SAN DIEGO STATE UNIVERSITY  
College of Business Administration  
Real Estate Program  

2004 - 2008 Business Plan  

Executive Summary  

Table of Contents  

| Background | 2  |
| The SDSU Real Estate Program | 4  |
| Vision | 5  |
| Key Values | 6  |
| Areas Of Focus | 8  |
| Key Strategies | 8  |
| Budget | 21  |

Appendix A - Proposed New Course Descriptions  
Appendix B – Existing Courses Taught by Other Departments  
Appendix C – Real Estate/Construction Management Conceptual Model  
Appendix D – A Vision for a Real Estate and Construction Management Institute at San Diego State University  
Appendix E – Statement of Pledge to Real Estate Program
Background

The undergraduate and graduate real estate program (“Real Estate Program” or “Program”) within the School of Business at San Diego State University (“SDSU”) has a legacy of preparing and graduating outstanding professionals and leaders within the real estate industry. Founded in 1958, the Real Estate Program has a 46-year history of academic and student success stories. Since 1973, more than 1,200 undergraduate degrees in real estate have been awarded. The graphic below highlights the total number of real estate majors since 1971.

There have been more than 100 Masters degrees awarded from the Real Estate Program since 1972. The nine core real estate courses have attracted over 4,200 students since 1993. The Real Estate Program’s popularity is a direct reflection of the growth and changes that have and are occurring within San Diego County. When San Diego County real estate is growing (as it is today), there is a direct correlation with student enrollment in real estate courses.
San Diego County, encompassing 4,280 square miles, has a population of more than 3.0 million, making it the 17th most populated area in the United States. The City of San Diego is the seventh largest city in the country. According to the San Diego Chamber of Commerce, the Gross Regional Product (“GRP”) for the county was $129.2 billion in 2003. GRP is expected to surpass $137 billion in 2004. Supplying the homes, apartments, office and industrial space and retail centers to support and respond to this growth, has been the catalyst for the growth and prosperity of the real estate industry.

Since 1970, the County of San Diego has created demand for billions of dollars in real estate projects. As seen below, the real estate sector has grown rapidly over the past three decades and is poised to continue that growth to the year 2010.

<table>
<thead>
<tr>
<th>San Diego County</th>
<th>Key Real Estate Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sq. Ft. - Office</td>
<td>7.1m</td>
</tr>
<tr>
<td>Total Sq. Ft. - Industrial</td>
<td>23.9m</td>
</tr>
<tr>
<td>Total Sq. Ft. - Retail</td>
<td>8.8m</td>
</tr>
<tr>
<td>Total # Apt. Units</td>
<td>.7m</td>
</tr>
<tr>
<td>Total Population</td>
<td>.7m</td>
</tr>
<tr>
<td>Total # Households</td>
<td>.53m</td>
</tr>
<tr>
<td>Total Retail Sales</td>
<td>$2.5b</td>
</tr>
<tr>
<td>Gross Regional Product</td>
<td>$7.3b</td>
</tr>
</tbody>
</table>

Source: Burnham Real Estate Services and Grubb & Ellis/BRE Commercial.

Today, San Diego County residents are directly and indirectly involved in many employment aspects within the real estate industry. The real estate industry has benefited from the growth of San Diego County, and San Diego County has benefited from the contributions of the real estate community. San Diego State University’s Real Estate Program has been, and continues to be, a part of that growth and value added. Many of SDSU’s Real Estate Program graduates are now key leaders within local and regional real estate companies that have and are providing products and services to meet the demands of growth.
The SDSU Real Estate Program

Today, the Real Estate Program at SDSU is seeking to (re)define its niche, role, identity and vision. While the community of San Diego, consumers and end-users of real estate assets recognize the value that well-trained, talented and knowledgeable real estate professionals bring to the daily lives of the area, the importance of real estate as an educational priority is in doubt.

Recent State of California cutbacks to educational institutions have caused many leaders and teachers within those colleges and universities to re-think priorities and funding decisions. The Real Estate Program at SDSU is one of these academic programs that is garnering special attention. Does it remain, does it grow, is it modified, does it scale back, or is it eliminated are some of the questions being asked of those directly and indirectly associated with the Program.

While the survivability of the Real Estate Program is primarily focused on the “cost to continue,” the true metric for making decisions regarding the future of the Real Estate Program should be measured on the costs to the community if it is not allowed to continue. Training students to become active real estate professionals is not apart from the greater San Diego community; it is an integral part of the greater San Diego community.

Today, the Real Estate Program at SDSU is at a crossroads… deciding what it will become, what it seeks to achieve and how it intends to get there. Over the past 60 days, a Task Force of College Administrators, Faculty, graduates from SDSU’s Real Estate Program and real estate leaders in California (the “Task Force”) have spent time developing the vision, goals and strategies regarding the future of the SDSU Real Estate Program.

