



Corcoran Center 2022 interns touring Back Bay

# Annual Report

## *2022-2023*

## MISSION

The Joseph E. Corcoran Center for Real Estate and Urban Action leverages a multidisciplinary approach to cultivate discussions and develop actions that foster community transformation. In accordance with the mission of Boston College, the Corcoran Center aims to develop the next generation of ethical real estate professionals by educating and inspiring students, alumni, and other key stakeholders so they may harness real estate as a catalyst for needed change in areas where the marginalization of vulnerable citizens is most severe, and enact broad-scope solutions to neighborhoods of concentrated poverty. These actions, when applied, will result in healthy and productive neighborhoods that will be models for cities throughout the country and the world.

## INITIATIVES

**Curriculum:** Increase access to traditional classroom learning with real estate courses developed by the Center within the Carroll School of Management.

**Internships:** Engage students in various practical, meaningful, learning experiences, including workshop training, field projects, and a summer internship program.

**On-Campus Engagement:** Invite students to join the network of professionals and experts in real estate and urban revitalization through a speaker series, small group lunches, and Center-led activities.

**Neighborhood Engagement:** Create opportunities for multiple disciplines across the University to engage in place-focused neighborhood strengthening.

# BOARD OF ADVISORS

The distinguished Advisory Board offers guidance and support to the Corcoran Center.

**Bryce Blair**

Director; Pulte Homes, Regency Centers

**Rodger Brown** -MCAS '77,  
Managing Director

**Joseph J Corcoran** - MCAS '85, P'12, '13, '19  
President, Joseph J Corcoran Company

**Michael Corcoran** - MCAS '86, P'15, '20

**Karen Kelleher** - MCAS '90  
President, BlueHub Loan Fund

**Carol Naughton**  
CEO, Purpose Built Communities

**Paul Grogan**  
CEO, The Boston Foundation (Retired)

**Rick Peiser**  
Michael D. Spear Professor of Real Estate Development  
Harvard Graduate School of Design

**Darin Davidson**  
President of Inland Group

## Leadership



### **Neil McCullagh, MBA, MPA | Executive Director, Lecturer**

Neil McCullagh is the Executive Director of the Boston College Joseph E. Corcoran Center for Real Estate and Urban Action. He has extensive experience in the private and nonprofit sectors, leading domestic and international social change initiatives. Neil's teaching at Boston College focuses on urban neighborhood transformation and provides hands-on learning experiences for students.

Previously, he served as The American City Coalition's Executive Director and Country Director for CHF International. Neil holds degrees from Boston College, Boston University, and Harvard University's Kennedy School of Government. He is currently a board member of Rebuilding Together Boston.



### **Taylor A. Perkins, Ed M. | Associate Director**

Taylor Perkins is the Associate Director of the Boston College Joseph E. Corcoran Center for Real Estate and Urban Action and teaches the course Urban Action Lab at the Carroll School of Management. Taylor has 12 years of experience in Real Estate education and in business settings. He served as Strategic Planning Specialist, reporting directly to the CIO at Amherst College. He is an appointed City of Somerville Public Safety for All Task Force member.

Taylor is a graduate of Amherst College, where he majored in Black Studies and Political Science, and Harvard University, where he earned an Ed.M. in Higher Education.

## Staff



### **Julia Turner | Administrative Assistant**

Julia Turner is the Administrative Assistant of the Boston College Joseph E. Corcoran Center for Real Estate and Urban Action. She has experience working in nonprofit and educational settings. Julia helps run all administrative responsibilities related to courses, internship programs, and on-campus engagement at the center. She holds a degree from Merrimack College and is working on her Master degree in Leadership and Administration at Boston College.

# Affiliated Faculty



## **Edward Chazen, MBA | Senior Lecturer (Full-Time)**

Edward Chazen's work focuses on real estate development, finance, investment, and urban planning. He joins the Carroll School of Management with 28 years of professional work experience in the real estate industry and 14 years of experience teaching real estate at the graduate and undergraduate levels.

Previously, Edward has been a full-time senior lecturer at Brandeis International Business School, an adjunct professor at Babson College, and a lecturer at Boston University. He authored seven original case studies used in real estate courses. His experience includes working for GE Capital's real estate finance department, working for large real estate investment managers, and starting a company that advised real estate developers on structuring joint ventures with institutional investors. His work experience involved real estate acquisitions, development, and finance in multiple U.S. cities and all major property types. He holds a BA from Emory University and an MBA from New York University.



## **Matthew Littell, LEED AP | LEED AP (Part-Time Lecturer)**

Matthew Littell is one of the founding principals of Utile, an architecture and urban design practice in Boston. He has directed many of the firm's early-phase planning and urban design projects, and was Utile's Principal in Charge for Imagine Boston 2030. He is currently the lead consultant in the creation of Boston's first Flood Resilience Zoning. Matthew earned his M.Arch. from Harvard GSD.



## **Bob Van Meter | (Part-Time Lecturer)**

Bob is a housing and community development consultant and an adjunct faculty member at Boston College. Recently, he developed an educational program on the history of housing discrimination, working with the Jewish Alliance for Law and Social Action (JALSA). Bob is a University of Chicago graduate with extensive training in housing development and finance, community planning, and nonprofit management.

