

Building Better Cities Collaborative Partner Primer

Executive Summary



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Launching in Fall 2025 at NYU’s Schack Institute of Real Estate, the Better Bigger Cities Collaborative (BBCC) is a two-semester leadership fellowship for high-potential, mid-career professionals across the built environment—architects, developers, policymakers, technologists, planners, and entrepreneurs.

Each fellow commits one day per week to an intensive hybrid curriculum combining strategic foresight, applied research, and cross-sector collaboration.

The goal: to develop a new kind of urban leader—integrative, imaginative, and equipped to drive real-world change.

BBCC is not a design school or executive training course. It’s a hybrid platform operating on three levels:

- *Talent Accelerator*—developing future leaders with the capacity to shape cities and institutions
- *Collaborative R&D Lab*—advancing experimentation beyond client constraints and deadlines
- *Civic Catalyst*—generating applied research that informs urban transformation

Fellows participate in collaborative research projects, monthly reviews with public officials and global experts, masterclasses with leaders in design, technology, capital, and policy, and studio sessions in systems thinking, leadership, and urban foresight.

Contributing to a shared research agenda, Fellows produce published outputs that influence civic strategy, industry innovation, and public dialogue.

BBCC leverages NYU's intellectual ecosystem—including a core partnership with Schack's Urban Lab and access to world-class centers and institutes across the university.

Why Join?

- *Amplify R&D*—Advance strategic research outside of client constraints
- *Leadership Pipeline*—Offer high-performers a transformative developmental experience
- *Enhance Market Positioning*—Shape public discourse through high-profile publications and events
- *Gain Strategic Insights*—Stay ahead of emerging design, investment, and policy trends

BBCC starts from the premise that complexity is not a barrier, but a catalyst. In the exchange between disciplines, in the urgency of real-world challenges, we see the conditions for breakthrough.

By uniting rising stars across the built environment, BBCC turns ambition into strategy, and strategy into change. We're seeking not just to prepare leaders for the future—but to help them build it. We invite you to join us.

Contents

1 Introduction	1.1	Vision	6
	1.2	Opportunity	6
	1.3	Problem	11
	1.4	Solution	11
	1.5	Context	12
	1.6	Partners	12
	1.7	Ambitions and Impact	15

2 Model & Benefits	2.1	Entity	16
	2.2	Leadership	16
	2.3	Advisory Board	16
	2.4	Participation Models	15
	2.5	Consortium Membership	18
	2.5.1	Consortium Board	19
	2.5.2	Partner Benefits	19
	2.6	Fellowship Program	19
	2.6.1	Fellowship Forum	20
	2.6.2	Fellowship Benefits	20
	2.6.3	Lifelong Fellowship	21
	2.7	Financial Commitment	21
	2.8	Agreement and Intellectual Property	21

3 Academic Program	4.1	Program Overview	22
	4.2	Collaborative Group Projects	22
	4.3	Fellowship Studio	26
	4.4	Dissemination and Public Engagement	29

4 University Integration	6.1	University Policies and Regulations	31
	6.2	Research Ethics and Integrity	31
	6.3	Academic Integrity and Plagiarism	31
	6.4	Diversity, Equity, and Inclusion (DEI)	31
	6.5	Student Wellbeing and Support	31
	6.6	Other Relevant Policies	31

Appendices	A	Founder Biographies	32
	B	Director Role	33
	C	Advisory Board Members	35
	D	Advisory Board	36
	E	Advisory Board Member Role	37
	F	Consortium Board	38
	G	Consortium Board Member Role	40
	H	Fellow Role	41
	I	Fellows Forum	43
	J	Consortium Partnership Agreement	44
	K	Intellectual Property Policy	47
	L	Frequently Asked Questions	49
	M	Glossart	51

1 Introduction

1.1 Vision

The Building Better Cities Collaborative seeks for cities to become more livable, prosperous, and sustainable as they grow and evolve. We bring together developers, designers, entrepreneurs and academia to pioneer integrated, innovative and inclusive approaches to deliver these goals.

1.2 Opportunity

Why New York?

Few places offer a more dynamic environment for exploring the future of cities than New York. As one of the world's most complex urban systems, it presents BBCC fellows with a unique context in which to think, test, and act.

- Real estate market value is approximately \$16 trillion (2024–2025)
- Around 21,600 licensed architects in New York state (2024)
- Construction and development spending hit roughly \$83 billion in 2023—10 percent above pre-pandemic levels
- More than 10,000 technology firms
- City-wide climate targets including an 80% emissions reduction by 2050

This convergence of scale, diversity, and ambition makes New York both a proving ground and a source of global insight.

Why NYU?

As a university embedded within the city itself, NYU offers BBCC an unusually direct interface between research and practice. Fellows work across the university's intellectual ecosystem—including the Schack Institute of Real Estate, the Urban Lab, the Center for Sustainable Built Environment, and NYU Tandon's smart cities programs. This integrated model allows for:

- Collaboration with leading faculty and applied research centers
- Access to world-class facilities across Manhattan and Brooklyn
- Opportunities for interdisciplinary engagement with students and scholars from multiple fields

A Global Perspective

With campuses in Abu Dhabi and Shanghai and academic centers on six continents, NYU's global footprint also enables BBCC to connect local experience to international urban contexts—supporting comparative work, exchange, and future scaling.

Working Across Sectors

BBCC is shaped by the belief that meaningful city-making depends on collaboration across disciplines and industries. NYU's long-standing

RIGHT—
BBCC leverages
the opportunities
of New York City.



NYU Global Network

1. Abu Dhabi, UAE
2. Accra, Ghana
3. Berlin, Germany
4. Buenos Aires, Argentina
5. Florence, Italy
6. London, UK
7. Los Angeles, USA
8. Madrid, Spain
9. Paris, France
10. Prague, Czech Republic
11. Shanghai, China
12. Sydney, Australia
13. Tel Aviv, Israel
14. Tulsa, USA
15. Washington DC, USA



NYU Strategic Pathways

INTERDISCIPLINARY

“Lead the world in interdisciplinary collaboration for innovation and impact.”

BBCC unites diverse expertise from real estate, architecture, and technology to innovate urban solutions collaboratively.

SCIENCE AND TECH

“Position NYU as the #1 place to be for discovery, innovation, and entrepreneurship with a global perspective.”

Leveraging cutting-edge research and industry partnerships, BBCC fosters urban innovation with global entrepreneurial impact.

GLOBAL

“Lead the world in global education and research.”

BBCC’s phased expansion across NYU’s global network cultivates international urban research and knowledge exchange.

FLOURISHING

“Build and sustain a welcoming and supportive community in which students, faculty, and staff can flourish and timely graduation is a top priority.”

BBCC provides real-world projects and industry connections, enhancing career readiness.



ABOVE—
BBCC aims to bridge academia and practice.

1.3 Problem

partnerships with developers, designers, civic institutions, and technology firms provide the foundation for a truly cross-sector program—grounded in real-world projects and designed to reach public and professional audiences through events, publications, and applied research.

As cities continue to grow and face increasingly complex challenges, there is a pressing need for innovative, interdisciplinary approaches to urban development. Current challenges include, among others:

- The need for more affordable and sustainable housing solutions
- Adapting urban infrastructure to climate change and promoting resilience
- Balancing economic growth with social equity and environmental sustainability
- Integrating emerging technologies into urban systems effectively
- Developing new financial models to fund ambitious urban projects

These challenges—and more—require collaboration across disciplines and sectors, yet there are limited platforms for sustained, in-depth cooperation between academia, industry, and urban innovators.

1.4 Solution

The Building Better Cities Collaborative addresses these challenges by:

- Creating a unique consortium that brings together developers, designers, entrepreneurs, and students
- Establishing long-term research themes that allow for in-depth exploration of urban challenges
- Forming interdisciplinary Collaborative Groups to tackle specific urban issues
- Providing a fellowship program that nurtures future urban innovation leaders
- Leveraging NYU’s academic resources and Schack’s real estate expertise to bridge theory and practice
- Producing an annual magazine and hosting a Distinguished Speakers event to disseminate findings and influence urban development practices

By fostering this collaborative ecosystem, BBCC aims to generate innovative solutions that make cities more livable, prosperous, and sustainable. Our approach integrates spatial design with financial modeling, ensuring that proposed solutions are both visionary and viable.

1.5 Context

BBCC operates within a diverse ecosystem of organizations working at the intersection of cities, real estate, and urban strategy. While others contribute valuable insights or services, BBCC occupies a distinct role—designed for long-term, cross-sector collaboration and public-facing impact.

Academic Research Centers

- Focus: Leading-edge research, often leveraging data science, emerging technologies, or policy frameworks
- Limitations: May lean theoretical or long-range, with limited direct implementation or stakeholder co-creation

Corporate R&D Labs

- Focus: Developing market-ready innovations in design, construction, and urban technology
- Limitations: Commercial imperatives can narrow experimentation and exclude broader civic or academic inputs

Consulting Firms

- Focus: Delivering strategic advice and analysis for urban development projects
- Limitations: Often project-specific and time-bound, with less emphasis on open-ended inquiry or shared learning

What Sets BBCC Apart

- Bridges academia and industry, combining critical inquiry with professional application
- Fosters sustained collaboration across disciplines, sectors, and institutions
- Provides a neutral platform, free from client obligations, allowing open experimentation
- Commits to long-term research, addressing complex urban issues that resist short-term solutions
- Generates public outputs, shaping civic dialogue through publications, events, and real-world proposals

1.6 Partners

BBCC partners are committed to shaping the future of cities through strategic collaboration, applied research, and talent development. We're seeking organizations that bring expertise, curiosity, and a shared commitment to civic impact.

Mission Alignment

Partners should share BBCC's commitment to advancing more livable, equitable, and sustainable cities.

Expertise & Insight

We welcome organizations with strengths in real estate, design, planning, policy, finance, or technology—and who are ready to contribute knowledge, resources, or live project contexts.

