




MEMORANDUM

To: Donna E. Shalala
President

From: Stephen Sapp
Chair, Faculty Senate 

Date: March 31, 2008

Subject: Faculty Senate Legislation #2007-41(B) – School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U)

The Faculty Senate, at its March 26, 2008 meeting, voted unanimously to approve the School of Architecture establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U).

The proposal is enclosed for your reference.

This legislation is now forwarded to you for your action.

SS/rh

Enclosure

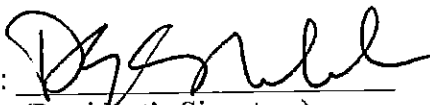
- cc: Thomas LeBlanc, Executive Vice President and Provost
✓ David J. Birnbach, Vice Provost for University Administration and Faculty Affairs
✓ Elizabeth Plater-Zyberk, Dean, School of Architecture
✓ Teresa Scandura, Dean, Graduate School
✓ Charles Bohl, Professor, School of Architecture

[Please contact the Senate office to view this proposal.]

Faculty Senate
1252 Memorial Drive, 325 Ashe Admin. Bldg.
Coral Gables, Florida 33124
Phone: (305) 284-3721 • Fax: (305) 284-5515
<http://www.miami.edu/FacultySenate>
email: facsen@miami.edu

Faculty Senate Legislation #2007-41(B) – School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U)

PRESIDENT'S RESPONSE

APPROVED:  DATE: 4/7/08
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN LIZ PLATER-ZYBERK

EFFECTIVE DATE OF LEGISLATION: _____
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____



MEMORANDUM

To: Donna E. Shalala
President

From: Stephen Sapp
Chair, Faculty Senate

A handwritten signature in black ink that reads "Stephen Sapp".

Date: March 31, 2008

Subject: Faculty Senate Legislation #2007-41(B) – School of Architecture Establishment of a
Master Degree in Real Estate Development and Urbanism (MRED&U)

The Faculty Senate, at its March 26, 2008 meeting, voted unanimously to approve the School of Architecture establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U).

The proposal is enclosed for your reference.

This legislation is now forwarded to you for your action.

SS/rh

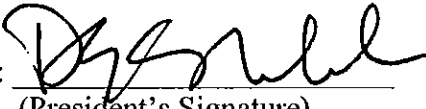
Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
David J. Birnbach, Vice Provost for University Administration and Faculty Affairs
Elizabeth Plater-Zyberk, Dean, School of Architecture
Teresa Scandura, Dean, Graduate School
Charles Bohl, Professor, School of Architecture

Faculty Senate
1252 Memorial Drive, 325 Ashe Admin. Bldg.
Coral Gables, Florida 33124
Phone: (305) 284-3721 • Fax: (305) 284-5515
<http://www.miami.edu/FacultySenate>
email: facsen@miami.edu

Faculty Senate Legislation #2007-41(B) – School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U)

PRESIDENT'S RESPONSE

APPROVED:  DATE: 4/7/08
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN LIZ PLATER-ZYBERK

EFFECTIVE DATE OF LEGISLATION: _____
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

**UNIVERSITY OF MIAMI
SCHOOL OF ARCHITECTURE**

**PROPOSAL TO OFFER A
MASTER'S DEGREE IN
REAL ESTATE DEVELOPMENT
AND URBANISM**

Final
March 31, 2008

TABLE OF CONTENTS

1. BACKGROUND	3
1.1 Preparing for the Challenges Ahead	
1.2 Overview	
1.3 Rationale	
2. MARKET ANALYSIS	6
2.1 Analysis of Existing Programs in Real Estate	
2.2 Online Survey	
3. PRIOR REAL ESTATE COURSE OFFERINGS AND SEMINARS	9
4. PROGRAM FEATURES.....	10
4.1 Faculty	
4.2 Interdisciplinary Lecturers	
4.3 Core Curriculum	
5. ADMINISTRATION	19
5.1 Student Profile and Services	
6. PHYSICAL RESOURCES	21
6.1 Library and Archive Holdings	
6.2 Facilities	
7. BUDGET	22
APPENDICES	
A. SCHOOL OF ARCHITECTURE MEETING MINUTES	23
A.1 Faculty Updates	
A.2 Curriculum Committee Meeting Minutes, February 2, 2007	
A.3 Faculty Meeting Minutes, February 19, 2007	
B. ASSESSMENT OF LIBRARY HOLDINGS IN REAL ESTATE DEVELOPMENT	28
C. VISITING COMMITTEE.....	46
C.1 Summary of Recommendations	
C.2 Letters of Support	

1. BACKGROUND

1.1 Preparing For The Challenges Ahead

Real estate constitutes an estimated 35 percent of all assets in the United States and the construction and real estate industries represent nearly 15 percent of the national economy. The critical importance of the industry to national wealth, economic strength, and shaping the built environment in which we live, work, and carry out our daily lives is indisputable. The real estate industry that emerges from the current turmoil will face new challenges requiring skilled practitioners that have learned from current experience and are prepared to take advantage of the changing conditions, markets and opportunities to follow. As with prior real estate downturns and recessions in the 1970s, early 1980s and early 1990s, population and employment growth will continue to represent the dynamic ingredient creating pressure for growth and redevelopment in real estate markets. The U.S. population grew by 100 million people from 1968 to 2006 (39 years), and demographers and planning researchers are projecting that the population will add the next 100 million by the year 2037. Arthur C. Nelson and Robert Lang have sketched out the enormous scale of the challenges and opportunities that lay before us in their recent research.

“As the U.S. marches toward a population of 400 million, Americans’ household profile will change... Up to 35 to 40 million new housing units needed to meet the demand of the next 100 million people will likely be built for childless occupants. We know, too, that the volume of new non-residential development in the next few decades will exceed all such development that now exists. About 100 billion square feet of space will be constructed. Of that, about 70 percent will involve the reuse or redevelopment of existing space – mostly in the suburbs... The combination of changing demographics with associated demand for greater variety in housing types and density, plus redevelopment of the already built environment, will present an unprecedented opportunity to reshape the U.S.”

Each era of growth has been defined by changing market conditions and opportunities that have ushered in new real estate finance and development practices, and the future of real estate development will look different from its recent past. Low-density, single-use, automobile-dependent “sprawl” has remained the predominant pattern of development on the continent and is increasingly being “exported” as a development model abroad. According to Nelson, however, the changing demographics alone suggest that “the current supply of single-family detached homes on lots of more than 7,000 square feet may already exceed the demand projected for the next decade.”¹ Even suburban proponents, such as Joel Kotkin, use walkable, mixed-use New Urbanism neighborhoods and communities as examples of the future of American suburbs. Responding to the needs of aging populations, changing household sizes and lifestyle preferences, the desire for more convenient live-work arrangements requiring less commuting, affordable and workforce housing, and “greener,” more energy efficient and disaster-resistant design, not only for buildings but entire neighborhoods, cities and regions, all represent challenges for the real estate industry that will continue to grow in the coming decades.

As a result, advancing livable community alternatives that address the development impacts of sprawl through the redevelopment of brownfields, greyfields, infill development, transit-oriented development and suburban retrofit will continue to represent a core challenge for the real estate, design, and community building fields. This need to modify patterns of settlement emerges from the concerns for open space preservation for ecological conservation, agriculture and recreation, and for the impact of climate change on natural and designed systems. Urban regeneration will also continue to represent a parallel challenge in the U.S. and abroad, involving the rebuilding of U.S. cities after long periods of disinvestment and the evolution of international cities through a new era of industrial, environmental and demographic transformation. In short, the greatest opportunities for the real estate industry in the coming decades will increasingly involve the practice of urbanism at a variety of scales and intensities in the form of: the development of walkable, mixed-use villages, towns and resorts; the creation of town centers, mixed-use work places, market places and urban villages in suburban communities; construction of

attractive urban neighborhoods and live-work settings that incorporate affordable and workforce housing in cities, and; in the form of attractive urban districts, waterfronts, and vibrant downtowns.

1.2 Overview

The School of Architecture proposes to create a one-year, 36-credit, interdisciplinary Master's in Real Estate Development and Urbanism Program that will blend the fundamentals of real estate development with the School of Architecture's strengths in the New Urbanism, livable community design, and civic engagement. The Program will prepare real estate industry professionals capable of tapping the power of the market to deliver compact, walkable, mixed-use development that offers a high quality of life for diverse populations to live, work and carry out their daily activities in attractive, sustainable neighborhoods and communities.

The proposal to create a MRED Program is the result of a deliberative four-year collaborative planning process involving faculty from the Schools of Architecture, Business, and Law, the three principal disciplines required to create a competitive interdisciplinary program. Described in more detail in this proposal, from 2004-2007 the School of Architecture tested the market for an interdisciplinary Master's in Real Estate Development and Urbanism Program. To test the market, we:

- Offered a series of seminars and a three-credit real estate courses each semester. The courses received an excellent response from the Architecture Schools' full-time and continuing education students who come from the private, public, and nonprofit sectors, including many University of Miami alumni.
- Commissioned a consultant's study of selected one- and two-year master's in real estate programs throughout the country, as an additional way of testing the market and benefiting from lessons learned by other master's in real estate development programs across the county. The study, which was completed in the summer of 2006, included interviews with the directors of each program reviewed and an extensive analysis of program materials and curriculum.
- Completed an on-line survey to gauge the market interest in a master's in real estate development as well as in continuing education courses and distance learning on a range of topics, including the New Urbanism.

The conclusion was that the time is right for the University of Miami's School of Architecture to create an interdisciplinary Master's in Real Estate Development and Urbanism Program. Such a program will position the University to capitalize on the international reputation of its School of Architecture in place making and community design and the learning laboratory offered by Florida's dynamic real estate market. It will also enable the University to become the teacher of those who will shape the built environment of tomorrow, thereby furthering the University's mission to "educate and nurture students, to create knowledge, and to provide service to our community and beyond." The real estate program will build on the strengths and passions of its faculty to help fulfill the School of Architecture's mission "to contribute to the world by making it more beautiful and to reveal beauty in its most humble circumstances."

1.3 Rationale

Real estate developers shape the built form (urban landscapes) of our communities. They have been referred to as the impresarios of the built environment, bringing together the diverse set of disciplines (including finance, design, planning, law, marketing, management, construction, politics, sociology, and psychology) needed to convert undeveloped or underdeveloped land and resources into new real estate products (homes, civic uses, and places of employment and entertainment). The way they convert resources to new development products can improve, or exacerbate, the impacts of growth and the livability and lasting economic value of communities. However, few developers are exposed to or educated on how to design communities – the streets, buildings, and public spaces – and how to respond

to a more demanding public and complicated regulatory process that is emerging in response to growth pressures.

On the other side of the table, few planners, lawyers, architects, or others who influence urban development understand the real estate development process, which makes them less effective in having a positive impact on how development occurs. The net effect is that real estate development can no longer be a self-contained profession. To be successful, those involved in real estate development need advanced training and education in order to have expertise in the full range of real estate product types and across the full-range of issues that real estate touches, particularly in the fields of design, finance, and public policy. Developers, who are typically educated in a single field such as business or law, need to learn more about how to plan and design communities and negotiate the public regulatory process; designers, planners, and lawyers need to learn more about the finance, market analysis, management, marketing and “deal making” aspects of the development process.

The School of Architecture and the University of Miami are uniquely positioned to offer the cross-discipline advanced training and education needed. The School has developed a national and international reputation in architecture and community design and is located in a high-growth international city in a high-growth state that provides an ideal environment for students to learn first hand about the complexities of real estate development. Over the past three years the School has also successfully delivered courses and continuing education seminars in real estate for University students and mid-career professionals, and it is now ready to offer a Master’s in Real Estate Development and Urbanism that draws on the University’s strengths in architecture, business, law, and urban studies. Such a program will fill a missing gap in the University system: an interdisciplinary master’s level program in real estate development that enables students to learn the full range of skills needed to produce the places (and real estate products) that create lasting value and positive benefits.