This Executive Summary document highlights the findings, conclusions and recommendations of the Task Force.
Vision

San Diego State University's revised Real Estate Program, building upon its legacy of academic and professional success, is committed to achieving greater levels of program and educational success. Over the next five years (2004 - 2008) the Real Estate Program intends to blend educational excellence, personal and professional growth with community involvement and academic excellence. By becoming the portal for student and community connectivity, experiences, leadership, development, knowledge and innovation, San Diego State University’s Real Estate Program will create an environment that enables the achievement of purpose and the realization of potential.

The long-term goal of the College of Business within San Diego State University is to offer educational degree programs in real estate at both the undergraduate and master’s degree levels, which will prepare students to become successful business professionals. In addition, the College of Business seeks to provide degree programs in real estate that are competitive with the best programs among peer institutions.

To become an integral part of SDSU and the greater real estate community, as well as to attract highly qualified students from California, the nation and the world, the Task Force has developed, discussed and adopted the following five-year (2004 - 2008) vision statement. San Diego State University’s Real Estate Program seeks to:

“Create a ready-day-one educational program for students who aspire to become future leaders and professionals within the real estate industry.”

The operative words contained in this vision statement are:

♦ “Ready-day-one”. This means each graduate from the SDSU Real Estate Program will, because of their professional, hands-on education and mentorship, be able to join any real estate organization and make an impact/contribution from their first day of employment.
“Educational program”. This includes, but is not limited to: core and timely elective classes; project workshops; case studies; internships; exposure to and interaction with real estate professionals; professional conferences and seminars; research; and student forums.

Graduates will also be prepared to continue learning, develop leadership, and contribute to communities as a result of their total degree program experience, which will include requirements and prerequisites covering general education, business fundamentals, and core business disciplines in addition to the Real Estate curriculum.

The measures of success for this vision statement are:

♦ An 80 percent placement rate for SDSU Real Estate Program graduates.

♦ A 5 percent higher average academic profile for newly-enrolled SDSU Real Estate Program majors, when compared to other newly-enrolled business majors, while achieving the variation among majors’ backgrounds and abilities that assures a robust program and meets the needs of employers and the community.

♦ A 10 percent compensation premium achieved by SDSU Real Estate Program graduates when compared to entry-level compensation levels for equivalent positions.

♦ A 20 percent alumni participation rate in donations, program activities, mentoring and providing internship opportunities.

♦ $4 - $6 million endowment fund.

Key Values

The following is a list of the key values that guide and form the common bond between students, faculty, the University, the real estate industry and the greater San Diego community.
♦ **Commitment To Our Students:** We recognize that our students are our most important asset and constituency. We are committed to creating a welcoming environment that encourages the pursuit of knowledge and research, while recognizing individual achievements and team accomplishments. We promote a learning and educational environment that acknowledges individual preferences, treats everyone with respect and seeks to offer unlimited opportunities that students may elect to choose as they explore their current and future potential. **We are committed to accomplishing great results while having fun, building lasting relationships and enjoying the company of each other.**

♦ **Commitment To Our Community:** Activities within and regarding the industry transcend defined boundaries. We are committed to building valued and mutually beneficial relationships with surrounding, regional and other statewide communities. We recognize that service to communities faced with real estate challenges, issues and opportunities is an important part of our responsibilities. We intend to stay actively involved in and lend support (as needed or requested) to the (re)development of real estate projects that add value. **We intend to be active and contributory members in all communities we serve.**

♦ **Commitment To The Highest Standards:** We are committed to maintaining integrity, trust and professionalism in all that we do. We intend to uphold those standards of quality, ethics and performance excellence in our interaction with students, colleagues and the community. These standards are the foundation of all of our decisions, interactions and activities. **We are dedicated to consistently outperforming our commitments and promises.**

♦ **Commitment To The Future:** We are always building for the future. We manage our resources wisely. We proactively seek to expand our valued relationships. We take time to review where we are, where we are going and how we can improve our curriculum, faculty and other student offerings. We are not afraid to make changes that move us close to our vision. We value the process of research and scholarship and the continuing education process. We make investments in the future. We encourage our faculty and staff to engage in activities that more...
fully develop their professional talents and skills. **We intend to be the leading California-based real estate educational program for years to come.**

♦ **Commitment To Our Stakeholders:** We recognize that the success of the SDSU Real Estate Program is due to the dedication, commitment and contributions of faculty, administrators, donors, alumni, students, the real estate community, volunteers and advisors. We acknowledge our obligations to the taxpayers of the State of California. We know that without consistency, quality performance and the efforts of all involved, the SDSU Real Estate Program would not be able to seek or achieve its vision. **We are committed to communicating with and seeking feedback from our Stakeholders.**

♦ **Commitment To Excellence:** We are committed to providing the best: educational facilities; instruction; and support needed to succeed at the highest levels of professional and personal performance. The SDSU Real Estate Program’s name and endorsement will never appear unless, by association, it raises the level of awareness and quality throughout the organization. **We are committed to assisting those who are willing to assist themselves.**

**Areas Of Focus**

After soliciting input from our Stakeholders, the Task Force developed the following area of focus or priorities for the new Real Estate Program. These areas of focus are:

♦ Enhanced educational process.

