

A portrait of Dr. Gloria Schuck, an older woman with short, wavy white hair, wearing round gold-rimmed glasses and a black jacket. She is smiling slightly and looking off-camera to the right. The background is a bright, out-of-focus indoor space.

Testimonials

Dr. Gloria Schuck

CELEBRATING 40 YEARS OF INSPIRING AND
CHALLENGING STUDENTS TO HARNESS THE SCIENCE
AND ART OF MANAGEMENT AND LEADERSHIP.



Center for Real Estate

Thank You

We reflect on the profound influence of Dr. Gloria Schuck, whose nearly 40 years of teaching at Sloan and the Center for Real Estate have shaped student minds and careers.

Gloria's dedication to fostering leadership and critical thinking has left a lasting mark on our community. We honor her contributions teaching Leadership (1999–2023) and Management (1985–1999) through the following testimonials from former students and colleagues.

Joe Hill ‘89

PRESIDENT THE HILL COMPANIES

Professor Schuck was instrumental in my graduate work at MIT, training me to think critically about management topics and grounding that thinking in supportable research data.

We all thoroughly enjoyed her management class; her lectures were both thought-provoking and entertaining. A fun memory: for our small group’s final presentation, we not only made it informative but also fun! We got creative by incorporating three different management styles into a presentation modeled after The Dating Game TV show. Two fellow male classmates and I sat behind a screen, each representing a different management style, while Gloria graciously agreed to play the female “interviewer” on the other side. We even used the original TV show’s soundtrack to add to the fun.

Out of my respect and admiration for Gloria’s management class, I was honored when she agreed to be my thesis advisor on the topic of “The Succession Process in Family-Owned Real Estate Firms.” Her guidance and constructive feedback were invaluable throughout the process. She was an outstanding thesis advisor.

Professor Schuck remains one of the most influential and cherished teachers in my life, and I am deeply grateful for her impact on my academic journey.

“She helped students find their true voice and refine their leadership styles.” *–Jacques Gordon*

Gloria’s leadership class was taken by hundreds of MIT CRE students. Her workshops for the CREW network were legendary. She helped students find their true voice and refine their leadership styles. She did this through a wonderful variety of ways, including the invitation of accomplished practitioners who came to discuss their careers with the class. Or, through introspective writing assignments that asked students to reflect on their life goals and experiences. She gave each student her undivided attention and many said it was of the most important classes they took while at MIT.

JACQUES GORDON, FORMER MIT EXECUTIVE-IN-RESIDENCE

Director, Graaskamp Center for Real Estate (UW-Madison)

What a tremendous contribution Gloria has made to the CRE at MIT as well as an indelible impact on the students she taught. As a fellow faculty who saw first-hand the magic that she created in the classroom I will miss Gloria dearly.

DR. JEN COOKKE, MSRED ‘02

CEO/Owner, F.H. French Co. Inc

Thanks to Gloria this quantitative skeptic has not only learned what a Myers-Briggs test is – he has actually taken one!

WILLIAM C. WHEATON

Professor, MIT Center for Real Estate

Professor Emeritus, MIT Department of Economics

visionary

generous

believer



I was a student of Prof. Gloria Schuck in her Leadership in Real Estate course at MIT CRE during 1993-94. She was an amazing teacher, always kind-hearted, and creative. Prof. Schuck always wanted us to feel we were all leaders in making and wanted us to give our best to everything we took on during our professional and personal lives. She will always be my inspiration for her own leadership and generosity!

Prof. Schuck and her family are in my thoughts and prayers. May she rest in peace and I know her impact in our lives will reverberate across generations, and she will remain immortal through the work of her inspired students.

MANISH SRIVASTAVA, MSRED '94

Professor, NYU

COMPASS FOR MY CAREER

Your leadership class was not just a course for me—it was a transformative experience. You helped me expand my vision for myself in ways I could not have imagined at the time. You challenged me to craft a leadership point of view that has become a compass for my career, one that guides not only my professional decisions but also my understanding of the bigger picture in our industry.