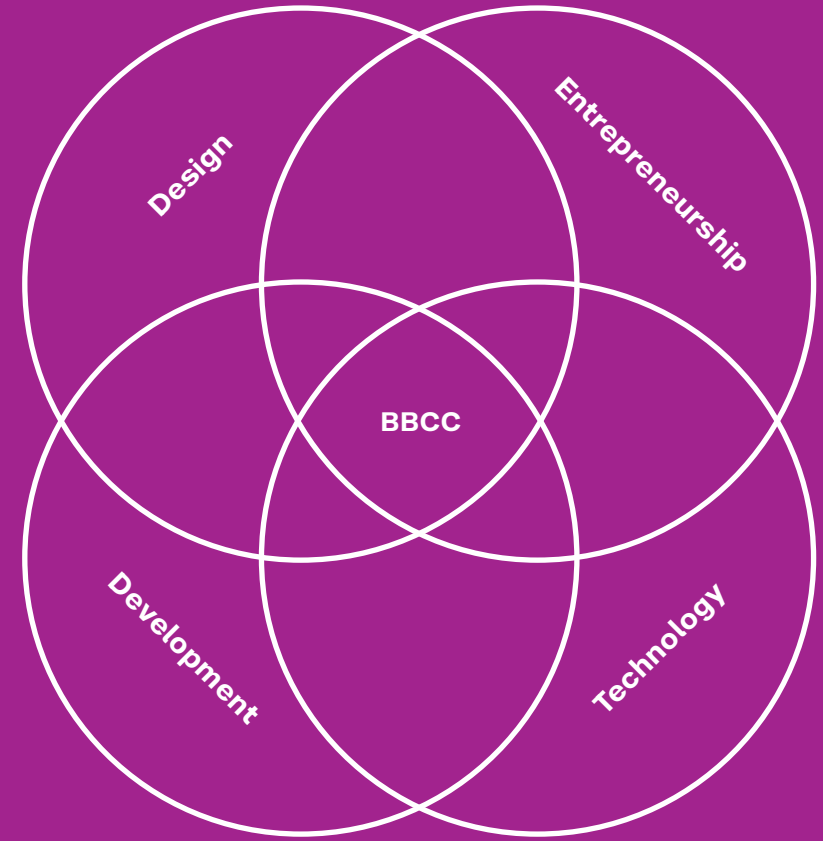
Collaborative Spirit

Ideal partners are eager to engage with fellows, faculty, and peers—through co-developed projects, research contributions, and thought leadership activities.

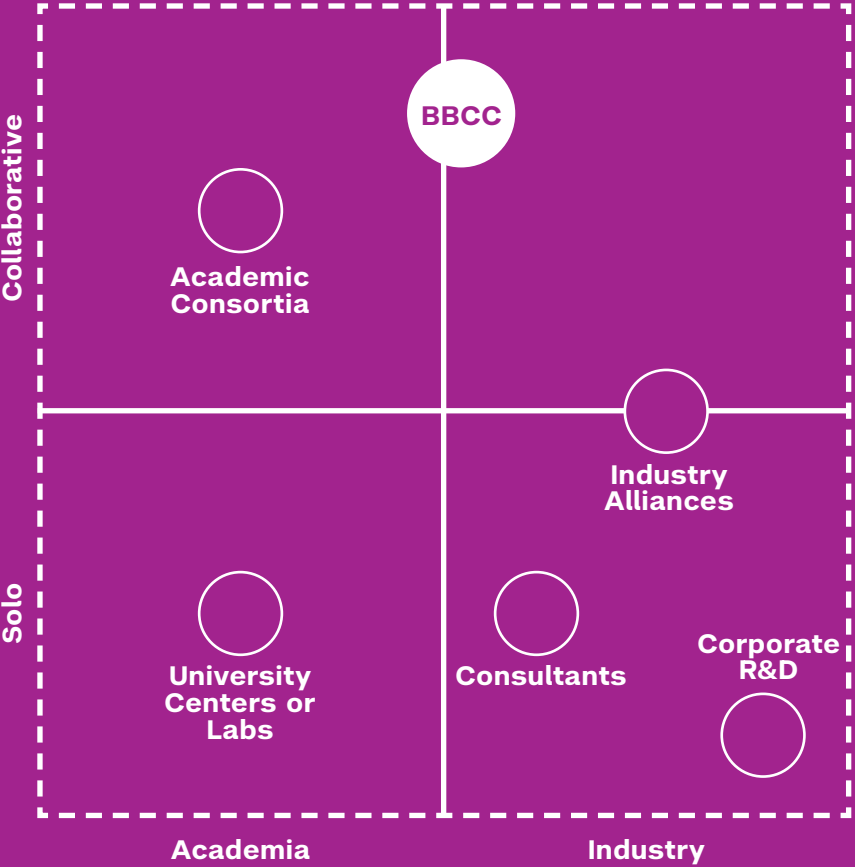
Capacity & Commitment

Participation includes nominating a fellow (or more), appointing a point of contact, and joining key events and research milestones.

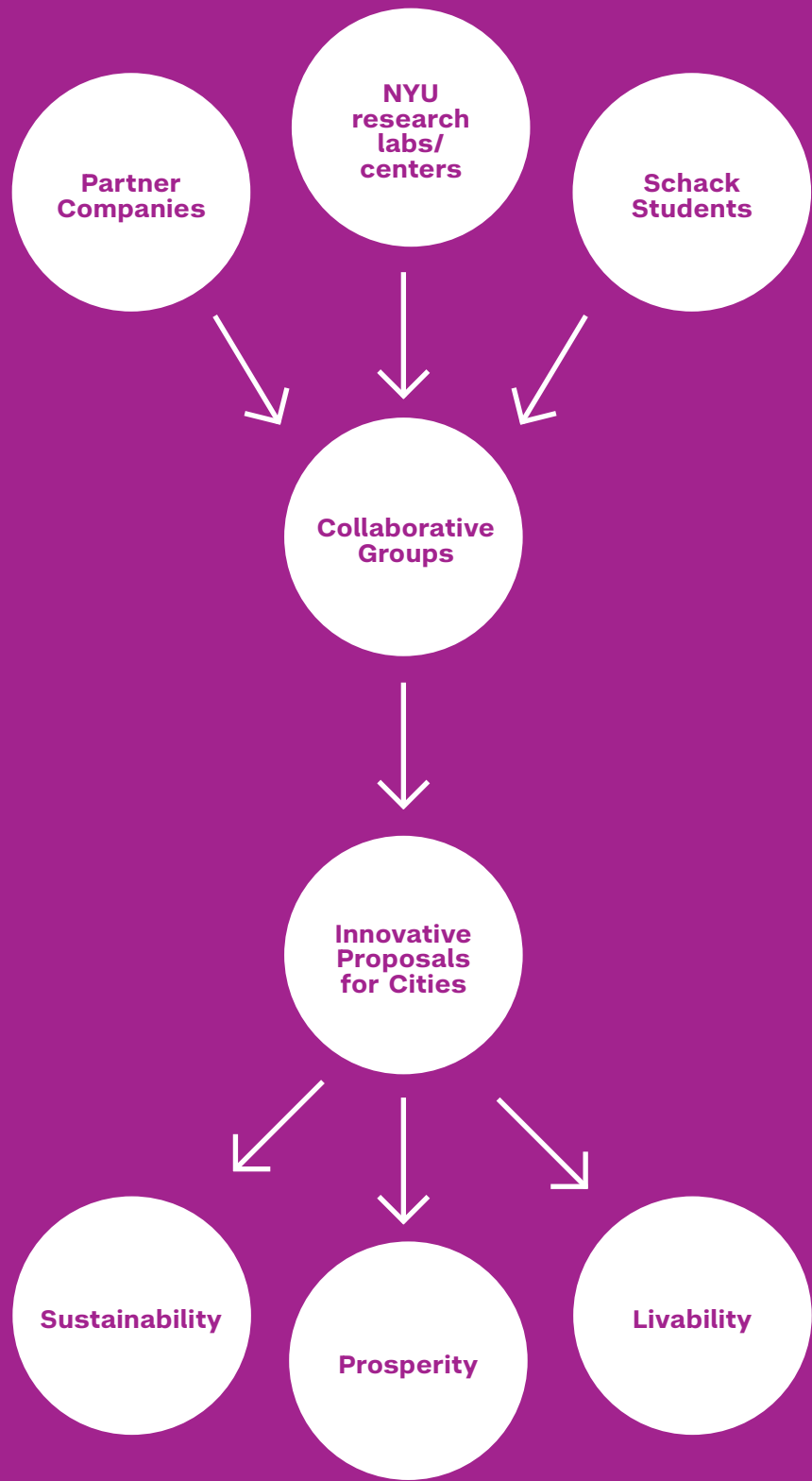
Integrating Disciplines



Landscape Position



Theory of Change



1.7 Ambitions and Impact

Strategic Mindset
We value partners who think beyond the immediate brief—open to testing new approaches, surfacing insights, and connecting innovation to strategy.

Long-term Engagement
BBCC works best with partners who see this as more than a discrete exercise—those invested in building a longer-term relationship that grows talent, ideas, and public impact over time.

BBCC is designed to generate real outcomes—for people, organizations, and cities. At its core, the program develops a new kind of urban leader: individuals equipped with the strategic insight, creative confidence, and interdisciplinary fluency to lead change across the built environment.

For partner organizations, BBCC acts as a catalyst—growing internal talent, generating actionable insights, and creating space for new forms of research, collaboration, and civic engagement.

While our immediate focus is on the success of our fellows and partners, BBCC also aims to influence broader patterns of urban development. Through published research, public events, and experimental proposals, we seek to surface new models of practice—ones that challenge conventional boundaries between design, policy, capital, and community.

By aligning academic inquiry with professional action, BBCC aspires to shape the long arc of urban transformation—measured not just in quarterly outcomes, but in the kind of cities we leave behind.

Model & Benefits

2.1 Entity

The BBCC is a new initiative housed within the Schack Institute of Real Estate at New York University. Founded by Marc Norman and Will Hunter, the program draws on their combined experience across real estate, urban development, and architectural education (see **Appendix A** for bios). BBCC builds on Schack’s legacy of industry-connected teaching and research, while offering a new platform for cross-sector experimentation, civic leadership, and long-range thinking about the future of cities.

2.2 Leadership

Will Hunter is the inaugural Director of BBCC, with responsibility for shaping the collaborative’s strategic direction and overseeing its day-to-day operations. He leads on fellow selection, partner engagement, curriculum design, and public programming. A full role description is provided in **Appendix B**.

2.3 Advisory Board

BBCC has been shaped by a Founding Advisory Board of distinguished professionals and academics spanning urban development, real estate, policy, and allied fields. The board offers strategic guidance on program direction, research priorities, and external engagement. A list of members appears in **Appendix C**, with Terms of Reference and a Role Description in **Appendices D & E**.

