

# STEVEN G. SHAPIRO

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## EDUCATION

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**UNIVERSITY OF MARYLAND CLARK SCHOOL OF ENGINEERING**, College Park, MD

Master's Degree in Engineering (Civil Engineering), 2004

**GEORGETOWN UNIVERSITY LAW CENTER**, Washington, D.C.

LL.M., 1991

**GEORGETOWN UNIVERSITY LAW CENTER**, Washington, D.C.

Juris Doctor Degree, 1987 | *American Criminal Law Review*, Staff Editor

**GEORGETOWN UNIVERSITY**, Washington, D.C.

Bachelor of Science Degree in Business, 1984 | Minor in Economics | NCAA Tennis Team

## PROFESSIONAL EXPERIENCE

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**AMERICAN UNIVERSITY, WASHINGTON COLLEGE OF LAW**, Washington, D.C.

**Director, Hospitality & Tourism Law Program, 2012 – Present** | [www.wcl.american.edu/htl/](http://www.wcl.american.edu/htl/)

Created, proposed, and direct an advanced course of study in hotel and lodging law. Design curriculum of courses on management and franchise agreements; labor and employment law; hotel purchases and sales; gaming laws; IP (brand standards and logos); and data security. Recruit faculty and raise program endowment fund. Attract students and actively assist in their career planning.

**Senior Affiliate, Law & Government Program (Government Contracts Studies), 2018 – Present**

**Chair, Government Contracts Advisory Board, 2017 – Present**

[www.wcl.american.edu/impact/initiatives-programs/lawandgov/](http://www.wcl.american.edu/impact/initiatives-programs/lawandgov/)

Direct a course of study in government contracting law and practice for JD and LL.M. students. Invited and assembled the board from the national legal community, drafted and refined the program concept, and principal designer of curriculum of courses and career planning, plus recruited faculty to teach coursework. Chair of the sub-committee to select students for related topic internships.

### **Teaching Curriculum & Courses**

- Professor & Course Designer: Construction Law (LAW 885), 2011 – Present
- Professor: Legal Drafting: Contracts (LAW 849), 2011 – Present
- Professor: Legal Drafting: Corporate Transactions (LAW 849C), 2018 - Present
- Professor: Externship Seminar & Externship Fieldwork (LAW 769 & Law 899), 2012 - Present
- Professor: Independent Studies & Legal Research Projects (LAW 799), 2012 – Present
- Professor & Course Designer: Gaming & Advanced Topics in Hotel Law (LAW 953), 2013 – Present
- Professor & Course Designer: Hotel Law: Franchising, Licensing, & Management Agreements (LAW 951), 2013 – Present
- Professor & Course Designer: Legal Drafting: Contracts & Transactions in the Hotel Industry (LAW 954), 2013 – Present
- Professor & Course Designer: Hotels & Resorts: Introduction to the Hospitality Industry (LAW 950), 2013 – Present

- Professor & Course Designer: Drafting Policies, Procedures & Contracts (program in online learning)
- Professor & Advisor, Law Review Student Comments & Notes
- Professor & Course Designer: Government Contracts Disputes & Litigation (LAW 795GV), 2020 – Present
- Course Designer, Government Contracts, Grants & Compliance, (proposed 2020)

**Dissertation & Research Advisor, Doctor of Juridical Science, 2018 - Present**

S.J.D. is the highest degree offered by the law school, primarily designed for foreign-trained lawyers are interested in becoming law professors, scholars, jurists or public intellectuals in their home countries.

**Faculty Advisor, Independent Study, 2013 – present**

Provide academic advice for students in independent study and scholarly papers. Topics including common law right in intellectual property, exemptions to real estate taxation, and victims of data breaches

**Faculty Advisor, Hospitality & Tourism Law Society, 2015 – 2018**

Provide academic advice to a community of students, faculty, and practicing attorneys, united by their work and interest in hotels and the economics of the lodging industry.

**Faculty Advisor, Construction Law and Real Estate Society, 2016 – 2018**

Principal faculty advisor to students in CLARES, established for WCL students interested in careers and matters concerning real estate, construction law, and related fields.

