

# KAREN WEBER

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**SKILLS SUMMARY:** Strong background in business development, strategic planning, operations, change management, and marketing in both corporate and entrepreneurial environments.

## EXPERIENCE

### **GREYSTONE REAL ESTATE CAPITAL, NEW YORK, NY**

#### ***Vice President and COO***

***2000 - Present***

A real estate investment and development company involved in the acquisition, repositioning, financing and management of a targeted portfolio of commercial properties located across the U.S.

- Conducted in-depth analysis (discounted cash flow, break-even, IRR) to determine optimal strategies for each property, leading to an increase in the market value of Greystone's portfolio of 250%. Strategies included repositioning, lease renegotiation, financing, acquisitions, and the liquidation of non-strategic assets. E.g., initiated and managed renovations on a 10.6 acre, 65,000 s.f. shopping center in the Midwest that resulted in a significant increase in occupancy and profitability.
- Lead all phases of capital improvement initiatives, including analysis of project economics, engineering and design, bidding of work out to contractors, and oversight of construction.
- Manage Greystone's capital and operating budgets.
- Established integrated portfolio accounting and performance measurement systems that resulted in greatly improved transparency of individual property economics.
- Implemented a management buyout of a limited-partner-owned real estate portfolio.
- Manage the firm's administrative staff, including Greystone's office manager & bookkeeper, and property asset manager, as well as third party consultants.
- Directed the creation of Greystone's website, [www.Greystonegroupinc.com](http://www.Greystonegroupinc.com).

### **DELOITTE & TOUCHE INTERNATIONAL, NEW YORK, NY**

#### ***Director of Finance, HR and Administration for Global Infrastructure Group***

***1999 - 2000***

- Led the administrative and financial integration of D&T's Global Center for Business Knowledge (GCBK)—a group of 550 employees comprising the firm's research, analysis, competitive intelligence, intranet and extranet areas.
- Worked with interdisciplinary team to establish a new management structure, institute budget and financial reporting processes, and develop performance management system.
- Managed internal communications campaign launching the new, globally integrated XYZ.

#### ***Senior Manager, Strategy Development and Performance Measurement***

***1998 - 1999***

- Managed a task force created to more closely link D&T's strategy and performance management processes. Responsible for team leadership, deliverable development and financial management.
- Designed and implemented "Balanced Scorecard" process to translate D&T's strategies into tangible, measurable objectives. The process was ultimately applied at every level of the global firm.
- Facilitated process to clarify strategic objectives, determine appropriate "lagging" measures (results of past success) and "leading" measures that drive future performance.

#### ***Senior Manager, Entrepreneurial Services***

***1996 - 1998***

- Developed D&T's Entrepreneurial Services business worldwide.
- Directed the international expansion of the *Ernst & Young Entrepreneur Of The Year* program—a signature sales and marketing program that yielded more than \$300 million in new revenue.

- Led the development of a global service network to meet the international expansion needs of entrepreneurial clients in more than 30 countries throughout Asia, Europe and the Americas.
- Designed and directed multinational best-practices projects focused on key market segments including leading entrepreneurial companies, initial public offerings and the venture capital industry.

**DELOITTE & TOUCHE, NORTH AMERICAN BUSINESS CENTER, DALLAS, TX**

***Manager, International Business Services***

***1995 - 1996***

- Developed a new specialized business to provide NAFTA-related consulting services to clients throughout North America.
- Identified consulting opportunities resulting from the Mexican peso devaluation and developed specialized services to help companies respond. Services included integrated investment planning and management for companies considering manufacturing in Mexico; risk analysis, site selection, and distribution logistics; and financial restructuring for U.S. and foreign companies damaged by the crisis.
- Presented proposals to prospective clients; led the resulting consulting engagements.
- Created internal and external marketing materials for NABC services and launched marketing initiatives.
- Developed financial models, information databases and project management tools to improve the NABC's consulting capabilities.

**U.S. ENVIRONMENTAL PROTECTION AGENCY, WASHINGTON, D.C.**

***Program Advisor***

***1991 - 1994***

- Represented the EPA in NAFTA-related negotiations relating to investment, land transportation, energy, automobile manufacturing, rules of origin, government procurement and intellectual property. Participated in side agreement negotiations related to border infrastructure finance.
- Developed national policy and spoke at congressional briefings related to NAFTA.
- Represented EPA in U.S. Commerce Department sponsored Trade Promotion Coordinating Committee initiatives to foster environmental technology exports.

**DESERT MOUNTAIN DEVELOPMENT COMPANY, SCOTTSDALE, AZ**

***Project Manager***

***1985 - 1988***

A nationally marketed 8,000 acre, high-end residential development with five *Jack Nicklaus* golf courses.

- Organized and directed project teams that included engineers, architects, land planners and contractors through all phases of design and construction. Projects included road and infrastructure construction, subdivision design and development, and golf maintenance facility construction.
- Managed financial and technical studies to determine development potential for proposed acquisitions.

**EDUCATION**

**THUNDERBIRD, THE GARVIN SCHOOL OF INTERNATIONAL MANAGEMENT, Glendale, AZ**

M.B.A., International Management, *with distinction*

Universidad Autonoma de Guadalajara, Guadalajara, Mexico

***May 1991***

***Summer 1990***

**ARIZONA STATE UNIVERSITY, Tempe, AZ**

B.A., History, cum laude

Université de Grenoble, Grenoble, France, Junior Year Abroad

***December 1984***

***1982 - 1983***

**HONORS/ACTIVITIES**

- Quoted extensively for Mexico/NAFTA expertise in *Site Selection* magazine and *Twin Plant News*. Published article in *U.S.-Mexico Free Trade Reporter*. Spoke on trade and investment topics at international business association meetings.
- Lived in France for four years; traveled throughout Mexico, Asia, Europe, East and South Africa.
- Proficient in French; working knowledge of Spanish.
- Married to Thomas Weber; two children, Sarah and Liam.