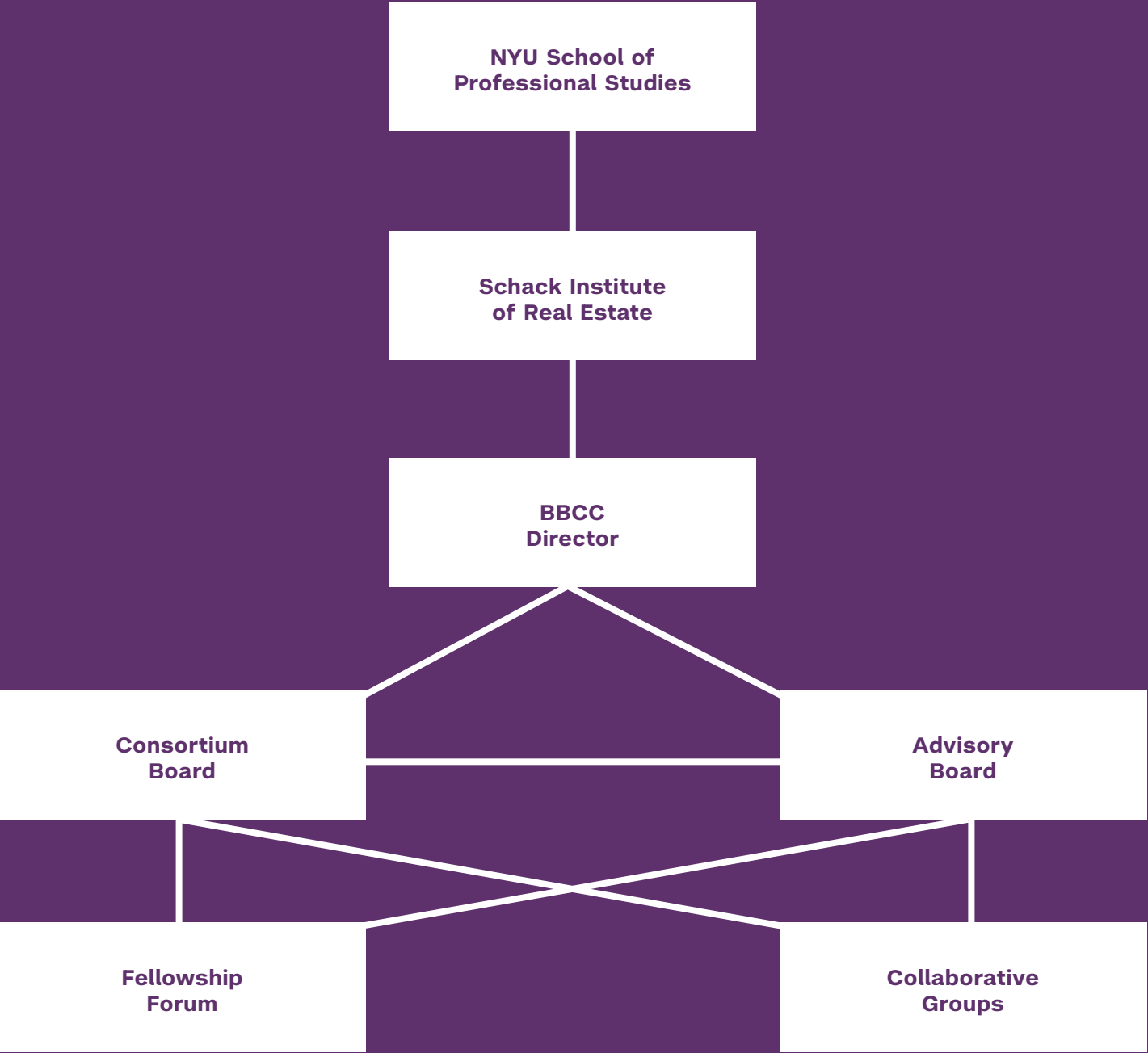
2.4 Participation Models

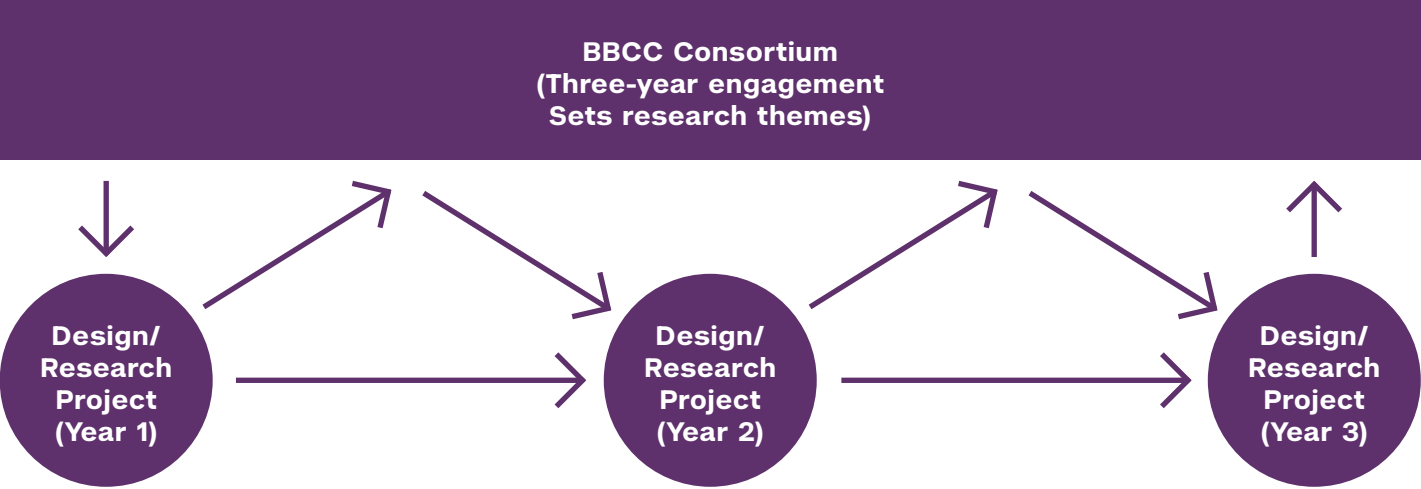
BBCC offers two routes for engagement, to accommodate both flexible, one-time participation and longer-term strategic partnership.

Fellowship Participation
Organizations sponsor one or more individuals—typically mid-career professionals—to join BBCC as fellows. The standard commitment is two semesters (Fall–Spring), though flexible models may apply during the pilot phase. Fellows take part in applied research, studio sessions, public events, and peer learning, while representing their organizations within the BBCC network.

Consortium Membership
For organizations seeking deeper, ongoing engagement, consortium membership offers a multi-year partnership. Members gain discounted fellowship rates, participate in program governance, and help shape BBCC’s research agenda. Consortium partners typically commit to a three-year cycle, supporting long-term themes and sustained collaboration.

Governance Structure





ABOVE—
The consortium sets research themes over three-years. Annual projects provide feedback loops to themes.

This dual-track model allows BBCC to be open and adaptive while building the continuity required for ambitious research and civic impact.

Local and Non-Local Participation

BBCC is based in New York City but welcomes participation from firms across the U.S. and internationally. Local companies benefit from full in-person engagement and the ability to connect regularly with the region's vibrant urban development ecosystem.

Non-local organizations are encouraged to nominate remote fellows, with in-person attendance recommended at key moments across the year:

- Orientation
- Charrette
- Final Review
- Magazine Launch

This hybrid structure allows both local and non-local firms to contribute meaningfully to BBCC's work—while gaining insight into the New York market, new models of urban practice, and a global network of collaborators.

2.5 Consortium membership

The BBCC Consortium brings together a group of partner organizations committed to shaping the future of cities through long-term, cross-sector collaboration. Membership is open to firms across real estate, design, technology, planning, and related fields whose expertise aligns with BBCC's mission.

Partners may apply through an open process, or be invited directly based on shared strategic interests. This dual approach ensures a dynamic and diverse network of contributors.

Consortium members commit to a three-year engagement, providing continuity for shared research, deeper collaboration, and collective agenda-setting. This timeframe enables the development of multi-year research themes—such as housing, climate adaptation, or civic finance—while supporting more substantial grant-seeking and project development.

Members also receive discounted fellowship fees, strategic visibility, and the opportunity to participate in BBCC's governance and annual planning.

2.5.1 Consortium Board

Each member organization appoints a senior representative to the BBCC Consortium Board. The Board provides strategic oversight—shaping research priorities, advising on program development, and strengthening the bridge between academia and industry. This shared governance structure ensures BBCC remains responsive to real-world challenges while maintaining the intellectual independence necessary for long-term inquiry. Terms of Reference and a Role Description for Board Members are included in **Appendices F & G**.

2.5.2 Partner Benefits

Access to Frontier Research

Members help shape and benefit from long-term, exploratory research that is unconstrained by short-term commercial pressures. This creates space for ambitious thinking, anticipatory strategy, and early engagement with emerging urban trends.

Talent Development & Retention

Consortium members can nominate high-potential professionals to join the BBCC Fellowship—a prestigious opportunity that sharpens leadership, research, and project delivery skills. This investment demonstrates a public commitment to professional growth, helping attract and retain top talent.

Visibility & Thought Leadership

Member organizations are featured in BBCC publications and events—including the annual magazine and Distinguished Speakers forum—positioning them at the forefront of innovation in the built environment. Research outputs offer new tools for client engagement, advocacy, and brand distinction.

Strategic Insight & Market Intelligence

Through ongoing collaboration, partners gain deeper understanding of the New York City market and broader urban development trends—valuable for firms expanding into new geographies or seeking to future-proof their strategy.

Influence on Practice & Policy

By co-shaping BBCC's research agenda, members contribute to the advancement of new ideas in design, policy, finance, and sustainability—potentially influencing both industry standards and civic practice.

Interdisciplinary Collaboration

The consortium model facilitates meaningful engagement across real estate, design, planning, technology, and academia—fostering new relationships and holistic approaches to complex urban issues.

Access to Funding & Grant Opportunities

Academic affiliation opens new opportunities for collaborative grant applications, shared R&D resources, and participation in publicly funded research—reducing individual risk while expanding collective capacity.

2.6 Fellowship Program

At the core of BBCC is a fellowship program for high-potential, mid-career professionals sponsored by participating organizations. Fellows lead research and collaboration projects over the course of the academic year, engaging with faculty, peers, and partners across the program.

Fellows may be nominated by consortium members or by organizations participating on a one-off basis. In larger firms, the Fellow and the organization's Consortium Board representative are typically separate individuals. In smaller practices, the same person may serve in both roles, where appropriate. A detailed role description for BBCC Fellows can be found in **Appendix H**.

2.6.1 Fellowship Forum

The Fellowship Forum meets twice per semester, providing a structured space for fellows to reflect on their experience and offer feedback on the program in real time. It plays a key role in BBCC's continuous improvement process and ensures that the participant voice is central to the program's evolution.

The forum reinforces BBCC's collaborative ethos—empowering fellows to help shape both their own experience and the future direction of the initiative. Terms of Reference for the Fellowship Forum are included in **Appendix I**.

2.6.2 Fellowship Benefits

Research Leadership & Strategic Thinking

Fellows lead speculative research projects unconstrained by client deliverables—creating space to explore emerging ideas, test new approaches, and shape innovative responses to complex urban challenges. Many fellows find this work opens new opportunities within their firm or sector.

Expert Collaboration & Academic Access

Fellows engage regularly with faculty, visiting experts, and industry leaders through masterclasses, reviews, and one-on-one mentorship. Each fellow may audit one NYU Schack class per semester to build knowledge in areas relevant to their research or professional trajectory.

Peer Learning & Network Expansion

The BBCC cohort model fosters a powerful peer-to-peer learning environment across disciplines, sectors, and geographies—broadening fellows' perspectives on city-making and forming enduring professional relationships.

Visibility & Thought Leadership

Fellows present their work at BBCC's annual Distinguished Speakers event and magazine launch, contributing to public discourse on urban development and representing their organizations to a wide audience of industry and civic leaders.

Civic Engagement & Mentorship

Fellows host student office hours once per semester, building mentorship skills while contributing to the development of NYU Schack's next generation of real estate professionals. This also strengthens fellows' recruitment and professional networks.

Institutional Integration

Fellows are offered an NYU email address and campus access credentials, enabling use of university resources and positioning them as embedded members of NYU's research community—particularly useful when initiating academic partnerships or seeking grant opportunities.