1.3.1 The School of Architecture’s Record

The School of Architecture is considered the nation’s premier educational institution for the study and research of the New Urbanism. Its philosophy of balancing the academic and the practical, and examining developments and communities through the eyes of the multiple disciplines that impact the development of real estate, create the ideal environment for a successful interdisciplinary, practitioner-oriented Master’s in Real Estate Development and Urbanism Program. In January 2007, the School was unanimously selected by its New Urbanist peers to receive the John Nolen Medal for Contributions to Urbanism in Florida. That award, given by the Florida Chapter of the Congress for the New Urbanism (CNU), recognizes an outstanding institution or company for its innovative, quality work and demonstrated commitment to creating enduring settlements and advancing the principles of the Charter of the Congress for the New Urbanism. (Florida has more New Urbanist developments and plans than any other state in the U.S. and from 2002 to 2005 more than doubled the number of projects and plans.)

Other awards include a 2006 Charter Award from the Congress for the New Urbanism, the leading national organization advancing walkable, human-scaled neighborhood development as the building block of well-defined cities and towns. The Charter Awards program is CNU’s main vehicle for recognizing work that best embodies and advances the principles of the Charter. Recognition also came from the publication *New Urban News*. In response to a 2006 survey, the University of Miami School of Architecture was identified as the number one school for providing the best training for New Urbanist practitioners. The School of Architecture was also listed as the school most often attended by recent hires. The *2007 Planetizen Guide to Planning Schools* also recognized the University of Miami as the top ranked institution under “Best Schools for New Urbanism.”

1.3.2 The South Florida and Florida Real Estate Environment

Almost 1,000 new people move to Florida each day. By 2030, Florida will be one of the top five states for both the largest number of residential units that are new and the highest percentage of residential units

that are new, and number four among the states in the percentage of commercial and institutional development that is new.ⁱⁱ That growth means that most of Florida's 2030 built environment (the new real estate products) have yet to be constructed, giving real estate developers and their educators a tremendous opportunity to determine the Florida of the future. It also means heightened pressures on communities and developers to pursue more sustainable development models to address concerns about gridlocked traffic, a loss of environmental resources, and a diminishing quality of life.

Growth pressures are particularly acute in South Florida, home to one-third of the state's population. With the Atlantic Ocean to the East and the Everglades to the West, South Florida communities have no alternative but to make better, more intense, and new uses of the land dedicated to development. The result is two-fold. One, real estate development in South Florida is increasingly more complex and requires a more sophisticated knowledge of urban design and real estate markets and products. Two, because of the speed of growth and concerns about losing community livability and a sense of place, residents of South Florida are demanding more from real estate developments and the development process, and local governments are adding more layers of regulations to better manage growth.

2. MARKET ANALYSIS

The School of Architecture initiated two tests to evaluate the market for a Master's in Real Estate Development and Urbanism Program: in March 2006, an analysis of a selected group of master's in real estate programs associated with other universities, and in December 2006, a survey to gauge interest in New Urbanism and real estate education programs. Those two tests reinforce the results of the School's course offerings and continuing education seminars in real estate, which demonstrated a strong interest in continuing education in a multi-discipline real estate development program.

2.1 Analysis of Exiting Graduate Programs in Real Estate

In late fall of 2005, the University of Miami's School of Architecture Knight Program in Community Building commissioned a study of selected master's in real estate programs. The results of the study are contained in a two-part report completed in the summer of 2006: a narrative that summarizes the conclusions and findings of the study, and a spreadsheet containing a detailed summary of the selected programs. The information from the report was used to inform the curriculum for the proposed one-year, interdisciplinary Master's in Real Estate Development and Urbanism Program. A two-step process was used to develop the report: a review of a range of master's in real estate programs and a study of selected master's in real estate programs through a combination of interviews with the directors of the selected programs and an in-depth review of relevant print and website information, particularly that related to the program's curriculum. The Urban Land Institute's tenth edition of its *Directory of Real Estate Development and Related Education Programs*, considered the most comprehensive listing of real estate development educational programs, served as an important source of information for the review.

2.1.1 Interviews with Real Estate Program Directors

Of the 17 real estate programs selected for the study, seven are one-year master's in real estate programs, with three being affiliated with a school of architecture or planning and four affiliated with a school of business. Because of the limited number of one-year programs, additional programs were included because of their interdisciplinary focus and affiliation with a school of architecture or planning: two, two-year master's in real estate programs; three master's in architecture or planning programs with a real estate concentration; and two certificate in real estate development programs. In addition, three master's in business administration (MBA) programs that offer a real estate major or concentration were reviewed to provide comparative information.

Examples of real estate development master's programs affiliated with a school of architecture or design that were examined are listed on the next page. The University of Maryland's School of Architecture's proposed Master's of Professional Studies in Real Estate Development (now

established) was also reviewed, and the Associate Dean in charge of establishing the program was interviewed as a part of our assessment process. The real estate program will be complimented by the National Center for Smart Growth Research and Education, a part of the University of Maryland's School of Architecture. The Center presents funded research and education program opportunities for graduate students from the School. (The School of Architecture sent a faculty member to one of the University of Miami's School of Architecture's real estate finance seminars as part of its own research.)

Specific programs reviewed that are affiliated with a school of architecture or design include:

- Columbia University, Graduate School of Architecture, Planning, and Preservation – Master of Science in Real Estate Development (MSRED)
- Cornell University, a joint partnership with the College of Architecture, Art, and Planning, the College of Engineering, the Johnson School of Management (where the program is based), and the School of Hotel Administration – Master of Professional Studies in Real Estate (MPS)
- Harvard University, Real Estate and Urban Development Advanced Studies Program, Harvard Design School – Master's in Design Studies (MSDesS) with a concentration in real estate and urban development
- Massachusetts Institute of Technology, Center for Real Estate, School of Architecture and Planning – Master of Science in Real Estate Development (MSRED)
- Texas A and M, College of Architecture, Department of Landscape Architecture and Urban Planning – Master's in Urban Planning and Land Development (MSLD)

Two examples of the certificate in real estate development programs reviewed are:

- University of Michigan, Taubman College of Architecture+Planning, in a joint venture with the Stephen M. Ross School of Business, the University of Michigan Law School, the Gerald R. Ford School of Public Policy, the School of Public Health, and the School of Natural Resources and Environment – Certificate in Real Estate Development (plans are under way to create a Master's in Real Estate Development)
- University of Pennsylvania, School of Design, in cooperation with the Wharton School – Certificate in Real Estate Design and Development

Two other programs reviewed are affiliated with a school of planning or public policy:

- Clemson University, Center for Real Estate Development, Department of Planning and Landscape Architecture, School of Design and Planning, in joint partnership with Department of Finance in the College of Business – Master of Real Estate Development (MRED)
- University of Southern California, Lusk Center for Real Estate Development, School of Policy, Planning and Development – Master's of Real Estate Development (MRED)

2.1.2 Study Highlights

The findings from the interviews are outlined in detail in *Creating a Master's Degree Program in Real Estate Development: Interview Conclusions and Observations*, prepared for the university's School of Architecture in 2006. Highlights of the report's findings are summarized below.

Interview Highlights – Master's in Real Estate Programs:

- Because the University of Miami is located in a high-growth, highly regulated, and complex real estate market that requires a more sophisticated knowledge of real estate markets and products, public policy, and the urban development context, the time is right for the School of Architecture to establish an interdisciplinary Master's in Real Estate Development and Urbanism Program that builds on its international reputation in livable community design, place making and the New Urbanism.

- A University of Miami real estate program should emphasize the unique strengths of the university and the metropolitan region and its international connections. The School of Architecture's reputation as a center of teaching and learning for New Urbanism represents a powerful "brand" that can distinguish the program from the pack of generic real estate programs.
- The University of Miami would be the only institution in Florida offering an interdisciplinary Master's in Real Estate Development and Urbanism Program affiliated with a school of planning or architecture, and the program would be only the second of two such programs in the Southeast. (The other is Clemson's two-year degree program, which lacks the learning laboratory of Miami's dynamic real estate market.)
- Reflecting the rapid changes in the real estate industry that began in the 1980s and the increasing complexities of the real estate development process, the majority of interdisciplinary master's degree programs in real estate development created since the early 1990s have been as a response to a growing developer-demand for courses that teach the full gamut of the real estate development process.
- An interdisciplinary real estate program should include a balance of theory- and practical-based courses and should focus on all the facets of real estate development. Such a program should offer interactive learning and hands-on experiences with real-life projects and case studies and produce timely research geared toward the needs of the real estate industry. Such a program should also offer opportunities for students to participate in roundtable discussions and seminars that bring together faculty, students, and practitioners.
- To produce students with the comprehensive, practical knowledge of real estate needed to hit the ground running upon graduation, the curriculum in an interdisciplinary-oriented program typically focuses on the real estate development process and requires core courses in traditional real estate courses, such as real estate finance, market analysis and law, plus courses incorporating urban design, site design and the public process. The one-year master's in real estate programs reviewed for this study require between 32 and 44 credit hours, which fall over a summer, fall, and spring semester. Most programs require a year-end capstone project or thesis.
- Faculty for the program should draw from the range of disciplines involved in the real estate development process (for example, architecture, law, business, and construction management) and should involve both full-time and part-time (those involved in real estate development or design) faculty in order to provide students an in-depth understanding of both the theory and practice of real estate development. Real estate programs also utilized practitioner guest lecturers to augment faculty experience.
- Program staff typically includes a program director, who also teaches classes in the real estate program, and several support staff (for example, personnel to handle administrative matters, marketing, outreach, and student support services).
- The litmus test for a successful master's in real estate development program is the number of students placed in jobs. This means that a successful program should feature a strong student career program that offers opportunities for networking, internships, and learning about different types of real estate careers. It also means that real estate practitioners need to be engaged in the program through participation on an advisory board and through teaching and mentoring students, helping students find jobs, and providing internships.

2.2 Online Survey

In December 2006, the School of Architecture conducted a survey to assess interest in continuing education in the New Urbanism and Real Estate Development. The survey was sent to a broad range of individuals associated with real estate development and the New Urbanism. Those surveyed included the School of Architecture's Knight Program in Community Building's 1,200-member email list and the

LISTSERVS of six professional organizations representing architects, planners, developers, attorneys, and the public service sector. The responses of the 205 individuals participating in the survey are summarized below.

2.2.1 Survey Respondents

Of the 188 who responded to the question about personal information, the majority (57.5 percent) came from the fields of architecture and planning. Another 30 percent, respectively, came from the development and real estate industry fields and from the nonprofit and public sectors. Most (51 percent) of the respondents have been in their profession less than 10 years. Florida was well represented in the respondents: one-third (31 percent) of respondents were from Florida, the majority of whom were from South Florida (Miami-Dade, Broward, Palm Beach, and Monroe counties). Another 40 percent of respondents came from the Southeast (21.7 percent) and the East (18.3 percent). The balance of respondents were from the Midwest (13.3 percent), West (9.4 percent), or outside the US (5.6 percent).

2.2.2 Survey Results

The survey was conducted on-line, using the survey service called Survey Monkey, a well-established web-based survey instrument. Survey questions covered interest in a number of levels of learning: on-line, distance learning; semester-length courses; and a one-year Master's Program in Real Estate Development with a focus on the New Urbanism. Of those responding to this question (196 of 205), over half (52 percent) indicated that they were interested in such a one-year master's program. A majority (80.2 percent) of those responding to the question about a Master's in Real Estate Development indicated an interest in part-time (evening and weekend) program. A continuing education certificate program (offered through a series of six on-campus two- and three-day courses over three years) in real estate development with a focus on the New Urbanism also received a high level of support (53.5 percent) of those responding to this question (185 of 205). An even higher number (77.5 percent) expressed an interest in distance learning courses in real estate development with a focus on the New Urbanism.

3. PRIOR REAL ESTATE COURSE OFFERINGS AND SEMINARS

Over the past four years, the School of Architecture's Knight Program in Community Building has collaborated with faculty members from the School of Business and School of Law to offer seminars and full semester courses on real estate development and the New Urbanism. The seminars' intensive executive education format is designed for practicing professionals and other continuing education students. Continuing education credit is available for certain courses.