**Faculty Advisor, Transactional Law Society & Competition Advisor (LAW 799C-067), 2017 – Present**

Faculty advisor for students seeking careers in commercial transactions, plus working with students on national and international mock transactional competitions. Moderator of an annual program for students on contract drafting.

**Faculty Advisor, Business Law Review, 2018 – Present**

Faculty advisor for the Business Law Review, edited and produced by law students, featuring a range of scholarship and developing legal trends in a variety of business law topics.

**Faculty Advisor, Sports & Entertainment Law Society, 2016**

Faculty advisor to the Tulane Pro Football Negotiation Competition tea

**Faculty Advisor, Legislation & Policy Brief, 2018 – Present**

Publication and annual symposium dedicated to notable contributions to the national and global legislation.

**Nominations and Review Committee, Excellence in Teaching Awards, 2018**

Serve to receive nominations, consider candidates, and award teaching service awards at WCL.

**Advisory Committee, Master of Legal Studies, 2018 – 2019**

Committee formed to support, create content, and market the launch of the Master of Legal Studies, a program of the law school and business school for non-attorneys seeking rigorous studies in current legal and business topics.

**Service to American University and the Washington College of Law**

- American University, Labor-Management Collaboration Committee Member, 2016 – 2017
- American University, Certified Sustainability Professor, 2015 – Present
- U.S. Hotel Law (visiting Turkish law student delegation), July 2017
- Faculty Advisor, Jewish Law Students Association, 2018
- LL.M. International Investment Arbitration Moot Competition, Judge, 2019
- What International Lawyers Should Know About International Business Law, Moderator (April 2019)
- American University, Kogod School of Business, Essential Concepts & Careers in the Hotel Industry (February 2020)

- Dissertation & Research Advisor, Doctor of Juridical Science, in conjunction with University of Paris II Panthéon Assas

**CLARK CONSTRUCTION GROUP**, Bethesda, MD**Project Executive, 2014 – 2015**

Recruited by this national construction company for expertise in general contracting and real estate development as a strategic planner. Created and directed a master planning services group that became a valued service for revenue by creating multiple concepts with new tools to evaluate options in collaboration with real estate owner, design team and general contractor. Other roles included strategic planning and business development of construction opportunities in commercial office buildings, tenant interior work, and campus design.

**THE WHITING-TURNER CONTRACTING COMPANY**, Bethesda, MD**Project Manager, 2001 – 2013**

Joined this national construction company while completing graduate degree in engineering from University of Maryland Clark School of Engineering. Underwent intense training in a rotation of the rigors of project management, including preconstruction and on-site work. Position evolved into strategic planning and business development roles, with major projects including embassy, hotel, academic multi-family, academic, theater, and commercial office construction. Formed component roster of a design-build-finance team to bid, win, build, and operate an historic and abandoned theater into a thriving community jazz center.

- Member, Whiting-Turner national historic preservation group and its national LEED group
- Member, Contract Documents Committee, ConsensusDOCS Green Addendum Project, Associated General Contractors of America, 2008 – 2009
- Technical Advisory Group on Existing Building Code, District of Columbia Construction Codes Coordinating Board, Voting Member, 2009

**LEGAL EXPERIENCE**, Bethesda, MD and Washington, D.C.**Commercial Real Estate & Business Attorney, 1989 – 2001** (made career change to construction management)

Served as lead counsel to national and regional development companies in the acquisition, financing, construction, leasing, and disposition of properties including retail, commercial office centers, and multi-family projects. Also represented equity funds, union pension funds, commercial lenders, and mezzanine investors. Worked both in private practice (Paley Rothman; Dunnells Duvall; and Tenenbaum & Saas) and as an in-house counsel.

**UNITED STATES TAX COURT**, Washington, D.C.**Judicial Clerk, Honorable Hu S. Vandervort, 1987 – 1989**

Served as attorney-advisor to the Tax Court Judge, digesting court testimony and evidence, discussing cases with the Judge, researching relevant tax code and procedural regulations, then drafting motions rulings and opinions to be approved by the Judge and issued by the court.