NYU Alumni Status

Upon successful completion of the Fellowship, participants receive a

certificate of completion and are granted NYU alumni status, gaining access to global alumni networks, events, and continued opportunities for professional growth.

2.6.3 Lifelong Fellowship

The BBCC Fellowship is designed to extend far beyond its two-semester arc. Fellows join a growing, cross-sector network of peers, practitioners, and thought leaders committed to shaping the future of cities. This lifelong community provides access to ongoing professional development, alumni-only events, and future opportunities to collaborate with new cohorts and industry partners.

Founding Fellows hold a unique role in the BBCC's history. By joining in its inaugural phase, they help shape the culture, priorities, and trajectory of the program. Their contributions will be recognized as part of the platform's foundation—marking not just a professional milestone, but a lasting legacy in the evolution of urban practice.

2.7 Financial Commitment

BBCC is designed to align with R&D, innovation, and leadership development budgets. Organizations may engage by sponsoring individual fellows or by committing to a multi-year partnership through consortium membership. This supports both flexibility and continuity—allowing new organizations to participate on a one-off basis, while rewarding longer-term partners for their sustained commitment to BBCC's mission and growth.

The standard Fellowship fee is \$6,000 per semester. A range of discounted rates supports access, diversity, and long-term collaboration:

- *Pilot Participant*: \$4,500 (25% discount)
- *Small Practice*: \$4,200 (30% discount)
- *Micro Practice*: \$3,000 (50% discount)
- *Consortium Member*: \$4,800 (20% discount)

Consortium Membership

Consortium members commit to sponsoring at least one fellow annually for a period of three-years. In return, they gain access to the discounted fellowship rate of \$4,800 per semester, along with governance participation, agenda-setting opportunities, and visibility across BBCC's publications and events. Members may sponsor up to two additional fellows each year at the same discounted rate.

2.8 Agreement and Intellectual Property

The contractual relationship between the Schack Institute of Real Estate and its partners can be found in **Appendix J**, which includes Intellectual Property (IP) provisions. The IP Policy for BBCC is in **Appendix K**.

Academic Program

3.1 Program Introduction

At BBCC, we believe that lasting urban change is driven not just by good ideas, but by people who act with clarity, conviction, and strategic purpose. That's why our academic model intertwines two equally vital strands:

- The Collaborative Group Project
- The Fellowship Studio

These run in parallel over the course of the academic year—one outward-facing, focused on applied urban innovation; the other inward-facing, designed to sharpen each Fellow's long-term mission and strategic intent.

We hold these strands together deliberately. In a field as complex and high-stakes as urban development, technical skill is essential—but not sufficient. Today's city-builders must also be reflective, adaptive leaders: able to navigate uncertainty, align competing interests, and act with both creativity and resolve.

The BBCC learning model supports this dual imperative. Fellows work in interdisciplinary teams to tackle real-world challenges through integrated spatial and financial thinking—while also developing a personal roadmap for impact, leadership, and growth.

This combination of collective intelligence and individual clarity is what equips BBCC Fellows to lead meaningful change—not just in theory, but in practice.

3.2 Collaborative Group Projects

Format and Purpose

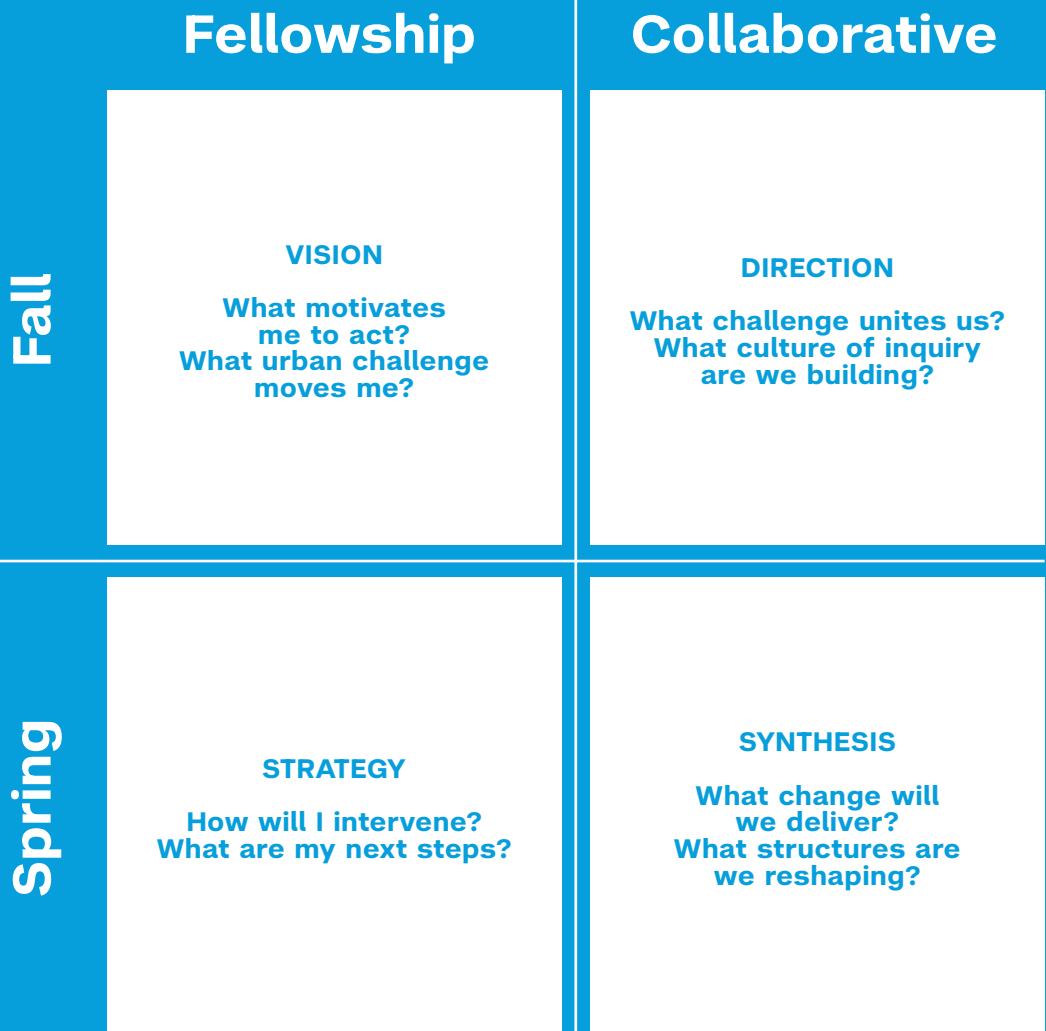
The Collaborative Group Projects are the applied core of the BBCC Fellowship—team-based, real-world, and grounded in urgent urban challenges. Fellows work in interdisciplinary groups across the full academic year to develop a bold, integrative response to a shared research theme, selected annually by the BBCC Consortium Board.

The work unfolds through a hybrid structure that combines independent collaboration with structured studio time, regular review cycles, and expert-led feedback sessions. This model ensures sustained momentum, rigorous development, and deep engagement across practice, policy, and academia. Each project culminates in public presentation and publication, designed to influence discourse and practice beyond the university.

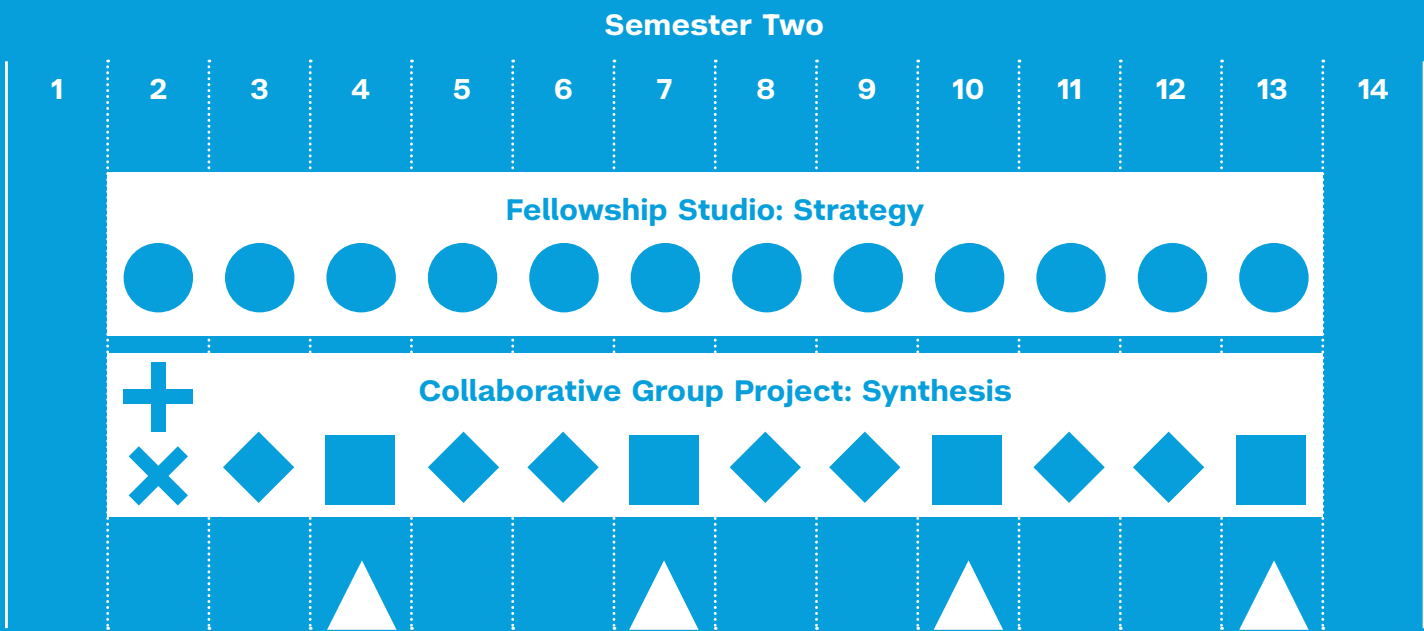
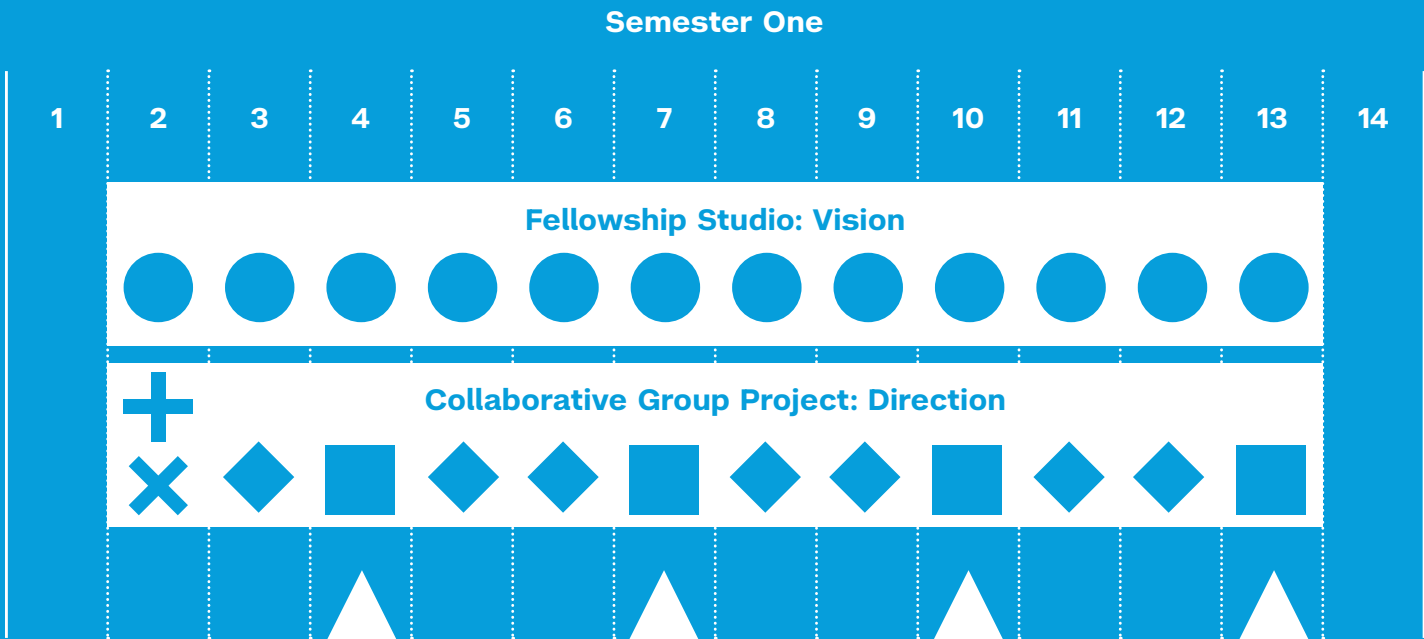
Project Brief and Objectives