# 410

Enrollments

# 18

Summer Interns

# 11

Courses Offered

(3 New Courses)

# 56

Case Competition  
Teams

# 22

Case Competition  
Schools Nationally



Corcoran Center interns touring the Fenway with Samuels & Associates

## 2022-2023 Highlights

### Curriculum

- 410 enrollments in courses supported through the Corcoran Center (all in-person)

### Internships

- 18 students participated in the Corcoran Internship during 2022
- Program offered in-person internships
- Partnered with 16 mission-driven private, nonprofit, and government organizations

### On-Campus Engagement

- Corcoran Center Case Competition expanded, with 22 schools participating nationwide
- Organized Real Estate lunches with Alumni
- Introduced Inaugural Real Estate Week
- John Barros, Managing Principal at Cushman and Wakefield, served as the inaugural Visiting Professional in Spring 2022
- Bill McLaughlin, former EVP at Avalon Properties, was the Fall 2022 Visiting Professional

### Neighborhood Engagement

- Advised Codman Square Neighborhood Assoc. on healthy eating initiative
- Assisted Codman Square Neighborhood Development Corp. in cleanliness advocacy
- Researched Development Scorecard with Boston Planning & Development Agency

# Course Descriptions

*The Corcoran Center supports undergraduate real estate education at Boston College*

## **Real Estate and Urban Action-Transforming Communities and Increasing Access to Opportunity**

Real Estate and Urban Action is a core problem class for first-year students, co-taught with the Economic Department faculty. It addresses social, economic, and racial inequality, focusing on housing, labor markets, and wealth accumulation. The curriculum covers affordable housing history, the Columbia Point to Harbor Point transformation, and a practical simulation. Theoretical and data-driven labor market analyses spanning 40 years reveal growing inequality. The course highlights how housing and job shortages hinder generational wealth, prompting students to propose solutions via projects and simulations for improved communities.

## **Urban Design for Complexity & Sustainability**

This course explores 21st-century urban demands, new policies, technologies, and design approaches. Topics include city form factors, zoning, real estate, transportation, environment, and aesthetics. Professionals will use case studies, surveys, and presentations. Students will learn about zoning, real estate metrics, planning, architecture, and urban design. The semester concludes with a final project covering multiple topics.

## **Urban Action Lab**

Urban Action Lab is a semester-long course focused on affordable housing and economic development. Students work on research projects in partnership with Boston organizations. Projects are selected for high impact and involve research, evaluation, interviewing, and writing. Close collaboration with partners, the teaching team, and fellow students is expected. Weekly meetings and occasional off-campus meetings are required.

## **Real Estate Fundamentals**

This course introduces real estate, covering acquisition, development, financing, leasing, and management of income-producing properties. Topics include real estate terminology, Excel skills, lease types, property cash flow, design, market research, project identification, financing, tenant decision-making, distressed properties, and neighborhood improvement.

## **Real Estate Development**

This course focuses on real estate development, covering design, construction, public engagement, financing, and other key aspects. It utilizes lectures, expert interviews, case studies, guest lectures, virtual tours, and a final project, where teams create a development plan for a Boston site.



### **Real Estate Finance**

This course focuses on real estate financing in the US market, covering private debt and equity markets and public securities. It uses case discussions, lectures, videos, readings, simulations, and guest speakers to explore real estate finance from the perspective of capital users and sources. Students will examine the role of the public sector in providing subsidies. Student outcomes include the ability to present financing requests, understand risk and commercial real estate financing structure, and recognize the impact of financing on community improvement.

### **Field Projects in Real Estate**

This course offers hands-on experiential learning to a real estate education at Boston College. Students work in teams on field projects for real estate developers, nonprofit organizations, or government agencies. These projects involve data analysis, interviews, and real-world challenges. The course culminates with presentations to the sponsoring companies or organizations.

### **State of Affordable Housing in the States**

This course explores the impact of housing on Americans' lives, covering national, state, and local housing policies and planning. It examines programs that subsidize housing and improve access to decent living conditions. Topics include housing finance, design, community planning, inequality, operations management, and sustainability. Students evaluate recently developed programs and their role in community revitalization through discussions and group presentations.

## **Looking Forward**

### **Real Estate Transactions - Fall 2023**

Real Estate Transactions provides a comprehensive analysis of real estate deals from both business and legal perspectives. It covers aspects such as land acquisition, building design and development, financing, leasing, property management, and sales. The course explores the roles of various parties involved, including property owners, lenders, investors, tenants, attorneys, city agencies, architects, and contractors. Taught by experienced professors from business and law backgrounds, the course includes lectures, case studies, simulated negotiations, and guest speakers.

### **Equitable Transit Oriented Development - Spring 2024**

Transit-oriented development (TOD) aims to manage regional growth by placing new development near accessible mass transit, encouraging pedestrian-friendly design, local economic vitality, and diverse land uses for sustainability. Equitable TOD (eTOD) goes further by promoting inclusive community development to address gentrification, displacement, and transit use. This course explores and contrasts TOD and eTOD principles, featuring notable projects in the US. It also looks ahead to refining development approaches due to climate change, driving sustainable growth.