♦ Faculty and staff development.

♦ Business Partnership and outreach.

♦ Research and scholarship.

♦ Endowment.

♦ Timely and rewarding curriculum.
Key Strategies

To achieve the vision for the Real Estate Program within San Diego State University, the Task Force identified the following 10 key strategies:

♦ **Strategy 1:** SDSU’s Real Estate Program intends to restructure its curriculum to better prepare its students for the professional requirements of today’s and tomorrow’s employment opportunities.

♦ **Strategy 2:** SDSU’s Real Estate Program intends to rebuild and strengthen its faculty in order to replace retiring instructors and align instructional offerings of all instructors and research with the program’s vision.

♦ **Strategy 3:** SDSU’s Real Estate Program intends to revitalize, expand and enhance its alumni program and increase the level of alumni interaction and communications.

♦ **Strategy 4:** SDSU’s Real Estate Program intends to strengthen and expand its relationship with, and ties to, the local and regional real estate community.

♦ **Strategy 5:** SDSU’s Real Estate Program intends to create a $4 - $6 million endowment fund.

♦ **Strategy 6:** SDSU’s Real Estate Program intends to create a research program that analyzes emerging trends and provides thoughtful leadership on real estate matters of community importance.

♦ **Strategy 7:** SDSU’s Real Estate Program intends to create a brand within the real estate industry that significantly enhances the employment opportunities of its graduating students, in both the undergraduate and graduate programs.

♦ **Strategy 8:** SDSU’s Real Estate Program intends to create a significant real estate project workshop experience that will blend students’ knowledge with an existing development or acquisition opportunity sponsored by a real estate organization.
Strategy 9: SDSU’s Real Estate Program intends to create and communicate an identity among prospective students that a real estate degree is a desirable career choice.

Strategy 10: SDSU’s Real Estate Program intends to strengthen and expand extracurricular activities and financial support for its students.

The following pages highlight each key strategy, its measurable goal and the potential tactics needed to implement each key strategy. The numbering or sequence of key strategies is not based on any level of importance or priority.

[The remainder of this page has been intentionally left blank]
San Diego State University
Real Estate Program
2004 – 2008 Business Plan
Key Strategies

**Strategy #1:** SDSU’s Real Estate Program intends to restructure its curriculum to better prepare its students for the professional requirements of today’s and tomorrow’s employment opportunities.

**Goal:** To develop and offer a curriculum that benefits students and their future employers.

**Proposed Tactics:**

- **Create an undergraduate Real Estate Major (30 units or approximately 10 courses)** devoted to delivering specific learning outcomes and designed to provide students with knowledge and skills in the following real estate areas. (Appendix A contains a brief course description of each class.)
  - Fundamental of Commercial Leasing
  - Introduction To Development
  - Law & The Real Estate Professional
  - Managing Construction Projects
  - Principles of Real Estate
  - Property & Facilities Management
  - Real Estate Essentials
  - Real Estate Feasibility Analysis
  - Emergency Services, Law Enforcement
  - Real Estate Finance
  - Real Estate Internship
  - Real Estate Literature & Research
  - Real Estate Project Workshop
  - Urban & Regional Economics
  - Valuation of Real Estate

A variety of teaching methods and venues will be employed including classroom, internships and workshops.

The breadth of SDSU’s offerings will be incorporated to enhance students’ learning opportunities. Appendix B contains courses taught by other departments that are used in the present Real Estate Program. Appendix C contains an example using a conceptual model linking Real Estate and Construction Management that might be developed in the future.

- **Deploy the following recommended class balance for upper division students.**

**Proposed Upper Division Curriculum:**

<table>
<thead>
<tr>
<th>Semester 1</th>
<th>Semester 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principles of Real Estate (New, formerly FIN 331)</td>
<td>Real Estate Internship (New, patterned after MGT 401)</td>
</tr>
<tr>
<td>Urban &amp; Regional Economics (New/Economics)</td>
<td>Real Estate Essentials (New)</td>
</tr>
<tr>
<td>Elective</td>
<td>Elective</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 2</th>
<th>Semester 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuation of Real Estate (New, formerly FIN 433)</td>
<td>Electives</td>
</tr>
<tr>
<td>Law &amp; The Real Estate Professional (New, formerly FIN 331)</td>
<td>Real Estate Portfolio Management (New)</td>
</tr>
<tr>
<td>Elective</td>
<td>Real Estate Literature &amp; Research (New)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 3</th>
<th>Semester 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction To Development (New/Construction Management)</td>
<td>Fundamentals Of Commercial Leasing (New)</td>
</tr>
<tr>
<td>Real Estate Feasibility Analysis (New, formerly FIN 435)</td>
<td>Managing Construction Projects (New/Construction Management)</td>
</tr>
<tr>
<td>Real Estate Finance (New, formerly FIN 431)</td>
<td>Property &amp; Facilities Management (New)</td>
</tr>
</tbody>
</table>