Each Collaborative Group is tasked with developing a proposal that advances urban livability, prosperity, and sustainability through new combinations of spatial design and financial innovation. The aim is not just to theorize but to prototype—producing real-world strategies that

Courses Integration



Academic Timetable



- +

In-person Charrette
- ×

Primer Discussion
- Project Review
- Fellow Symposia
- ◆

Faculty / Guest Masterclass
- ▲

Public Lecture Program

explore how interdisciplinary collaboration can unlock viable, visionary responses to complex urban problems. Fellows are expected to define the problem, structure a strategic response, and demonstrate how their proposal could be implemented or scaled in practice.

Key Components

All BBCC projects are guided by four integrated components:

- *Urban Challenge Identification*
Define a pressing, multidimensional issue facing cities—such as housing affordability, climate adaptation, mobility, or urban equity.
- *Spatial Design Innovation*
Propose bold, contextually grounded spatial strategies that rethink land use, form, and the design of urban environments.
- *Financial Model Integration*
Develop a robust financial or delivery model that supports the spatial proposition—whether through public-private partnership, novel funding streams, or emerging investment vehicles.
- *Interdisciplinary Synthesis*
Draw from architecture, real estate, policy, planning, and technology to craft a holistic, implementable solution.

Indicative Themes

Each year, the Consortium Board sets a high-level research theme that frames the work of all Collaborative Groups. Within that shared focus, teams define their own project direction, site, and methodology. Sample themes include:

- *Housing Innovation*: Designing new models for inclusive, mixed-income communities
- *Climate Resilience Infrastructure*: Rethinking the interface between adaptation, public realm, and revenue generation
- *Transit-Oriented Development 2.0*: Reinventing urban mobility hubs as anchors of livability and economic opportunity
- *Urban Industrial Integration*: Proposing frameworks for reintroducing productive uses into dense urban neighborhoods
- *Health-Centric Design*: Advancing built environments that promote physical, mental, and social wellbeing

Projects are encouraged to site themselves in New York City to maximize immediacy and relevance, though other locations may be proposed where appropriate to the research.

Deliverables

Each Collaborative Group is expected to produce a suite of professional-quality outputs that communicate their proposal clearly to a range of audiences. These include:

- A project report outlining the challenge, analysis, and solution
- Visual materials (plans, renderings, diagrams, models)
- A financial model or delivery strategy that underpins the proposal
- A verbal presentation for the final review and Distinguished Speakers Event
- A written contribution to the annual BBCC magazine

While the form of each output may vary by project, all groups are expected to demonstrate design clarity, economic viability, and real-world relevance.

Project Reviews

Reviews are a central feature of the BBCC calendar. These structured feedback sessions give fellows the opportunity to present work-in-progress to a rotating panel of invited experts. Each session combines critique, coaching, and peer learning—mirroring the high-stakes dynamics of professional practice. Critics are drawn from a diverse pool, including:

- Senior industry professionals in development, planning, and design
- Academic experts from NYU and peer institutions
- Public-sector leaders and policymakers
- Innovation specialists in technology, data, and systems thinking
- Investors and real estate clients who understand feasibility and delivery

Review Cycle

Each Collaborative Group participates in eight reviews over the academic year—four per semester—tracking the evolution of their work from concept to final proposal.

Semester One

- Project Inception
- Concept Development
- Midpoint Evaluation
- Pre-Holiday Critique

Semester Two

- Strategic Refinement
- Feasibility Review
- Final Draft Review
- Culmination & Public Presentation

Assessment

The Collaborative Group Project is a non-credit-bearing component of the BBCC Fellowship and is not formally graded. Instead, fellows receive formative feedback throughout the year from expert reviewers and faculty.

While there are no letter grades or transcripts, all outputs are expected to meet a professional standard suitable for civic leaders, investors, and design audiences. Fellows are assessed on their ability to contribute to collaborative problem-solving, produce clear and viable proposals, and communicate their ideas with precision and conviction.

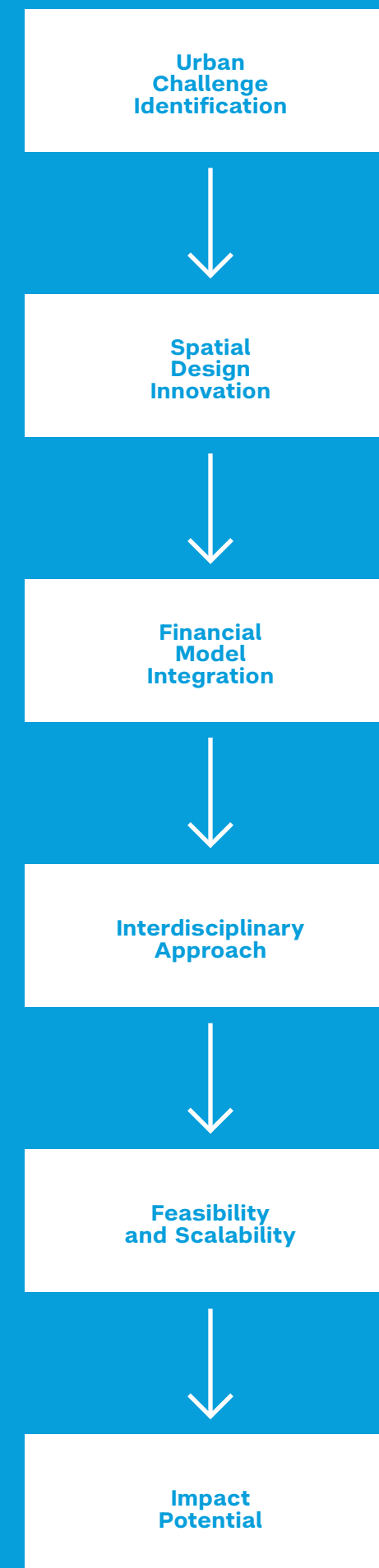
Purpose and Structure

While the Collaborative Group Project focuses outward on urban systems and public solutions, the Fellowship Studio turns inward—providing a structured space for personal reflection, strategic alignment, and long-term planning. It is designed to support fellows as they clarify the deeper “why” behind their work and develop the tools to pursue that impact effectively beyond the fellowship year.

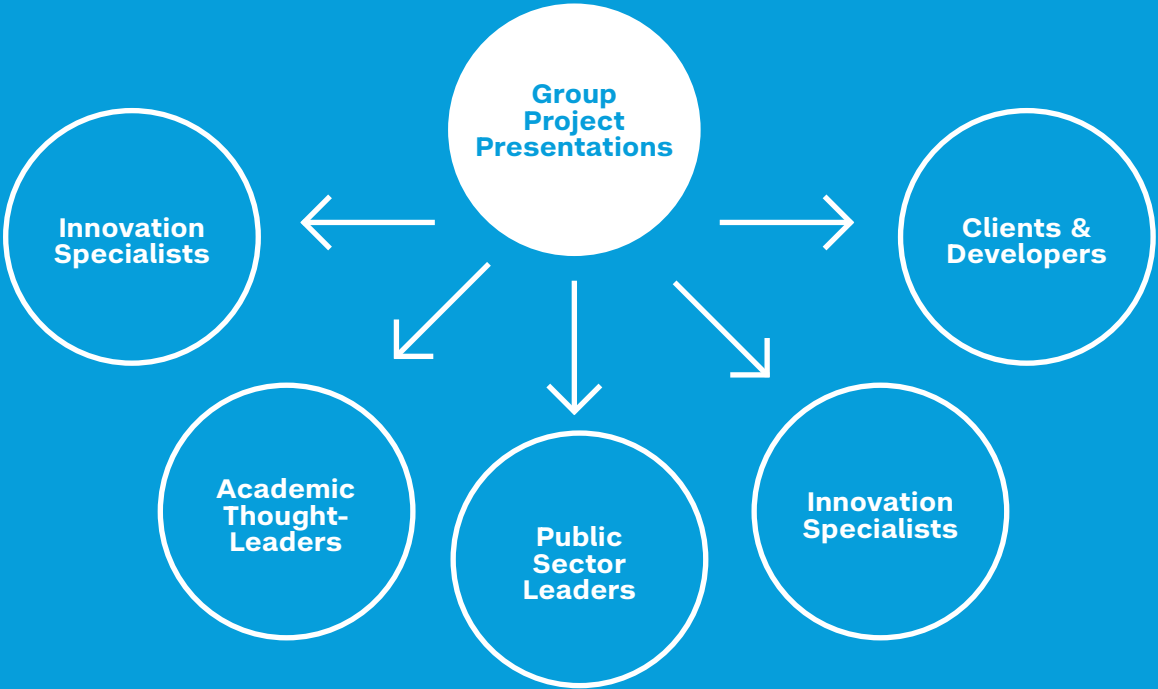
The Fellowship Studio meets weekly throughout both semesters. Sessions combine peer coaching, strategic frameworks, guest dialogues, and reflective writing to help fellows align professional ambitions with personal purpose. The studio does not produce public deliverables—it exists to strengthen individual clarity, resilience, and leadership capacity

3.3 Fellowship Studio

Project Lifecycle



Project Reviews



Dissemination Strategy



Fellowship Studio I: Mission and Positioning

In the first semester, the Fellowship Studio helps fellows define the core urban challenge they feel most compelled to address. The central question is: “What further impact do I want to make in the world?” Through a process of guided inquiry, fellows:

- Reflect on their values, expertise, and lived experience
- Analyze the systemic dynamics shaping their chosen challenge
- Explore models of urban change and strategic positioning
- Craft a personal “urban mission statement” to anchor their work in

Studio I is not about finding immediate solutions—it’s about choosing the right problem and building conviction in the path ahead.