**JOSEPH E. CORCORAN CENTER  
FOR REAL ESTATE AND URBAN ACTION**

BOSTON COLLEGE CARROLL SCHOOL OF MANAGEMENT



South End affordable housing tour led by community advocate Vince O'Donnell

## **INTERNSHIP PROGRAM**

*The Corcoran Center supports experiential learning opportunities*

In June 2015, the Corcoran Center launched its summer internship program. The summer internship focuses participants on experiential learning opportunities at the intersection of real estate and urban action. In placing students at nonprofit organizations, government agencies, and private firms, the internship offers practical experience with community-based organizations. The full-time internship is paired with a workshop series, in which students converge on the Heights for half-day workshops that build upon their internship experiences and train them on vital skills. Each student receives a stipend for the summer that is funded by the Corcoran Center. Applications to the program occur in two rounds, fall and early spring.

### **Summer 2023 Internship Hosts**

- Local Initiatives Support Corporation (LISC)
- Mass Housing Partnership
- Housing Corporation Arlington
- Boston Planning Development Agency
- Allston Brighton CDC
- Codman NDC
- Sasaki Foundation
- Boston Economic Development
- Rebuilding Together Boston
- Newmarket
- Winn Development
- Common Ground Development
- Southwest Boston Community Development Corporation
- Forward Housing
- UTILE
- Initiative For A Competitive Inner City
- The American City Coalition
- Mattapan Food & Fitness Coalition
- Codman Square Neighborhood Development Corporation
- MassHousing
- Metro Housing Boston
- Housing Innovation Lab

## Expansion of Internship Program

Summer 2023 Corcoran Center interns will be the largest group of interns the center has had to date. The center is placing 26 interns at 22 placements across the City of Boston.



GIS classroom session

## On-Campus Engagement



Boston College First Night of Real Estate Week (pictured left to right: Joe Larkin, Neil McCullagh, Matthew Littel, Jarvis Goosby, Mike Nichols)

## Real Estate Week

The Corcoran Center, in partnership with the Undergraduate Real Estate Club and Entrepreneurs for Social Impact, developed the inaugural Real Estate Week. The first day focused on Reimagining Downtown Boston with keynote speaker Arthur Jemison, Chief of Planning for Boston Planning Development Agency. The second day offered a series of panels focused on sustainability, affordable housing, real estate, and the life sciences.



Wilk Development - Temple University

## **Corcoran Case Competition - The Future of Housing**

The fifth annual Corcoran Center Case Competition, “The Future of Housing,” challenged 56 teams of 3-5 undergraduates from 22 schools nationwide to solve an interdisciplinary case centered on creating affordable housing.

This year, a team from Temple University took home the grand prize, with Georgetown University taking second place, Florida State University in third, and the University of Wisconsin taking fourth place. The competition is offered in partnership with Capital One and supported by Citizens Bank and Redstone Equity Partners. Teams participated in two preparatory workshops with experts in the field during the spring semester, then developed and presented their solutions to a real-world, low-income housing tax credit-based development case in April.

### **Case Competition 1 Credit Course - Spring 2024**

The class will meet in weekly modules to develop the following skills: effective analysis of an ethics case and a strategy case, determination of feasible alternatives, crafting and implementation of recommendations, and preparation for judges questions.



John Barros



Bill McLaughlin

## **Visiting Professionals: Bill McLaughlin & John Barros**

John Barros, Managing Principal of Cushman & Wakefield, served as the inaugural Corcoran Center Visiting Professional in the Spring of 2022. Bill McLaughlin, former Vice President of Avalon Bay Communities, served as Corcoran Center Visiting Professional in the Fall of 2022. The program provided professionals with unique perspectives, experiences, and an opportunity to engage with students in structured and unstructured programming. Professionals shared their practical experiences and advanced opportunities for students by linking students to people within their networks. Bill engaged with hundreds of BC students, providing mentoring and guidance, and he collaborated with faculty from several BC schools and programs.

## Neighborhood Engagement

*The Corcoran Center increases the University's presence and impact in the city of Boston*

### Urban Action Lab

Students and faculty in the undergraduate course Urban Action Lab conducted action-oriented research in partnership with Boston Planning & Development Agency, aimed at creating a Developer Scorecard. Students had the opportunity to engage with a team at the Boston Planning & Development Agency and present their findings at the end of the semester. The Lab also engaged with two organizations in Codman Square, supporting community-led initiatives around strategizing cleanliness and healthy food options.



Urban Action Lab presents developer scorecard to Boston Planning Development Agency





**Joseph E. Corcoran Center  
For Real Estate and Urban Action**

*Campus Address*  
**Carney Hall 432**

*Mailing Address*  
**140 Commonwealth Ave  
Chestnut Hill, Massachusetts, 02476**

[corcoran.center@bc.edu](mailto:corcoran.center@bc.edu)