- **Create a graduate Real Estate Degree Program that differentiates itself from other programs in the country by fulfilling an unmet need for advanced managerial education and employing innovative delivery modes.**
San Diego State University  
Real Estate Program  
2004 – 2008 Business Plan  
Key Strategies

<table>
<thead>
<tr>
<th>Strategy #2:</th>
<th>SDSU’s Real Estate Program intends to rebuild and strengthen its faculty in order to replace retiring instructors and align instructional offerings of all instructors and research with the program’s vision.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal:</td>
<td>To assemble a Best In Class faculty who are focused and motivated to achieve the Real Estate Program’s vision.</td>
</tr>
</tbody>
</table>
| Proposed Tactics: |  ♦ New faculty will be required to have academic qualifications and industry experience commensurate with their position as well as excellent teaching skills.  
  ♦ Utilization of outside professionals, industry leaders and experienced practitioners will be the focus of new lecturer hirings.  
  ♦ Every faculty member must serve as an Advisor to upper division and graduate real estate majors.  
  ♦ The quality of faculty members’ teaching will be evaluated at least annually and will be considered in terms of future teaching assignments, contract renewal and positions.  
  ♦ Faculty within the Real Estate Program will be encouraged to share teaching information, attend and actively participate in professional seminars and conferences, and seek publishing opportunities.  
  ♦ Faculty members will be encouraged to stay abreast of current developments in their area of discipline and to integrate new and emerging research findings into their teachings.  
  ♦ The School of Business will seek ways to develop and find speakers, lecturers and instructors from the real estate industry.  
  ♦ The School of Business will conduct annual exit surveys of graduating seniors within the Real Estate Program to assess their satisfaction with the program.  
  ♦ Faculty members in the Real Estate Program will be recognized through annual awards and recognition events.  
  ♦ All faculty members will submit a personal goals and professional growth/contribution plan each year.  
  ♦ The School of Business will consider the creation of a faculty-in-residence program. |
### Key Strategies

#### Strategy #3:

SDSU’s Real Estate Program intends to revitalize, expand and enhance its alumni program and increase the level of alumni interaction and communications.

#### Goal:

To create a minimum of 1,000 active alumni who interact with the Real Estate Program, on at least one level/occasion per year.

#### Proposed Tactics:

- Create a formal, self-sustaining Real Estate Program Alumni group that facilitates the active involvement and participation of graduates of the Real Estate Program.
- Create a mailing list of all alumni since 1990.
- Create, and stage, annual alumni events, (golf tournaments, alumni-only seminars, etc.).
- Create an “Alumni Only” button on the website in which Alumni can access specific information, research studies, resume profiles, and contact information (not available to the general public).
- Involve the alumni in other Real Estate Program events and activities (e.g., Career Day, Internships, Lecture Series, Endowment, etc.).
- Produce and distribute an annual or bi-annual, alumni-based e-newsletter.
- Create an Alumni-Student mentorship program, matching upper division real estate majors with an alumnus who can serve as a career resource.
<table>
<thead>
<tr>
<th><strong>Strategy #4:</strong></th>
<th>SDSU’s Real Estate Program intends to strengthen and expand its relationship with, and ties to, the local and regional real estate community.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong></td>
<td>To connect and build lasting relationships with 100 local and regional real estate organizations and their leaders.</td>
</tr>
</tbody>
</table>
| **Proposed Tactics:** | ♦ Create a Distinguished Lecture Series.  
♦ Create an industry-based Summer Internship Program.  
♦ Seek co-sponsorship of various real estate industry trends programs, seminars and conferences.  
♦ Continue to utilize and expand upon existing scholarship programs (e.g., the Burnham Foundation Scholarship and the Robert C. Hird Memorial Scholarship).  
♦ Create a monthly Real Estate Round Table (approximately 15 - 25 members) to discuss timely topics of interest.  
♦ Organize/sponsor trips to real estate professional conferences.  
♦ Create a San Diego County-based mailing list of all real estate professionals.  
♦ Create a Real Estate Certificate program (minimum six classes over a three-year period) for real estate professionals based in San Diego County.  
♦ Create and stage an annual “Real Estate Futures” conference that brings forth new ideas and land use concepts that are likely to (re)shape the real estate industry and communities and customers for which these innovations may apply. |
San Diego State University
Real Estate Program
2004 – 2008 Business Plan
Key Strategies

Strategy #5: SDSU’s Real Estate Program intends to create a $4 - 6 million endowment fund that will be used primarily to support faculty salaries, curriculum development, and research. An annual fundraising effort to support scholarships, internships and other expenses will also be developed.

Goal:
To become a self-sustaining program option for those students interested in pursuing a career within the real estate industry by creating an endowment that will provide annual income equal to approximately 5% of its total.