**ARBITRATOR EXPERIENCE****NATIONAL ASSOCIATION OF SECURITIES DEALERS (NOW FINRA),** Washington, D.C.

Received intensive arbitrator training and certified to hear NASD matters, then arbitrator on a variety panels for grievances and claims between firms and matters relating to services rendered by firms to clients. Cases involving presentation of evidence and witness testimony in D.C. and appointed to travel to other cities for cases, followed by panel rulings.

- Fellow CIArb, The Chartered Institute of Arbitrators
- Arbitrator (National Roster of Arbitrators), American Arbitration Association & International Centre for Dispute Resolution
- International Chamber of Commerce, U.S. Council for International Business (member)
- London Court of International Arbitration (member)
- International Institute for Conflict Prevention & Resolution (member)

**EXPERT WITNESS**

- Building collapse and construction failure suit (Baltimore, Maryland) (engaged, no trial)

**INTERNATIONAL & NATIONAL FACULTY APPOINTMENTS**

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**ECOLE FERRIÈRES,** Paris, France**Program Coordinator, 2021 (scheduled)**

- Visiting Instructor & Program Creator

**ECOLE HÔTELIÈRE DE LAUSANNE,** Lausanne, Switzerland**Program Coordinator, 2020 – Present**

- Visiting Instructor

**FERRANDI PARIS, L'ÉCOLE FRANCAISE** (hospitality management), Paris, France**Visiting Faculty Appointment, 2019 – Present**

- Visiting Professor & Program Creator

**UNIVERSIDAD EXTERNADO DE COLOMBIA,** Bogota, Colombia**International Lecturer, 2021 (appointment)**

- Visiting Professor & Program Creator

**UNIVERSITÉ DE LAUSANNE, CEDIDAC,** Lausanne, Switzerland**Program Creator in International Arbitration (proposed)**

- CEDIDAC program

**IPAG BUSINESS SCHOOL,** Paris, France

- Visiting Professor, Semaine Internationale (International Week), 2017 - 2020

**UNIVERSITY OF MARYLAND, College Park, MD****Adjunct Faculty Appointments, 2006 – 2018**

- Professor: Introduction to the Principles, Practice and Process of Real Estate Development (RDEV 350, undergraduate level), 2018, (*School of Architecture, Planning & Preservation*)
- Professor: Introduction to the Principles, Practice and Process of Real Estate Development (RDEV 688T, graduate-level), 2017, (*School of Architecture, Planning & Preservation*)
- Professor & Course Designer: Real Estate Development of Hotels and Resorts (RDEV 689W), 2017 (*School of Architecture, Planning & Preservation*)
- Professor & Course Designer: Essentials of Real Estate Development for the Project Manager (ENCE 607), 2006 – 2011 (*A. James Clark Graduate School of Engineering*)
- Professor & Course Designer: Construction Management for the Real Estate Developer (RDEV 650), 2007 – 2010 (*School of Architecture, Planning & Preservation*)
- Professor: Introduction to Real Estate Development – Principles, Practice & Finance (RDEV 688X), 2013 (*School of Architecture, Planning & Preservation*)
- Lecturer: Institute for Global Chinese Affairs: Essential Elements of United States Real Estate Development & Essential Elements of United States Construction Management, 2007 – 2014 (*Full- and half-day seminars on U.S. real estate development and construction management for visiting Chinese business executives and political delegations*)
- Program Coordinator, Executive MBA Education, R.H. Smith School of Business, 5-Day Session, 2013 (*Develop curriculum, recruit faculty, and preside over sessions for visiting industrial and mechanical engineers*)
- Executive MBA Keynote Presentation: Marketing & Business Development in the Real Estate Industry, Nov. 2012 (*Presentation to cohort program of executive MBA students on strategies and execution of marketing & business development plans*)

