

Global Real Estate Leaders Program

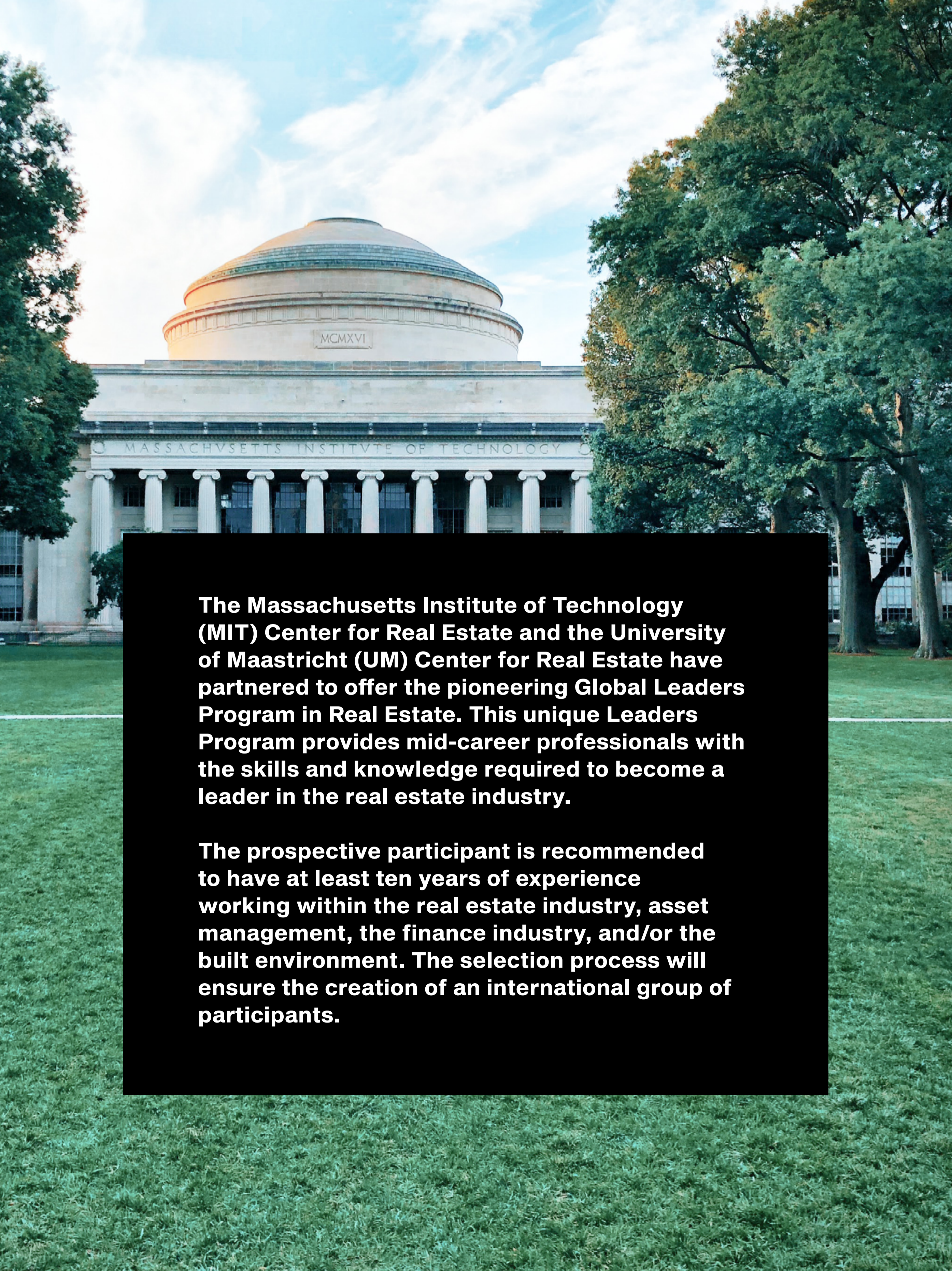
Hosted by



Massachusetts Institute of Technology Center for Real Estate



UM Finance Department & Center for Real Estate



The Massachusetts Institute of Technology (MIT) Center for Real Estate and the University of Maastricht (UM) Center for Real Estate have partnered to offer the pioneering Global Leaders Program in Real Estate. This unique Leaders Program provides mid-career professionals with the skills and knowledge required to become a leader in the real estate industry.

