
SUMMARY

Senior **investment and portfolio management professional** with 10 years of progressive experience with institutional investment and portfolio functions. Proven ability to (i) turnaround distressed real estate portfolios, (ii) identify, manage, analyze, and execute sound investments, and (iii) manage and contribute to portfolio management processes, policies, and standards. Extensive experience managing internal teams and investment managers/partners, explaining complex topics to non-specialists, and building trust with various constituencies. **Areas of expertise include:**

- Investment analysis
- Portfolio management
- Asset allocation
- Fixed income fundamentals
- Commercial loans
- Credit risk analysis
- Real estate workouts
- Joint ventures and funds
- Portfolio valuation
- Property valuation
- Contracts and leases
- Real estate development
- Institutional asset management
- Executive communication
- Board presentations
- Property appraisal
- Real estate acquisitions
- Extensive teaching experience

EXPERIENCE

Property Acquisitions and Development Director, MetLife Real Estate Investors

**Jan. 2014 to Present
Dallas, TX**

Recruited by regional office head, based on experience evaluating new investments and proven ability to build trust with various market players and portfolio managers, to oversee all new acquisitions and developments in MetLife's central region. Key contributions include:

- Sourced, reviewed, negotiated, and closed six transactions totaling \$400M in equity, including MetLife Core Property Fund's first two acquisitions. Increased acquisition pipeline by 108% by overhauling the deal screening process.
- Evaluated 30+ investment managers, negotiated and executed joint venture agreements, and managed relationships with developers. Integrally involved with all aspects of office, multifamily and retail developments totaling \$410M, including a high profile land assemblage and 900,000 sf mixed-use development in Uptown Dallas.
- Developed and implemented a recruiting program at 11 graduate schools, interviewed 50+ of candidates, and hired/managed 3 summer interns and 1 analyst. Created and implemented a comprehensive training program, which substantially expanded junior staff member capacity. E.g., valuation training allowed junior staff to review acquisition opportunities, expanding capacity to review an additional 5-10 deals per month.

Asset Management Director, MetLife Real Estate Investors

**Nov. 2009 to Dec. 2013
Dallas, TX**

Selected by senior management to transition from a headquarters-based portfolio management position to a regionally-based asset manager, responsible for stabilizing and exiting a \$200M distressed real estate portfolio. Oversaw all aspects of a 1.2 million sf office portfolio, including business planning and capital budgeting, selection and management of managers, lease negotiations, financings and dispositions. Key contributions include:

- Consistently outperformed benchmarks. Achieved 18% portfolio total return on wholly-owned property portfolio vs. 12% benchmark return. Surpassed internal targets for distressed portfolio related to leasing targets, recapitalizations, sale milestones and proceeds. Managed all aspects of 5 dispositions totaling \$91M.
- Evaluated, overhauled, and (in 2 instances) replaced management teams and service providers. Implemented new standards and accountability measures with managers based on agreed-upon goals and expectations.
- Actively managed leasing plans, negotiations, and executions by managers/agents. Oversaw more than 125 office lease transactions totaling 990,000 sf of positive activity, and created \$20M+ in net value by injecting targeted capital into property renovations. Created "best-in-class" business plans and benchmarking tools (per portfolio managers).

Portfolio Management and Research Associate Director, MetLife Real Estate Investors

**Jan. 2007 to Nov. 2009
Morristown, NJ**

Served as a key member of a portfolio management team, and emerged as a thought leader by generating strategic recommendations, building and applying default risk models, actively positioning MetLife's \$45B real estate portfolio for the 2008 recession, collaborating with associates in other sectors, and working closely with insurance company peers, regulators, Wall Street analysts, and rating agencies. Key contributions include:

- Contributed to MetLife's industry-best credit loss performance by making allocation recommendations that limited pre-downturn exposure. E.g., selected \$600M of the best risk-adjusted loans to sell at par from MetLife's portfolio in 2007, quantified loan-level downside exposure after careful reviewing all hotel, development, and subordinate loans.

- Developed a best-in-class framework for measuring default risk for a \$36B commercial mortgage portfolio, and worked across fixed-income assets and with consultants to ensure effectiveness for relative value, risk management, and asset allocation strategies. Developed policies and standards, and provided extensive training for 18 associates.
- Spearheaded an industry working group that highlighted regulatory deficiencies and led to a substantial reduction in life insurance companies' capital requirements. Won an "Alpha Award" given to top 5% of associates for effectively conveying a complex problem (dysfunctional regulations) in relatable terms and case studies.
- Presented strategic recommendations to governing boards related to asset allocation, reserve adequacy, recession planning, and relative value. Estimated and presented MetLife's real estate loss estimates during the Federal Reserve Board's first "Stress Test" of the nation's largest 19 bank holding companies (2009).

Acquisitions Consulting

Associate, Situs Companies / FTI Schonbraun McCann Group

Sept. 2005 to Jan. 2007

New York, NY

- Conducted financial analysis, property valuations and lease reviews related to the acquisition and financing of dozens of commercial properties valued at more than \$1B.
- Created and revised Argus models based on property level due diligence and delivered findings to investment committees. Lead analyst for firm's JP Morgan account.

Adjunct Professor

New York University / University of North Texas Dallas

Jan. 2006 to Dec. 2011

New York, NY / Dallas, TX

- Taught Risk & Portfolio Management, a required course in the final tier of NYU's graduate real estate program for Finance and Investment majors (9 semesters between 2006 and 2009). Received a Teaching Effectiveness Certificate from NYU.
- Taught Real Estate Investments, a senior-level elective course in UNT's undergraduate business curriculum (2011).

EDUCATION

New York University
M.S. Real Estate, Finance & Investments

Arizona State University
B.S. Economics

AWARDS AND PUBLICATIONS

- Alpha Award (2013), presented to less than 5% of MetLife Investments associates for recognition of "meaningful contributions to MetLife Investments", for highlighting regulatory failures and working with an industry group that achieved a substantial revision to the regulatory framework for insurance company commercial mortgage holdings.
- Ballard Award (2011) for authoring "Information Overload", presented annually to an author whose work "best exemplifies the high standards of The Counselors of Real Estate *Real Estate Issues* journal".
- Publications: (i) Information Overload: Emerging Academic Challenges and Their Implications. *Real Estate Issues*, 19-23. (2011, Spring); (ii) Signs of a Painful Holiday Season. *NCREIF Real Estate Performance Report*, 12-13. (2008, Third Quarter); (iii) Portfolio Sales Drive Sector Amid Increased Uncertainty. *NCREIF Real Estate Performance Report*, 10-11. (2007, Second Quarter).

OTHER EXPERIENCE

- DallasKidsFirst: Co-founded a local organization focused on increased community participation in school board elections and policies. Created a detailed candidate scoring process, and scored 27 candidates since 2011; highest scoring candidates won 10 out of 12 Dallas ISD elections (2011-15).
- Memberships and affiliations: International Council of Shopping Centers (2014-15), The Real Estate Council of Dallas (TREC) board of directors (2012), TREC PAC board of directors (2012), TREC Education Committee (2011-13), TREC Associate Leadership Council (2011-12), TREC Associate Leadership Council Steering Committee (2013-14); Dallas Breakfast Club (2014-15); IDEA Public High School advisory board (2014-15); real estate finance guest instructor (ULI, UT Dallas, Texas A&M, UNC).
- Videography: Raised more than \$50,000 by creating fundraising videos for two local non-profits that house and educate homeless children and administer equine therapy for children with disabilities and veterans.