Fellowship Studio II: Strategy and Action

In the second semester, the focus shifts to delivery. Fellows move from big-picture mission to actionable strategy, asking: “How can I best deliver that impact?” This stage includes:

- Mapping the ecosystem around their chosen challenge
- Exploring different models of intervention (venture, policy, research, etc.)
- Testing strategic hypotheses through low-stakes experiments
- Drafting a roadmap for their next chapter as a leader, founder, or change agent

Fellows are supported through tools like Theory of Change, Lean Startup, and stakeholder analysis. The semester culminates in an optional public pitch, prototype, or publication—though the emphasis remains on internal clarity and real-world readiness.

3.4 Dissemination and Public Engagement

Developer/Designer Dialogues

The Developer/Designer Dialogues are BBCC’s public-facing lecture series, held three times per semester in the evening. These curated pairings bring together leaders from development and design—developers, architects, planners, civic entrepreneurs—to discuss the tensions and synergies in shaping the city.

Unlike conventional lectures, the Dialogues are structured as candid, moderated conversations that probe the realities of urban production: what gets built, why it gets funded, and how visions become (or fail to become) reality.

Open to the public, the series positions BBCC as a cultural and intellectual node for the future of cities—bridging practice and provocation, and inviting the broader community into our ongoing inquiry.

Annual Magazine

Each year culminates in the launch of the BBCC Magazine, a print and digital publication that documents the work of Collaborative Groups and captures the broader ethos of the program.

Edited by BBCC Director Will Hunter—Executive Editor of Vertical Urbanism and former Executive Editor of The Architectural Review—the magazine serves as a platform for creative research, visual storytelling, and policy-relevant thought leadership. It includes essays, diagrams, interviews, and project proposals.

The magazine is distributed to BBCC partners, NYU affiliates, and a curated external audience of civic leaders, funders, and media contacts. It is both a record of the year’s work and a provocation for the field.

Distinguished Speakers Event
The year's public crescendo is the Distinguished Speakers Event, held each October as part of NYU Schack's flagship lecture series. The event showcases the work of BBCC Collaborative Groups, giving fellows a platform to present their proposals to a packed audience of peers, critics, and invited guests. The evening includes:

- Group presentations of each project (10–15 minutes)
- A moderated panel with guest respondents
- A celebratory networking reception
- The formal launch of the BBCC Magazine

This event is where research meets rhetoric, where strategy meets storytelling—and where the next generation of urban leadership steps into view.

4

6.1 University Policies and Regulations
6.2 Research Ethics and Integrity
6.3 Academic Integrity and Plagiarism
6.4 Diversity, Equity, and Inclusion (DEI)
6.5 Wellbeing and Support
6.6 Other Relevant Policies

University Integration

Fellows participating in the BBCC are expected to uphold the highest standards of academic integrity, professionalism, and personal conduct. All Fellows must comply with NYU's policies and regulations, particularly those that govern research, ethics, diversity, equity, inclusion, and student wellbeing.

Fellows must conduct research in accordance with NYU's Research Ethics and Integrity guidelines. This includes adherence to ethical standards in research design, data collection, analysis, and reporting. For detailed guidance, visit the NYU Office of Research Compliance.

NYU strictly prohibits all forms of academic dishonesty, including plagiarism, fabrication, and unauthorized collaboration. Fellows are expected to maintain integrity in all research outputs and presentations. For further information, consult NYU's Academic Integrity Policy

BBCC Fellows must support NYU's commitment to creating an inclusive environment that respects and celebrates diversity. This includes treating all colleagues, partners, and participants with dignity and respect. For more details on DEI initiatives and policies, refer to the Office of Global Inclusion, Diversity, and Strategic Innovation.

Fellows have access to NYU's support services, including counseling, mental health resources, and other wellbeing initiatives. If Fellows experience stress, anxiety, or other challenges, they are encouraged to reach out for support. More information is available at the NYU Wellness Exchange.

Fellows are also subject to other NYU policies applicable to students and researchers, including:
—Health and Safety Regulations: All Fellows must comply with NYU's health and safety guidelines, particularly when conducting field research or site visits.
—Data Privacy and Protection: Fellows must adhere to NYU's data protection policies, ensuring all personal data and confidential information are handled responsibly.

A

Founder Bios

Marc Norman

Marc Norman is an urban planner, educator, and real estate innovator working at the intersection of finance, design, and policy. He is Associate Dean of NYU's Schack Institute of Real Estate and holds the Larry & Klara Silverstein Chair in Real Estate Development & Investment. Over a 25-year career, he has led projects that have financed or developed more than 2,000 housing units, with combined development costs exceeding \$400 million. He has held senior roles at Deutsche Bank, Syracuse University, the University of Michigan, and the impact firm Duvernay+Brooks.

Marc is the founder of the consulting practice Ideas and Action and serves on the boards of New York City's Housing Development Corporation, the Center for Architecture, and the Governor's Island Trust. He previously chaired the Federal Reserve's Community Advisory Council and sat on the boards of MASS Design Group and CAMBA Housing Ventures. A national voice on equitable development, Marc brings deep experience connecting capital, communities, and design to reshape cities for the public good.

Will Hunter

Will Hunter is a British entrepreneur, educator, designer, writer, and editor. He is currently Executive-in-Residence at New York University's Schack Institute of Real Estate, where he teaches design and entrepreneurship, and at Harvard Innovation Labs. He also serves as Executive Editor and Creative Director of Vertical Urbanism, the magazine of the Council on Tall Buildings and Urban Habitat. Previously, he was a Senior Research Fellow at MIT's Senseable City Lab and a Loeb Fellow at Harvard University's Graduate School of Design.

In 2015, he founded the London School of Architecture as an alternative model to widen access to the profession. He was executive editor of The Architectural Review. His work has been widely featured in the Financial Times, the Evening Standard, BBC, and more. He has lectured internationally, including at Harvard Business School, Yale University, and the Royal Academy of Arts. He lives in Manhattan and is writing his first novel, an espionage thriller set at Harvard College.

B

Director Role

Purpose

The Director of the BBCC provides visionary leadership and strategic direction for the initiative. As the primary steward of the BBCC's mission, the Director oversees all aspects of the program, fosters partnerships between academia and industry, and drives innovation in urban development research and practice. The Director also serves as the Chair of the Consortium Board, playing a crucial role in governance and stakeholder engagement.

Responsibilities

- 1. Strategic Leadership**
 - Develop and implement the BBCC's strategic plan in collaboration with the Advisory Board, Consortium Board and institutional leadership
 - Set long-term goals and objectives for the BBCC, ensuring alignment with NYU's and Schack Institute's missions
 - Identify emerging trends and opportunities in urban development to inform the BBCC's research agenda
- 2. Program Management**
 - Oversee the day-to-day operations of the BBCC, including program development, implementation, and evaluation
 - Manage the BBCC's budget and resources, ensuring efficient and effective use
 - Recruit, mentor, and manage any BBCC staff and research associates
- 3. Consortium Board Leadership**
 - Serve as Chair of the Consortium Board, setting meeting agendas and facilitating discussions
 - Guide the board in decision-making processes and ensure follow-through on board decisions
 - Act as the primary liaison between the board and the BBCC's operational team
- 4. Partnership Development**
 - Cultivate and maintain strong relationships with industry partners, academic institutions, and other stakeholders
 - Identify and secure new partnerships to expand the BBCC's reach and impact
 - Represent the BBCC at high-level meetings, conferences, and public events
- 5. Research and Innovation**
 - Guide the selection and development of research themes and projects
 - Ensure the quality and relevance of BBCC research outputs
 - Foster a culture of innovation and interdisciplinary collaboration within the BBCC

Reporting

Term

- 6. Academic Integration**
- Work closely with Schack Institute leadership to integrate BBCC activities with academic programs
 - Develop opportunities for student engagement in BBCC projects and events
 - Contribute to curriculum development related to urban innovation and development
- 7. Outreach and Dissemination**
- Oversee the production of the annual BBCC magazine and other publications
 - Plan and host the annual Distinguished Speakers event
 - Develop and implement strategies to disseminate BBCC research findings and influence urban development practices
- 8. Fundraising and Resource Development**
- Identify and pursue funding opportunities, including grants, sponsorships, and donations
 - Develop proposals and pitch BBCC initiatives to potential funders
 - Ensure the long-term financial sustainability of the BBCC

The Director reports to the Associate Dean of the NYU Schack Institute of Real Estate.

Initial appointment of three-years, with the possibility of renewal based on performance and program outcomes.

C

Advisory Board Members

- **Rian English Barnhill**
Vice President, Olympia Development
- **Karen Blondel**
Community Organizer and Environmental Justice Advocate
- **Forth Bagley**
Principal, Kohn Pedersen Fox (KPF)
- **Tiffany Chu**
Chief of Staff to Mayor Michelle Wu in Boston; CEO & Co-founder, Remix
- **Colin Coop**
Design Partner, SOM
- **Beatrice Galilee**
Curator and Founder, The World Around
- **Vaibhav Gujral**
Senior Partner, McKinsey & Company
- **Aidan Heintzman**
CEO & Founder, Haven Panels
- **Mitchell Joachim**
Co-Founder, Terreform ONE
- **Arthur Kay**
Director, Innovo Group;
- **Matt Kwatinetz**
Director, Urban Lab at NYU
- **R. May Lee**
Adjunct Professor, RPI; Chair, Van Alen Institute
- **Coby Lefkowitz**
Co-Founder, Backyard
- **Angie Jim Osman**
Partner, Allies and Morrison
- **Javier Quintana de Una**
CEO, Council on Tall Buildings and Urban Habitat
- **Anne Rieselbach**
Program Director, The Architectural League of New York
- **Arianna Salazar Miranda**
Assistant Professor, Yale University
- **Richard Sennett**
Author; Emeritus Professor of Sociology, NYU; former Senior Advisor, UN-Habitat
- **Cassim Shepard**
Founder, Urban Omnibus
- **Tom Wright**
President, Regional Plan Association
- **Siqi Zhu**
Urban Planner and Technologist, Sasaki

Advisory Board

Purpose

The Founding Advisory Board provides strategic guidance, industry insights, and networking support to the Better Bigger Cities Collaborative (BBCC) during its establishment and early growth phases.