**Administrative Service, 2006 – 2012**

- Shapiro, Steven G., Contributing Editor, *Real Estate Review*, Thomson Reuters/West, 2007 – 2014
- Advisory Council to the Program Director, School of Architecture, Planning and Preservation, 2007 – 2012
- Admissions Review Committee, Master's Degree in Real Estate Development Program, 2012
- Search Committee, Director of the Graduate Program in Real Estate Development, School of Architecture, Planning and Preservation, 2006
- Faculty Advisor, Scholarly Paper Research and Writing, 2006 – 2010
- Faculty Advisor Member, Solar Decathlon Team, 2007 (2<sup>nd</sup> Place, 2007 Solar Decathlon for Leaf House)
- Capstone Thesis Project, Judge 2017
- Judge, Capitol City Challenge, Competition, 2018

**JOHNS HOPKINS UNIVERSITY, CAREY BUSINESS SCHOOL, Baltimore, MD****Adjunct Faculty Appointment, 2014**

- Professor: Managing Construction Projects (BU.241.620.51) (Washington, D.C. campus, 2014)

**VISITING PROFESSOR & GUEST LECTURING ENGAGEMENTS**

- HEAD - L'école des Hautes Etudes Appliquées du Droit (Law School), Guest Instructor, Paris (January 2019)

- Boston University School of Hospitality Administration, HF415 Hospitality Asset Management (guest lecture, November 2016)
- Georgetown University Scholarship Program (Advising & Mentoring) 2016 to present
- Georgetown University Law Center, 2008 – 2015  
(Guest Speaker on LEED and construction issues – Drafting & Negotiating Commercial Real Estate Documents: Real Estate Contracts, Loan Documents, and Leases Seminar, Douglas Bregman, Professor)
- Urban Land Institute, UrbanPlan, Judge 2017
- George Mason University, M.S. Real Estate Development Program & Center for Real Estate Entrepreneurship, March 9, 2017, Reading Construction Drawings
- NAIOP (Commercial Real Estate Development Association), Spring 2013  
(Guest Speaker – Essentials of the Development Process (Stage Six: Construction))
- Stillwater Professional Education: Continuing Legal Studies, 2010  
(Guest Speaker – Video seminars on essential elements of LEED and sustainable design, development, and construction)
- United States Naval Academy, Spring 2009  
(Guest Speaker on residential real estate investments – Military Project Management, Lieutenant Commander Angela Schedel, Professor)
- American Bar Association, Law Practice Division: Legal Project Management Committee 2016
- American Institute of Architects, National Interior Architecture Awards, jury member 2014

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**PROFESSIONAL HONORS & AFFILIATIONS**

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- Honorary Member, American Institute of Architects (elected and inducted in 2012)
- American University, Adjunct Professor of the Year Award Finalist- 2016 (nominated by the dean of the law school)
- American University, Washington College of Law Adjunct Professor of the Year Award - 2018 (nominated by the faculty, awarded by the dean of the law school)
- University of Maryland, School of Architecture, Planning & Preservation, Dean's Service Award Nominee- 2018 (nominated by the Dean)
- Lambda Alpha International Land Society (inducted in 2009), Member, Lambda Alpha International, George Washington Chapter, 2016
- Leadership in Energy and Environmental Design Accredited Professional, Building Design & Construction (LEED AP BD+C) (*First LEED AP attorney in the U.S., passing exam in November 2003*)
- Keynote Speaker: Commencement Address, University of Maryland School of Architecture, Planning & Preservation (May 21, 2010)
- Member, District of Columbia Bar Association (1988)

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**PUBLISHED BOOKS**

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- Shapiro, Steven G. (author), **Maryland Real Estate and Construction Law Annotated**, Thomson Reuters/West (First Edition: October 2007) (40636091) (Updated and Revised Second Edition: October 2008) (4063097) (Updated and Revised Third Edition: December 2009) (40679171)
- Shapiro, Steven G. (author), **Maryland Business Law Annotated**, Thomson Reuters/West (First Edition: October 2007) (ISBN: 978-0-314-97869-1) (Updated and Revised Second Edition: October 2008) (40653228) (Updated and Revised Third Edition: December 2009) (40690189)

