

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

BOSTON COLLEGE CARROLL SCHOOL OF MANAGEMENT

# Annual Report

## 2024–2025



# A Decade of Transforming Communities Through Real Estate Education

Dear Friends and Supporters,

As we celebrate the 10th anniversary of the Joseph E. Corcoran Center for Real Estate and Urban Action, we reflect with profound gratitude on a remarkable journey of growth, impact, and transformation. What began as a single class and a vision for change has evolved into one of the nation's leading centers for real estate education and community engagement. The Corcoran family's generosity and commitment to Joseph E. Corcoran's legacy have made every milestone we celebrate possible. Their belief in developing ethical real estate professionals who will serve as "men and women for others" has guided our mission to harness real estate as a catalyst for meaningful change in communities where it is needed most.

## Over the past decade, our impact has exceeded our aspirations:

**Educational Excellence:** From one pioneering class started in 2010, we now offer 14 courses across multiple departments, serving over 400 students annually. Our flagship course, Real Estate and Urban Action: Transforming Communities and Increasing Access to Opportunity, has become part of the BC core curriculum, reaching 76 students each fall and creating a pipeline of passionate future leaders.

**Professional Development:** The Corcoran Center Internship Program has grown from 11 students to the most comprehensive funded undergraduate internship program at Boston College, with over 300 alumni. Our students gain hands-on experience that prepares them to excel in whatever industry they choose.

**National Recognition:** Our annual Case Competition has emerged as one of the premier undergraduate real estate competitions in the United States. This past spring, teams from 23 universities participated. This platform challenges the brightest minds to build a team, develop innovative real estate solutions, and compete nationally.

**Community Engagement:** Through the Urban Action Lab and strategic partnerships, we've facilitated thousands of hours of community service, working directly with Boston neighborhoods to advance economic development, support policy initiatives, and create healthier, more productive communities.

**Innovation in Learning:** New programs like the Real Estate Colloquium bring industry leaders to campus, while our Undergraduate Real Estate and Urban Action Leadership Council ensures student voices shape our future direction. The success is evident—every graduating senior from our 2023–2024 Council is now employed in the field, ready to make their mark.

As we look forward, we see boundless opportunities to expand our impact. We envision strengthening our mentorship programs, developing new interdisciplinary courses, expanding our internship offerings, and deepening our community partnerships. The foundation built over these 10 years makes us even more ambitious in our mission to develop ethical real estate professionals who will transform communities and increase access to opportunity.

Thousands of students who have benefited from the Center's programs carry forward Joseph E. Corcoran's vision daily. They are the living testament to what becomes possible when vision meets generosity, when education meets action, and when commitment to others guides our path. To the Corcoran family, our faculty, staff, students, alumni, and community partners—thank you for believing in this mission and making this extraordinary decade possible. Together, we are building more than careers; we are building a more promising future through the transformative power of real estate.

Here's to the next decade of impact!

With profound gratitude,  
Neil McCullagh  
Founding Executive Director  
Joseph E. Corcoran Center for Real Estate and Urban Action

# About the Center

## 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 undergraduate real estate courses.

**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.





# Leadership



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

Neil McCullagh is Executive Director of the Boston College Joseph E. Corcoran Center for Real Estate and Urban Action and a lecturer at Boston College. He leads the Center's activities related to curriculum development, student engagement, and community outreach.

Neil has experience in both the private and nonprofit sectors, including extensive domestic and international experience directing high-impact social change initiatives. He has led multi-year programs in community development, economic development, and housing. This dynamic experience informs his teaching at Boston College, where his courses focus on analyzing the factors critical to the successful transformation of urban neighborhoods and giving students "learning

by doing" experiences. Neil was the Executive Director of The American City Coalition (TACC), which provides place-based support to community-based organizations focused on revitalization efforts in Boston and technical support to mixed-income housing developers. He served as Country Director for CHF International (now Global Communities) in Azerbaijan on a multi-year community development program funded by the United States Agency for International Development. Prior to this work, he co-directed operations of a US-funded private sector development program in Mongolia. He also oversaw all aspects of a reconstruction and refugee resettlement program in postwar Kosovo.

Neil holds an undergraduate degree from Boston College, an MBA from Boston University, and an MPA from Harvard University's Kennedy School of Government, where he was awarded a Roy and Lila Ash Fellowship for Innovations in Democracy and Governance. He was a Jesuit Volunteer in JVC Southwest.



**Taylor Perkins, EdM**  
Associate Director

Taylor Perkins is Associate Director of the Boston College Joseph E. Corcoran Center for Real Estate and Urban Action and teaches the course Urban Action Lab in the Carroll School of Management. Taylor leads the Center's experiential learning efforts, while directing the Corcoran Center summer internship program and managing the day-to-day operations of the Center.