Proposed Tactics:
Create a five to seven member Development Sub-Committee to oversee an initial endowment funding drive led by the Real Estate Advisory Committee. Target potential donors via personal introductions/solicitations, industry meetings and special events. Specifically:

♦ Alumni.
♦ Southern California real estate companies.
♦ Vendors to the real estate industry.
♦ High net worth individuals.
♦ Matching fund donors.
♦ Past donors.

Primary stakeholders such as alumni and real estate industry leaders are the best prospects for this drive. They will either be committee members or contacts committee members will solicit for the project. As in most fundraising campaigns, a few major gifts, most notably "lead" gifts equal to approximately half the total goal, will be critical to its success. A naming gift for the Chair in Real Estate Education has been set at $1,500,000. Depending on their size, gifts can be paid in two, three and four year increments. (See pledge form in Appendix E.) A sample gift "table" is below:

<table>
<thead>
<tr>
<th>Gift Range</th>
<th>No. Gifts required</th>
<th>No. Prospects required</th>
<th>Subtotal</th>
<th>Cumulative total</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>$380,000</td>
<td>1</td>
<td>4</td>
<td>$380,000.00</td>
<td>$380,000.00</td>
<td>10%</td>
</tr>
<tr>
<td>$190,000</td>
<td>2</td>
<td>8</td>
<td>$380,000.00</td>
<td>$760,000.00</td>
<td>20%</td>
</tr>
<tr>
<td>$109,000</td>
<td>5</td>
<td>20</td>
<td>$545,000.00</td>
<td>$1,305,000.00</td>
<td>34%</td>
</tr>
<tr>
<td>$82,000</td>
<td>5</td>
<td>20</td>
<td>$410,000.00</td>
<td>$1,715,000.00</td>
<td>45%</td>
</tr>
<tr>
<td>$55,000</td>
<td>5</td>
<td>20</td>
<td>$275,000.00</td>
<td>$1,990,000.00</td>
<td>52%</td>
</tr>
<tr>
<td>$38,000</td>
<td>10</td>
<td>40</td>
<td>$380,000.00</td>
<td>$2,370,000.00</td>
<td>62%</td>
</tr>
<tr>
<td>$27,000</td>
<td>12</td>
<td>48</td>
<td>$324,000.00</td>
<td>$2,694,000.00</td>
<td>71%</td>
</tr>
<tr>
<td>$11,000</td>
<td>12</td>
<td>48</td>
<td>$132,000.00</td>
<td>$2,826,000.00</td>
<td>74%</td>
</tr>
<tr>
<td>$5,400</td>
<td>15</td>
<td>60</td>
<td>$81,000.00</td>
<td>$2,907,000.00</td>
<td>77%</td>
</tr>
<tr>
<td>Under $5,400</td>
<td>330</td>
<td>1322</td>
<td>$893,000.00</td>
<td>$3,800,000.00</td>
<td>100%</td>
</tr>
<tr>
<td>Totals</td>
<td>397</td>
<td>1588</td>
<td>$3,800,000.00</td>
<td>$3,800,000.00</td>
<td>100%</td>
</tr>
</tbody>
</table>

Immediate Timeline:
The program needs cash or pledges of at least $1,500,000 to have the approval to go forward with the recruiting process as part of next year’s plan. To ensure that we make demonstrable progress early in the year, we have set an interim goal of achieving commitments for the first $500,000 by the end of the first quarter (ending September 30.) To proceed with full implementation of the plan, the total endowment necessary for 04/05 is $3,861,000 (see budget.)
San Diego State University
Real Estate Program
2004 – 2008 Business Plan
Key Strategies

Strategy #6: SDSU’s Real Estate Program intends to create a research program that analyzes emerging trends and provides thoughtful leadership on real estate matters of community importance.

Goal: To become the premier source for information and data on emerging trends and land use activities shaping the future of San Diego County by being a center of activity, knowledge, fresh ideas, and progressive thought.

Proposed Tactics:

♦ Create a sponsor-funded ($500,000) Center for Real Estate Research.
♦ Hire a full-time Researcher.
♦ Appoint a seven-member Research Council.
  ◊ Two Faculty
  ◊ Three Outside Members
  ◊ Two Students
♦ Conduct a Real Estate Needs Assessment survey of each of the communities located in San Diego County.
♦ Identify and prioritize the survey-requested, real estate research needs.
♦ Solicit and obtain sponsors for one to two major research projects per year.
♦ Provide leadership in the development and adoption of new decisionmaking applications, e.g., risk analysis.
♦ Establish a Student Research Competition ($5,000 award for the winner).
♦ Create the Southern California Real Estate Review.
  ◊ Published twice a year.
  ◊ Contains summary of student-driven research.
♦ Make all research papers available online.
♦ Selectively serve as an unpaid analyst to Community Development Councils, Land Use Planning Commissions, etc.
♦ Become a place where politicians can turn for advice on policy issues.
♦ Be the incubator for home builders to develop new product ideas for changing consumer tastes.
♦ Join with other SDSU departments to create cross-disciplinary institutes and research programs that will enhance the stature and influence of SDSU and the Real Estate Program by addressing significant regional and national issues. Appendix D contains a draft vision for such an undertaking with Construction Management.
Strategy #7: SDSU’s Real Estate Program intends to create a brand within the real estate industry that significantly enhances the employment opportunities of its graduating students, in both the undergraduate and graduate programs.