The prospective participant is recommended to have at least ten years of experience working within the real estate industry, asset management, the finance industry, and/or the built environment. The selection process will ensure the creation of an international group of participants.

Academic Directors



**Siqi
Zheng**

Professor
Real Estate MIT
Faculty Director
MIT Center for Real Estate



**Piet
Eichholtz**

Professor Real Estate
University of Maastricht
Co-founder and partner
Finance Ideas & GRESB



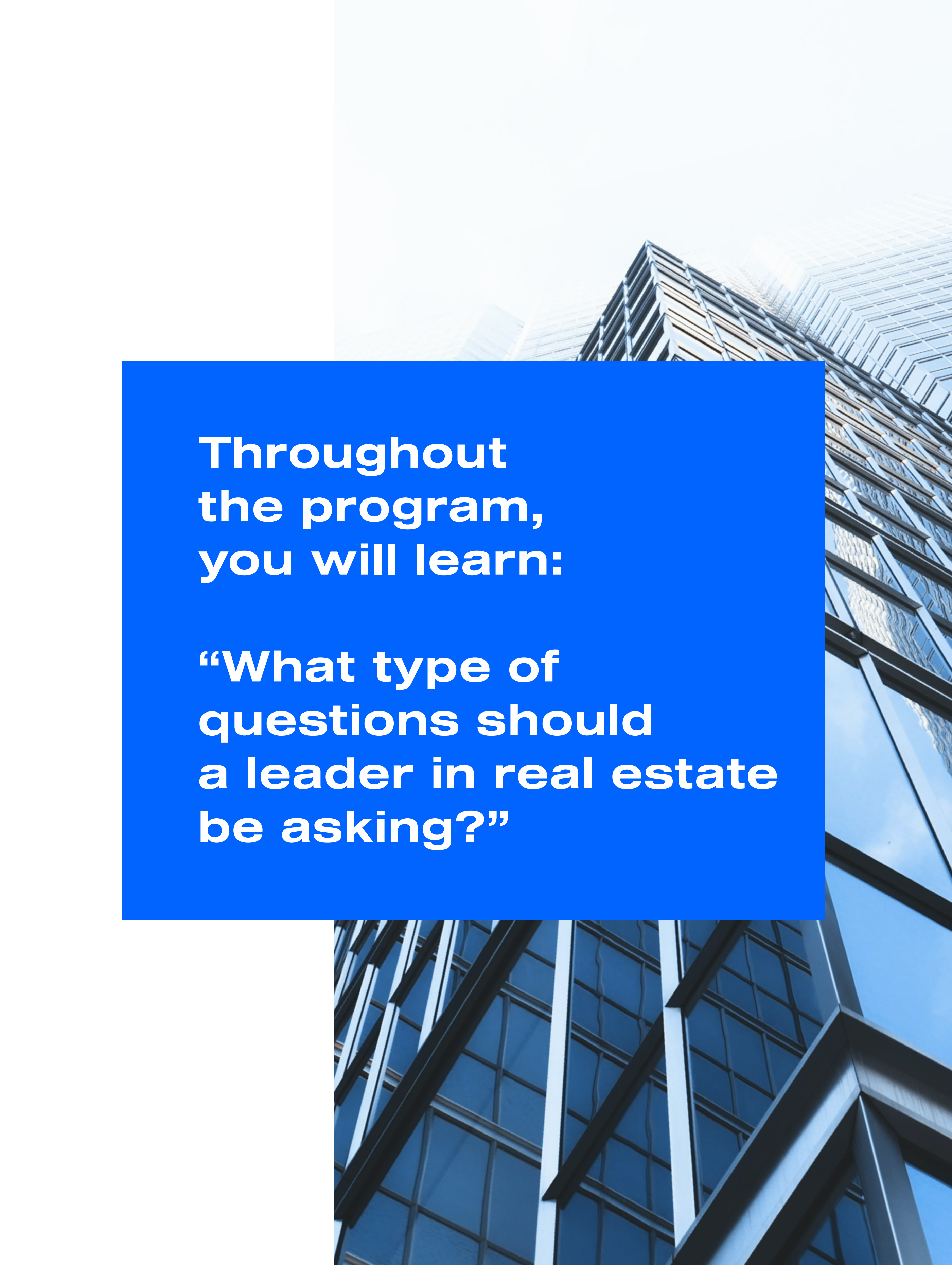
**Nils
Kok**

Professor Real Estate
University of Maastricht
Founder, **GRESB**
Chief Economist, **GeoPhy**



**Juan
Palacios**

Assistant Professor
University of Maastricht
Program Director
MIT Center for Real Estate



**Throughout
the program,
you will learn:**




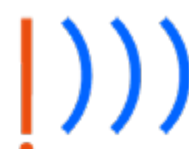
**“What type of
questions should
a leader in real estate
be asking?”**

What you will learn

- What does it take to be a leader in the real estate industry? The program provides both in-depth insights into the real estate investment industry, as well as leadership and management skills. In addition, throughout the program you will learn about concurrent and future challenges to leaders in the industry, such as inflation, increasing interest rates, climate risk, labor shortages, and technological change.
- Through faculty presentations, debates, case studies, interactive exercises, and small group discussions, you will acquire the required knowledge and skills to lead an organization active in the real estate market, globally or nationally.
- The program will include a number of visits to some of the most innovative and advanced buildings and ongoing development projects in Europe and North America. The visits will be led by the leading architect, project manager or building operators (e.g. The Edge in Amsterdam, Boston Seaport in Boston, Groothandelsgebouw in Rotterdam).
- The program will include panel discussions and guest lectures of some of the most inspiring leaders in the real estate industry.