The semester-length courses have also provided a good test for a program that blends the fundamentals of real estate development with the School of Architecture's strengths in New Urbanism and livable community design. The track record to date, based on the variety of Miami-based seminars and courses listed below, demonstrates a strong response. Collectively these seminars have served over 450 students representing a combination of practitioners from the private, public, and non-profit sectors, including many alumni, as well as full-time University of Miami students in architecture, business and law.

School of Architecture real estate seminars and courses previously offered (number of students in parentheses):

- Introduction to Real Estate Development (combined Architecture and Law School LLM course), Spring 2007 (40), 2008 (40)
- Introduction to Finance for Real Estate Development, 2004 (55), 2005 (56) (with the Finance Department, School of Business)
- Market Analysis & Marketing for Real Estate Development, November 8-9, 2004 (38)

- Real Estate Law, Negotiations and Approvals, Jan. 20-21, 2006 (15) (with the Business Law Department, School of Business)
- Real Estate Development Methods for Urban Redevelopment and Preservation, Mar. 16-17, 2006 (28 students)
- Retail Development: From Shopping Centers to Town Centers, Apr. 28-29, 2005 (25)
- Neighborhood Charrette Institute Charrette Planning Center, Feb. 22-24, 2006, (41), Feb 14-16, 2007 (40), Jan 16-18, 2008 (40)
- How to Become a Town Architect, Nov. 12, 2005 (21)
- Charrette Planning: The Public Process for Real Estate Development, Mar 2-4, 2005 (38)

4. PROGRAM FEATURES

The Master's in Real Estate Development and Urbanism program will blend the strengths of the University of Miami's Schools of Architecture, Business and Law to create a world class program that combines the fundamentals of real estate development with the School of Architecture's international reputation in New Urbanism encompassing urban architecture, livable community design and civic engagement. The program is designed to provide students with the tools and practical experiences needed to compete in the fast-paced and changing world of urban real estate development, having a thorough knowledge of cutting edge real estate concepts and successful town-planning and design principles, and equipped with an understanding of the ethical and civic responsibility of an urban real estate developer.

Students will be exposed to the full range of disciplines involved in the real estate development process, including finance, market analysis, project and construction management, negotiations, marketing, ethical issues in real estate, architecture, law, economics, and site planning and design.

Students will gain a thorough understanding of the dynamics of each real estate sector, with an emphasis on compact, walkable urban applications and mixed-use developments. The program will incorporate ethics across the curriculum to help prepare students for the complexity of ethical issues involved in the development process, including the often contradictory goals of environmental conservation, social integration, and economic sustainability, and how these are engaged by the public, private and non-profit sector entities. The program will also incorporate the very latest theory, research and practices on preservation of the natural environment, as well as on green architecture and design, including thorough exposure to the Leadership in Energy and Environmental Design (LEED) and new LEED-Neighborhood Development (LEED-ND) training, standards and certification process for energy efficient design and development, and traditional methods of achieving green architecture and sustainable design.

Establishing the Master's in Real Estate Development and Urbanism Program in the School of Architecture brings the university a number of benefits:

- Addressing the stated needs and interests of students and alumni in architecture, business, law, engineering and other academic programs seeking expertise in real estate development
- Training a new generation of developers to share the school's mission and commitment to architecture as a civic art
- Creating synergies between a masters degree program in real estate and existing programs, including the Master's of Architecture in Suburb and Town Design Program, the School of Business MBA program, the School of Law's LLM program in Real Property, and the Urban Studies Program
- Expanding funding opportunities for the school's future through new associations and research opportunities

4.1 Faculty

The Master's in Real Estate Development and Urbanism Program will ultimately require two new full-time Real Estate faculty members, one of whom will also serve as the Real Estate program director, as described below in the section on administration. Underscoring the interdisciplinary nature of the Master's in Real Estate Development and Urbanism Program, the additional faculty members required will draw from existing faculty within a number of schools and departments across the University. By drawing on existing faculty, the program will build on, not duplicate, their strengths.

For example, in addition to the School of Architecture, faculty will include the School of Business (named the number one business school in Florida by the *Wall Street Journal* and the number five business school in the nation by *Hispanic Business*), which offers concentrations in finance and marketing in its Master's of Business Administration program; the College of Engineering; the School of Law, which offers a Master's in Real Property and Development for lawyers dedicated to working in the real estate field as attorneys or entrepreneurs; and the Urban Studies Program which offers an Undergraduate Minor and includes faculty from the College of Arts and Science and the School of Architecture.

Existing faculty that can contribute to the Master's in Real Estate Development and Urbanism program include:

4.1.1 School of Architecture

*Elizabeth Plater-Zyberk, Professor & Dean
Courses: Urban Design and Development and Suburb and Town Design Housing Seminar

Specialties: architectural design, urban design, and town planning

*Dr. Charles C. Bohl, Research Associate Professor and Director
Knight Program in Community Building
Courses: New Urbanism Planning and Design, Introduction to Real Estate Development, Design & Development Case Studies

Specialties: planning, design, and the development of livable communities, mixed-use development

*Jaime Correa, Assistant Professor
Knight Professor in Community Building
Courses: New Town Planning and Design, Urban Design Studio
Specialties: urban architectural design, urban design and graphics

Joanna Lombard, Professor
Courses: urban architectural design
Specialties: Architecture, Landscape & Urbanism, Health Care and Environment

Allan Schulman, Associate Research Professor

Courses: Suburb and Town Design Housing Seminar

Specialties: urban design and South Florida modern architecture

Extensive adjunct faculty in real estate development and urbanism practice

4.1.2 School of Business

Dr. Anita Cava, Professor of Business Law
School of Business Administration
Specialties: legal environment of business and business ethics

*Dr. Andrea Heuson, Professor, Finance
Finance Department
Courses: Real Estate Finance and Real Estate Capital Markets
Specialties: real estate finance and international business analysis

Dr. William Landsea, Associate Professor,
Finance
Finance Department
Courses: Real Estate Finance and Real Estate Capital Markets
Specialties: real estate investment, business finance

Dr. Arun Sharma, Professor and Chairman,
Department of Marketing
Specialties: Marketing strategies, marketing orientation, marketing productivity

*Dr. Ram Krishnan, Research Professor

Marketing Department
Courses: Market Analysis and Marketing for Real Estate Development
Specialties: real estate marketing strategies and international marketing

Dr. Rene Sacasas, Professor and Chairman
Business Law Department
Courses: Real Estate-Land Use Law and Contracts
Specialties: international commercial law, purchasing law, and real estate

*Dr. John C. Dellagloria, Lecturer
Business Law Department
Courses: Real Estate Law
Specialties: business law, real estate law, and legal aspects of real estate transactions

4.1.3 School of Law

Douglas K. Bischoff, Director
Graduate Program in Real Property Development
Course: Real Estate/Land Use Law and Contracts
Specialty: real property development

*Jack Winston, Lecturer
Graduate Program in Real Property Development
Courses: Real Estate Development
Specialty: real estate development and marketing

Anthony V. Alfieri, Professor of Law,
Founder and Director,
Center for Ethics and Public Service

Extensive adjunct faculty for the Graduate Program in Real Property Development

4.1.4 College of Engineering

*Prof. Gerald F. DeMarco, Lecturer
Department of Civil, Architectural, and Environmental Engineering
Course: Construction Management and Technology
Specialty: construction management and technology

4.1.5 Urban Studies Program Faculty

Prof. Jan Nijman, Geography & Regional Studies, Director
Robin Bachin, History
Greg Bush, History
Dale Chitwood, Sociology
Richard Grant, Geography & Regional Studies
Jean-Francois LeJeune, Architecture
Peter Muller, Geography & Regional Studies
Bryan Page, Anthropology
Jonathan West, Political Science
George Wilson, Sociology
Traci Ardren, Anthropology
Sonia Chao, Architecture
Mary Lindemann, History
David Luis-Brown, English
Michael Miller, History
Nicholas Patricios, Architecture
Shouraseni Sen Roy, Geography & Regional Studies

* Faculty that have previously taught real estate courses offered by the School of Architecture

4.2 Interdisciplinary Lecturers

A major asset of a Miami-based Master's in Real Estate Development and Urbanism Program is the ability to leverage the School of Architecture's international reputation and draw on a large network of highly skilled and sophisticated real estate and community building experts and visiting scholars as distinguished guest lecturers. Past lecturers, fellows & scholars have included:

Robert Davis, founder of Seaside, the seminal New Urbanist development, and Co-Founder of Arcadia Realty Company

Andres Duany, a founder of the internationally recognized New Urbanist architectural firm, Duany Plater-Zyberk & Partners, Miami, FL

William Gietema, Co-Founder and CEO of Arcadia Realty Company, Knight Fellow in Community Building, Dallas, TX
Michael Katz, Miami Asset Management Company (MAMCO)
Anthony Graziano, President Intera Realty
Patricia Blasi, President Terranova
Jack Lowell, V.P. Codina Group
Tim Hernandez, New Urban Communities
Jeremy Shapiro, Mgr. First Industrial Realty
Mark Ellert, Inter-Link Hospitality Group
Jack Osterholt, Former County Manager, Broward County
William Lennertz, founding director of The National Charrette Institute
Armando Montero, Armando Montero and Associates
Neisen O. Kasdin, Shareholder, Akerman Senterfitt, former Mayor, Miami Beach, FL
Anthony J. Trella, The Meranth Company, ULI Trustee
Michael Cannon, Integra Realty Resources South Florida
David Pace, Managing Director of Baldwin Park Development Company
Lee Sobel, Director of the United States Environmental Protection Agency Smart Growth Program, Knight Fellow in Community Building, Washington, D.C.
Robert Turner, founder and CEO of Habersham Development Companies, Beaufort, SC
Jack Winston, Senior Consultant, Goodkin Consulting Corporation
Michael J. Swerdlow, President of Swerdlow Group
Todd Zimmerman and Laurie Volk, Co-Managing Directors of Zimmerman/Volk Associates
Jackie Benson, Managing Director of Benson Miles TND, urban marketing specialists
Carol Coletta, CEO of CEOs for Cities, Producer & Host, SmartCity Radio
W. Tod McGrath, lecturer, MIT Department of Urban Studies and Planning, Center for Real Estate, and President of AdvisoRE, LLC

James R. Epstein, Co-founder and CEO, EFO Capital Management, Inc., Knight Fellow in Community Building, Washington, D.C.
Andrew Miller, Forest City Ratner Cos, Knight Fellow in Community Building, Brooklyn, NY
Russell Bloodworth, Executive Vice President, Boyle Investment Company, Knight Fellow in Community Building, Memphis, TN
Joseph R. Molinaro, Director, Smart Growth Programs, National Association of Realtors, Washington, D.C.
Christopher Leinberger, founding partner, Arcadia Land Company, former managing partner and co-owner of Robert Charles Lesser & Co., Visiting Fellow with the Brookings Institution
Thomas DiGiovanni, founder of New Urban Builders, Chico, CA
Vince Graham, founder and President, P'On Group, Mount Pleasant, SC
Joel K. Goldman, Real Estate Attorney, Greenberg Traurig, P.A.
Doris S. Goldstein, Attorney
Richard Grosso, Executive Director, The Environmental and Land Use Law Center, Inc
Frank Schnidman, Executive Director, The North Miami Community Redevelopment Agency
Alan R. Schwartz, Judge (retired), Third District Court of Appeal
Stephen Siskind, President, Siskind, Carlson & Partners
Ralph Conti, lead course instructor, partner and vice president of development, North American Properties, Atlanta
Emerick Corsi, executive vice president, Forest City Enterprises, Cleveland
Gordon "Skip" Greeby, principal, Greeby and Associates, Chicago
Yaromir Steiner, founder & CEO, Steiner & Associates, Columbus
Mark Toro, regional partner, North American Properties, Atlanta
Dr. Hank Fishkind, principal, Fishkind & Associates, Orlando
Bob Gibbs, Gibbs Planning, Birmingham, MI

4.2.1 The Urban Land Institute

The School of Architecture's involvement in the Southeast/Caribbean District Council and national organization of the Urban Land Institute (ULI), a nonprofit research and education organization with more than 34,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, will help the program to attract students and draw instructors and seminar speakers from the extensive ULI network. Since 2001, the seven-county Southeast Florida/Caribbean District Council has more than doubled in size to more than 1,100 members. Dr. Charles Bohl, Director of the School of Architecture's Knight Program in Community Building, has served as the Academic Chair of the District Council's Executive Committee since 2004 and currently serves on the ULI in the Community national advisory committee.