Goal: To create an identity as the real estate program, which graduates eager professionals who are ready to assume major responsibilities from their first day on the job.

Proposed Tactics:
- Upgrade the current resume book.
- Create a “go to” website for the Real Estate Program.
- Sponsor an annual Employers Job Fair.
- Become active in the ULI District Council.
- Become active in the local BOMA, IREM and CREW chapters.
- Create an annual sponsor-driven real estate business plan competition each Spring.
- Create and implement a Jobs Interview preparatory workshop.
- Conduct an annual survey of companies employing recent SDSU Real Estate Program graduates to determine their level of satisfaction.
San Diego State University
Real Estate Program
2004 – 2008 Business Plan
Key Strategies

Strategy #8: SDSU’s Real Estate Program intends to create a significant real estate project workshop experience that will blend students’ knowledge with an existing development or acquisition opportunity sponsored by a real estate organization.

Goal: To create an annual activity that results in a real estate project being acquired, developed or leased.

Proposed Tactics:
♦ Obtain a sponsor (annually) who will use a select number of real estate majors on a team attempting to acquire, develop and/or lease a major project.
♦ Available only to students in their final year within the Real Estate Program.
♦ Promote the success of this program through articles, real estate industry case studies and/or project review forums.
Strategy #9: SDSU’s Real Estate Program intends to create and communicate an identity among prospective students that a real estate degree is a desirable career choice.

Goal: To generate awareness and interest among incoming freshmen and undeclared sophomores to the career opportunities in real estate.

Proposed Tactics:
- Create a five-member Outreach Task Force (speeches, events, etc.).
- Stage two “Real Estate As A Career” on-campus events each year.
- Stage an annual Careers Day.
- Implement a high school-focus and Real Estate Careers speaker’s bureau and solicit speaking opportunities.
- Create a brochure on “Why A Career In Real Estate Is Rewarding.”
Strategy #10: SDSU’s Real Estate Program intends to strengthen and expand extracurricular activities and financial support for its students.

Goal: To achieve 100 percent upper division involvement in one or more real estate professional organizations.

Proposed Tactics:
- Seek out and secure multiple financial sponsors for various scholarship, student aid, study grants and research stipends.
- Encourage and co-sponsor student memberships in key real estate organizations.
- Provide monetary awards to every upper division Real Estate Program student who has an article published in a recognized real estate industry journal/magazine and appears as a speaker at an industry-sponsored conference or seminar.
- Provide financial support and faculty advising to the REIS -- the on-campus club for real estate students.
Budget

Funds to initiate the business plan in academic year 2004-05 have been secured. The following tables focus on the endowment funding required to fully implement the business plan over the period 2005-09. Each of the ten strategies contained in the business plan has been incorporated into the budget, with the exception of the proposed Center for Real Estate Research, which is expected to be funded through support from sponsors and grants. The faculty FTEF and salaries reflect the expanded curriculum contained in the business plan.