Taylor has over 14 years of experience in real estate education and business settings. He served as Strategic Planning Specialist reporting directly to the CIO at Amherst College, and as an Associate at both The Bank of New York Mellon and Daintree Advisors in Boston. Additionally, he serves as an appointed co-chair of the City of Somerville's Public Safety for All Task Force.

Taylor is a graduate of Amherst College and Harvard University.



# Board of Advisors

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



**Karen Kelleher**

MCAS '90

President, BlueHub Loan Fund,  
BlueHub Capital



**Michael Corcoran**

MCAS '86, P'15, '20

President,  
Corcoran Jennison  
Companies



**Carol Naughton**

President and CEO,  
Purpose Built  
Communities



**Rodger Brown**

MCAS '77

Managing Director,  
Preservation of  
Affordable Housing



**Bryce Blair**

Director,  
Pulte Homes, Regency  
Centers



**Patrick Ryan**

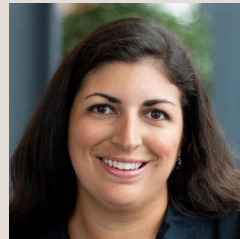
President and Chief  
Investment Officer,  
Cabot Properties



**Aaron Horne**

CSOM '17

MBA Candidate,  
The University of  
Pennsylvania



**Nora Kennedy**

MCAS '11

Vice President,  
Suffolk

# Affiliated Faculty



## **Matthew Littel, LEED AP | Part-Time Lecturer**

Matthew 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 master's in architecture from Harvard GSD.



## **David Price | Part-Time Lecturer**

David is the Special Projects Manager for the Initiative on Land, Housing, and Property Rights at Boston College Law School. David manages the legal education program, Homeownership Estate Planning Project, and the Real Estate and Community Development law degree concentration. David is a graduate of Harvard College and Boston College Law School.



## **Thomas Pereira | Part-Time Lecturer**

Thomas is the Executive Vice President of Syndication and Business Development at CREA. He has an extensive background in LIHTC. Before joining CREA, he was a national LIHTC syndicator, responsible for identifying and securing institutional captions for national and regional investors. This past year, he taught the inaugural Case Competition class to 20 undergraduate students. He received his bachelor's and MBA from Boston University.

# Visiting Professional



**Kate Bennett**

Former CEO of Boston Housing Authority

Kate Bennett has worked in affordable housing development, policy, and planning for more than 30 years, with a particular focus on public housing and neighborhood revitalization. She holds a master's in city planning from the Massachusetts Institute of Technology. Kate recently retired as Administrator and CEO of the Boston Housing Authority (BHA), where she worked for over 25 years. She oversaw public housing and voucher programs that provide affordable housing for over 25,000 households in and around the City of Boston. In her tenure at BHA, she was instrumental in implementing several strategic initiatives, including more than \$2 billion in redevelopment initiatives and capital upgrades; the creation of an asset management division to ensure long-term preservation of deeply affordable units; development of the BHA's green, healthy housing and sustainability programs; and expansion of resident empowerment and self-sufficiency initiatives.





## Today's Eve

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- 02 What is
- 03 Examp  
Seawa
- 04 Build!



# 2024–2025 Highlights

## Curriculum

- A total of 419 enrollments in courses related to real estate and urban action offered by departments across the University
- Offered two new one-credit courses

## Internships

- In-person Corcoran Center Internships completed by 22 students during Summer 2024
- Partnered with 18 mission-driven private, nonprofit, and government organizations

## On-Campus Engagement

- Kate Bennett, Former Administrator and CEO of the Boston Housing Authority, was the visiting professional for Fall 2024 and Spring 2025
- Hosted the Real Estate Symposium in partnership with the alumni Real Estate Council (TREC)
- During the Real Estate Colloquium I inaugural year, the Center brought in 20 speakers from different industries
- Organized real estate networking lunches with alumni and BC faculty
- Six field visits in the inaugural year of Real Estate Colloquium II

## Neighborhood Engagement

- Students and faculty in the undergraduate course Urban Action Lab Spring 2025 worked in partnership with the Housing Assistance Corporation and Catholic Charities to develop a community engagement strategy to advance the relocation of a homeless shelter in Hyannis, Massachusetts
- In recognition of the Corcoran Center's 10th anniversary, the center produced a 20-minute video project highlighting the benefits, challenges, and overall significance of mixed-income housing development in the United States

*Opposite: The undergraduate real estate council led a sea level rise real estate simulation in partnership with Make BC at the Schiller Institute for Integrated Science and Society*

# Undergraduate Real Estate Council 2024–2025

The Undergraduate Real Estate and Urban Action Council provides student leadership and input to Real Estate and Urban Action programming and coursework at BC. In addition to bringing a student perspective into decision-making and programming, the council assists in conceptualizing, planning, and implementing Corcoran Center initiatives. As a capstone, the Council organizes and leads a fully-funded overnight Real Estate and Urban Action Trek to Miami, Florida. Dawson Jessee and Justine Rozenich were the 2024–2025 Co-Presidents, and Patrick McMahon served as Vice President.





