topics, 1994-1996
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:2c0c8453-0d1c-4c6a-85e0-bad5ffdb0f74

Academic Symposia Presented and Case Competitions

Real Estate & Human Capital Optimization in a Post-COVID World, Temple Fox Symposium (via Zoom), June 2021
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:5abb0a7d-a7f4-4d99-9f53-233602a53c13

C***RE***ED® - From App Co-Innovation with SAP's RE Team to Development and Practical Application, April 2020 Symposium Presentation
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:96a16069-658c-4886-a82f-8ffdf2b63fa5

Real Estate Asset Optimization for Social Impact and Innovation in Social Infrastructure and Inclusive Economic Development, Temple Fox, Four Seasons Hotel, Philadelphia, PA, December 2019 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:3095e15a-c315-4238-86dd-a2d54356aad0

Place-Making Economic Development through RE Innovation – University of Illinois Symposium, Spring 2017 https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fdbb024d-582a-40e5-be92-9377e50aff92

Reimagining the City of Baltimore through RE Asset Optimization & Innovation, Johns Hopkins Carey Business School, Sagamore City Garage, Baltimore, MD November 2016
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:7c134f22-fe10-4f21-a751-ff948e005369
https://www.dropbox.com/scl/fi/28ec8agc8m4bh58fws0l1/040317_Hopkins-Symposium_SPLASH_rough_kfc_V2_1080p_20mbs_H264.mp4?rlkey=hxft3dvxgbse63ptosj3r1l84&st=v08zuylq&dl=0 (Video)

Reimagining the City of Wilmington through RE Innovation, University of Delaware and Delaware State University, Hotel DuPont, Wilmington, DE, April 2016
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:a5fe54b4-c70e-4366-831e-029521684057

RE Asset Optimization and Place-Making Economic Development Strategies, University of Washington, Arctic Dome Ballroom, Seattle, March 2016
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:de4d5d8b-e15b-4a0c-84bc-5215e2b9df23

Place-Making Economic Development Strategies and Corporate Social Value Creation, University of Illinois @ Champaign-Urbana, Oct. 2015 https://youtu.be/pCPFvn9EGW4

Place-Making Strategies through Real Estate Innovation, Commercial Brokers Association of Washington State, Meydenbauer Center, Bellevue, WA, May 2015
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:45f78a1f-4500-4b69-90be-e899815eab34

SAP National RE Management Conference, Asset Optimization for Enterprise Value Creation, Keynote Presentation on C***RE***ED®, Chicago, Illinois, April 2015
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:f732348c-d582-4879-8958-5990a81aa56a

Place-Making Economic Development Strategies and Corporate Social Value Creation, Delaware State University, Dover Downs, DE, April 2014
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:fe12e0e1-4284-4398-8c25-c1857d869fde

Corporate Real Estate Earnings and Optimization for Enterprises
Florida Atlantic University Business School, Boca Raton, Florida, March 2014
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:8620b32b-21fd-45de-b461-dea2daf197d3

Place-Making Economic Development Strategies and Corporate Social Value Creation, Perdue Business School at Salisbury University, Salisbury, Maryland, December 2013
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:76a8bae0-834b-4456-a1c3-21421713c0b1

Place-Making Economic Development Strategies, University of Delaware & Sperry Van Ness, Hotel DuPont, Wilmington, Delaware, June 2012

Corporate Real Estate, Capital Markets, and Economic Development, University of Delaware and Urban Land Institute, Newark, Delaware, April 2010

CoreNet Global Academic Challenge – Enterprise RE, ESG, and Net Carbon Impacts, Temple Fox undergraduate RE student team were finalists as one of three (3) teams from over 100 universities around the world. Finished as runners-up. October 2021
https://www.corenetglobal.org/stayinformed/PRDetail.aspx?ItemNumber=46639

CoreNet Global Academic Challenge – Technology and Enterprise RE, Temple Fox RE student team were one of three finalist teams from 80 universities around the world. Finished as runners-up to National University of Singapore. October 2018