4.3 Core Curriculum

The one-year master's program will require 36 credits (29 core credits and 7 elective credits), as outlined on the following page. The curriculum is based on the in-depth study of real estate programs at leading universities nationwide and the review and input of the visiting committee members from real estate programs at MIT, Columbia and the University of Pennsylvania.

Teaching will consist of classroom instruction, seminars, design-and-development studios, and independent research involving real estate development theory, methods, process and practice. The curriculum will incorporate rigorous course work, drawing on current theory and research in both real estate and livable community design. Special attention will also be given to project-based, interactive courses that provide hands-on learning through real world case studies sponsored by and involving real estate practitioners.

Students will also be required to attend the annual ULI Fall Meeting, to gain exposure to all aspects of the industry including networking opportunities for business and employment at this premier real estate industry event, and the annual Congress for the New Urbanism (held in the spring), to gain exposure to cutting edge livable community design and additional networking opportunities. Students will also be required to attend the National Charrette Institute and complete certification in the NCI charrette planning curriculum during the winter intersession. The NCI program prepares students to apply the charrette process in both public sector workshops and private practice to engage citizens, stakeholders and all members of a development and design team to come up with a buildable plan that is responsive to the competing demands of citizen and stakeholder groups and the bottom line.

The summer sessions will include an intensive case studies practicum and a charrette in which students will apply all of the knowledge and skills acquired through their prior coursework. The case studies practicum will incorporate a series of short, intensive laboratory scenarios that require the students to work in teams to develop optimum approaches to real estate development problems incorporating livable community design. The capstone project and event for the one-year program is the summer charrette, an intensive urban design and development studio in which students work with faculty as part of a multi-disciplinary team on an urban development project. Students will also have the option of pursuing individualized research on real estate and urbanism through electives and independent study under the supervision and direction of faculty.

The intent is to produce scholars and students who have a well-grounded theoretical and practical knowledge of the real estate development and community design fields and an understanding of the social and community-building responsibilities of the real estate industry. The synthesis of the fundamentals of real estate development with livable community design will produce scholars and practitioners prepared to advance sustainable development.

**ONE-YEAR MASTERS DEGREE IN
REAL ESTATE DEVELOPMENT AND URBANISM
36 Credits (30 Core Credits and 6 Elective Credits)**

PRE-SEMESTER FUNDAMENTALS

New Urbanism Online course. Incoming students will be required to successfully complete the New Urbanism Online course, providing an introduction to the principles of New Urbanism.

One-Week Pre-semester Real Estate Development and Urbanism Camp
Fundamental skills to bring all students up to a baseline of technical expertise (e.g., time value of money; computer spreadsheet models for real estate applications, financial formulae) and knowledge including current trends in real estate markets and professional practice and architecture, urbanism and urban design literacy.

FALL SEMESTER

- *Real Estate Development and Urbanism (3 cdt)
- Financing Urban Real Estate Development (3 cdt)
- Law, Negotiations and Approvals for Real Estate Development (3 cdt)
- Market Analysis for Urban Markets (3 cdt)
- Elective (3 cdt)

WINTER INTERSESSION

National Charrette Institute

SPRING SEMESTER

- Complex Transactions (3 cdt)
- *Urban Infill and Redevelopment (3 cdt)
- Design, Construction Management and Implementation (3 cdt)
- Entrepreneurship: Building A Real Estate Development Company (3 cdt)
- Elective (3 cdt)

SUMMER SESSION I

Integrated case studies practicum (3 cdt)

SUMMER SESSION II

*Charrette: Urban Design and Development Studio (3 cdt)

* These are courses with a direct tie-in with seminars and studios offered through the existing post-professional degree program in Suburb and Town Design that will blend the fundamentals of real estate development with the School of Architecture's strengths in New Urbanism and livable community design

ELECTIVES

The program will offer a range of electives in architecture, real estate, and related fields

- ARC 528 Historic Preservation
- ARC 541 Seminar on Town Design
- ARC 590 History of Cities
- ARC 567 History of Architecture I
- ARC 568 History of Architecture II
- ARC 622 Seminar on Housing
- ARC 652 Mgt of Professional Practice
- ARC 623 Seminar on Redesigning Suburbia
- Securitization and Real Estate Capital Markets

Past seminar topics / potential elective courses:

- Urban Retail and Town Center Development
- Urban Residential Development
- Transit Oriented Development
- Sustainable Development
- LEED and LEED-ND Certification

4.3.1 Course Descriptions

Introduction to Real Estate Development and Urbanism (3 cdts)

This introduction to real estate development and urbanism encompasses the fundamentals of real estate development and the physical planning and design of urban places. The course will develop the students' understanding of the economic forces that impact building and project design decisions in the real estate development process, emphasizing the ability of livable community design to enhance financial performance and asset value. The course covers the many challenges of the development process such as analyzing market sectors and development opportunities, comprehending the development context of regulation, public policy and politics, raising investment capital, assembling land, program formulation, building types, construction management, marketing, and sales. Core real estate theory, methods, and practice are applied to developing urbanism at a variety of scales and intensities. This course may involve case studies, urban design studio work, and team projects. Prerequisites: The New Urbanism Online course and "Real Estate Development and Urbanism Camp."

Financing Urban Real Estate Development (3 cdts)

This course covers concepts and techniques for analyzing financial decisions in property development and investment including: real estate economics and investment performance measurement, leasing and property income streams, pro forma analysis, basics of equity and debt valuation, income tax and leverage considerations, mortgages, and deal structures. Emphasis is placed on the financing of individual projects. Special topics will include financing strategies and applications for urban mixed-use projects and the financial implications of building and neighborhood design choices. Prerequisites: Familiarity with computer spreadsheets, concepts of net present value, and other financial formulae (covered in the pre-semester "Real Estate Development and Urbanism Camp").

Market Analysis for Urban Markets (3 cdts)

Identification of critical market factors in national, regional, and urban real estate markets that determine development opportunities. Topics include business and construction cycles, regional and urban growth trends, commercial and industrial location theories, and advanced demographic analysis and projection techniques to project and analyze occupancy, rental growth, absorption, and competitive supply. The course will include data sources and techniques for analyzing and projecting the market potential of individual components (single and multi-family housing types, and various types of retail, hotel and office properties), and mixed-use projects estimating the demand for a variety of residential, retail, resort and office components of projects in urban contexts. The course will include a focus on development programming and design, and the integration of marketing and finance with physical planning.

National Charrette Institute (NCI)

The course offers a complete overview of the NCI Dynamic Planning process, which provides holistic solutions to design and public involvement obstacles encountered in most conventional planning processes. The NCI program prepares students to apply the charrette process in both public sector workshops and private practice to engage citizens, stakeholders and all members of a development and design team to come up with a buildable plan that is responsive to the competing demands of citizen and stakeholder groups and the bottom line. The course topics include: how the public process can be organized to create win-win outcomes for communities and developers; the role can charrettes (public design workshops) play in community planning and real estate development; and the most effective ways to conduct charrettes. This intensive, two-part certificate training addresses these topics and others, exploring the nexus between public participation, the design of livable communities, and the real estate development and approvals process. The NCI Certificate Program includes the necessary tools and techniques to prepare students for planning and managing a charrette. Upon completion of the course (parts I and II), attendees will receive an NCI certificate of completion.

Law, Negotiations and Approvals for Real Estate Development (3 cdts)

This course addresses the fundamentals of law and the entitlement process as it applies to real estate development, including contractual aspects of real estate development, finance, management and ethical issues in the development process. Topics include structural organization and tax

consideration, environmental risk allocation, sale agreements, architect and construction contracts, financing alternatives, ground leases and commercial space leases, affordable housing projects, and public-private development agreements. The course also provides a real world overview of the review and approvals process. In between the acquisition of land, the design of a project and the sale and leasing of buildings there is a lengthy and complex process through which every real estate development passes through. First and foremost this process involves legal aspects, with respect to land use law, the laws governing environmental regulations, the creation and capabilities of community development districts, community revitalization agencies and other policies and entities governing the development process, and the potential for various individuals and groups to make use of the legal system to challenge various aspects of development proposals. The development process also involves the social and political dynamics of communities that are brought out through the negotiations and approvals process – public presentations, workshops, charrettes, zoning boards of appeals, staff meetings, planning commission hearings, city council meetings, and a myriad of individual and group meetings and dialogs with citizens, land owners, school boards, environmental groups, and all manner of advocacy and special interest groups active in the community sometimes referred to collectively as “stakeholders.” The course considers the development process from all perspectives – that of the developer, the community, the law, and various special interest groups.

Complex Transactions (3 cdt)

An advanced course in real estate finance, law and deal structuring from the perspective of developers. Using the case study method, the course will explore the legal components and the skills needed for drafting the documentation involved in sophisticated real property transactions, as well as complex original financings including establishing effective public-private partnerships, structuring workouts for troubled properties, analyzing investment opportunities, real options theory and derivatives. Case studies will analyze the details of transactions including:

- drafting and negotiating purchase and sale contracts for commercial properties;
- providing financing for commercial real estate;
- analyzing and addressing conveyancing issues arising from business entities;
- leasing issues involved with commercial transactions;
- analyzing conveyancing issues arising from different types of properties;
- analyzing environmental issues in real property and lending transactions; and
- recognizing and dealing with the unique features involved with like-kind exchanges

Prerequisite: Successful completion of Real Estate Finance and Real Estate Law

Design, Construction Management and Implementation (3 cdt)

An introduction to the management of construction projects including legal considerations as well as the techniques of management science applied to construction. The course includes engineering methods of cost and time estimating, and exercises in applications of engineering economics, flow charts, tracking progress, construction contracts, indemnity agreements, and network planning techniques including CPM and PERT are introduced. The management principles of time and cost control are also explored. Computer application of project management tools are included. The course will also include material on comparative development standards and challenges encountered in project implementation involving engineering and public works.

Urban Infill and Redevelopment (3 cdt)

Urban infill and redevelopment practice introduces complexities and opportunities that differ significantly from edge city and greenfield development practice. This course will build students competencies for infill and redevelopment practice focusing on: barriers and solutions for urban infill development; urban site analysis; repositioning of urban land, vacant and underutilized properties (including greyfield and

brownfield opportunities); long-term land leases; tax incentives, historic preservation, public-private partnerships, business improvement districts, tax increment financing, community (re)development districts, parking strategies, urban housing types and mixed-use infill strategies.

Entrepreneurship: Building A Real Estate Development Company (3 cdts)

The new urban real estate development company that embraces mixed-use development, density, urban building types, sustainable design, and new markets represents a new model for an industry dominated by large, highly specialized firms that build only a single product or operate in a single sector of the industry. Firms and entrepreneurs that are incorporating livable community design and mixed-use development to produce sustainable development projects are innovators as well as business people: they are generating new methods, practices, and business models to build not only projects, but real estate development companies. Flexibility and innovative methods and practices are integrated into core competencies in real estate development practice. This course focuses on management and business practices for building new urban real estate firms capable of leading the industry and assuming competitive advantages over conventional models. Innovations in product design (including building types and urban design), real estate finance, development and decisions concerning the necessary personnel skills and expertise required to build an urban real estate development firm will be the focus of the course.

Integrated case studies studio (3 cdts)

This course requires students to integrate and apply their learning and skills acquired through the fall and spring semesters to complex problem-solving involving a series of intensive real world cases of urban real estate development. The case studies practicum will incorporate a series of short, intensive laboratory scenarios that require the students to work in teams to develop optimum approaches to real estate development problems incorporating livable community design. The studio focuses on project feasibility and helps hone the required set of development skills.

Charrette: Urban Design and Development Capstone Practicum (3 cdts)

The capstone project and event for the one-year program is the summer charrette, an intensive urban design and development studio in which students work with faculty as part of a multi-disciplinary team on an urban development project. The charrette focuses on comprehensive project planning, feasibility and program development through the application of advanced development skills in an urban context.

