

## Fiscal Year 2027 Leadership Roles and Expectations Compact

A position of leadership in ULI New York is a highly valued volunteer member contribution to the Urban Land Institute (ULI) and the New York District Council. We thank you for taking on this position. All leadership positions have a one- or two-year term, renewable through appointment by the District Council Leadership.

ULI is a global organization with offices and staff across the globe and a membership of more than 45,000. This compact has been formalized by ULI New York to acknowledge the importance of your leadership role, to support a “one ULI,” to recognize your contribution to our organization, to ensure we utilize your intellectual capital during your volunteer service, and to make sure you gain the most value from your ULI participation.

### By assuming a position of leadership with ULI New York you are agreeing to:

- Support ULI’s mission to shape the future of the built environment for transformative impact in communities worldwide and three mission priorities: decarbonization and net zero, increasing housing attainability, and educating the next generation of diverse leaders.
- Maintain your ULI membership in good standing and abide by the ULI Code of Ethics (see below).
- Prioritize ULI New York and contribute your time and expertise to support the District Council’s program of work.
- Support ULI New York’s efforts to increase diversity, equity, and inclusion within ULI and the real estate and land use industries in New York.
- Support the New York District Council through sponsorship and/or foster new sponsors.
- Support membership by helping to engage existing members, recruit new members, and serve as a mentor.
- Champion the ULI brand, values, and priorities in your work.
- Engage in national and global ULI activities, where possible, such as serving as a Full Member, joining a National Product Council, and participating in the Fall and/or Spring meetings.

### Additionally, leaders of all Committees, Local Product Councils, Affinity Groups (NEXT, WLI, YLG), and Programs (Mentor Program, TAPs, UrbanPlan) at ULI New York are expected to:

- Take responsibility for convening meetings, developing meeting agendas, and delegating assignments to the volunteer members of your Committee, Council, Affinity Group or Program.
- Regularly attend meetings. For groups meeting monthly, attend **8 out of 12** meetings; for groups meeting bi-monthly, attend **4 out of 6** meetings; and for groups meeting quarterly, attend **3 out of 4** meetings.
- Take responsibility for leading the development of Committee, Council, Program, Affinity Group programming (e.g., identifying and securing guest speakers, securing project tours, etc.) and ensure it reflects the District Council’s commitment to increasing diversity and inclusion.
- Communicate directly with the volunteer members of your Committee, Council, Affinity Group or Program when delegating assignments or developing programming.
- Contribute or bring in revenues through either sponsorship or Technical Assistance Panels (TAPs) that generate revenues for the District Council, where possible.

ULI New York officers and staff are available to support your efforts and to make sure your ULI service is meaningful and matches your needs and expectations. We look forward to your leadership.

#### **Helen Hwang**

*Chair*, ULI New York  
Senior Executive Managing Director  
Meridian Investment Sales

#### **Richard Roberts**

*Vice Chair*, ULI New York  
Principal & Managing Director  
Redstone Equity Partners

## The Mission of the Urban Land Institute

Shape the future of the built environment for transformative impact in communities worldwide

### Mission Commitments:

- CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals
- INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing
- LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement

### ULI Content Pillars

The ULI Content Pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit.

#### Housing and Communities

This pillar is firmly grounded in the founding of the organization in 1936. References to housing products and policy, and specifically to the provision of affordable housing, are included in ULI's Articles of Incorporation. ULI fundamentally believes that housing is a fundamental underpinning of healthy and thriving communities.

#### Real Estate Finance and Investment

A great deal of ULI's value to our members and ability to meaningfully deliver our mission relates to our activities in real estate capital markets, including providing a forum for the providers and users of capital to convene. ULI's traditional focus has been on connecting capital to real estate through the creation of value. This pillar also encompasses the market and economic factors that affect the supply and demand forces that drive land use change.

#### Sustainability and Economic Performance

Specifically referred to in ULI's mission and embedded in ULI's dedication to the creation of long-term value, sustainability is more than energy efficiency or adaptation to climate change. It encompasses environmental, social, and governance issues as they relate to efficient use of resources and creating and maintaining a sustainable and resilient built environment.

#### Innovation in Development Practice

ULI's applied research and education programs are based principally on best practices, on "what works," and the process of real estate development remains central to the mission and to our members' activities. We foster innovation, but look to practical experience and knowledge sharing to advance the state of the art. This pillar refers primarily to activities, at various scales, that are considered site-specific. ULI traditionally takes a case study approach, using real-world examples to illustrate broadly applicable principles and practices.

#### Shaping Successful Cities and Regions

Site-specific development occurs within a broader physical and policy context shaped by numerous actors and decision-makers. This larger context, from neighborhood to metropolitan region, is the subject of this pillar. Here, activities and issues transcend property boundaries and encompass land use planning and development policy, infrastructure, metropolitan growth strategies, and transportation issues.

## ULI Code of Ethics

### 1. Respect for the Land

I know that each parcel of land is a precious, distinct, and irreplaceable portion of this distinct and irreplaceable planet. I will treat it with the respect that it deserves, recognizing that I will be judged by the integrity and permanence of my developments, which will survive my lifetime.

### 2. Respect for the Profession

The Urban Land Institute has pioneered many of the practices and techniques that have become the standards in the land use and development profession. I will support the profession's continuing efforts to create a wider understanding of sound land use and development principles and practices and to disseminate knowledge thereof through its research and educational programs. I will observe the highest standards of professional conduct and will seek continually to maintain and improve my professional skills and competence.

### 3. Respect for the Consumer

Recognizing that a good reputation is a possession and beyond price and that the quality of my product will determine the quality of my reputation, I will strive at all times to ensure the professional quality of my enterprise.

### 4. Respect for the Public

I will endeavor at all times to enhance public understanding of the development process, to preserve the public's confidence and trust in my profession, and to protect the public welfare.

### 5. Respect for Equality of Opportunity

I will support the private enterprise system that can provide the widest latitude of equality for opportunity, creativity, and innovation.

### 6. Respect for Others in the Land Use and Development Profession

I will treat others in my profession fairly and honestly. I will share with them my knowledge and experience, recognizing that both the people and the land will benefit from the dissemination of that knowledge.

### 7. Respect for the Larger Environment

In attempting to provide adequate staging for decent environments in which people will live, work, and play, I will be ever vigilant toward preserving the quality of the larger environment—the air, the water, and the land.

### 8. Respect for the Future

Recognizing that change is inevitable, I will pursue excellence with an open mind, challenged by the need to provide housing and facilities for employment, distribution, relaxation, and enjoyment.

### 9. Respect for Future Generations

Recognizing that younger generations will be more affected by what we do than by what we say, I will do my utmost to set a good example and will participate wholeheartedly in the development community's efforts to inform and encourage future generations of land use and development professionals.

### 10. Respect for Personal Integrity

I will employ the highest ethical principles and will observe the highest standards of integrity, proficiency, and honesty in my professional and personal dealings. I will remain free of compromising influences or loyalties and will exercise due diligence in ensuring that my performance is at all times creatively, competently, and responsibly managed.