Media Posts and Podcasts

Fox Article on The Fox School's Unsung Heroes, May 2023
https://www3.fox.temple.edu/discover/news/2023/05/19/the-fox-schools-unsung-heroes/

Article on Fox students excel in prestigious competitions around the country, May 2023
https://www3.fox.temple.edu/discover/news/2023/05/03/fox-students-excel-in-prestigious-competitions-around-the-country/

Fox Article on My Most Memorable Class, Part 2, February 2023
https://www3.fox.temple.edu/discover/news/2023/02/23/my-most-memorable-class-part-2/

Fox article on "Big impact through small business; The revitalization of Philly's small business community", January 2023
https://www3.fox.temple.edu/discover/news/2023/01/27/big-impact-through-small-business-the-revitalization-of-phillys-small-business-community/

Fox article on "Three Ways to Navigate Today's Dynamic RE Market", June 2022
https://www3.fox.temple.edu/discover/news/2022/06/14/three-ways-to-better-navigate-todays-dynamic-real-estate-market/

Wall Street Journal Article, How to Tackle Affordable Housing 2022
https://partners.wsj.com/keybank/doing-more-with-more/how-to-tackle-the-affordable-housing-crisis/

Fox 29 Morning Show TV Interview: Understanding Philadelphia's New Property Tax Assessments, https://www.fox29.com/video/1067495 May 2022

Fox 29 Morning Show TV Interview: What to Know about Today's Competitive Housing Market, February 2022, https://www.fox29.com/video/1039349 February 2022

NBC10 TV Interview, Philadelphia's Newest Development Proposal for $1.3b 76 Place
https://www.nbcphiladelphia.com/news/local/new-development-potential-for-center-city-with-76ers-new-arena-proposal/3329421/ August 2022

Philadelphia Inquirer Business Section Article: Unique Ways of Working from Home (Alternatives).https://www.inquirer.com/business/work-from-home-alternatives-philadelphia-remote-20220720.html, July 2022

KYW Radio Podcast, If You Can Find a Spouse online, You Can find a House too, 2022
https://www.ubook.com/podcast/184478/scroll-down-kyw-a-podcast-about-philadelphia

KYW Radio Podcast, Condominiums after Champlain Towers collapse in Surfside, 2021
https://dcsspotify.megaphone.fm/ENTDM1617680636.mp3?key=a4662b44a7a19c202b41651a54dff8fb&request_event_id=cca265b3-16e2-47e9-87f2-cf21f17c7eb7&timetoken=1733724003_0A6D2AA3F9B230075EE1DCA57D5185EF

Fox Article on "Building on Experience", New Master of Science in RE Program https://d8demo.temple.edu/news/2021/05/building-experience-foxs-new-masters-real-estate-program May 2021

Fox Transformation Issue, Working Towards Social Equity and Inclusion in Real Estate
https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:95ff001a-35c3-497a-97f9-2f3cefd131f6
Spring 2021

Finance Professor Wilk excited for Historic Hockessin, DE School to become CDISE https://www.fox.temple.edu/posts/2020/11/finance-professor-wilk-excited-for-future-diversity-center-in-hockessin/ Fall 2020

Forbes Advisor Interview – Residential Market Insights from COVID-19, Fall 2020 https://www.forbes.com/advisor/mortgages/my-homes-value-has-shot-up-now-what/

Workplace Optimization and COVID-19 Office RE Insights – KYW Radio Podcast, https://www.radio.com/kywnewsradio/podcasts/kyw-newsradio-in-depth-229/office-real-estate-is-getting-hammered-by-working-from-home-heres-why-it-matters-349720680 Fall 2020

Getting Creative with Unused Office Space – Nashville Ledger Article 2020 https://www.tnledger.com/editorial/Article.aspx?id=132014&https://www.fox.temple.edu/?utm_source=Campaign+Monitor&utm_medium=Email&utm_campaign=FoxBrief

Reintroducing a Former 200-Year-Old Paper Mill in Manayunk as the "Venice Innovation Village" for Inclusive Economic Development, Philadelphia Inquirer article https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:87c1bb6e-5904-4115-8cab-c63f992df1e1 May 2017