5. ADMINISTRATION

The Master's in Real Estate Development and Urbanism Program will initially require a core administrative staff of three people: a program director, who will also be a full-time Real Estate faculty member; an administrative assistant; and a publications/public relations coordinator. The program director will be responsible for the day-to-day administration and the academic direction of the program. The core staff will work with an interdisciplinary faculty work group to coordinate and develop the interdisciplinary dimensions of the program. The director and dean will work closely with an Advisory Board composed of real estate industry leaders, leading architects and urban designers, and leaders from the community building professions to guide the development of the program, identify and sponsor capstone charrette projects and locations, and develop an active research agenda. In addition to assisting and mentoring students and providing them with case studies and internships, the board will provide advice on strategic planning, curriculum development, research initiatives, and program evaluation in order to ensure that the curriculum and research are timely and relevant. Board members will also assist with supporting and attending networking opportunities for students, fundraising, financing, and marketing the real estate program to improve its visibility.

5.1 Student Profile and Services

The initial three-year plan is to grow the enrollment to a 25-student cohort by year three. Profiles of other real estate programs and the models represented in the visiting committee's institutions suggest opportunities to grow a program twice this size, with Columbia's program approaching nearly 100 students annually. Experiences from other program directors, however, emphasize the importance of

maintaining a cohort size that maintains a high faculty-student ratio, encourages team-building and a feeling of camaraderie. Based on the on-line and national surveys (described above), the Program is anticipated to attract graduate students and mid-career professionals who are interested in enhancing their abilities, learning new skills, and gaining the knowledge required to be competitive in today's real estate market. The program is designed to be attractive to students in business, architecture, planning, law, engineering, environmental studies, housing, community development or other disciplines that touch on urban real estate development.

Prospective students will be required to have a combination of the GMAT or GRE, a personal essay, and three recommendations. Students must also meet competency in core program areas in economics, finance, and accounting or must demonstrate related work experience in real estate or a related field such as architecture, banking, brokerage, city planning, community development, construction, engineering, finance, or law. To encourage entrepreneurs to apply to the program and to help develop a diverse student body, consideration will be given to waiving the GMAT or GRE requirements for applicants out of school for more than three years.

Learning from the experiences of successful MBA and master's in real estate programs across the country, the University of Miami Master's in Real Estate Development and Urbanism Program will provide a suite of services that will enable students to learn first-hand about the real estate industry, explore alternative career options, and secure a job upon graduation (the litmus test for a master's in real estate program). Examples of these services include:

- Supporting a real estate student organization that can serve as the focal point for networking opportunities and chances to learn more about real estate careers
- Engaging the Master's in Real Estate Development and Urbanism Program's Advisory Board (to be largely composed of real estate development professionals) in mentoring students, providing internships, developing resume and interviewing skills, and securing jobs
- Helping students secure internships with local real estate entities
- Providing students opportunities to be involved with practitioner-led case studies and tours of real estate developments
- Publishing an on-line resume book
- Providing opportunities for research and teaching assistantships in real estate development and urbanism
- Offering students career development and job placement counseling
- Sponsoring student networking events that connect students with real estate professionals
- Allowing students to participate in and have exhibits at professional forums (for example, educational events sponsored by the South Florida/Caribbean District Council of the Urban Land Institute)

Those services will augment the services provided by the School of Architecture's Office of Academic Services, particularly the Placement Division which serves as a link between students and employers and provides students with job interview skills and assists in the design and assembly of portfolios and resumes.

6. PHYSICAL RESOURCES

6.1 Library and Archive Holdings

The interdisciplinary nature of the Real Estate Development and Urbanism Program will draw on the resources of multiple libraries within the university, including the Otto G. Richter Library, the Judi Prokop Newman Information Resources Center (Business), the Paul Buisson Reference Library (Architecture), and the University of Miami Law Library. Each library currently offers extensive resources that will support a real estate program, including finance, accounting, and marketing materials in the Business School library, land use law, contracts, and real property resources in the Law Library, and architecture, urban design and real estate development resources at the School of Architecture Library. The Program will work with librarians to create a Real Estate Development and Urbanism library home page linking students in the program to the resources available through each library, and will work with each librarian to acquire additional real estate volumes, journals and electronic resources appropriate to each library's core discipline.

In addition to its extensive library holdings, the School of Architecture maintains the Archive of the New Urbanism, which is intended to provide a record of the initiation and evolution of the New Urbanism as seen in projects, articles, books, research, compendia, notes, and other materials. The Archive Collection includes drawings, project folios, books and manuscripts, periodical publications, articles, videos, correspondence, CDs, DVDs, and other reference material related to New Urbanist theory, writing, and design. The Archive, which is searchable using key words, was established in 2002 by the School of Architecture's dean. A complete assessment of library holdings in real estate completed by the School of Architecture and School of Business librarians is included in the appendix of this proposal.

6.2 Facilities

The School of Architecture is committed to providing students and faculty the facilities needed to serve program offerings and research needs. The School of Architecture's newest facility is the 8,600 square-foot Jorge M. Perez Architecture Center that was designed by the noted architect and town-planner Leon Krier and contains an exhibition gallery, a state-of-the-art lecture hall, and a classroom. Studios and faculty offices are housed in two major buildings. Additional facilities house studios, which are wired for computers, are accessible 24 hours a day, seven days a week. Two classrooms serve the undergraduate and graduate curriculum, one on the top floor of the administrative building, and a multimedia room on the third floor above the Computing Laboratory. The School also houses the Center for Urban and Community Design, the Knight Program in Community Building, a Model Shop, and the Paul Buisson Reference Library (Architecture). The interdisciplinary nature of the program will also be supported by classroom, meeting space, and library facilities at the Business School and Law School, and university-wide resources including the physical and electronic resources of Richter Library. Evening lectures and special events are held in the schools, and other locations on campus, including the Lowe Art Museum and the Wilder Auditorium in the James L. Knight Physics Building to accommodate larger numbers of students, faculty, alumni, and professionals.

ⁱ Arthur C. Nelson and Robert Lang, "The Next 100 Million," *Planning* 73, no. 1 (2007).

ⁱⁱ Nelson, Arthur C. *Toward a New Metropolis: The Opportunity to Rebuild America*. The Brookings Institution, 2004.

**Real Estate Development and Urbanism Program
One-Year Masters Degree (36-credit)
Revenue and Expenses**

REVENUE

	Students	Cumulative Credit Hrs	Tuition \$1350 cr hr	Year 1	Year 3 costs	Year 3
Masters program (36-credits) - Year 1	12	432	\$ 583,200	\$ 583,200		
Masters program (36-credits) - Year 3	25	900	\$ 1,215,000			1,215,000

EXPENSES

<u>Personnel</u>	Amount	Fringe	Total		
UM FT Real Estate Faculty-Pgm Director	\$ 96,000	\$ 26,880	\$ 122,880		\$ 130,363
UM FT Real Estate Faculty (added Year 3)	\$ 75,000	\$ 21,000			\$ 96,000
Admin Assist	\$ 44,000	\$ 14,960	\$ 58,960		\$ 62,551
Program assistant	\$ 35,000	\$ 11,900	\$ 46,900		\$ 46,900
Total Real Estate Program Salaries Year 1			\$ 181,840		
Total Real Estate Program Salaries Year 3					\$ 335,814
 <u>Other Operational Costs</u>					
Course pay for faculty					
Six 3-credit courses @ \$15,000/course FTE dropping to four courses by Year 3 to reflect additional FT faculty member teaching load					
			\$ 90,000		\$ 60,000
Industry lecturers and instructors			\$ 15,000		\$ 15,000
Travel			\$ 10,000		\$ 15,000
Equipment (hardware, software)			\$ 15,000		\$ 12,000
Library acquisitions			\$ 15,000		\$ 10,000
Program brochure & marketing materials			\$ 20,000		\$ 20,000
Marketing expenses (ads)			\$ 20,000		\$ 25,000
Alumni / Annual Board Event			\$ 15,000		\$ 20,000
Alumni / placement services expense			\$ 8,000		\$ 15,000
Supplies			\$ 5,000		\$ 5,000
Summer Case Studies and Studio (charrette)			\$ 15,000		\$ 20,000
Postage			\$ 4,000		\$ 5,500
Copy/Printing			\$ 3,000		\$ 4,000
Phones, fax fed-ex			\$ 1,800		\$ 2,000
Total Other Operational Costs			\$ 236,800		\$ 228,500
Total annual expenses				\$ 418,640	\$ 564,314
Annual program revenue less expenses				\$ 164,560	\$ 650,686

APPENDIX A.1

School of Architecture Faculty Meeting & Curriculum Committee Updates Master of Real Estate Development & Urbanism Program (MRED&U)

The following are direct quotations from the minutes of School of Architecture faculty meetings (F) and Curriculum Committee (CC) meetings.

January 15, 2007 (F)

- Professor Bohl has a proposal which will be brought to the Curriculum Committee for continuing review.

February 2, 2007 (CC)

- The Master of Real Estate Development Program was presented by Chuck Bohl. Chuck provided two documents, a "backgrounder" and a proposed curriculum, herein attached.
- The program was discussed in some detail including the relations of the program to our school and to other UM schools, the faculty staffing of the program, the nature of the courses to be offered, and the budget implications among others. Chuck and Lizz provided positive answers to these questions and agreed to provide the committee, and the faculty as a whole, a written statement in this regard which should also include a Mission Statement and a brief "Action Plan" (Business Plan).
- The consensus of the committee was very favorable to the initiation and implementation of the program and requested the information in written form.
- It was agreed that the results of the meeting be transmitted to the faculty as a whole for its consideration at the next faculty meeting.

February 19, 2007 (F)

- C. Bohl reviewed the program's history to this point; discussion followed on various topics including but not limited to: who would be the audience/market; will it be local or national; budget implications; relationship to other programs at UM; prior requisites for individuals enrolling in the program; periodic evaluation of the progress of the program; presentation to the Faculty Senate; how to engage Knight Fellows.
- The consensus of the Curriculum Committee of the School was favorable to the initiation and implementation of the program and requested the information in written form.

- A motion was made by T. Lopez-Gottardi, seconded by D. Hector to approve the program on a first reading. Motion was unanimously approved.

August 17, 2007 (F)

(Note this is an all school retreat so it includes informational items)

- The School is starting Masters Degree in Real Estate Development; preliminary presentation to Graduate Council last semester was well received.
- Masters in Real Estate Development and Urbanism is expected to interact with the Business School with new Dean's encouragement.
- Business School Dean Kahn has already implemented an undergrad major in Real Estate Development in the Business School.

September 21, 2007 (F)

- T. Victoria: spoke with accreditation official at NAAB regarding name of our post-professional masters; NAAB confirmed that M.Arch. with modifier may be used. M.Arch. alone is to be reserved for professional degrees only.
- Discussion ensued regarding name choices:
 - Masters of Architecture in New Urbanism or Research
 - Masters of Design Studies in New Urbanism or Research
- Vote heldover until written confirmation from NAAB of possibility to use M.Arch. as part of post-professional degree name.

December 10, 2007 (F)

- C. Bohl and Dean are submitting the Master of Real Estate Development and Urbanism Program to the Graduate School Council and the Faculty Senate next semester.

January 28, 2008 (F)

- Master of Real Estate Development & Urbanism program – in process; JF LeJeune stated it needs to be properly approved by faculty, voted on before submission to the Graduate School Council or Faculty Senate.

APPENDIX A.2

Curriculum Committee Meeting
Friday, February 2, 2007
Rinker Classroom

MINUTES

Present: Bohl, Correa, Cure, Hector, Lopez-Gottardi, Hernandez, Martinez and ex-officios Lombard and Plater- Zyberk

The Masters of Real Estate Development Program was presented by Chuck Bohl. Chuck provided two documents, a "backgrounder" and a proposed curriculum, herein attached.

The program was discussed in some detail including the relations of the program to our school and to other UM schools, the faculty staffing of the program, the nature of the courses to be offered, and the budget implications among others. Chuck and Lizz provided positive answers to these questions and agreed to provide the committee, and the faculty as a whole, a written statement in this regard which should also include a Mission Statement and a brief "Action Plan" (Business Plan).