# Women In Real Estate (WIRE)



*To unite and support women at Boston College who are passionate about real estate, building connections with the BC Women in Real Estate Network, and offering opportunities for networking, learning, and professional development.*

In a step toward advancing the integration and empowerment of women working in the fields of real estate and urban action, the Corcoran Center proudly supported the launch of the Boston College Women in Real Estate (WIRE) group in the spring of 2025. The founding board—Jane Petrie, Amy Foster, Forest Kuestner-Burleson, Hanna Hoffman, Liv McHugh, and Ellie Dryoff—united through a shared vision to create an inclusive, dynamic space for aspiring female leaders in the industry.

Driven by remarkable student interest, the board organized a series of high-impact events and networking opportunities. Highlights included a professional networking seminar with brokerage expert Kristin Blount, an exclusive WIRE Symposium breakfast in partnership with the Real Estate Council, a Q&A session with leading developer Trish Blasi, and an end-of-semester alumni dinner at the Colliers office in downtown Boston.

Beyond events, WIRE developed a structured mentorship framework, connecting underclassmen with upperclassmen for peer guidance on academic courses, career preparation, and industry opportunities. The group also established the groundwork for its Coffee Chat series, offering general members the chance to build long-term mentoring relationships with accomplished women professionals across real estate sectors such as affordable housing, architecture, banking, brokerage, construction, development, engineering, investment, urban design, and urban planning.

Looking ahead, WIRE looks forward to expanding its mission in the coming academic year, with more opportunities for connection, learning, and leadership. With the ongoing support of the Corcoran Center, WIRE is committed to strengthening Boston College's community of women changemakers, fostering lasting alumni ties, and shaping the future of real estate.



# Applications and Implications of PropTech

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## *Real Estate Symposium 2025*

The Real Estate Council of Boston College (TREC), in partnership with the Joseph E. Corcoran Center for Real Estate and Urban Action, hosted a half-day PropTech symposium featuring leading venture capital investors and company founders. With PropTech investment reaching \$15.1 billion in 2024—a 32.5 percent year-over-year increase—the event explored opportunities across construction technology, smart buildings, fintech, and property management platforms.

The symposium was a collaboration with TREC Executive Board co-chairs Mike Corcoran and Kristin Blount, who also honored outgoing Board Chair Brian Dacey for his years of service. The event's success was anchored by Riggs Kubiak, MCAS '03, founder of Honest Buildings and Contest Point Ventures, who moderated the panel and brought invaluable industry expertise. The event provided Boston College alumni and students with cutting-edge industry knowledge while fostering networking between established professionals and emerging real estate leaders.



# Seventh Annual Case Competition

The seventh annual Corcoran Center Case Competition, “The Future of Housing,” challenged 50 teams of three to five undergraduates from 23 colleges and universities nationwide to solve an interdisciplinary case centered on developing proposals for housing in Jacksonville, Florida.

This year, a team from Boston College won the grand prize. This is the first time since the competition became intercollegiate that a team from Boston College placed first. The University of Wisconsin-Madison earned second place, with Marquette University placing third and Penn State fourth.

**The competition is offered in partnership with Capital One and supported by Citizens Bank and Red Stone 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.

**1<sup>st</sup>**

**Regatta Grove**  
Boston College

**2<sup>nd</sup>**

**Community Nest**  
University of Wisconsin-Madison

**3<sup>rd</sup>**

**Stonebridge Development**  
Marquette University

**4<sup>th</sup>**

**Westgate Development**  
Penn State University



# Internship Program



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 mission-focused organizations, the internship offers practical experience within the community. 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.



# Real Estate & Urban Action Trek



In February, 24 undergraduate students, selected via a competitive application process from across all Boston College schools and majors, embarked on the second annual Real Estate and Urban Action Trek. Students spent three days meeting industry and civic leaders and immersing themselves in one of the most dynamic real estate markets in the world. They considered the impacts of climate change and sea level rise while visiting the largest affordable housing development under construction in Miami Beach in over 50 years; explored the future of work at 830 Brickell, a recently completed office tower; and considered how to develop for everyone at a new workforce-aimed development.