- Shapiro, Steven G. (author), **Pennsylvania Construction Law Annotated**, Thomson Reuters/West (December 2008) (40654599) (Updated and Revised Second Edition: March 2010)
- Nelson F. Migdal (author), Steven G. Shapiro (contributor) and Tara K. Gorman (contributor), **Hotel Law: Transactions, Management and Franchising**, Routledge, a division of Taylor and Francis (ISBN: 978-1-138-77952-5)
- Jean Michel Chapuis (author), Steven G. Shapiro (contributing author), **Le Grand Livre du Hospitality Management**, Dunod Université Press (Paris) (book contract, scheduled for publication 2020)
- Shapiro, Steven G. (chapter editor), **The Architect's Handbook of Professional Practice**, 14<sup>th</sup> Edition, edited by Joseph A. Demkin (2008), John Wiley & Sons, Inc. (ISBN: 978-0-470-00957-4) (Firm Legal Structure, Chapter 4.2, and Negotiation, Chapter 11.3)

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**SELECTED ARTICLES**

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- Shapiro, Steven G., **Letter to the Editor (Op-Ed Section): Hold Workshop on Undergrad Hospitality Idea**, Washington Business Journal (July 28, 2017)
- Shapiro, Steven G., **Guest Comment (Op-Ed Section): Savor the Power of Place**, Washington Business Journal (December 11, 2015)
- Shapiro, Steven G., **Introduction to Joint Employer Liability**, Business Law Review, American University, Washington College of Law (Volume 5, Issue 1, 2016)
- Shapiro, Steven G., **Guest Comment (Op-Ed Section): Why We Need to Critique a Building's Ability to Inspire**, Washington Business Journal (May 21, 2014)
- Shapiro, Steven G., **Guest Comment (Op-Ed Section): Another Blow to ACC Fans**, Washington Business Journal (May 9, 2014)
- Shapiro, Steven G., **Guest Comment (Op-Ed Section): Business Lessons for Father's Day**, Washington Business Journal (June 15, 2012)
- Shapiro, Steven G., **Private Jet to Augusta National: Questions of Business Practices and Ethics in Real Estate**, Real Estate Review, University of Maryland, a Thomson Reuters/West Publication (Volume 40, Number 4, Winter 2011)
- Shapiro, Steven G., **Expert Insight: Design World Undergoes Transformational Changes**, Washington Business Journal (October 7, 2011)
- Shapiro, Steven G., **Stamped Drawings: Let the Owners Decide**, American Institute of Architects, Knowledge Communities (May 2010)
- Shapiro, Steven G., **Book Review: A Practical Guide to Commercial Real Estate Transactions: From Contract to Closing**, by Stein, Fisher, and Fisher, *Real Estate Review*, University of Maryland, a Thomson Reuters/West Publication (Volume 38, Number 4, Winter 2009)
- Shapiro, Steven G., **Guest Comment (Op-Ed Section): The Value of the Bookstore**, Washington Business Journal (August 14, 2009)
- Shapiro, Steven G., **Book Review: Construction of Architecture: From Design to Built**, by Ralph Liebing, *Real Estate Review*, University of Maryland, a Thomson Reuters/West Publication (Volume 38, Number 2, Summer 2009)
- Shapiro, Steven G., **Three Books**, American Institute of Architects, AIArchitect (May 29, 2009)
- Shapiro, Steven G., **Integrated Project Delivery, the AIA, and the Allied Members**, American Institute of Architects, AIArchitect (March 13, 2008)
- Shapiro, Steven G., **The Architect-Contractor Smackdown: Using Specifications and Drawing Notes to Create an End-Run Around the Contract**, American Institute of Architects, AIArchitect (June 5, 2008)