CBA Real Estate Program
Endowment Funding Overview

<table>
<thead>
<tr>
<th></th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Faculty (Strategy #2):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time Equivalent RE Faculty</td>
<td>4.1</td>
<td>4.3</td>
<td>5.1</td>
<td>5.7</td>
</tr>
<tr>
<td>Salaries</td>
<td>$382,211</td>
<td>$403,566</td>
<td>$462,197</td>
<td>$545,025</td>
</tr>
<tr>
<td><strong>Curriculum Restructure &amp; Assessment (Strategies #1,2,8):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry focus groups, curriculum research, meetings &amp; visits &amp; other surveys</td>
<td>10,000</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td><strong>Industry Connections (Strategy #4):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advisory Board, industry memberships &amp; meetings, on-campus speaker series, seminars for industry</td>
<td>29,000</td>
<td>41,000</td>
<td>51,000</td>
<td>71,000</td>
</tr>
<tr>
<td><strong>Alumni Program (Strategy #3):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications and events &amp; activities</td>
<td>10,000</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
</tr>
<tr>
<td><strong>Students (Strategy #10):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of RE Majors</td>
<td>100</td>
<td>120</td>
<td>160</td>
<td>200</td>
</tr>
<tr>
<td>Scholarships, internships, student activities &amp; clubs, student competitions &amp; awards</td>
<td>32,000</td>
<td>74,500</td>
<td>97,000</td>
<td>132,000</td>
</tr>
<tr>
<td><strong>Faculty Research (Strategy #2)*:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty research stipends, data acquisition and other direct research costs, academic conferences, submission fees, awards &amp; recognition</td>
<td>39,000</td>
<td>41,000</td>
<td>43,000</td>
<td>45,000</td>
</tr>
<tr>
<td><strong>Program Promotion (Strategy #7,9):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job development/Employer activities, R.E. business plan competition, association memberships, student outreach</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Support Staff, Graduate Assistants</td>
<td>32,000</td>
<td>56,000</td>
<td>60,000</td>
<td>104,000</td>
</tr>
<tr>
<td>Fringe Benefits, Related Payroll Costs</td>
<td>127,675</td>
<td>126,281</td>
<td>130,342</td>
<td>165,211</td>
</tr>
<tr>
<td>Other Program Costs, G&amp;A</td>
<td>30,000</td>
<td>35,000</td>
<td>40,000</td>
<td>45,000</td>
</tr>
<tr>
<td><strong>Total Program Costs</strong></td>
<td>$741,885</td>
<td>$847,347</td>
<td>$953,539</td>
<td>$1,177,236</td>
</tr>
<tr>
<td><strong>Funds Available from State Support</strong></td>
<td>(373,807)</td>
<td>(390,956)</td>
<td>(408,470)</td>
<td>(523,100)</td>
</tr>
<tr>
<td><strong>Funds Available from Added Program Activities</strong></td>
<td>(175,000)</td>
<td>(235,000)</td>
<td>(270,000)</td>
<td>(330,000)</td>
</tr>
<tr>
<td><strong>Endowment Support Needed</strong></td>
<td>$193,078</td>
<td>$221,391</td>
<td>$275,069</td>
<td>$324,136</td>
</tr>
<tr>
<td><strong>Endowment Needed @ 5% Spendable</strong></td>
<td>$3,861,570</td>
<td>$4,427,816</td>
<td>$5,501,378</td>
<td>$6,482,729</td>
</tr>
</tbody>
</table>

*Funds to develop the Center for Real Estate Research (Strategy #6) will be assembled from sponsors and grants.
The table below contains additional information about the anticipated funding from the State of California and added program activities.

<table>
<thead>
<tr>
<th>State &amp; Existing Support</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing faculty budget allocations</td>
<td>179,857</td>
<td>185,252</td>
<td>190,810</td>
<td>196,534</td>
</tr>
<tr>
<td>New (advanced rank)</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>New (advanced rank) 3% increase</td>
<td>3,900</td>
<td>7,917</td>
<td>16,072</td>
<td></td>
</tr>
<tr>
<td>New (assistant professor)</td>
<td></td>
<td></td>
<td></td>
<td>70,000</td>
</tr>
<tr>
<td>Support Staff, Graduate Assistants</td>
<td>18,000</td>
<td>18,000</td>
<td>18,000</td>
<td>18,000</td>
</tr>
<tr>
<td>Fringe &amp; Rel. P/R</td>
<td>79,450</td>
<td>82,304</td>
<td>85,243</td>
<td>110,994</td>
</tr>
<tr>
<td>RELUI Grants</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Burnham &amp; Hird scholarships</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Other Program Costs, G&amp;A</td>
<td>30,000</td>
<td>35,000</td>
<td>40,000</td>
<td>45,000</td>
</tr>
<tr>
<td></td>
<td>373,807</td>
<td>390,956</td>
<td>408,470</td>
<td>523,100</td>
</tr>
</tbody>
</table>

Added Program Activities

<table>
<thead>
<tr>
<th>Added Program Activities</th>
<th>2005-06</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory Board Support 15@ $3,000</td>
<td>45,000</td>
<td>45,000</td>
<td>45,000</td>
<td>45,000</td>
</tr>
<tr>
<td>Alumni communication &amp; event sponsors</td>
<td>20,000</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>On-Campus Speaker Series Sponsor</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Seminars &amp; Conferences for Industry</td>
<td>15,000</td>
<td>25,000</td>
<td>35,000</td>
<td>55,000</td>
</tr>
<tr>
<td>Program promotion sponsors</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
</tr>
<tr>
<td>Income from Scholarship Endowments &amp; Grants</td>
<td>15,000</td>
<td>45,000</td>
<td>65,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Internships</td>
<td>10,000</td>
<td>25,000</td>
<td>30,000</td>
<td>40,000</td>
</tr>
<tr>
<td></td>
<td>175,000</td>
<td>235,000</td>
<td>270,000</td>
<td>330,000</td>
</tr>
</tbody>
</table>
APPENDIX A
Appendix A
San Diego State University
Real Estate Program
Proposed New Course Descriptions

Real Estate Finance

This course focuses on how real estate assets are underwritten and financed. Students will be exposed to the structure and function of the capital markets (equity and debt), tax rules, mortgage risk, asset pricing models, option pricing, international finance, financial economics, investment decisions, use of after-tax cash flow models and various ownership structures and financing techniques. Examination of CMBS, syndications, Opportunity Funds, Public and Private REIT structures and one-off financing will be discussed.