Moncure Megasite could draw major manufacturer to region, News Observer, NC http://www.newsobserver.com/news/business/article130912504.html February 2017
Making a New Wilmington – Delaware Today Magazine Article https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:01cab14e-5bb6-45fa-8b9c-19bc695dad62 Spring 2016

Delmarva Now (Gannett) Story – Reimagining Downtown Princess Anne, MD http://www.delmarvanow.com/story/money/2014/09/14/bank-growth-anchor/15624655/ June 2015

Consultant hired to explore Labinal retention options – DelmaraNow.com http://www.delmarvanow.com/story/news/local/maryland/2015/01/22/salisbury-consultant-labinal/22171995/ January 2015

Wallops Island Research Park Groundbreaking – After SVN consulting project & recommendations (NASA Wallops Island Space Port and Naval Base in Accomack, VA https://www.co.accomack.va.us/businesses/wallops-research-park-information/groundbreaking-june-9-2014 June 2014

SVN Miller Commercial – Five for Friday Interview with David J. Wilk, MAI, CRE https://svn.com/insights/5-friday-david-wilk-svnmiller-commercial-real-estate/ 2014

Rocky Mountain Center for Innovation and Technology, Loveland, Colorado (Reimagining the former Agilent HQ in Loveland after years of sitting vacant and millions in carry. 2013 https://youtu.be/C8Vzq9ngxjY?si=G0wb08nW5a_ntKYV

Delray Beach Innovation Article – Sun Sentinel (September 2012) https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:9f5d3abb-2c44-4901-87de-8ffabfff116f

Sample RE Optimization, Valuation and Management Consulting Projects

Girl Scouts of Chesapeake Bay - Article & Client Case Study on Real Estate Optimization – Non-Core Properties and Financial Transformation (2024). https://www.gscb.org/en/discover/our-council/news-media-press-announcements/girl-scouts-of-the-chesapeake-bay-announces-intent-to-sell-four-.html#:~:text=August%2030th%2C%202022%20(NEWARK%2C,girl%20experiences%20on%20the%20Peninsula.

Antin Infrastructure Partners Acquires **Veolia** District Energy Operations (2019) – Provided real estate due diligence consulting on acquisition. https://www.antin-ip.com/media/our-news/antin-infrastructure-partners-acquire-largest-district-energy-provider-us

Ontario Teachers Pension Plan and **IFM Investors** acquire Enwave District Energy holdings from Brookfield (June 2021) – Provided real estate due diligence, financial projections, and inflation growth analysis for team. https://www.otpp.com/en-ca/about-us/news-and-insights/2021/ifm-investors-and-ontario-teachers-pension-plan-board-jointly-acquire-canadian-district-energy-operations-owned-by-enwave-energy-corporation/ https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:455dcd92-b338-402a-a9e7-f5439c55fffd

QIC invests $450 million in solar, and wind related real estate holdings through **Renewa** (formerly Paloma Wind and Solar) August 2023 - Provided real estate due diligence, financial projections, and inflation growth analysis for team around solar and wind energy demand, investment returns, land values, and future supply. https://www.prnewswire.com/news-releases/renewa-secures-450m-of-capital-301898038.html

Completed a management consulting and strategic planning study for **PECO Energy** (Exelon) relating to optimizing the management of excess real estate assets. Assessed their current process for handling excess non-regulated assets and made recommendations to improve internal processes and lower the annual carrying costs for the real estate department.

Management consultant to **PGW** on the consolidation of their north Philadelphia real estate footprint and operational synergies from 2013 to 2018. Developed an optimization strategy that saved millions in annual property expenses through greater operational efficiencies and eventual relocation into a new “state of the art” northern operations center. Our consulting work ultimately evolved into a real estate transaction that was completed after I joined Fox. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:73ec6e9e-19eb-4ca5-91de-ecf955427462

Consulted with **Thomas Jefferson University** on real estate initiatives that generated significant real estate cost savings, including the sale of their residence hall portfolio and space optimization studies for the University going forward. We also help to identify opportunity areas for process improvement that reduced operating costs and enhanced their bottom line. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:eb948d34-10d0-456a-87ab-3e20a65498c6 (1997 to 2005)