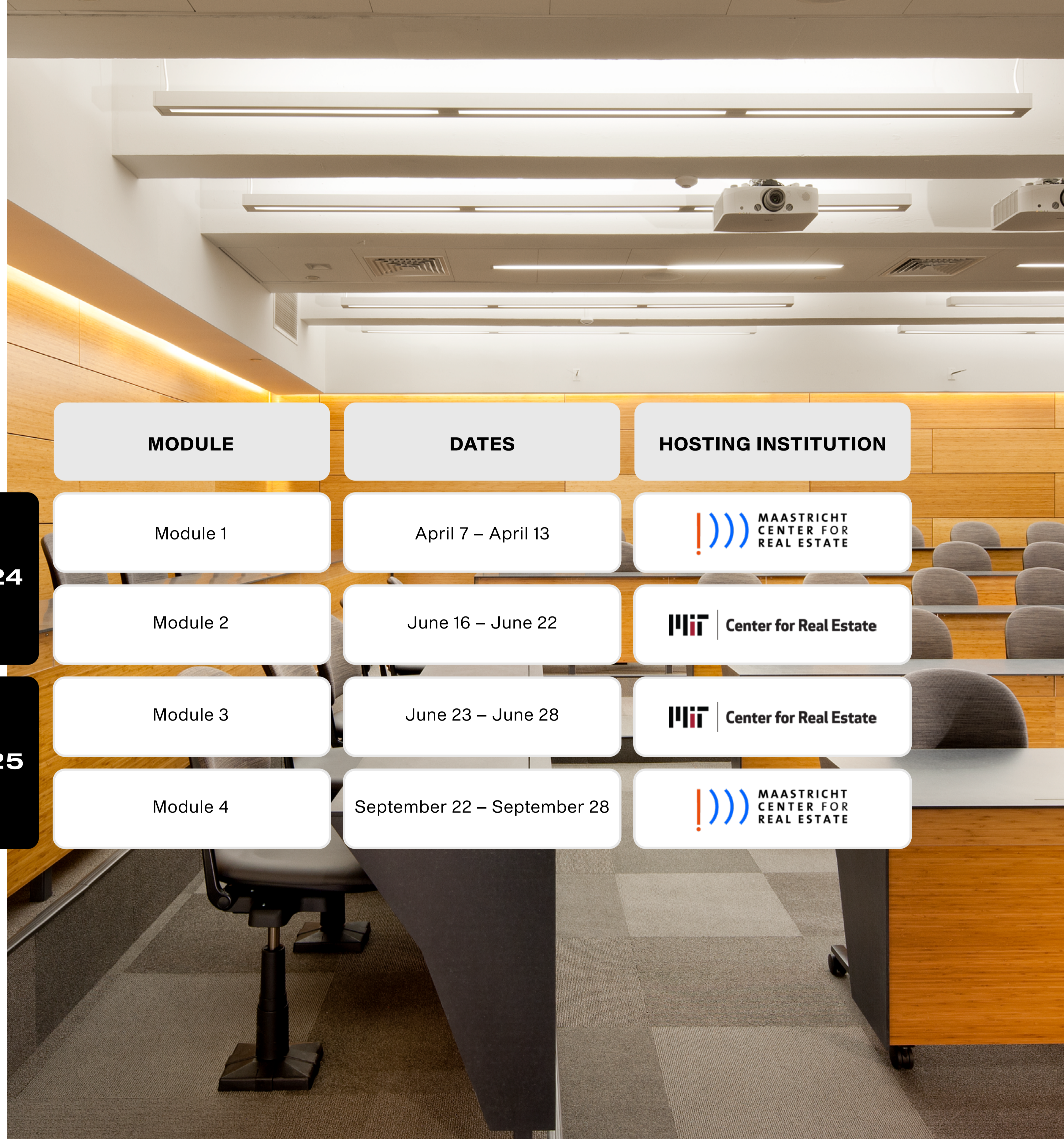
Timeline & Locations

The program consists of four modules, distributed across three teaching periods:

	MODULE	DATES	HOSTING INSTITUTION
2024	Module 1	April 7 – April 13	 MAASTRICHT CENTER FOR REAL ESTATE
	Module 2	June 16 – June 22	 MIT Center for Real Estate
	Module 3	June 23 – June 28	 MIT Center for Real Estate
2025	Module 4	September 22 – September 28	 MAASTRICHT CENTER FOR REAL ESTATE

The schedule from Sunday to Saturday (7 full days) will include courses and site visits from 9AM to 5PM (including breaks).

Each day of the program includes multiple networking events as well as dedicated work and personal time.



Focus areas of the program

The Global Real Estate Leaders Program consists of courses taught over 4 week-long modules. The program includes lectures by world-class real estate leaders who have had a formative and transformational impact in their field.

Fundamental Knowledge

- Advanced real estate finance
- International real estate investments
- Real estate economics and strategy
- Portfolio management
- Business and ventures
- Real estate analytics

Megatrends

- Sustainability in real estate
- Technology in the real estate sector
- Demographics
- Institutionalization of real estate investments
- Place making strategies

Skill Development for 21st Century Global Leaders

- Leadership skills
- Negotiation and influencing
- Entrepreneurship skills
- Design and management of high-performance teams
- Diversity and inclusion
- Ethics
- Culture and leadership
- Fundamentals in legal theory applied to real estate

Who should attend

Admissions & Certificates

This program is designed for an international group of individuals with considerable real estate industry experience (>10 years) holding or pursuing executive positions, including:

- Real estate owners and private real estate developers
- Asset managers, fund managers working for pension funds, sovereign funds
- Lending officers, investors, REIT officers, and fund managers and advisors
- Real estate industry service providers, such as financial analysts, lawyers, architects, urban planners, and brokers



Secure your spot by submitting your application before the following deadlines:

Module 1: Application deadline - March 15th

Module 2: Application deadline - May 15th

The program fee is EUR 10,000 per module.

For MIT CRE and UM CRE alumni, as well as members of PREA, NAREIT, and ULI, we're pleased to offer an exclusive 20% discount on the program fee.