Principles Of Real Estate

This course will introduce students to the basic principles of real estate, such as: market demand; valuation; acquisitions; development; real estate law; financing; dispositions; regulation; entitlements; property operations; and leasing. Students will be exposed to public policy issues, how to use real estate resources wisely and general design/planning considerations.

Urban & Regional Economics

This course examines: land use economics and planning; drivers impacting, regulating and shaping the location, density, and siting of a project; and the environmental and economic impact development projects have on the community and region in which they are located. Transportation, synergistic land uses and the role of local and regional governmental agencies will be included in this class.

Valuation Of Real Estate

This course takes an in-depth look at conventional valuation techniques and provides hands-on experience using industry-based computer software that analyzes and values real estate assets. Students will be exposed to discount rates, capitalization rates, investment theory and how to value the business drivers (e.g., rental income, leases, sales, ancillary income, etc.), which impact investment decisions. Each student will complete a case study valuation of a real estate asset.
**Law & The Real Estate Professional**

The course examines the legal aspects within the real estate industry including, but not limited to: leases; land use contracts; purchase/sell agreements; development agreements; sales contracts; property rights; public controls on the use of land; and entitlement agreements. Current legal issues affecting the real estate industry will be presented and discussed.

**Introduction To Real Estate Development**

This course examines the real estate development process from site acquisition through the delivery of a final product. Topics within this course include: forming a development team; market feasibility; land use planning; entitlements; project financing; design; scheduling and budgetary controls; use of outside vendors and contractors; the bid process; marketing and sales activity; product branding; construction; and project management. Students will select their area of interest (e.g., retail, office, multifamily, residential, industrial, mixed-use, etc.) and create a development timeline and project analysis of a potential development project.

**Real Estate Feasibility Analysis**

This practical course examines the fundamentals of acquiring an existing or to-be-developed real estate asset. Students will be exposed to market analysis, supply/demand issues, land use constraints, investment analysis, measuring levels of risk, underwriting and how to make go no/go decisions. Use of competitor data, when to conduct research and how to formulate an investment offer will be discussed.

**Real Estate Essentials**

This course exposes students to the 10 knowledge skills required by real estate companies. Topics such as: preparing an investment package; marketing a property for tenants and/or sale; determining sales prices or rental rates; analyzing an asset’s operating statement; and building lasting customer relationships are just some of the essentials that will be shared with students.

**Real Estate Portfolio Management**

This course provides students with the fundamentals of asset management. Topics such as managing different asset classes (e.g., core plus, value added, risk-based, etc.) will be discussed. How to select and manage third-party vendors, pricing on third-party contracts and performance benchmarking will be included in this course. When and how to price and sell an asset will be discussed.
**Fundamentals Of Commercial Leasing**

This course provides students with the fundamentals on how to market and lease commercial assets. Listing agreements, setting lease rates, determining the impact and cost of tenant improvements, and how to use an outside Broker will be discussed. Students will be exposed to current lease documentation, prospecting, cold calls, site tours, lease negotiations, move-ins and tenant retention matters. How to create a differentiating story will also be discussed.

**Real Estate Literature & Research**

This course provides an opportunity for students to discover and review books, journals, research papers and studies regarding real estate and the real estate industry. Students will be exposed to the various published resources used by real estate professionals, learn the many Internet-based resources and on-line, fee-based databases available to real estate professionals. Each student will complete an in-depth research project that will be distributed to real estate Executives and be made available on the SDSU Real Estate Program’s website.

**Managing Construction Projects**

This course offers the fundamentals of construction and project management. Course topics include: construction management; contracting; organizing the work site and work flow; scheduling; cost estimating; bidding; the construction process; use of consultants, architects and vendors; community interaction; interacting with unions; draw requests; certificates of occupancy; punch lists; pre-leasing activities; and project management.

**Property & Facilities Management**

This course focuses on the fundamentals of property and facilities management. Students will be exposed to the basics of managing income producing assets. Topics such as: developing an operating budget; leasing; tenant relations; operating expenses; safety and security; insurance and risk management; building maintenance; CAM charges; and use of outside vendors will be discussed. Students will: learn the fundamentals of what is required to be a Certified Property Manager; gain perspectives on the differing requirements among asset types; and learn how to prepare an operating budget.
**Real Estate Productivity & Applications Software**

This course focuses on the types, fundamentals and uses of various computer-based software packages currently being used by real estate organizations to analyze, monitor, budget and account for real estate investment and operating activities. Students will learn the fundamentals and experience hands-on interaction with some of the more popular software.

**Real Estate Internship**

This course provides qualified students with the opportunity to work for, and in, a local real estate firm. Designed to provide practical and applied experiences, this course places students in a setting that offers mentorship, training and hands-on experience.

**Real Estate Project Workshop**

This course is only available to a select number of students. Designed to place a team of students on a real estate project with a sponsoring real estate firm, this course will take one project from inception to a go, no/go decision. Students will work in the sponsoring entity’s facilities and learn in a real-time setting what it takes to bring a potential real estate project to implementation.