- Shapiro, Steven G., **Could Green Fraud Be on the Horizon?**, American Institute of Architects, AIArchitect (December 5, 2007)
- Shapiro, Steven G., **Memo from Architects and Contractors to Architectural Critics in the Media: Designing and Constructing a Building is Not as Easy as it Looks**, Real Estate Review, New York University, a Thomson/West publication, (Volume 35, Number 2, 2007)
- Shapiro, Steven G., **Why Don't They Get What We All Do?**, American Institute of Architects, AIArchitect (March 29, 2007)
- Shapiro, Steven G., **Observations/Inspection Liability: Forget the Pleadings, Read the Court's Opinion**, American Institute of Architects, AIArchitect (September 15, 2006)
- Shapiro, Steven G., **The Journey from the Practice of Law to the Construction Trailer**, *Real Estate Review*, New York University, a Thomson/West publication (Volume 34, Number 4, 2006)
- Shapiro, Steven G., **The Most Powerful Marketing Tool for the Contractor: Understanding the Fundamentals of Real Estate Development**, Real Estate Review, New York University, a Thomson/West publication (Volume 35, Number 1, 2006)
- Shapiro, Steven G., **Continuing Education for the Developing Architects: More Not-So-Secret Continuing Education Ideas**, American Institute of Architects, AIArchitect (September 15, 2006)
- Shapiro, Steven G., **The Onerous Design Services Contract Proposed by the Owner: Revealing the Hidden Marketing Opportunity**, American Institute of Architects, AIArchitect (May 5, 2006)
- Shapiro, Steven G., **Substantial Completion in a Slumping Economy: Diminished Interest in the Brass Ring**, American Institute of Architects, AIArchitect (March 17, 2006)
- Shapiro, Steven G., **My Story: A Lawyer Starts Over**, *OnSite Real Estate Quarterly*, a magazine of the Washington Business Journal (February 2006)
- Shapiro, Steven G., **The Most Important Financial Player in a Real Estate Development Project?, Examining the Role, Value, and Impact of a Quality Construction Superintendent**, Real Estate Review, New York University, a Thomson/West publication (Volume 34, Number 2, 2005)
- Shapiro, Steven G., **Blurring the Line: Risk Management and Negotiation Among the Real Estate Owner, Architect, and Contractor**, American Institute of Architects, AIArchitect (October 10, 2005)
- Shapiro, Steven G. **Historic Preservation in Washington, D.C.: Understanding and Negotiating the Laws and Regulations**, scholarly paper, University of Maryland Graduate School of Engineering (2003) (accepted by District of Columbia Preservation League for the use of its members)
- Shapiro, Steven G., **Acquisition, Design, and Construction of Embassies and Chanceries in Washington, D.C.**, scholarly paper, University of Maryland Graduate School of Engineering (2004) (accepted by United States Department of State, Office of Foreign Missions, for external and internal resource material for State Department officers and the foreign diplomatic corps)

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**SELECTED PRESENTATIONS**

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- **Symposium, U.S. Court of Appeals for the Federal Circuit**, American University Law, Panel Moderator (October 2020)
- **Health and Worker Safety Precautions to Avoid a Lawsuit or Employee Complaint**, Asian American Hotel Owners Association Webinar (scheduled for June 2020)
- **Welcome Back, We Missed You, Please Don't Sue Us**, Asian American Hotel Owners Association Webinar (scheduled for June 2020)
- **Winning the Competition for Vendors**, Asian American Hotel Owners Association Webinar (May 2020)