Program fee covers the essentials—enjoy daily breakfast, lunch, and dinner during the program. Please note that travel and lodging costs are not included.

Applications are now open! Begin your application process [here](#).

Admission to this prestigious program is selective and based on your professional achievements and organizational responsibilities. Submit an application comprising an up-to-date CV and a compelling cover letter expressing your motivation to join the program. Upon successful completion of all qualifying courses, participants will not only earn a professional diploma but also receive a certificate for each completed module within the program.

Board of Advisors

The Advisory Board consists of prominent leaders in the global real estate industry and beyond. The mission of the Board is to help ensure that the Global Real Estate Leaders Program offers contemporary, career-relevant, market-facing education and engagement that supports participants' success.

The Board helps the growth and success of participants by:

- Providing industry-focused input into the development and implementation of the program
- Education and engagement with participants during the program, both in curricular and co-curricular activities



Jacques
Gordon

Global Strategist
LaSalle Investment Management



Nathalie
Palladitcheff

President and CEO
Ivanhoé Cambridge



Patrick
Kanters

Managing Director
Global Head of Private Investments
APG Asset Management



Hashim
Sarkis

Dean
**MIT School of Architecture
and Planning**



Tod
McGrath

Vice President Finance
Boston Properties



Mariëlle
Heijltjes

Dean
**Maastricht University
School of Business and Economics**

Executive-in-Residence Program

After a successful completion of the program, interested participants can apply for an “executive-in-residence” program, where they can be part of the UM or MIT community for one semester.

The selected candidates will be able to access the research community and have the opportunity to collaborate with faculty in different activities such as teaching, entrepreneurship activities or industry relationships of the center.

*For further information about this program,
please contact the program director at*

jpalacio@mit.edu



Curriculum Overview





Modules

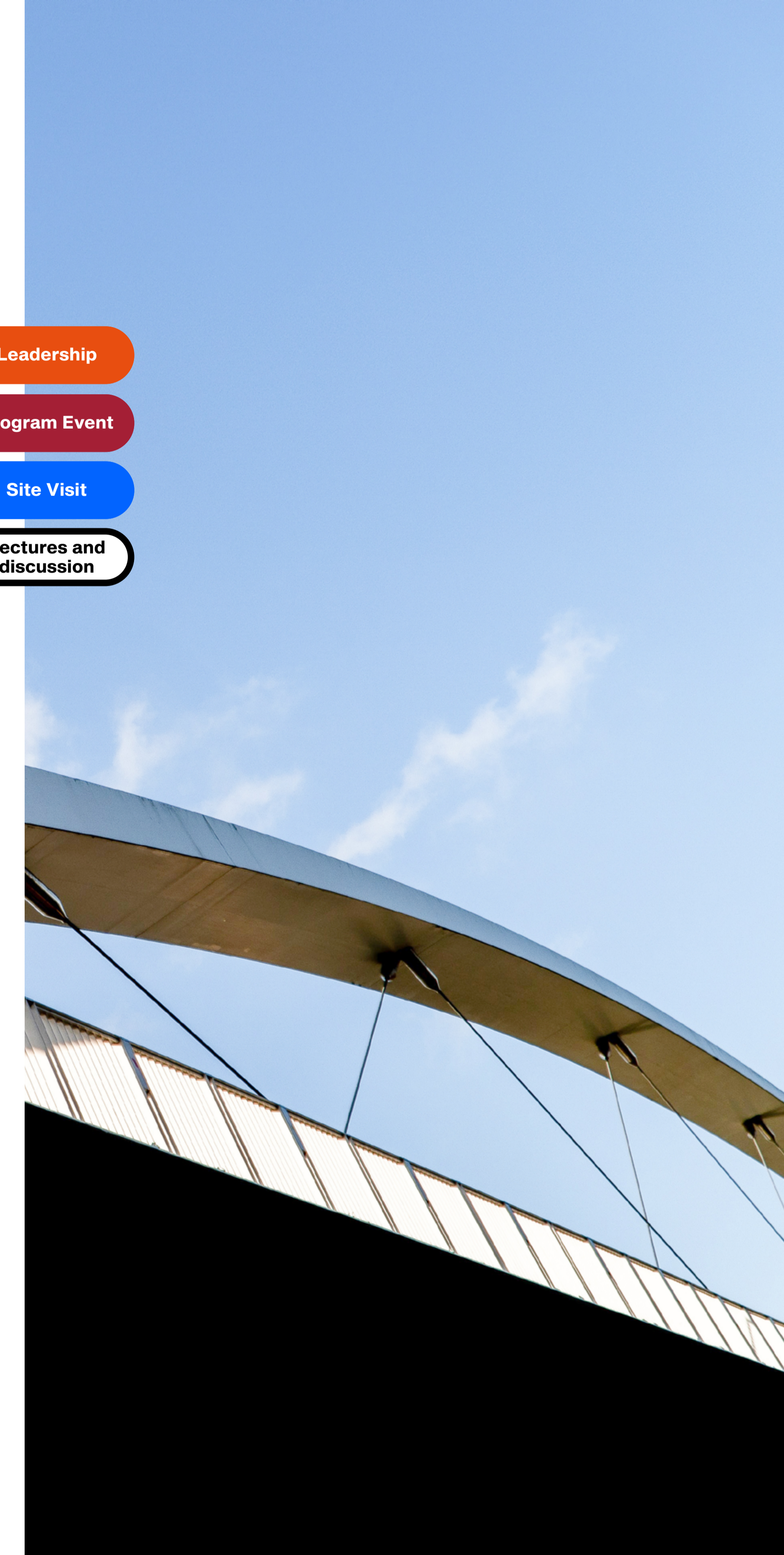
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year 2024