You were the first person who helped me articulate how I wanted to elevate not just my profession but also the field and the industry as a whole. Your unwavering encouragement, particularly as a young Indian architect finding her footing, inspired me to dream big while remaining true to myself. That, I realize now, was a gift far beyond the syllabus.

I often find myself reflecting on your classes with great fondness. They were filled with insight, warmth, and an unshakable belief in the potential of every student in the room. Your ability to make us feel seen and heard, while also challenging us to think bigger, continues to resonate with me.

The real estate industry has changed significantly since those days, and so have I. But the principles and vision you helped me define remain at the core of everything I do. Whether it is crafting sustainable eco-communities or mentoring others in their own journeys, your teachings continue to ripple through my work.

Thank you, Professor Schuck, for your belief in me, for your wisdom, and for the profound impact you've had on my life. I will forever cherish the lessons I learned from you and the confidence you instilled in me to dream, to lead, and to make a difference.

With warm regards and deepest gratitude,

MEENA MARUGAPPAN, MSRED '06

Director, Organo Eco Habitats

Deep Inspiration

FALL 2023



Gloria completely transformed how I view leadership—and relationships in general. When I first enrolled in her leadership class, I expected a traditional, predictable experience. Instead, I found something deeply inspiring that reshaped how I see myself in a professional setting. She made me feel heard, valued, and important, even in an environment like MIT, where imposter syndrome can sometimes feel overwhelming.

I am deeply grateful for her guidance and the lasting impact she has had on me—an impact I hope to carry forward through the lessons I've learned from her teaching and empathy.

ALIA PERAGALLO, MSRED '25

Current MSRED Student

For 25 years, I had the privilege of teaching a session in her leadership class. Gloria's energy and passion were unmatched, and her emphasis on soft skills and vulnerability in leadership deeply inspired generations of students. She will be greatly missed.

*—Hamid Moghadam, Co-founder,
Chairman & CEO, Prologis*



MADE ME A BETTER PROFESSIONAL

I remember taking her leadership elective while I was a student at MIT CRE in 2008. I had, incidentally, no real understanding of how important communication and EQ are to being a successful employee, employer, or leader. I had gone to MIT, really, to improve my quantitative skillset and really didn't anticipate needing or wanting to work on soft skills.

I can say, without hesitation, that Dr. Schuck's class was the most important and impactful of all that I took during my year at CRE and my subsequent year at Sloan.

Her advice and guidance on the importance of open, frequent communication have made me a better

professional and have vastly improved my personal relationships with family and friends.

Dr. Schuck was such an invaluable asset to the MIT community and while her retirement is well deserved, it's unlucky that future classes won't have the same opportunity to learn from such an exceptional educator. I'm thankful for having had the opportunity to spend time with Dr. Schuck and I wish her family peace.

JASON FOSTER, MSRED '09, MIT SLOAN '10
Partner, North Consulting

POWER IN WOMANHOOD

I was in the class of 1990. There were 5 woman and 30+ men in our class. Early in the year, Gloria made a point of inviting all the woman for a casual get together. We became a sisterhood. I remember confessing to Gloria that as an architect I was terrified of the financial curriculum as was worried about my ability to pass her class. She said she believed in my abilities, and offered to help me find a tutor. I soon realized I didn't need a tutor and that I was more than capable of handling the curriculum on my own – all I needed was the vote of confidence. Thank You Gloria!

MARNIE FOODY, MSRED '90
Head of Bay Area Real Estate Transactions, Meta

My favorite thing I remember from Dr. Schuck, that I think of often and have taught to many others, is POWER SHOES.

She wore a gray suit with orange – I think Armani – shoes and when I pointed it out, she compared it to power ties for men. I LOVED it. I've done the same and have gotten many comments.

While it's not the most important thing I learned from her, it's my favorite thing I learned.