# Course Descriptions

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

## Urban Design for Complexity and Sustainability

This course explores the changing demands on urban environments in the 21st century and the newest policies, technologies, and design approaches that are being developed to address them. Topics will include analyses of the factors that shape the physical form of cities, including zoning and regulatory contexts, real estate development patterns, transportation infrastructure, environmental challenges, and aesthetics. The material will be introduced as case studies and surveys, with presentations by design professionals, city officials, and real estate developers. Students will gain literacy in zoning, real estate metrics, planning, and issues related to architectural design and large-scale urban design. The semester will conclude with a final project synthesizing many of the topics covered.

## Urban Action Lab

Urban Action Lab is a semester-long course that provides students with firsthand experience working on projects that advance affordable housing and access to opportunity. Students will develop and pursue research projects in partnership with mission-driven organizations from across the city of Boston. Each project is completed in collaboration with a partner organization and selected based on its potential for a high-impact contribution to the organization. Project components include research, evaluation, interviewing, and writing. Students work in close collaboration with partner agencies, the teaching team, and fellow students.



Fall semester Urban Action Lab led by Professor Perkins focused on a zoning proposal amendment in Newmarket District.



Spring semester Urban Action Lab led by Professor McCullagh focused on a homeless shelter in Hyannis, Massachusetts.



## Real Estate and Urban Action

The course Real Estate and Urban Action was initiated in 2010 by Joseph Corcoran based on experience transforming a failed public housing project into a successful, transformational, mixed-income housing development. The course uses the history of this transformation and the text *A Decent Place to Live* as core teaching tools while also exploring broader concepts of real estate and neighborhood revitalization, including the intersection of financial viability and social, cultural, political, and supportive service factors critical to transforming distressed neighborhoods into safe, desirable neighborhoods. At the end of the semester, students apply their skills and knowledge to a practical transformation project.



## Real Estate Development in Practice

This course covers key stages of real estate development, from site selection to project completion, emphasizing market analysis, financial modeling, and local market knowledge. Students learn how to evaluate market trends, financial viability, and regulatory factors, building a strong foundation for further real estate studies.

## Real Estate Case Competitions

This class meets weekly in modules with the objective to develop skills in the following areas: effectively analyzing a real estate case, determining alternatives, crafting a recommendation, implementing recommendations, and preparing for judges' questions. The course will also help students with a PowerPoint presentation for case competitions and oral tips for such a competition. The nine-week course will end with the Corcoran Center Annual National Affordable Housing Case Competition.

## Field Projects in Real Estate

This course is a complement to in-class learning and provides an experiential learning capstone to real estate education at Boston College. The course consists of teams of four to five students, each working on a field project for a real estate developer/investor, not-for-profit organization, or government agency. The field projects are “real world” real estate-related challenges that involve data collection/analysis and interviews with a range of experts and others who can influence the conclusions and recommendations of the team. The projects conclude with presentations to management of the sponsoring companies or organizations. The field projects typically include development proposals for a property, redevelopment plans for an existing property, or real estate market research to assist an investor considering expansion into new markets.

## State of Affordable Housing in the States

How does housing affect the lives of Americans? Where you live determines your access to schools, quality of healthcare, fresh food, clean air, parks and recreation, affordable credit, and even how long you are likely to live. This course explores concepts of housing policy and planning at the national, state, and local levels. It examines programs and policies used to subsidize housing for millions of Americans and help them gain access to a decent place to live. Topics will be considered from multiple perspectives including housing finance, design, community planning, inequality, operations management, and sustainability. We will explore the historical and economic context of US housing and discuss the barriers low-income families face that affect their access to decent housing. The course will be divided into three sections: history, policies, and today’s issues. Students will explore some of the most recently developed programs and how they fit into effective community revitalization. These programs will be evaluated in class discussions and group presentations.





## New Course - Real Estate Colloquium I

Students connect with industry leaders, network with professionals, and lead discussions on the present and future of real estate. The weekly course spans a semester and includes an opportunity for students to serve as co-instructors, facilitating conversations with invited guests.

Real Estate Colloquium provides a comprehensive overview, featuring sessions led by industry experts on finance, investment, law, planning, and public policy. Through these discussions, students gain insights into various career paths within real estate. Some guest speakers include John Fish, Tom Traynor, Karen Kelleher, and John Martin.



## New Course - Real Estate Colloquium II



Real Estate Colloquium II provides hands-on exposure to innovative real estate projects and urban trends. Through six site visits, students engage with leaders in areas like office-to-residential conversion, retail revitalization, and modular construction. Students tour Longwood Place, the headquarters of Capital One, HYM Group's Amaya at Suffolk Downs, Hano Homes, 421 Park, and Preservation of Affordable Housing's Clarendon redevelopment.



## **Joseph E. Corcoran Center for Real Estate and Urban Action**

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