WEEK 1

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
9:00 - 10:00		The role of real estate in a mixed asset portfolio	Working lunch: specialization vs diversification	Create a personal vision of leadership	Theory of negotiation	The role of ESG for capital providers	Place Making Theory of Neighborhood Redevelopment
10:00 - 11:00							
11:00 - 12:00		Real estate debt	Site visit: high-tech campus Eindhoven	Discovery of personal strenghts and weaknesses	Negotiation cases	ESG in real estate investments	Area development Case with lunch
12:00 - 13:00	Check-in and registration						
13:00 - 14:00		Lunch break		Lunch break	Lunch break	Lunch break	Lunch break
14:00 - 15:00	Welcome reception	Private investment vehicles	Discovery of personal strenghts and weaknesses	Design and management of high-performing teams	Negotiation and influencing		
15:00 - 16:00					Cases Negotiating with influence	Integration of Transition Risk in Real Estate Investments	Panel discussion on climate change and real estate with lunch
16:00 - 17:00	Overview of the program	Real estate investment trusts					
17:00 - 18:00					Coffee break		
18:00 - 19:00	Working dinner with keynote: global perspective on real estate						Week wrap-up, social drinks & departure
19:00 - 20:00					Trip to Amsterdam with organized dinner		
20:00 - 21:00							