Responsibilities

- 1. Provide strategic advice to the BBCC
- 2. Offer industry insights to inform BBCC's research agenda and operational strategies
- 3. Assist in establishing partnerships with key stakeholders in urban development
- 4. Advocate for BBCC within professional networks and the broader urban development community
- 5. Provide feedback on BBCC's programs, initiatives, and outputs
- 6. Support fundraising efforts by identifying potential funding sources and providing introductions

Membership

- The Founding Advisory Board shall consist of 8-12 members
- Members will be invited based on their expertise, reputation, and alignment with BBCC's mission
- Membership will aim to represent a diverse range of perspectives within urban development

Meetings

- The board will meet quarterly, with at least two meetings per year in person
- Additional consultation may be sought from individual members as needed

Term

- Initial appointment of two years, with the option for renewal
- Members may resign at any time by written notice to the BBCC Director

Compensation

- This is a voluntary position without monetary compensation
- Reasonable expenses for attending in-person meetings would be considered for reimbursement once the program is established and in a position to do so

Advisory Board Member Role

Purpose

Founding Advisory Board members play a crucial role in shaping the strategic direction and success of the BBCC during its formative years. They bring their expertise, networks, and industry insights to support the BBCC's mission of making cities more livable, prosperous, and sustainable.

Responsibilities

- 1. Attend and actively participate in quarterly board meetings
- 2. Provide strategic advice and industry insights to guide BBCC's development
- 3. Leverage professional networks to support BBCC's partnership and funding efforts
- 4. Act as an ambassador for BBCC within the urban development and real estate community
- 5. Review and provide feedback on BBCC's programs and outputs
- 6. Identify emerging trends and opportunities in urban development relevant to BBCC's mission

Qualifications

- Recognized leader in urban development, real estate, architecture, or related fields
- Minimum of 15 years of professional experience
- Strong network within the urban development community
- Commitment to innovative, sustainable, and equitable urban development practices
- Excellent communication and interpersonal skills

Time Commitment

- Attend four board meetings per year (approximately 90 minutes each)
- Provide ad hoc advice and support as needed (estimated 2-4 hours per month)

Consortium Board

Purpose

The Consortium Board serves as a governance and strategic body for the research aspects of the Better Bigger Cities Collaborative (BBCC).

Responsibilities

- 1. Advise on the strategic direction of the BBCC.
- 2. Identify and approving long-term research themes that align with urban development challenges and opportunities.
- 3. Oversee the formation and progress of Collaborative Groups.
- 4. Advise on the allocation of resources to support BBCC activities.
- 5. Ensure the quality and relevance of BBCC research and outputs.
- 6. Represent the BBCC to external stakeholders and fostering partnerships.
- 7. Oversee BBCC adherence to ethical standards and best practices in urban development research.

Membership

- One senior representative from each participating company in the BBCC.
- The Associate Dean of the Schack Institute of Real Estate (ex-officio).
- Two representatives from NYU faculty, appointed by the Associate Dean of the Schack Institute of Real Estate
- Up to three independent members with relevant expertise in urban development, appointed by consensus of the board.
- The BBCC Program Director (serves as Board Secretary).

Appointments and Terms

- 1. Company representatives serve for the duration of their company’s participation in the BBCC.
- 2. NYU faculty representatives serve two-year terms, renewable once.
- 3. Independent members serve two-year terms, renewable once.
- 4. The Board shall elect a Chair and Vice-Chair from among its members, serving two-year terms.

Meetings

- The Consortium Board shall meet three times per academic year.
- Additional meetings may be called by the Chair as needed.
- Meetings may be held in person or virtually, with at least one meeting per year conducted in person.
- Quorum for meetings is 50% of members.

Decision Making

- The Board shall strive for consensus in its decision-making.
- Where consensus cannot be reached, decisions will be made by simple majority vote of members present.
- The Chair holds a casting vote in the event of a tie.

Subcommittees

The Board may establish subcommittees or working groups as needed to address specific aspects of the BBCC’s operations or to explore particular research areas.

Reporting

- The Board shall produce an annual report on the BBCC’s activities and achievements, facilitated by the Secretary.
- Minutes of all Board meetings shall be recorded and distributed to members within two weeks of each meeting.

Review

These terms of reference shall be reviewed annually by the Board and updated as necessary to ensure they remain relevant and effective in supporting the BBCC’s mission.

G

Consortium
Board Member
Role

Purpose	Consortium Board Members play a crucial role in shaping the strategic research direction and ensuring the success of the BBCC. They represent their organizations while contributing to the collective goal of advancing innovative urban development solutions.
Responsibilities	<ol style="list-style-type: none">1. Contribute to setting the BBCC's long-term strategic direction2. Identify and approve research themes that address pressing urban challenges3. Ensure the BBCC operates in accordance with its mission and ethical standards4. Advise on the allocation of resources to support BBCC activities5. Review and provide feedback on BBCC research outputs and initiatives6. Ensure the relevance and quality of BBCC programs7. Represent the BBCC to external stakeholders8. Leverage professional networks to benefit the BBCC's mission9. Foster collaborations between the BBCC and other organizations10. Share insights and expertise from their respective fields11. Facilitate knowledge transfer between industry and academia12. Attend and actively participate in board meetings (three per year)13. Serve on subcommittees or working groups as needed
Qualifications	<ul style="list-style-type: none">● Senior-level position within a BBCC member organization● Demonstrated expertise in urban development, real estate, architecture, or related fields● Strong strategic thinking and leadership skills● Commitment to collaborative, interdisciplinary approaches to urban challenges● Excellent communication and interpersonal skills● Attend three board meetings per year (approximately 1-2 hours each)● Review board materials and provide input as needed (approximately 2-3 hours per month)● Participate in occasional subcommittee work or special projects as agreed

H

Fellow
Role

Purpose	Fellows serve as Project Leaders within the BBCC, driving forward innovative research projects that address complex urban challenges. They act as the primary liaison between their sponsoring organization and the BBCC, leading interdisciplinary teams and fostering collaboration between industry and academia.
Responsibilities	<ol style="list-style-type: none">1. Project Leadership<ul style="list-style-type: none">● Lead a Collaborative Group in developing and executing a year-long research project● Set project goals, timelines, and deliverables in alignment with BBCC themes● Coordinate team members from various disciplines and organizations2. Research and Innovation<ul style="list-style-type: none">● Drive innovative approaches to urban challenges, integrating spatial design with financial modeling● Conduct rigorous research, leveraging both academic resources and industry insights● Ensure the project maintains a balance between visionary thinking and practical applicability3. Collaboration and Communication<ul style="list-style-type: none">● Foster effective collaboration within the Collaborative Group● Facilitate knowledge exchange between industry partners and academic researchers● Present project updates at monthly review sessions● Prepare and deliver the final project presentation at the Distinguished Speakers event4. Academic Engagement<ul style="list-style-type: none">● Opportunity to participate in one class per semester at the Schack Institute● Offer office hours to Schack students once per semester● Contribute to the academic community through guest lectures or workshops as appropriate5. Documentation and Dissemination<ul style="list-style-type: none">● Oversee the preparation of project reports and presentations● Contribute to the annual BBCC magazine● Share project insights and findings with the broader urban development community6. Professional Development<ul style="list-style-type: none">● Actively participate in BBCC events and networking opportunities

	<ul style="list-style-type: none"> ● Seek opportunities to enhance leadership and project management skills ● Act as an ambassador for the BBCC within their sponsoring organization
Qualifications	<ul style="list-style-type: none"> ● Mid-career professional (typically at the associate or similar level within larger organization or director level in a smaller organization) within a BBCC member organization ● Expertise in urban development, real estate, architecture, urban planning, or related fields ● Strong project management and leadership skills ● Excellent research and analytical capabilities ● Demonstrated interest in interdisciplinary approaches to urban challenges ● Outstanding communication and presentation skills ● Ability to balance visionary thinking with practical implementation
Time Commitment	<ul style="list-style-type: none"> ● Dedicate approximately [five] hours per week of work to BBCC projects and activities ● Attend all monthly review sessions and the final Distinguished Speakers event ● Participate in BBCC events and networking opportunities as available
Enrolment	One academic year, with the possibility of extension based on project needs and organizational agreement

	<h1>Fellows Forum</h1>
Purpose	The Fellows Forum provides a platform for BBCC Fellows to engage with each other, share experiences, and collectively address challenges in their research and professional development.
Membership	<ul style="list-style-type: none"> –All current BBCC Fellows are members of the Fellows Forum –The Forum elects a Chair from among its members to serve for one academic year
Meetings	<ul style="list-style-type: none"> –The Fellows Forum meets twice per semester –Meetings may be held in person or virtually, as determined by the membership
Responsibilities	<ol style="list-style-type: none"> 1. Act as a sounding board for the Director on the fellowship perspective on strategic and operational matters of the BBCC 2. Provide collective feedback to BBCC leadership on program operations 3. Propose ideas for enhancing the BBCC fellowship experience
Chair Responsibilities	<ol style="list-style-type: none"> 1. Coordinate and facilitate Fellows Forum meetings 2. Liaise between the Fellows and BBCC leadership 3. Represent Fellows' interests in relevant BBCC meetings or discussions
Decision Making	<ul style="list-style-type: none"> –Decisions within the Forum are made by consensus where possible –When necessary, decisions can be made by a simple majority vote of members present
Reporting	<ul style="list-style-type: none"> –The Chair will provide a brief report to the BBCC Director after each Forum meeting –An annual summary of Forum activities and recommendations will be presented to the Consortium Board

Consortium Partner Agreement

This agreement (the “Agreement”) is made as of [Date], by and between New York University Schack Institute of Real Estate (hereafter “NYU Schack”), located at 11 West 42nd Street, New York, NY 10036, and [Partner Name] (hereafter “Partner”), located at [Partner Address].

WHEREAS:

- NYU Schack is a leading institution in real estate education and innovation, committed to urban development through the Better Bigger Cities Collaborative (“BBCC”).
- The Partner is [describe partner’s industry and relevance to urban development].
- NYU Schack and the Partner desire to collaborate to foster innovative, sustainable urban solutions through BBCC in accordance with the terms and conditions set forth in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises herein, the Parties agree as follows:

1. Purpose

The BBCC is designed to advance urban innovation through research, collaboration, and the integration of design, real estate, and technology. This Agreement outlines the terms under which the Partner will contribute resources, expertise, and support to BBCC initiatives.

2. Commitment

Duration: This partnership will span an initial period of three-years, beginning on [Start Date] and concluding on [End Date], with an option for renewal.

Financial Contributions: The Partner agrees to contribute [Amount] per year, payable to NYU Schack in accordance with the payment schedule (detailed in Section 4).

In-Kind Support: The Partner will provide [specify in-kind contributions, e.g., expertise, data access, or other resources relevant to BBCC research projects].

Engagement: The Partner will designate a Project Leader who will participate in collaborative groups, mentor participating students, and contribute to research projects.

3. Program
Structure

4. Payment
Terms

- Collaborative projects will focus on interdisciplinary urban challenges, integrating spatial design, financial modeling, and sustainable development.
- Partner representatives will actively engage in project reviews, symposia, and the annual publication of BBCC outcomes.
- NYU Schack retains academic and operational control to ensure compliance with university standards, including final authority over project content, student participation, and research outputs.

The Partner’s annual financial contribution of [Amount] shall be paid to NYU Schack as follows:

- 50% due upon execution of this Agreement.
- 50% due at the start of the Spring Semester.