Provided **MBNA America** with site selection, valuations and counseling on corporate properties throughout the US, Canada and Europe, and community development in Corp. HQ city. https://www.nytimes.com/1999/04/11/realestate/wilmington-del-to-renew-a-key-historic-area.html (1992 to 2005)

Provided **Glatfelter Pulp Wood Company** with valuations and counseling on properties throughout Delaware, Pennsylvania, and Virginia. The counseling assignment led to

being retained for the strategic disposition of 17,000 acres of HBU land in Delaware, 40,000 acres in Pennsylvania, 20,000 acres in Virginia over a three-year period. We prepared the RFP and marketing packages, managed the bid and acceptance process, and provided strategic input on taking the best offers and negotiating for the highest return for the client. https://legalnewsline.com/stories/510514702-pa-sc-pulpwood-company-s-sale-of-del-land-taxable-business-income-in-pa

Advised **Comcast Corporation** on a myriad of corporate real estate initiatives including energy deregulation strategies, cable system power delivery reliability, remote status monitoring of the cable system, other cost reduction and merger integration ideas for their geographic clusters of real estate.

Advised **Wawa Food Markets** to undertake a professional review of energy consumption patterns and historical energy usage for their 500+ convenience store chain based in the Delaware Valley. Our recommendations led to a renegotiation of electricity rates and significant energy cost reductions. We also provided advice and guidance on new site locations, sale-leaseback opportunities, and private REIT alternatives.

Consulted with **University of Pennsylvania** in planning and assessing the development potential of key properties within the core campus including the Sansom Commons and Penn Inn projects. Services included a hospitality feasibility and market analysis, creating an RFP process to implement the development plans, and recommendations for retaining engineering, architectural and project management professionals.

Provided expert reports, analysis, and witness testimony on the marketability and re-leasing of the **One Meridian Plaza** building in Philadelphia, which was destroyed in a major fire in 1991. Completed a national market survey on potential stigma, and a hedonic modeling study on the repair plan proposed by the insurance company as compared to the owner's plan.
https://www.businessinsurance.com/article/19970330/story/10007260/meridian-owner,-insurer-settle-fire-claim-dispute

Completed a strategic overview of the real estate operations and remaining development assets for Radnor Corporation, the real estate subsidiary of **Sun Company**. Developed exit strategies for various assets in Florida, California, Arizona, and New Jersey.

Provided counseling advice to **Amerisource** on the expansion of their existing facility in southern New Jersey and consolidation of several company facilities. Created financial models and benchmarking to measure future real estate cost savings from the consolidation.

Provided corporate real estate services on closed plant sites, corporate headquarters, excess properties, and new marketing strategies for underproductive real estate assets for **Agilent, Berkshire Hathaway, Bumblebee, Cal-Maine Foods, Cenveo, Thomas Jefferson University, Patriarch Partners, Sun Capital Partners, Carlyle Group**, and other public companies, private equity firms, governments, universities, healthcare systems, and non-profits.

Tenant representation for **Sargent & Lundy** (an engineering firm specializing in nuclear power plant design and construction), with the relocation and occupancy of their new 45,000 square foot regional corporate offices in Wilmington, Delaware. Our services included strategic planning and analysis of their space needs, negotiations with landlords in Class A buildings through an RFP process, negotiating an economic incentive package.

Counseled **Artesian Water Company** on regional corporate real estate initiatives, including the establishment of new service areas in emerging market areas, monetization

of excess real estate assets, and analysis of strategic options for their corporate headquarters building.

Advised financial institutions, land developers and builders in **Sussex County, Delaware** on issues relating to the market slowdown for residential projects, financing negotiations and workout consulting as a liaison between the developers and banks, introducing them to new capital partners, branding and marketing strategies design to create new momentum and financial results given the current market conditions (ie., fractional ownership), and day-to-day input on issues relating to rapidly changing market conditions.