JENNIFERE BALKCOM, MSRED '06
Executive & Career Transformation Coach,
e9 Corporate Coaching

Steve Weikal ‘08

INDUSTRY CHAIR
MIT REAL ESTATE TRANSFORMATION LAB

Gloria, your retirement marks the end of an era at the Center for Real Estate, but your legacy will continue to inspire generations of MIT alumni, particularly within the global real estate industry. You have been not only a generous mentor but also a tireless advocate for advancing the knowledge and understanding of leadership—both its science and its art.

On behalf of all those who have had the privilege of learning from you, I want to express our deepest gratitude and admiration. Your dedication has shaped thoughtful, principled leaders who are equipped to navigate complex challenges and make a meaningful impact on the world. Thank you, Gloria, for your decades of service to MIT, for your unwavering commitment to developing the next generation of leaders, and for the profound, lasting influence you've had on the MIT community and beyond.

It's hard to put into words how much your work has meant to all of us at the Center for Real Estate. Your wisdom, passion, and commitment have shaped not just MSRED students but also those of us lucky enough to call you a colleague. Your work leaves a legacy that will continue to impact the entire real estate profession for years to come. You will be deeply missed, but your influence will always be felt.

“I learned to, ‘See the forest through the trees’”

—Chris Carr

In my time both as a student and a Teaching Assistant in Dr. Schuck's Leadership in Real Estate course, I learned to “see the forest through the trees” and appreciate the benefits of looking at real estate holistically. Dr. Schuck humanized the profession by looking beyond the permits and economics of the business, focusing on the real impact that real estate development has on people and their communities. Her teachings were reinforced by the thought leaders she brought into the class, all of whom found success in the industry not just because of their business acumen but also because of their interpersonal skills. I'm forever grateful for the introspection that Dr. Schuck encouraged, and I wish her all the best in this next chapter..

CHRIS CARR, MSRED '24

Project Manager, Boston Properties (BXP)

I remember having learned from you during my time at MIT's CRE during 2011-2012. I will never forget how you vouched for me, to be admitted. Nor will I forget two main lessons you taught me:

1. “Don't try to fit 10 pounds of shit in a 2-pound bag.”
2. “Remember: it's all about connection. Connect.”

You also, on a personal level, invited my wife and I to your home along with some lucky classmates. You saw potential in me, and you also told me at one point: “you can make anything happen” (paraphrasing). To me you are a joy to be around with. You create impact. You have added value to my life. Thank you so much.

And congrats on your beautiful family and that amazing New Zealand home you always spoke to us about.

ADRIAN GONZALEZ, MSRED '12

CEO, Grupo STIVA

educator

friend

mentor



Gloria was a great professional, an inspiration to everyone around her, and an amazing human being. Loyal to a fault, she was always willing to help the MIT CRE in any capacity, skillfully and with great humanity and compassion. You could always confide in her and get the best advice. A problem solver, she handled challenges with tact and elegance. She was also good-humored and fun to be with: I have fond memories of our coffee breaks and conversations about how to be a better leader.

Even though she was one of the best faculty members in the program, she remained humble and had a growth mindset. I learned so much from her. She will be greatly missed at MIT..

ALBERT SAIZ

Professor, MIT

Role Model

2016 CREW NETWORK



In a sea of male professors and lecturers, Gloria stood out with her blond hair and chic wardrobe. I always thought she had the best job in teaching since she got to interview creative real estate people all over the world. For the women in her classes in the '90's, she was a role model and great sounding board as we sought our place in the industry. I was in the Class of 1991 that traveled to Amsterdam and Germany to help make MIT/CRE a global presence. Gloria was a fun part of that trip. Thank you for all you've done for the program.

TOBY KRAMER, MSRED '91

Director of Real Estate Development, Noah

Gloria's class was one of the highlights of my year in 1994. I remember one class where she had Peter Aldrich in from AEW. Their banter and mutual respect were something I will always remember.

JEFF JOHNSTON, MSRED '94

Managing Director, Cathartes

Thank you for your longstanding involvement with the Center and thank you for advancing my own interest and perception into the importance of leadership within the field. I am grateful for your very meaningful contribution to my education.