The consensus of the committee was very favorable to the initiation and implementation of the program and requested the information in written form.

It was agreed that the results of the meeting be transmitted to the faculty as a whole for its consideration at the next faculty meeting Wednesday, February 7.

APPENDIX A.3

February 19, 2007
Faculty Meeting
12:30pm in the Rinker Classroom
Jorge M. Perez Architecture Center

Present:

Behar, Bohl, Carrera, Ceo, Chao, Cure, Gelabert-Navia, Greenan, Guerrero, Hector, Hernandez, Hochstim, John., Lejeune, , Lombard, Lopez-Gottardi, Martinez, Middlebrooks, Patricios, Penabad, Plater-Zyberk, Spain, Schwab, Santana, Spain, Trelles, L., Trias, Victoria, Wheeler, White

Absent:

Fix, Millas, Shulman, and all part time faculty except those listed above.

Excused:

Correa, Patricios, Gelabert-Navia, Guerrero

Welcome and Announcements

- Dean reported on her recent trip to Queretaro, Mexico to lecture for the Tecnológico de Monterrey Masters program in New Urbanism.
- A report on the built environment authored by Professors Lombard, Martinez and the Dean along with Dr. Jose Szapocznik (Medical School) among others was distributed.
- The Dean reminded everyone that the NEA annual grant deadline is mid-March and a former colleague, Jeff Speck, is still at the NEA.
- A memo from Carolyn White regarding collection of information for our website was distributed and discussed. J. Lombard will collect student work at semester's end to be placed on the website.
- The Dean introduced Ramon Trias who explained his joint assignment and work at the Schools of Medicine and Architecture.

Approval of Minutes

- A motion was made by R. Ceo, seconded by D. Hector to approve the minutes of the February 7, 2007 meeting. Motion was unanimously approved.

Real Estate Program Update

- C. Bohl reviewed the program's evolution to this point; discussion followed on various topics including but not limited to: who would be the audience/market; will it be local or national; budget implications; relationship to other programs at UM; prior requisites for individuals enrolling in the program; periodic evaluation of the progress of the program; presentation to the Faculty Senate; how to engage Knight Fellows.
- The Curriculum Committee of the School was favorable to the initiation and implementation of the program requesting that three issues be addressed.
- Discussion will continue in future as the document is developed.
- A motion was made by T. Lopez-Gottardi, seconded by D. Hector to approve the program on a first reading. Motion was approved with one nay and one abstention.

Faculty Meeting Minutes
February 19, 2007
Page 2.

Faculty Senate Report

- There was no report at this meeting.

AIA Report

- L. Trelles reported on the upcoming Design Technology Expo on February 23.
- The national Design Committee of the AIA will host a 3-day conference in Miami in April.

AIAS/Student Government Report

- There was no report at this meeting.

Committee on the American Academy in Rome Report

- L. Trelles read the proposal and certain items were discussed including but not limited to: the individual selected will be classified by the Academy as an Affiliated Fellow; funding for the first year will be covered by the Dean's discretionary fund except for travel expenses; the Dean asked the faculty interested in being considered to send their request via e-mail; there will be a committee to administer the program, but the dean should decide who goes; faculty will stay on salary while there, write a report on the research to be carried out; the Academy is available as a resource, including its Library, for the School's Rome program; the opportunity will hopefully enrich the School's efforts in Rome..

Graduate Program (Rome, Thesis)

- T. Victoria distributed and discussed a document showing three M.Arch tracks to examine how a semester in Rome affects thesis scheduling. After discussion, a motion was made by D. Hector, seconded by J. Hernandez to start requiring a thesis with the next incoming class with the understanding that there would be required continuity between pre-thesis and thesis semester with no longer an interruption than summer. (I.e., no Rome semester in between the two.)

NEW BUSINESS

- D. Hector discussed the 2010 national teach-in; the Engineering Research Center application to the NSF inviting participation from interested faculty;
- A proposal was made and passed on first reading to include a portfolio submission for the undergraduate applications

Remaining Meetings:

March 21
April 16
May 9

APPENDIX B

University of Miami Libraries' Real Estate Collection Assessment

The library collection under the subject heading of Real Estate at the University of Miami Libraries has a total holding of 1,238 monographs (print and electronic). Monographs dating from the year 2000 to date total 155. The journal collection in real estate has a total of 12 journals (see Exhibit A). All of these journals are under current subscriptions.

Using MIT's Real Estate program as a benchmark for the University of Miami, a comparative analysis of MIT's database and journal collection was conducted. This revealed that the University of Miami Libraries owns 43% of the journals, and 56% of the databases that MIT Libraries recommends for Real Estate research.

Similarly, a comparative analysis was conducted using Columbia University's Libraries database and journal collection. This revealed that University of Miami Libraries owns 83% of the journals, and 65% of the databases that Columbia University's Libraries recommends for Real Estate research.

Further, bibliographic statistics were compiled for the University of Miami Libraries' holdings using LOC subject headings as suggested by Columbia University and Cornell University combined. We might include a similar statement as CLIO's (Columbia University's Library Catalog) when and if the time comes to prepare a subject guide for Real Estate. Simply stated: The following headings are the most useful ones for searches on the real estate industry.

<u>LOC Subject Heading</u>	<u>UM Library Bib Records</u>
Building	3593
Cities and towns	3022
City planning	3922
Housing	7535
Land use	3793
Real estate business	490
Real estate development	274
Real estate investment	278
Real property	1950
Urbanization	770

Based on these aforementioned statistics, both the Heads of the Architecture and Business Libraries feel that the Real Estate collection supports the current real estate curriculum taught at the University of Miami. With the formation of a Real Estate Program at the university, the real estate collection can be further enhanced to support the program's new curriculum and faculty research.

Respectfully submitted,

Gilda Santana, Head, Architecture Library
Doris Jui, Head, Business Library

REAL ESTATE – subject guide

Subject Librarians: Gilda Santana and Doris Jui

Location: Paul Buisson Reference Library School of Architecture, and Prokop-Newman Information Resource Center School of Business Administration

Emails: gsanatana@miami.edu and djui@miami.edu

Phone: 305-284-5282 and 305-284-6516

Articles Indexes & Databases

ABI/Inform Dateline

<https://iiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE3MjEmSU5UPTAmVkJVSPTI=&clientId=19504>)

ABI/Inform Global

<http://proquest.umi.com/login?COPT=REJTPTMmSU5UPTAmVkJVSPTI=&clientId=19504>

ABI/Inform Trade & Industry

<https://iiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE2YmMmSU5UPTAmVkJVSPTI=&clientId=19504>

Avery Index to Architectural Periodicals

<http://web.ebscohost.com/ehost/search?vid=1&hid=6&sid=a0e5ef79-5088-4819-8858-c469980280cb%40sessionmgr2>

Citations to articles in architectural and related journals covering architecture, city planning, urban design, and related disciplines.

Business & Industry

https://iiprxy.library.miami.edu:2443/login?url=http://newfirstsearch.oclc.org/dbname=Bus_Industry;done=referer:FSIP (1994 to present)

Business & Industry indexes facts, figures and key events for international public and private companies, industries, products, and markets for manufacturing and service industries.

Business Source Premier

<https://iiprxy.library.miami.edu:2443/login?url=http://search.epnet.com/login.aspx?authtype=ip,uid&profile=ehost&defaultdb=buh> (Coverage varies. Most begin in the 1990s.)

Business Source Premier indexes and abstracts 3,300 business journals and provides full-text access to over 2,800 of them.

Digital Dissertations Online (http://www.library.miami.edu/search/eresources/infosheet.php?service_id=421) (1861-Present)

Proquest Digital Dissertations includes more than 1.6 million doctoral dissertations and master's theses from 1861 to the present.

Investext Plus

https://iiprxy.library.miami.edu:2443/login?url=http://infotrac.galegroup.com/itweb/miami_richter?db=RBW) (Dates vary)

REAL ESTATE – subject guide

Investext Plus provides the full-text of over 1 million business and investment research reports prepared by experts.

JSTOR Electronic Press

<http://www.jstor.org/>

Lexis Nexis Academic Universe (<https://iiprxy.library.miami.edu:2443/login?url=http://www.lexis-nexis.com/universe/>) (Dates vary.)

A continuously updated full-text database of nearly 6000 sources that are useful for researching company and business topics, legal information, and current news and events.

Pais International (Public Affairs Information Service)

(<https://iiprxy.library.miami.edu:2443/login?url=http://www.csa.com/htbin/dbrng.cgi?username=ray58&access=ray5858&db=pais-set-c&db=paisarc-set-c>)

Proquest Research Library

(<https://iiprxy.library.miami.edu:2443/login?url=http://www.proquest.com/pqdauto?COPT=U01EPTQmSU5UPTAmREJTPUc2>) (Coverage varies)

Research Library Complete (ProQuest) is an interdisciplinary general reference database containing over 2,500 periodicals--nearly 1,000 of them in ASCII full-text or full-image formats.

Sociological Abstracts ([http://www-](http://www-ca5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df)

[ca5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df](http://www-ca5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df))

Citations to Journal Articles, conference papers, books and dissertations on literature about sociology and related disciplines in the social and behavioral sciences. Areas of coverage include rural and urban sociology, policy, planning, social development, community development and culture and social structure.

Standard & Poor's NetAdvantage Industry Surveys

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=575)(Current)

Popular research products including Industry Surveys, Stock Reports, Mutual Fund Reports, Bond Reports, Corporation Records, The Register of Corporations, among others

Dictionaries & Encyclopedias

Dictionary of real estate appraisal

Richter Stacks 6th floor

HD 1387 .D435 1993

Dictionary of real estate terms

Richter 6th floor stacks

HD1365.F75 1987

The encyclopedia of housing

Richter Reference

HD7287.E53 1998

REAL ESTATE – subject guide

Encyclopedia of Urban America: the cities and suburbs.
Richter Reference
HT123.E5 V1 & 2

Glossary of Urban Form
Richter Stacks 6th floor
GF 125.656

Real Estate Dictionary
Richter Stacks 6th floor
HD 1365 .T46 1988

Handbooks & Guides

Barron's real estate handbook
Richter 6th floor stacks
HD1375.H349 1988

Dollars & cents of shopping centers
Richer Reference
HF 5430 .U7

A field guide to sprawl
Richter Stacks
Architecture Library
HT321.H3856

The language of real estate
Richter 5th floor stacks
KF568.5 .R44 1993

The Latest Illustrated Book of Development Definitions
Richter Stacks
HT167M683 2004

Mixed-use development handbook
Richter 6th floor stacks
HD1390 .M59 1987

Office development handbook
Richter 6th floor stacks
HD 1393.25 .O4 1982

The real estate investment handbook (internet) <http://ibisweb.miami.edu/record=b3879999>

Resort development handbook

REAL ESTATE – subject guide

Richter Stacks 4th floor
TX 911.3 .P46 R47 1997

Shopping center development handbook
Richter Stacks, 6th floor
HF5430.C38 1985

Organizations

Appraisal Institute
<http://www.appraisalinstitute.org/>

National Association of Realtors
<http://www.realtor.org>

Urban Land Institute
<http://www.uli.org>

Public Web Sites

Development (<http://www.naiop.org/developmentmag/index.cfm>)

Emporis (<http://www.emporis.com/en/>)

Provider of building-related data, including current construction and a directory of companies involved in the real estate and buildings industries

DSpace at MIT (<http://dspace.mit.edu/index.jsp>)

Real Estate Insights (<http://www.realtor.org/reinsights.nsf/pages/home?openDocument>)

REIT Watch (<http://www.nareit.com/library/performance/reitwatch.cfm>)

Statistics

US Census Bureau Housing data
<http://www.census.gov/hhes/www/housing.html>

US Census Bureau Current Housing Reports – American Housing Survey
<http://www.census.gov/prod/www/abs/h150.html>

US Census Bureau Current Housing Reports – Characteristics of Apartments
<http://www.census.gov/prod/www/abs/h131apt.html>

US Census Bureau Housing Vacancies & Homeownership
<http://www.census.gov/hhes/www/housing/hvs/hvs.html>

REAL ESTATE – subject guide

US Census Bureau Current Housing Reports – Market Absorption of Apartments

<http://www.census.gov/prod/www/abs/apart.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics – Residential Improvements & Repairs Statistics

<http://www.census.gov/const/www/c50index.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics

<http://www.census.gov/const/www/index.html>

Real Estate Journals

Appraisal journal (1939 – date) – trade magazine
Commercial property news (2001 – date) – trade magazine
Journal of property management (1988 – date) – trade journal
National real estate investor (1987 – date) – trade journal
Real estate finance (1988 to date) – trade journal
Real estate forum (2001 to date) – trade magazine

Briefings in real estate finance (1996 – date) – academic/scholarly journal
Journal of housing economics (1991 – date) – academic/scholarly journal
Journal of real estate finance and economics (1992 – date) – academic/scholarly journal
Journal of real estate research (1986 – date) – academic/scholarly journal
Real estate economics (1995 to date) – academic/scholarly journal
Real estate issues (1988 to date) – academic/scholarly journal

Respectfully submitted,

Gilda Santana, Head, Architecture Library
Doris Jui, Head, Business Library

ARCHITECTURE RESOURCES

ELECTRONIC DATABASES & INDEXES

Art Bibliographies Modern

Indexes journal articles and other resources on artists, art movements, art theory, art criticism and art history beginning with Impressionism in the late 19th century to present.