Advised **Hercules, Inc.** on property disposition strategy for certain excess real estate assets, including the monetization of a country club and research campus encompassing undeveloped commercial and residential land. We also provided advise on subdivision, zoning and pending condemnation issues. (1988 to 1995)

Provided counseling to **Conectiv Energy** in conjunction with optimizing their unregulated real estate portfolio. Our involvement included providing shareholder value ideas such as sale/leasebacks, cost reduction strategies, benchmarking and post merger integration models to generate earnings benefit to the company from it's non-core real estate assets.

Completed pre-announcement plant consolidation and valuation studies for **Johnson & Johnson** on locations in Mexico, the Caribbean and ten states within the United States. The studies involved valuing properties, evaluating their adaptability to alternate use and creating strategies for future disposition. (1993 to 1996)

From 1994 to 2002, we served as strategic advisor to **Wilmington Renaissance Corporation** (WRC) in revitalizing large blocks of downtown Wilmington through a public/private redevelopment partnership between the private sector and City of Wilmington. We provided acquisition counseling, financing placements, branding and marketing strategies to enhance the Ship's Tavern/LOMA redevelopment project.

Analyzed the recurring and non-recurring real estate occupancy costs for **IKON Office Solutions**, which was undergoing a global business re-engineering. Tasks included financial models and benchmarking to track the shareholder value impact of transforming their real estate portfolio from 700 to 150 locations.

Created a marketing strategy for **Hercules, Incorporated** on their Kenvil, New Jersey and Hercules, California sites, listed on the national Superfund list. The strategies involved analyzing future highest and best use, timing of environmental clean-up, phasing of potential land sales, and values to be realized after the remediation. https://www.nj.com/morris/2014/09/long-vacant_hercules_plant_site_could_get_transit_village_warehouses.html

Served as valuation advisors and consultants to **The Irvine Company** on the largest property tax case in the U.S. after the Orange County assessor's office increased the 66,000 acre Irvine Ranch property taxes by $40 million per year. Were successful in reducing the taxes under California's Proposition 13 laws back to the original assessed value of $1.3 billion. https://acrobat.adobe.com/id/urn:aaid:sc:VA6C2:15863410-63ee-4b02-9be5-6531243149b6 (1982 to 1985)

Professional and Academic Real Estate Relationships

MBNA, Berkshire Hathaway, Comcast, DuPont, Artesian Water, Agilent Technologies, Dover Corporation, Hercules/Ashland, Patriarch Partners, Cal-Maine Foods, Bumblebee Foods, Glatfelter Paper, Bank of America, Johnson & Johnson, Astra Zeneca, Sun Company, Exelon, Bristol Myers Squibb, Avon, Seneca Foods, Jefferson Healthcare, GenOn, Enwave Energy, Antin Infrastructure Partners, BioReliance, Barclays, JPM Chase, Toll Brothers, Brandywine Realty Trust, Federal Reserve Bank of Philadelphia, Union Park Automotive Group, Price Automotive Group, Porter Automotive Group

Urban Redevelopment, TIF and SDD Projects

Wilmington Renaissance Corporation, University of Pennsylvania, Sansom Commons and Penn Inn, Thomas Jefferson University, Claymont Renaissance Corporation, Riverfront Development Corporation, City of Wilmington LOMA and Underground Railroad Districts, Buccini Pollin Group, Town of Smyrna, City of Salisbury, MD, Town of Princess Anne, MD

Property Dispositions/Acquisitions/Tenant Representation

DuPont, Hercules, Dow Chemical, MBNA, Thomas Jefferson University, Lubert Adler, Berger Brothers, Artesian Water, Stabler/Bullock families, Mike's Famous Harley Davidson, American Red Cross, Sargent & Lundy, YMCA, Cole Schotz, Brunswick Hotel, Patriarch Partners, Sun Capital Partners, Agilent Technologies, Berkshire Hathaway

Strategic Marketing Plans

City of Wilmington, Wilmington Renaissance Corporation, Claymont Renaissance, Shipley Village CDC, Wilmington Senior Center, Delaware Economic Development Office, Glatfelter Paper, Thomas Jefferson University, PaperWorks, Performance Fibers, GenOn Potomac River Generating Station, Agilent Technologies, City of Delray Beach, Town of Princess Anne, Wallops Island Research Park, Dover Corporation, Johnny Janosik World of Furniture, City of Wilmington, Salisbury Mall Associates