- **Strategies to Manage Your Loan Repayment**, Asian American Hotel Owners Association Webinar (April 2020)
- **Strategies to Manage Your Franchise Agreement**, Asian American Hotel Owners Association Webinar (April 2020)
- **SCL International Conference**, New Zealand (scheduled for November 2021)
- **Federal Circuit Symposium**, American University Law Review, Panel Moderator (November 2019)
- **International Arbitration & Mediation, Cross-Border M&A**, International Law Institute (October 2019)
- **The Arbitral Process**, International Law Institute (May 2019)
- **Hotel for Sale: Mastering Hotel Valuation**, 2019 Asian American Hotel Owners Association National Annual Convention & Trade Show, Panel Moderator (April 26, 2019)
- **International Arbitration Symposium**, International Arbitration: Friend or Foe of Corporations?, American University Business Law Review, Panel Moderator (February 12, 2019)
- **Federal Circuit Symposium**, American University Law Review, Panel Moderator (November 16, 2018)
- **Corporate Accountability & Consumer Protection**, American Constitution Society symposium, Panel Moderator, (November 9, 2018)
- **Lessons Learned in Valuing, Marketing, and Selling Your Hotel**, Asian American Hotel Owners Association Webinar (May 30, 2018 & July 5, 2018)
- **Decision Time: Branded or Boutique?**, 2018 Asian American Hotel Owners Association National Annual Convention & Trade Show, Panel Moderator (March 29, 2018)
- **The Professional Network**, American University, Washington College of Law, Panelist (April 13, 2018)
- **Government Contracting in 2018**, American University, Washington College of Law Program on Law & Government, Panel Moderator (February 8, 2018)
- **The Pursuit of a Legal Career: Perspectives from Practitioners to the Courthouse**, American Bar Association Law Student Division 11th Circuit (February 20, 2016)
- **Hospitality for the Employee: Where Business, Employment, and the Hospitality Industry Intersect**, The American University Business Law Review 2015 (Panel Moderator: Where Does the Fault Lie: Join Employer Liability After the NLRB's McDonald's Decision (March 27, 2015)
- **Integrated Project Deliveries and Teaming Agreements**, American Conference Institute on Construction Law, New York, New York (February 24, 2015)
- **Professional Women in Construction**, Panelist, Networking Strategies (October 28, 2014)
- **Women in Construction, Leadership Conference**, Panel Moderator, Real Estate Projects in the News (October 23, 2014)
- **Sustainable Development in Higher Education**, NAIOP Maryland/DC, Panelist (October 24, 2013)
- **Project Front-End Strategy**, Project Management Symposium sponsored by the Project Management Institute (October 17, 2013)
- **Hospitality Agreements in the Gaming Industry (Panel Moderator)**, Global Gaming Expo, Las Vegas, Nevada (September 25, 2013)
- **BIM and Contract Administration: Building the Connection Between Design and Construction**, American Institute of Architects, 2012 National Convention (May 16, 2012)
- **Alleviating Special Problems that Arise in the Representation of Design Professionals & Subcontractors**, American Conference Institute on Construction Law, Orlando, Florida (March 1, 2012)
- **The Changing Role of the Architect in Construction Contract Administration**, American Institute of Architects, Live National Audio Webcast (November 8, 2011)

- **Scenario Planning for the Attorney in Retail Development and Construction (Roundtable Discussion)**, ICSC U.S. National Shopping Center Law Conference, Hollywood, Florida (October 2011)
- **USGBC's 2010 Legal Forum: The Legal Challenges Posed by Green Building**, USGBC GreenBuild, Chicago, Illinois (November 18, 2010)
- **Scenario Planning for the Attorney in Retail Development & Construction (Roundtable Discussion)**, ICSC U.S. National Shopping Center Law Conference, Hollywood, Florida (November 5, 2010)
- **Even a Lawyer Can Build a Starbucks: Fundamentals of Building Systems for the Law Student**, American University, Washington College of Law (October 19, 2010)
- **Fear of Shop Drawings: What Is the Process, Really, and Does It Need Fundamental Change?**, American Institute of Architects, Live National Audio Webcast (September 21, 2010)
- **Fundamentals of Building Systems and Design for the Real Estate Attorney**, Arnold & Porter Real Estate Practice Group (February 2011); Holland & Knight Real Estate Practice Group (September 2009)
- **Interview: Insights into the Real Estate Credit Markets, American Institute of Architects, AIArchitect Briefing**, Guest Speaker (February 2009)
- **The College and University as Real Estate Developer**, Panel Moderator D.C. Building Industry Association (November 13, 2008)
- **Green Retail Spaces: Planning, Design and Construction**, ICSC U.S. National Shopping Center Law Conference, Hollywood, Florida (October 24, 2008)
- **Cool Products and New Technologies for Your Next Green Building Project**, Lorman Green Conference, Arlington, Virginia (July 22, 2008)
- **From the Ground Up: Greening During Construction**, RealShare Green Buildings, Washington, D.C. (National Conference) (June 3, 2008)
- **The Continuing Evolution of the Green Revolution**, Panel Moderator, D.C. Building Industry Association (March 13, 2008)
- **Green from the Ground Up: Designing, Building & Managing Sustainable Properties?**, RealShare, Washington, D.C. (6<sup>th</sup> Annual) (February 27, 2008)
- **Greening the Retail Experience**, ICSC U.S. National Shopping Center Law Conference, San Diego, California (January 2008)
- **Veni, Vidi, Vici, Verdigras: Building Green**, Pennsylvania Bar Pennsylvania Bar Institute, 11th Annual Real Estate Institute, Philadelphia, Pennsylvania (December 5, 2007)
- **New Products and Structures for the Changing Climate: Green Building and Energy Conservation**, 2007 Tax Credit Symposium, Ronald Reagan Center, Washington, D.C. (November 14, 2007)
- **Program Co-Chair and Moderator**, Green Building & Technology Summit: Finance, Investment & Construction, Financial Research Associates, New York, New York (September 2007)
- **Hot Topics Briefing: The Greening of Real Estate, What Every Attorney Should Know**, Practising Law Institute, Live National Audio Webcast (August 16, 2007)
- **Practical and Contractual Considerations on Your Road to LEED Certification**, Rethinking Engineering Sustainability 2007, The Mascaro Sustainability Initiative (University of Pittsburgh) and The Steinbrenner Institute for Environmental Education and Research, Carnegie Mellon University (April 17, 2007)
- **Putting Together a Cost Efficient Green Team**, Developing and Investing in Green Buildings: Making Money in a New Environment, American Conference Institute, New York, New York (February 22, 2007)
- **From Blueprints through Red Tape to Green Buildings and All the Colors in Between (and Hopefully Beyond): Practical and Contractual Considerations on Your Road to LEED Certification**, Rethinking