Arts & Humanities Citation Index

Provides international coverage of leading arts and humanities journals as well as selective coverage of relevant items from science and social sciences journals.

Avery Index to Architectural Periodicals

Comprehensive index to national and international architectural journals, covering architecture, urban planning and design, historic preservation, art and related topics.

Bibliography of the History of Art (BHA)

Covers European and American art from antiquity to present, encompassing articles, books, conference proceedings, dissertations, and art exhibition/dealer catalogs. Coverage extended to Repertoire d'Art et d'Archeologie (RAA) (1973-1989); and Repertoire International de la Littérature de l'Art (RILA) 1975-1989)

Dictionary of Islamic Architecture

<http://site.ebrary.com/lib/univmiami/Doc?id=10054833>

Grove Dictionary of Art Online

great place to start! Covers all aspects of art worldwide, including architecture and planning, painting, sculpture, graphic and decorative arts, and photography.

JSTOR

Outstanding source for full text facsimiles of complete back files of important scholarly journals. Covers the arts, humanities, and social sciences, including architecture, art, history, archaeology, literature, philosophy, and related disciplines.

Pidgeon Digital

Audiovisual collection of illustrated talks by architects and related designers

ProQuest Research Library

An interdisciplinary general reference database containing over 2,000 periodicals--nearly 1,000 of them in full-text.

WorldCat Online Catalog (Before 1000 BC to present)

The world's largest 'library' catalog—contains millions of records of full bibliographic descriptions and cataloging information for books, serials, manuscripts, sound recordings, audiovisual materials, maps, music scores, and computer-readable files.

DICTIONARIES & ENCYCLOPEDIAS (General)

Architectural Graphic Standards (11th Edition)
(Architecture Reserve)
TH2031 .A84 2007

Dizionario dell'architettura del XX secolo
Architecture Reference
NA680 .D5453 2000 v.1-6

Dictionary of Islamic architecture
Andrew Petersen. 1996
Richter Reference
NA380 .P43 1996

Encyclopedia of Architecture: Design, Engineering and Construction
Architecture Reference
NA31. E59 1988 v.1-5

Encyclopedia of Vernacular Architecture of the World
Architecture Reference
NA208 .E53 1997 v.1-3

Encyclopedia of 20th Century Architecture
Architecture Reference
NA680 .H3913

Harvard College Library Reference Tools in Islamic Art and Architecture
<http://hcl.harvard.edu/research/guides/iaa/>

MacMillan Encyclopedia of Architects
Architecture Reference
NA40 .M25 1982

IMAGE RESOURCES

Academic Image Co-operative (AIC)
<http://www.diglib.org/collections/aic.htm>

ARTstor (Available through UM Library -Databases & Indexes)
Digital archive containing over 300,000 digital images from notable art and architecture collections worldwide, including special collections and teaching collections from the University of Miami.
<http://www.artstor.org/info/>

Harvard University Library Visual Information Access (VIA)
http://via.lib.harvard.edu/via/deliver/advancedsearch?_collection=via

The Great Buildings Collection
<http://www.greatbuildings.com/>

The Library of Congress American Memory
<http://memory.loc.gov/ammem/index.html>

NYPL Digital
<http://digitalgallery.nypl.org/nypldigital/>

Society for Architectural Historians Image Exchange (SAH)
<http://www.sah.org/Index.php?module=ContentExpress&file=index&func=display&ceid=11&meid=9>

GARDEN & LANDSCAPE STUDIES

DUMBARTON OAKS
<http://www.doaks.org/LandscapeArchitecture.html>

Dictionary of Landscape Architecture. Baker H. Morrow. University of New Mexico Press. 1987.
SB46925.M67

Encyclopedia of gardens: history and design. Fitzroy Dearborn, 2001.
SB465.E63 2001

Historic Landscapes of Florida / Rocco J. Ceo and Joanna Lombard.
F312.C46 2001

Illustrated encyclopedia of trees. David More, John White. Portland, OR: Timber Press, 2002
QK475.E29 1978

Landscape architecture: an illustrated history in timelines, site plans, and biography. Willam A. Mann. John Wiley, 1993
SB470.5M37 1993

Landscape architecture sourcebook: a guide to resources on the history and practice of landscape architecture in the United States. Omnigraphics, 1997.
SB470.53L36 1997

New York Botanical Garden illustrated encyclopedia of horticulture. Thomas H. Everett. New York: Garland, 1980.
SB317.58.E94

Oxford companion to gardens. Oxford University Press, 1986.
SB469.25.095 1986

Pioneers of American landscape design. McGraw-Hill, 2000
SB469.9.P56 2000

Penguin dictionary of architecture and landscape architecture. 5th ed. Penguin, 1998
NA31.F55 1998

Handbooks and Manuals

Graphic standards for landscape architecture, by Richard L. Austin...[et al.] NY: Van Nostrand Reinhold, 1986
SB472.G73 1986

Guide to site planning and landscape construction, Harvey M. Rubenstein. 4th ed. NY: John Wiley, 1996.
NA2540.5.R83 1996

Simplified site engineering, Harry Parker and John W. MacGuire. 2nd ed. Prepared by John Ambrose. NY: Wiley, 1991

Site planning, Kevin Lynch, Gary Hack. 3rd ed. Cambridge, MA: MIT Press, 1984
NA9031.L94

Electronic journals and Indexes

Ambio
Avery Index to Architectural periodicals
Ecology
Ecological monographs
Ecological restoration
Environmental Management
Garden and Forest
Journal of Environmental Planning and Management
Journal of Industrial Ecology
Landscape and Urban Planning
Landscape Ecology
Landscape Research
Restoration Ecology
Urban Habitats
Urban water
Wetlands ecology and management

REAL ESTATE

Article Indexes & Databases

ABI/Inform Dateline

<https://iilprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE3MjEmSU5UPTAmVkvSPTI=&clientId=19504>)

ABI/Inform Global

<http://proquest.umi.com/login?COPT=REJTPTMmSU5UPTAmVkvSPTI=&clientId=19504>

ABI/Inform Trade & Industry

<https://iilprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE2YmMmSU5UPTAmVkvSPTI=&clientId=19504>

Avery Index to Architectural Periodicals

<http://web.ebscohost.com/ehost/search?vid=1&hid=6&sid=a0e5ef79-5088-4819-8858-c469980280cb%40sessionmgr2>

Citations to articles in architectural and related journals covering architecture, city planning, urban design, and related disciplines.

Business & Industry

(https://iilprxy.library.miami.edu:2443/login?url=http://newfirstsearch.oclc.org/dbname=Bus_Industry;done=referer;FSIP) (1994 to present)

Business & Industry indexes facts, figures and key events for international public and private companies, industries, products, and markets for manufacturing and service industries.

Business Source Premier

(<https://iilprxy.library.miami.edu:2443/login?url=http://search.epnet.com/login.aspx?authtype=ip.uid&profile=ehost&defaultdb=buh>) (Coverage varies. Most begin in the 1990s.)

Business Source Premier indexes and abstracts 3,300 business journals and provides full-text access to over 2,800 of them.

Digital Dissertations Online

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=421) (1861-Present)

Proquest Digital Dissertations includes more than 1.6 million doctoral dissertations and poster's theses from 1861 to the present.

Investext Plus

(https://iilprxy.library.miami.edu:2443/login?url=http://infotrac.galegroup.com/itweb/miami_richter?db=0Bt) (Dates vary)

Investext Plus provides the full-text of over 1 million business and investment research reports prepared by experts.

JSTOR Electronic Press

<http://www.jstor.org/>

Lexis Nexis Academic Universe

<https://iilprxy.library.miami.edu:2443/login?url=http://www.lexis-nexis.com/universe/>

A continuously updated full-text database of nearly 6000 sources that are useful for researching company and business topics, legal information, and current news and events.

Pais International (Public Affairs Information Service)

(<https://iilprxy.library.miami.edu:2443/login?url=http://www.csa.com/htbin/dbrng.cgi?username=ray58&access=ray5858&db=pais-set-c&db=paisarc-set-c>)

Proquest Research Library

(<https://iiiprxy.library.miami.edu:2443/login?url=http://www.proquest.com/pqdauto?C OPT=U01EPTQmSUSUPTAmREITPUc2>) (Coverage varies)

Research Library Complete (ProQuest) is an interdisciplinary general reference database containing over 2,500 periodicals--nearly 1,000 of them in ASCII full-text or full-image formats.

Sociological Abstracts

(http://www5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df)

Citations to Journal Articles, conference papers, books and dissertations on literature about sociology and related disciplines in the social and behavioral sciences. Areas of coverage include rural and urban sociology, policy, planning, social development, community development and culture and social structure.

Standard & PRR's NetAdvantage Industry Surveys

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=575)

Popular research products including Industry Surveys, Stock Reports, Mutual Fund Reports, Bond Reports, Corporation Records, The Register of Corporations, among others

DICTIONARIES & ENCYCLOPEDIAS

Dictionary of real estate appraisal

Richter Stacks 6th floor
HD 1387 .D435 1993

Dictionary of real estate terms

Richter 6th floor stacks
HD1365.F75 1987

The encyclopedia of housing

Richter Reference
HD7287.E53 1998

Encyclopedia of Urban America: the cities and suburbs.