Sampling Of Real Estate Consulting and Valuation Assignments

Large Land Holdings (1,000 Acres Or More)

Pebble Beach Company, Monterey, CA
Irvine Ranch, California
Bikini Atoll, Marshall Islands
West Loch Naval Magazine, Hawaii
Townsends, Inc., Sussex County, DE
Glatfelter Pulp Wood Co, Sussex County
GenOn Energy Plants, VA, MD, PA, OH
Huntington Beach Company, CA
Hercules, Inc., Kenvil, NJ
Blue Coal Co., Luzerne County, PA
Mokeleia Ranch, Hawaii
DuPont Company, Birmingham, AL
Glatfelter Timber Co., VA, PA, D

Corporate Headquarters

Twentieth Century Fox: Beverly Hills, CA
General Foods: White Plains, New York
Schering Plough: Madison, New Jersey
Columbia Pictures: New York, NY
MBNA America: Wilmington, Delaware
Artesian Resources: Newark, Delaware
J.P. Morgan: London, England
Wilmington Trust Co.: Wilmington, DE
Redken Laboratories: Woodland Hills, CA
PNC Bank: Wilmington, Delaware
DuPont Company: Wilmington, Delaware
Hercules, Inc.: Wilmington, Delaware
Johnson & Johnson: New Brunswick,

Hotels and Hospitality

Lodge at Pebble Beach: Pebble Beach, CA
Inn at Spanish Bay: Pebble Beach, CA
Stouffer Wailea Beach Hotel: Maui, Hawaii
Sheraton Grande Hotel: Los Angeles, CA

Sheraton Harbor Island: San Diego, CA
Hyatt Regency: Maui, Hawaii
Frenchman's Reef: US Virgin Islands

Four Seasons Hotel: Philadelphia, PA
The Rittenhouse Hotel: Philadelphia, PA
The Ritz Carlton: Philadelphia, PA
The Philadelphia Marriott Hotel
Del Monte Lodge: Monterey, CA
Embassy Suites: Washington, D.C.
Four Seasons Hotel: Maui, Hawaii
Art Deco Hotels in South Beach, FL

Office Buildings

Union Bank Square: Los Angeles, California
201 Mission Street: San Francisco, CA
AVCO Tower: Newport Beach, California
Three Christina Centre: Wilmington, DE
PNC Bank Building: Wilmington, Delaware
U.S. News Building: Washington, D.C.
1900 K Street: Washington, D.C.
Warner Center Building: Washington, D.C.
Equitec Tower: Chicago, Illinois
Northwestern Center: Chicago, Illinois
Alex. Brown Building: Baltimore, Maryland
475 Park Avenue: New York, New York
14 Wall Street: New York, New York
25 Broad Street: New York, New York
One & Two Logan Square: Philadelphia, PA
1601 Market Street: Philadelphia, PA
1301 Fannin Street: Houston, Texas
1999 Bryan Street: Dallas, Texas

Sports And Entertainment Facilities

20th Century Fox Studios: Beverly Hills, CA
Elvis Presley Enterprises: Memphis,TN
Santa Anita Racetrack: Arcadia, California
Aspen Skiing Company: Aspen, Colorado
Breckenridge Ski Resort: Breckenridge, CO
Madison Square Garden: New York, NY
Marriott's Great America Park: CA
Tahoe Beach & Ski Club: Lake Tahoe, CA
Brandywine Raceway: Wilmington, DE
Wayne Swim & Tennis Ctr.: Wayne, PA
Dover Downs Raceway: Dover, Delaware

Golf Resorts and Courses

Pebble Beach Golf Links: Pebble Beach, CA
Spyglass Hill Golf Course: Monterey, CA
Del Monte Golf Course: Monterey, CA
Deerfield Country Club, Newark, DE
Hercules Country Club, Wilmington, DE
Kings Creek Country Club, Rehoboth, DE
Honolulu Country Club, Honolulu, HI
Hartefeld National: Avondale, PA
Brandywine Country Club: Wilmington, DE
Back Creek Golf Course: Middletown, DE
Brantwood Golf Course: Elkton, MD
Waialae Country Club: Honolulu, HI