- Leadership
- Program Event
- Site Visit
- Lectures and discussion

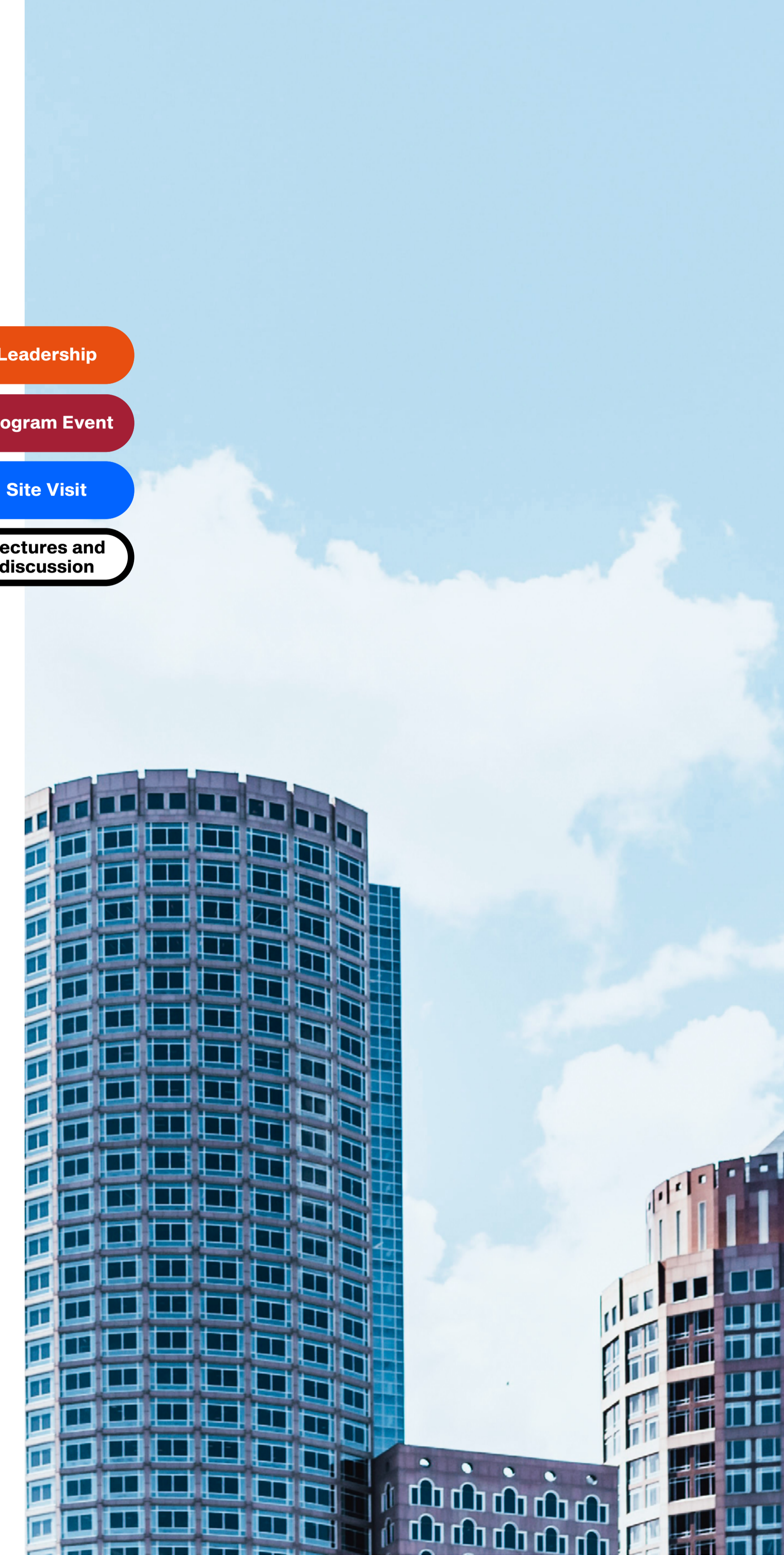


WEEK 2

Sun Mon Tue Wed Thu Fri Sat

9:00 - 10:00		Real Estate Technology and Innovation	Future Trends in Real Estate Markets and Construction	Advanced real estate finance and investments	Private public partnerships	Global Place-making Strategies	
10:00 - 11:00							
11:00 - 12:00							
12:00 - 13:00	Lunch break	Lunch break	Lunch break	Lunch break	Lunch break	Lunch break	
13:00 - 14:00	Welcome reception	Site Visit: MIT Science Park	Real Estate Strategy	Regulation and law in real estate investments	Negotiating key provisions in a real estate joint venture	Site Visit: Innovation district - Boston Seaport	
14:00 - 15:00							
15:00 - 16:00		Site Visit: MIT Innovation Hub Center					
16:00 - 17:00							
17:00 - 18:00							
18:00 - 19:00							
19:00 - 20:00							
20:00 - 21:00							