–Chris Kiley, MSRED / MCP ‘04

Gloria, your leadership class has repeatedly proven to be one the strongest and longest-lasting takeaways from my CRE days. You’ve been particularly on my mind as of late as I’ve recently returned to Aspen to rejoin the company I first joined after college in order to assume an executive position leading a team of 40 people.

While I’ve spent much of the period since MIT honing my technical project and development management skills (and, by extension, my team leading abilities), I will now have opportunity to focus largely on the leadership side of planning and real estate development. In doing so I will draw ever more so on the invaluable perspective gained during our few months together eighteen(!) short years ago.

Thank you for your longstanding involvement with the Center and thank you for advancing my own interest and perception into the importance of leadership within the field. I am grateful for your very meaningful contribution to my education.

PS – I took your leadership course with fellow CRE student Krystal England. I was as enchanted with her then as I am now – we are delighted to have two girls!

CHRIS KILEY, MSRED / MCP ‘04

SVP Planning & Development, Aspen Skiing Company

“It’s an art to be both demanding and kind – Dr. Schuck was both.”

–Kitty Cox

I took classes with Professor Schuck, and she supervised my thesis about Information Technology in the Real Estate Industry. My thesis was much better due to her questions, suggestions, and critiques.

We share an interest in how information and information technology impact organizations. One question she asked has stayed with me: Can, and if so how can, an organization capture the knowledge of that older employee? You know the employee who knows everything.

I’ve reflected on that question a million times in dozens of situations and organizations. I’d love to share our updated notes on that.

It’s an art to be both demanding and kind. I think that defines a good manager, and Dr. Schuck was both.

KITTY COX, MSRED ‘89

Deputy Data Director, Democratic Party of Georgia

Wow, even as I write this, my eyes well up with (happy) tears, and I'm flooded with nostalgia for those all-too-brief months I spent in Gloria's Leadership Class. How can I even begin to capture the profound impact she has had on my life?

I arrived at MIT from Brazil, having started a real estate business at 18, full of dreams about the courses and lessons I'd encounter in Boston. But honestly, nothing could have prepared me for that transformative experience of meeting Gloria. Sure, I had read the books, watched the TED Talks, and absorbed countless lectures on leadership in my ongoing quest to grow as a leader for my business. But what Gloria gave me; was unlike anything else I had ever encountered!

It was raw. It was honest. She challenged us to take an unflinching look inwards -to find our values, to be vulnerable, and see what truly matters, but most of all to LISTEN. Gloria taught us that leadership is about human connection. It's about empathy and authenticity.

Gloria's Leadership in Real Estate course was one of the most impactful during my two years in the MIT community. She has such a captivating ability to encourage and drive genuine connections in a classroom setting. Her course was unlike anything I ever participated in and truly coached me to introspectively examine what I want out of my career, and more importantly, my life. I'm incredibly grateful for the time I shared in her classroom.

HUNTER CONTI, MIT SLOAN '23

VP of Finance, The Conti Group

That lesson, as unexpected as it is profound, has stayed, and will stay with me throughout my life!

Gloria wasn't just the most impactful Professor I had the privilege of learning from at MIT -she became a mentor, a confidante, and a beloved friend. I tell her all the time that she changed my life, and I mean it with every fiber of my being! Her wisdom, her kindness, and unwavering belief in me have shaped not just my career but profoundly modified the way I see the world and my place in it.

Dearest Gloria, words can never fully express the gratitude and admiration I feel for you! Thank you! Thank you for your guidance, for encouraging me to always trust my gut, and for inspiring me to move forward with courage and conviction. You have left an indelible mark on my heart and my life, and I am forever better because of you.

BEATRIZ G. KLINK, MIT '23

CEE, MIT-IBM Watson AI Lab

“Words can never fully express the gratitude and admiration I feel for you. Thank you!

–*Beatriz G. Klink*