Regional Malls/Shopping Centers

Concord Mall: Wilmington, DE
Christiana Mall: Newark, DE
Sun Valley Mall: Concord, California
Rehoboth Mall: Rehoboth Beach, Delaware
Prince Kuhio Mall: Island of Hawaii
Brandywine Town Center: Wilmington, DE
Hutzler's Town Center: Towson, Maryland
Preston Park Place: Plano, Texas
Citiview Centre: Fort Worth, Texas
Berkshire Mall, Wyomissing, PA

Healthcare Systems/Universities

Einstein Medical Center: Philadelphia, PA
Beverly Enterprises: Pasadena, CA
Christiana Care Medical Ctr: Newark, DE
University of Delaware: Newark, DE
St. Francis Hospital, Wilmington, DE
Johns Hopkins University: Baltimore, MD
Kennedy Medical Center: Rancocas, NJ
National Medical Enterprises: Los Angeles
University of Penn: Philadelphia, PA
Thomas Jefferson University: Philadelphia

Special Purpose Properties

Fort DeRussy: Honolulu, HI
Comcast Cable Systems: PA, NJ, CA
Westinghouse: Teleprompter Cable
Olmsted Hydroelectric Plant: Provo, Utah
Maunawili Land Hui: Kailua, Hawaii
L.B. Foster Co.: Gulf & Mississippi RR
LB Foster Co.: Chicago & Northwestern RR
Resco: Trash to Steam Facility, Saugus, MA
SCA Services: Solid Waste Landfills, New Jersey, Kentucky, Illinois, Ohio, New York

Marinas & Waterfront Developments

Colgate Palmolive Marina, Jersey City, NJ
Harborview Marina, Baltimore, Maryland
Rehoboth Bay Marina, Dewey Beach, DE
Balboa Yacht Club, Newport Beach, CA
Ala Wai Yacht Basin, Honolulu, Hawaii
Liberty Park Marina, Jersey City, NJ
Baltimore Yachting Center: Baltimore, MD
North East Isles Marina: North East, MD

Energy And Basic Resources Industries

Mobil Oil Refineries: IL, CA, NJ
Coastal Oil Refinery: Eagle Point, NJ
PPG Industries Plants: OH, PA
Conectiv Energy, Wilmington, DE
Long Island Power Authority (LIPA)
Diamond International Paper Plants: ME, NH, NY, MA, ID, MO, OR
GenOn, VA, PA, NJ Power Plants
Delmarva Power
PSE&G, Auburn, New Jersey
Peco Energy, Philadelphia, PA
Paramount Oil Refinery: Paramount, CA
Carolina Power, Cary, NC

Industrial Facilities (Over 100,000 Sq. Ft.)

General Foods Corp.: CA, DE, NJ, NY, WI
General Electric Co.: PA, NY, MA, CA
Hercules, Inc.: DE, CA, NC, NY, NJ
DuPont Co.: Delaware, New Jersey, Ohio
Black & Decker Company: Hempstead, MD
Johnson & Johnson: New Jersey, Texas, Georgia, Pennsylvania, Puerto Rico, Florida
Allied Signal: Canada
RCA Corporation: Florida, California
Coca-Cola Company: New York, Tennessee
Campbell Soup Co.: TX, LO, IA, NJ
Reliance Electric: OH, GA, PA, NC, SC, FL
CBS, Inc.: Pennsylvania, New Jersey
MacAndrews & Forbes, Inc.: Camden, NJ

International Assignments

Brookfield Enwave District Energy, Canada
MBNA America: Canada, United Kingdom
J.P. Morgan: United Kingdom
Johnson & Johnson: Mexico, Spain
Aman Resorts and GHM Hotels, Asia
Antin Infrastructure Partners, Veolia
Exxon/Reliance Electric: Belgium, Germany.
IFM Investors
York International: United Kingdom, France
Allied Signal: Canada
British Tire and Rubber: Brazil, Argentina