Payments shall be made by wire transfer to:

JP Morgan Chase
ABA Number: 021000021
For Credit to: NYU Bill Account Number 134-692-365
Ref: Better Bigger Cities Collaborative
Swift Code: CHASUS33
1 Chase Plaza, New York, NY 10005 USA

The Partner shall bear any applicable taxes, duties, or fees, ensuring payments are made in cleared funds and free of deductions.

5. Use of
Name, Trade
Name, and
Logo

- Neither party shall use the name, trade name, trademark, or logo of the other for publicity or promotional purposes without prior written consent. However, participants may disclose their involvement with BBCC in professional documents, such as resumes or biographies.
- The Partner agrees not to describe this Agreement as a “partnership” in a legal sense, unless otherwise agreed upon in writing.

6.
Confidentiality

Both parties agree to treat as confidential all information exchanged under this Agreement, except as required by law or expressly authorized in writing. Confidential information shall not be disclosed to third parties without the prior consent of the disclosing party.

7. Intellectual
Property (IP)

- Any IP generated from BBCC projects will be jointly owned by the collaborative group members participating in that specific project, as outlined in the BBCC IP Policy, which may be amended from time-to-time.
- NYU Schack will have a perpetual, non-exclusive, royalty-free license to use BBCC-generated IP for academic, marketing, and research purposes.
- Commercialization of BBCC IP will require unanimous agreement from the involved partners, with revenue sharing determined on a case-by-case basis.

8. Indemnification

- Each party shall indemnify, defend, and hold harmless the other party from and against all claims, liabilities, damages, and expenses arising out of the indemnifying party’s breach of this Agreement, negligence, or misconduct.

9. Limitation of Liability

Except in cases of gross negligence or willful misconduct, neither party shall be liable for any indirect, consequential, or punitive damages arising from this Agreement.

10. Dispute Resolution

- In the event of any dispute, controversy, or claim arising out of or relating to this Agreement (each, a “Dispute”), the Parties shall first attempt to resolve the matter informally through good-faith discussions. Representatives from both parties shall meet within 15 days of a written notice of the Dispute to discuss and attempt to resolve it amicably.
- If the Dispute is not resolved within 30 days of initial discussions, the Parties agree to submit the matter to non-binding mediation, which shall be conducted by a mutually agreed-upon mediator in New York, New York. The Parties will share the costs of mediation equally, but each Party will bear its own legal fees and costs.
- If mediation fails to resolve the Dispute within 60 days, either Party may submit the matter to binding arbitration in accordance with the rules of the American Arbitration Association (AAA). The arbitration shall take place in New York, New York, and shall be conducted by a single arbitrator selected in accordance with AAA rules. The arbitrator’s decision shall be final and binding upon the Parties.
- This Agreement shall be governed by and construed in accordance with the laws of the State of New York. Subject to the arbitration provisions above, any disputes arising under this Agreement shall be subject to the exclusive jurisdiction of the federal and state courts located in New York County, New York.
- Pending final resolution of any Dispute, both Parties shall continue to perform their respective obligations under this Agreement unless otherwise agreed in writing.

11. Termination

- Either party may terminate this Agreement for material breach, with a 30-day written notice and opportunity to cure.
- Upon termination, all use of each party’s name, logo, and confidential information must cease. Unspent funds and pending deliverables shall be reconciled according to the agreed terms.

12. Miscellaneous Provisions

Assignment: Neither party may assign this Agreement without the other’s written consent.

Governing Law: This Agreement shall be governed by and construed in accordance with the laws of the State of New York.

Entire Agreement: This document represents the entire understanding between the parties and supersedes all prior agreements.

K

Ownership of Intellectual Property

Access to Intellectual Property

Intellectual Property Policy

The BBCC values innovation and recognizes the importance of clear IP arrangements to foster collaboration and protect the interests of all parties involved. This policy aims to balance the rights of Consortium Members, the needs of the BBCC, and NYU’s mission to disseminate knowledge.

- 1. Collaborative Group IP**
 - IP generated by a Collaborative Group is jointly owned by the Consortium Members participating in that specific group.
 - This includes, but is not limited to, research findings, methodologies, models, designs, and software developed within the scope of the group’s BBCC project.
- 2. Individual Consortium Member IP**

IP developed solely by a Consortium Member outside the scope of BBCC projects remains the exclusive property of that member.
- 3. Pre-existing IP**

Any pre-existing IP brought into a BBCC project by a Consortium Member remains the property of that member.
- 1. Within Collaborative Groups**

All members of a Collaborative Group have full access to and usage rights for the IP generated by their group.
- 2. Across the Consortium**
 - All Consortium Members have access to research outputs and findings from all Collaborative Groups for internal, non-commercial purposes.
 - This access does not constitute ownership or provide commercialization rights to IP from groups in which they did not participate.
- 3. NYU and BBCC**
 - NYU and the BBCC are granted a perpetual, non-exclusive, royalty-free license to use all IP generated within the BBCC for academic, research, marketing, dissemination and fundraising purposes, and any other necessary purposes.
 - This includes the right to publish research findings, use project outcomes in case studies, and showcase innovations in promotional materials.

Commercial-ization

- 1. Collaborative Group IP**
- Commercialization of IP generated by a Collaborative Group requires unanimous agreement from all participating members of that group.
 - Revenue sharing from commercialization will be negotiated on a case-by-case basis among the group members.

2. Derivative Works

Consortium Members may develop derivative works based on their Collaborative Group’s IP for commercial purposes, provided they obtain consent from other group members and offer fair compensation or revenue sharing.

Publication and Dissemination

1. Review Process

All publications and public disclosures of BBCC research must undergo a review process to ensure protection of potential IP and compliance with confidentiality agreements.

2. Embargo Period

Collaborative Groups may request a reasonable embargo period (not exceeding 6 months) on the publication of specific findings to allow for IP protection measures, such as patent filings.

Confidentiality

- Consortium Members agree to maintain the confidentiality of proprietary information shared within the BBCC.
- Specific confidentiality terms will be outlined in the Consortium Membership Agreement.

Dispute Resolution

- IP-related disputes will first be addressed through mediation facilitated by the BBCC Director.
- If unresolved, disputes will be referred to an independent arbitration process as specified in the Consortium Membership Agreement.

Policy Review

This IP policy will be reviewed annually by the Consortium Board to ensure it remains effective and aligned with the BBCC’s goals and best practices in collaborative research.

L

Frequently Asked Questions

What’s the difference between one-off participation and consortium membership?

One-off participation allows an organization to sponsor a fellow for a single year without further commitment. Consortium members commit to sponsoring at least one fellow per year for three-years, gain influence over BBCC’s research agenda, and benefit from reduced fellowship fees and program governance roles.

Can the same person serve as both Fellow and Consortium Board representative?

Yes. In smaller firms, it’s acceptable for one individual to fulfill both roles, provided they can meaningfully engage in both the fellowship and board activities.

Can non-local companies participate remotely?

Yes. BBCC is structured as a hybrid program. Core sessions can be joined remotely, while in-person attendance is encouraged at key moments: Orientation, Charrette, Final Review, and the Magazine Launch.

How are collaborative teams formed?

Teams are assembled by the BBCC Director in consultation with partners, balancing disciplinary mix, experience level, and alignment with the year’s research theme. Fellows may also help shape team direction through early-stage proposals or provocations.

What happens if a fellow drops out mid-year?

Their organization may nominate a replacement—subject to approval—who should bring similar expertise and be able to integrate quickly.

Can we sponsor more than one fellow at a time?

Yes. Organizations may sponsor up to three fellows per year. Additional fellows are charged at the applicable discounted rate based on partnership status and organizational size.

Are in-kind contributions accepted in place of part of the financial commitment?

No. While BBCC welcomes in-kind contributions—such as data access, event co-hosting, or research collaboration—they do not replace the required financial contribution. These contributions are valuable and appreciated, but must complement, not substitute, the program fee.

Are fellows expected to be on-site at NYU every week?

No. While local fellows are encouraged to participate in person when possible, weekly engagement is designed to be hybrid and flexible—typically around 4–5 hours per week across meetings, research, and events.

Can a fellow propose their own research focus?

Yes—within the framework of the annual theme. Fellows are encouraged to bring ideas, case studies, or provocations that can shape the direction of their collaborative team's work.

What happens to the research outputs and IP?

Each collaborative team retains shared ownership of the work they produce. NYU and BBCC hold a non-exclusive license to publish, promote, and use project outputs for academic and public purposes. Fellows and companies are free to apply insights internally.

Can our organization host an event or workshop as part of BBCC?

Yes. Partners are encouraged to lead seminars, co-host events, or propose formats for knowledge exchange that align with BBCC themes. These sessions help elevate partner visibility and enrich the program's network.

Glossary

BBCC (Building Better Cities Collaborative): An interdisciplinary consortium at NYU's Schack Institute of Real Estate that unites academia and industry to develop innovative solutions for urban development challenges.

Consortium: A collaborative network of companies, organizations, and institutions that partner to support the BBCC's mission and participate in its research and development projects.

Consortium Board: A governance body within the BBCC composed of senior representatives from partner organizations, responsible for strategic direction, research theme selection, and program oversight.

Advisory Board: A group of experts providing strategic guidance, industry insights, and support in establishing BBCC partnerships and promoting urban innovation.

Collaborative Groups: Interdisciplinary teams within the BBCC that work together on specific projects related to urban development challenges, bringing together fellows, academic researchers, and partner representatives.

Fellow: A mid-career professional nominated by a partner organization to participate in BBCC projects. Fellows serve as project leaders within Collaborative Groups and engage in professional development activities.

Fellowship Program: A BBCC initiative that provides mid-career professionals from partner organizations with opportunities to lead research projects, engage with academic resources, and enhance their professional skills.

IP (Intellectual Property): Creations of the mind, such as inventions, designs, research findings, and methodologies, developed within BBCC projects. IP ownership is shared among participating Collaborative Group members.

In-Kind Contribution: Non-monetary support provided by partners, such as expertise, data access, software, or facilities, which can supplement financial contributions to the BBCC.

Distinguished Speakers Event: An annual gathering organized by BBCC where Collaborative Groups present their project outcomes, followed by a magazine launch and networking reception.

Annual Magazine: A publication produced by the BBCC to disseminate research outcomes, innovative solutions, and thought leadership related

to urban development, aimed at a broad audience of academics, industry leaders, and policymakers.

Three-Year Structure: The overarching framework of the BBCC, where research themes span three-years to allow for sustained exploration and development, while individual projects run on an annual cycle.

Non-Commercial Access: The right for BBCC members to use research outputs internally for strategic or development purposes without commercialization rights unless specifically agreed upon.

Embargo Period: A temporary restriction placed on the publication or disclosure of research findings to allow for IP protection or competitive considerations.

NYU Schack: NYU's Schack Institute of Real Estate, a leading academic institution offering graduate education and research in real estate development, finance, and urban innovation.

Disclaimer

This document is intended only for informational purposes. It does not constitute a binding agreement. BBCC reserves the right to adapt the program.