- Leadership
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Modules

-

year 2025

**WEEK
3**

Sun Mon Tue Wed Thu Fri Sat

9:00 - 10:00						
10:00 - 11:00		Megatrends and property types	Future of logistics	Kendall Square visit Life science real estate markets	Future of retail	Future of offices
11:00 - 12:00						
12:00 - 13:00		Lunch break	Lunch break	Lunch break	Lunch break	Lunch break
13:00 - 14:00	Welcome reception	Data science and real estate	Future of Mobility	Real estate private equity	Design strategies for sustainable and climate ready buildings	Diversity and real estate leadership (including dinner)
14:00 - 15:00						
15:00 - 16:00	Week roadmap					
16:00 - 17:00						
17:00 - 18:00						
18:00 - 19:00				Trip to NYC with organized dinner		
19:00 - 20:00						
20:00 - 21:00						

- Leadership
- Program Event
- Site Visit
- Lectures and discussion



WEEK 4

Sun Mon Tue Wed Thu Fri Sat

9:00 - 10:00		Megatrends and property types		Bus to Brussels	Site redevelopment: Granary Square	
10:00 - 11:00			Leading with presence			Site Visit Docklands
11:00 - 12:00		International and local investment strategies		Alternative asset class: Senior housing	International real estate investments outlook	
12:00 - 13:00						
13:00 - 14:00		Lunch break	Lunch break		Lunch break	
14:00 - 15:00	Welcome reception	Business Case URW: Diversification, scale and adaptation strategies		Lunch in Brussels	Panel discussion on effects of foreign investment	Certificate lunch, with market outlook keynote
15:00 - 16:00			Influencing styles			
16:00 - 17:00	Week roadmap			Eurostar to London	Site visit: The South Side	
17:00 - 18:00						
18:00 - 19:00						
19:00 - 20:00						
20:00 - 21:00						

- Leadership
- Program Event
- Site Visit
- Lectures and discussion



Selected Lectures

Lectures at the Global Leaders Program include the following, among others:

Maastricht University

NAME	AFFILIATION	ROLE
Rob Bauer	Maastricht University School of Business and Economics International Centre for Pension Management	Professor of Finance Executive director
Roger Otten	ABP Pension fund Maastricht University School of Business and Economics	Senior Policy Advisor Investments Professor of Finance
Rachel Pownall	Maastricht University School of Business and Economics	Professor of Finance Head department of Finance Director of Executive Master in Cultural Leadership
Martin Lammers	Maastricht University, UMIO	Senior Advisor Business Development & Client Relations

Massachusetts Institute of Technology

NAME	AFFILIATION	ROLE	NAME	AFFILIATION	ROLE
Albert Saiz	Massachusetts Institute of Technology, Center for Real Estate	Professor Urban Economics and Real Estate	Fabio Duarte	Massachusetts Institute of Technology, MIT Center for Real Estate MIT Senseable City Lab	Principal Research Scientist
Walter Torous	Massachusetts Institute of Technology, Center for Real Estate	Professor Real Estate Finance	Kairos Shen	Massachusetts Institute of Technology, MIT Center for Real Estate	Executive director MIT Center for Real Estate Professor of Practice
Steve Weikal	Massachusetts Institute of Technology, MIT Center for Real Estate	Industry Chair, Real Estate Technology Initiative	Justin Steil	Massachusetts Institute of Technology, MIT Department of Urban Studies and Planning	Professor of Law and Urban Planning
Roberto Rigobon	MIT Sloan School of Management	Professor of Management and Applied Economics	Jinhua Zhao	Massachusetts Institute of Technology, MIT Department of Urban Studies and Planning MIT Mobility Initiative	Professor of City and Transportation Planning Director

Academic Directors

NAME	AFFILIATION	ROLE
Siqi Zheng	Massachusetts Institute of Technology, Center for Real Estate	Professor Sustainable Real Estate, Faculty Director MIT Center for Real Estate
Piet Eichholtz	Maastricht University School of Business and Economics	Professor Real Estate Finance
Nils Kok	Maastricht University School of Business and Economics	Professor Real Estate Finance
Juan Palacios	Massachusetts Institute of Technology, Center for Real Estate Maastricht University School of Business and Economics	Visiting Assistant Professor Real Estate Assistant Professor Real Estate Finance