Sustainable Construction 2006: Next Generation Green Buildings, 12th Rinker International Conference, University of Florida (September 20, 2006)

- **The Region's Largest Mixed-Use Developers: Designing, Financing and Building on a University Campus**, D.C. Building Industry Association, Accredited by the District of Columbia Board of Real Estate (February 24, 2005)

### SELECTED QUOTED ARTICLES

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- John Papas, **Ask the Experts: Picking the Best Airline Credit Card**, October 2019, WalletHub
- Paishance Welch, **Teenage Girl Found Dead in Hotel Freezer at a Chicago Hotel**, Milwaukee Community Journal, September 12, 2017
- **10 Out-of-the-Ordinary Summer Classes**, The National Jurist, Spring 2016 (non-quoted article ranking hotel law as number 5 in the nation for special category summer courses)
- Katherine Rosenberg-Douglas and John Keilman, **Viral Facebook video a focus of investigation into death of woman found in hotel freezer**, Chicago Tribune (September 12, 2017)
- Richie Bernardo, **2017's Best & Worst States for Summer Road Trips**, June 19, 2017, WalletHub
- Cameron Sperance, **Europe the Big Winner as Trump's Policies May Cost U.S. Millions of Visitors**, Bisnow (March 14, 2017)
- Feinstein, Amy, **Could Maggiano's Have Turned Down Reservation for White Nationalist Dinner**, INQUISTR (November 25, 2016)
- Goff, Karen, **Maggiano's booked a white nationalist dinner. Could it have turned down the reservation?**, Washington Business Journal (November 22, 2016)
- Medici, Andy, **Will lawmakers flood MGM National Harbor? Probably not.**, Washington Business Journal (November 18, 2016)
- Nycz-Conner, Jennifer, **Nailing the Big Speech**, Washington Business Journal (February 27, 2009)
- Webb, Lucy, **Important Stuff Grown-Ups Wish Young Employees Already Knew (or What We Wish We Knew When We Were Your Age)**, Washington Business Journal (April 21-27, 2006)
- Castro, Melissa, **Real Estate Industry Gets Extra Perk in Stimulus Act**, Washington Business Journal (March 21-27, 2008)
- Fruehling, Douglas W., **Books on My Shelf**, On Site, Greater Washington's Real Estate Quarterly, a magazine of the Washington Business Journal (August 2006)
- Tucker and Broderdorf, **Lawyers Today—Business Leaders Tomorrow?**, Georgetown University Law Center (Spring 2006)