Richter Reference
HT123.E5 V1 & 2

Glossary of Urban Form

Richter Stacks 6th floor
GF 125.656

Real Estate Dictionary

Richter Stacks 6th floor
HD 1365 .T46 1988

Handbooks & Guides

Barron's real estate handbook
Richter 6th floor stacks

HD1375.H349 1988

Dollars & cents of shopping centers
Richer Reference
HF 5430 .U7

A field guide to sprawl
Richter Stacks
Architecture Library
HT321.H3856

The language of real estate
Richter 5th floor stacks
KF568.5 .R44 1993

The Latest Illustrated Book of Development Definitions
Richter Stacks
HT167M683 2004

Mixed-use development handbook
Richter 6th floor stacks
HD1390 .M59 1987

Office development handbook
Richter 6th floor stacks
HD 1393.25 .O4 1982

The real estate investment handbook (internet)
<http://ibisweb.miami.edu/record=b3879999>

Resort development handbook
Richter Stacks 4th floor
TX 911.3 .P46 R47 1997

Shopping center development handbook
Richter Stacks, 6th floor
HF5430.C38 1985

ORGANIZATIONS

Appraisal Institute
<http://www.appraisalinstitute.org/>

National Association of Realtors
<http://www.realtor.org>

Urban Land Institute
<http://www.uli.org>

Public Web Sites

Development (<http://www.naiop.org/developmentmag/index.cfm>)

Emporis (<http://www.emporis.com/en/>)

Provider of building-related data, including current construction and a directory of companies involved in the real estate and buildings industries

DSpace at MIT (<http://dspace.mit.edu/index.jsp>)

Real Estate Insights

(<http://www.realtor.org/reinsights.nsf/pages/home?openDocument>)

REIT Watch (<http://www.nareit.com/library/performance/reitwatch.cfm>)

Statistics

US Census Bureau Housing data

<http://www.census.gov/hhes/www/housing.html>

US Census Bureau Housing - Apartment Housing Survey

<http://www.census.gov/prod/www/abs/h131ro.html>

US Census Bureau Housing - Condominiums and Apartments

<http://www.census.gov/prod/www/abs/h131apt.html>

US Census Bureau Housing - Vacancies and Homeownership

<http://www.census.gov/hhes/www/housing/hvs/hvs.html>

US Census Bureau Housing - Detached Single-Family Units

<http://www.census.gov/prod/www/abs/apart.html>

US Census Bureau - Construction, In Progress, and Construction Starts - Residential
Improvements and Repairs Statistics

<http://www.census.gov/const/www/croindex.html>

US Census Bureau - Manufacturing, Mining, and Construction Statistics

<http://www.census.gov/const/www/index.html>

MAPS

David Rumsey Map Collection

<http://www.davidrumsey.com/>

Perry Castañeda Library Map Collection (University of Texas at Austin)

<http://www.lib.utexas.edu/maps/>

Sanborn Maps (1867 - 1970)

Access to over 550,000 large-scale maps of more than 12,000 American towns and cities

The Map Collection (Yale University Library)

http://www.library.yale.edu/MapColl/print_online.html

University of Miami Map Collection

The general Map Collection located on the 2nd Floor of the Otto G. Richter Library consists of sheet maps published from 1900 to the present. The U.S. government's Depository Library Program supplies maps from many different agencies, including the U.S. Geological Survey, NASA (maps of other planets), and the Central Intelligence Agency. The coverage is worldwide with a concentration on U.S. maps. Another area of strong interest is Latin America.

OTHER RESOURCES

Encyclopedia of Philosophy

Richter Reference
B51 .b53 2005

Routledge Encyclopedia of Philosophy Online

This database encompasses the full content of the classic 10-volume print reference source, including 2000 original entries contributed by over 1300 respected scholars and philosophers.

Oxford Classical Dictionary (Greco-Roman Period)

The Oxford Classical Dictionary is the definitive reference work on the Greco-Roman world covering subject areas in philosophy, literature, art, law, mythology, science, and broad cultural and historical trends.

Getty Vocabularies

Art & Architecture Thesaurus® (AAT)

http://www.getty.edu/research/conducting_research/vocabularies/aat/

Thesaurus of Geographic Names® (TGN)

http://www.getty.edu/research/conducting_research/vocabularies/tgn/

Union List of Artist Names® (ULAN)

http://www.getty.edu/research/conducting_research/vocabularies/ulan/

Philosophy in Context (1940-present)

This database indexes books and journals covering philosophy and related fields.

Past Masters

Provides search, browse and read access to scholarly editions of the works of great Western philosophers.

RIBA - Architecture.com

<http://www.architecture.com/go/Architecture/home.html>

One of the world's most extensive built environment portals, all courtesy of the Royal Institute of British Architects (RIBA)

National Register Information System

A computerized index containing information on each of the historic properties listed in or determined eligible for the National Register of Historic Places. Includes standards, regulations, and procedures for nominating and designating buildings.

<http://www.nr.nps.gov/>

University of California, Berkeley, Environmental Design Library
Guides to Architecture, City & Regional Planning, and Landscape Architecture & Environmental Planning.
<http://www.lib.berkeley.edu/ENVI/AllqdsL.html#land>

University of Nevada, Las Vegas, Architecture & Building
Guide covers architecture, building and construction, design, housing, planning, preservation, facility management, energy and the environment, and landscape architecture
<http://library.nevada.edu/arch/rsrce/webrsrce/contents.html>

U.S. Green Building Council
LEED Leadership in Energy and Environmental Design
The LEED Green Building Rating System is the national benchmark for high performance green buildings.
<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

WORLD FACT BOOK
<https://www.cia.gov/library/publications/the-world-factbook/index.html>

CITY AND REGIONAL PLANNING RESOURCES AND LINKS

American Planning Association (APA) and American Institute of Certified Planners (AICP)
<http://www.planning.org>

Association of Collegiate Schools of Planning
<http://www.acsp.org/>
The Association of Collegiate Schools of Planning (ACSP) is a consortium of university-based programs offering credentials in urban and regional planning.

Cyberbia: The Planning Portal
Searchable directory for planning, architecture and the built environment
<http://www.cyberbia.org/>
Cyberbia also contains information about architecture and planning related mailing lists and Usenet newsgroups, and hosts several interactive message areas.

HUD USER
<http://www.huduser.org/>
HUD USER is "an information source for housing and community development researchers and policymakers. HUD USER is the primary source for Federal Government reports and information on housing policy and programs, building technology, economic development, urban planning, and other housing-related topics.

PLANetizen

<http://www.planetizen.com>

PLANetizen is a public-interest information exchange for the urban planning and development community.

Lincoln Institute of Land Policy

<http://www.lincolnst.edu/main.html>

The Lincoln Institute of Land Policy is a nonprofit and tax-exempt educational institution established in 1974. Its mission as a school is to study and teach about land policy, including land economics and land taxation.

Transportation Research Board (TRB)

<http://www.nationalacademies.org/trb/>

The Transportation Research Board (TRB) is a unit of the National Research Council, a private, nonprofit institution that is the principal operating agency of the National Academy of Sciences and the National Academy of Engineering.

U.S. Department of Housing and Urban Development (HUD)

<http://www.hud.gov/>

HUD's mission is to provide "...a decent, safe, and sanitary home and suitable living environment for every American."

The Urban Land Institute

<http://www.uli.org/>

The mission of the Urban Land Institute is to provide leadership in the responsible use of land to enhance the total environment.

APPENDIX C.1

VISITING COMMITTEE SUMMARY OF RECOMMENDATIONS

On December 13-14, 2007, the School of Architecture brought a visiting committee of distinguished faculty and program directors from Columbia University, the University of Pennsylvania, and the Massachusetts Institute of Technology to review and critique a proposal to create a one-year masters degree program in Real Estate Development and Urbanism.

PROFILES OF VISITING COMMITTEE MEMBERS' REAL ESTATE PROGRAMS

The three visiting committee members programs represented three different real estate program models. Visiting Committee (VC) members were asked to discuss and compare elements of their programs to inform the School of Architecture's real estate initiative, as highlighted below.

MIT's Program (created in 1983) is run through the MIT Center for Real Estate, housed in the School of Architecture and Planning. A director and twelve affiliated faculty members are spread across different schools and departments, primarily in the Department of Urban Studies and Planning including joint appointments with Sloan. Professors in practice and a strong adjunct faculty helps "bring in real world," industry connections. The core program is the Master of Science in Real Estate Development (MSRED), "the first one-year degree of its kind, fulfilling a need for specialized education beyond the scope of the traditional MBA." The program maintains a small 30-student cohort, about 50% coming from a business background and the other 50% from an architecture or engineering background. No formal specializations but students follow three paths: finance and investment; real estate development, or; construction and engineering. Faculty also serve as part of "Graduate Groups," combinations of faculty from different disciplines that can grant PhDs. Also involved with the Institute for Urban Research on cross-disciplinary research. Courses are cross-listed with Sloan.

The University of Pennsylvania's Real Estate Department was created within the Wharton School of Business in 1992. Real estate programs include an undergraduate concentration in Business, an MBA with a major in real estate; and a doctoral program in Urban Economics and Real Estate. The Department includes eight full-time faculty, all of them are joint appointments with other schools and programs including architecture, law, planning, public policy, finance, and urbanism, as well as visiting professors, adjuncts, lecturers. The department is closely involved with, but separate from, the Samuel Zell and Robert Lurie Real Estate Center, which provides the program industry exposure/contact. Wisconsin and UCLA programs are similar models. Courses are cross-listed (e.g., Urban Studies Program within Arts & Sciences developed a real estate minor).

The Columbia program is based in the School of Architecture, Planning and Preservation and focuses on real estate development (a separate program focuses on real estate finance/"Wall Street" in the Business School. The MSRED is a one-year program and accepts as many as 95 students per year. The program relies on a director, extensive adjunct faculty, and a "team teaching" model that incorporates intensive case study materials. Much less cross-over with Business School since they have their own real estate program focused on finance.

SUMMARY OF DISCUSSION POINTS AND RECOMMENDATIONS

New Urbanism was recognized as a powerful “branding” opportunity for a UM real estate program that would attract national and international students, industry interest, and build on the international reputation of the School of Architecture. This “market niche” for a real estate program was very strongly endorsed.

Very strong endorsement of forging a strong partnership between Architecture, Business, and other schools and programs at UM in support of a real estate program. Architecture and Business viewed as the key partners in delivering real estate programs. The key is “partners who interact and work together.”

“Students view real estate as physical product not just money strain (finance).” The critical dimension that the School of Architecture can bring in terms of physical design and place making was recognized by all three VC members as essential for a real estate development program.

Forge a strong link between New Urbanism and Business-Finance, linking the planning, design, finance and development of sustainable, livable, and financially feasible places.

The New Urbanism-Real Estate focus links directly into the increasing focus in real estate development and public policy on mixed-use development, sustainable development, green building, LEED, active living / public health issues, affordability, rising energy costs.

The Miami (“a powerful gateway city;” “third city in banking/finance in the U.S.”) and South Florida setting was recognized as an exciting, dynamic, cutting edge laboratory for a real estate development program with tremendous opportunities for industry linkages and support (developers and financiers).

Miami/South Florida’s prowess in high-density, residential product, mixed-use development, and resort development is industry-leading.

Tap industry leaders, expertise and practitioners to contribute to teaching, research, funding and participating in the program.

There was strong encouragement to develop linkages between a real estate program and international opportunities, including research, particularly with Latin America, South America, and the Caribbean, as the program becomes established.

All agreed that the real estate program should be a master of science, not a master of arts program.

Consider incorporating mini-courses to provide intensive focus on special topics (common in the Columbia Program).

A one-year program (as proposed) is advantageous for mid-career people who are looking for an intensive route to enter or advance their careers in real estate without having to leave the workforce for a longer period of time.

It is critical to integrate the intellectual & theoretical with the practical side of real estate development. Focus on “core skills” for real estate development. Examples:

- Market analysis should integrate business school expertise with practitioner side of applied market analysis for specific product types and mixtures in specific market contexts.
- Concept/Product Design – Columbia offers a mini-course on this which is “not architecture, per se,” but a more holistic, product-oriented, real estate concept development course.
- Building types – another potential mini-course focusing in much greater detail on the design and real estate development details for specific building types: mid-to-high-rise condominium, hotel, mixed-use retail, live-work, etc.
- Team dynamics – preparing students for the realities of working as part of multi-disciplinary teams in real estate development
- Finance that focuses on feasibility, not “Wall Street (training the check writers, not the bankers”)
- Leases and contracts – in addition to standard real estate and land use law, emphasize leases and contracts more than complex legal transactions (there is a huge talent pool of real estate law expertise in Miami to tap)
- Public-private partnerships – public finance, regulatory and other tools and techniques for urban real estate development involving (increasingly common) public-private partnerships

Consider an intensive case study studio during intersession or a possible alternative to the summer charrette as the capstone projects where students bring together and apply all of their knowledge.

Non-business school students in MBA-real estate courses: at Wharton they reserve 5-6 seats for non-business school students in real estate courses, recognizing the “real synergies” the mix of students and disciplines bring and the “need to avoid isolation” in the MBA-real estate track.

Establishing the real estate program will create “the power to convene; to hold high-profile events and smaller industry leader meetings for “strategic discussions on the future of real estate.”

Need to balance establishing a rigorous academic program (participation of faculty in conferences, journals, etc.) and making strong connections and relevance to practitioners.

Strong encouragement from multiple committee members to make an even stronger fusion of architecture and real estate in the curriculum and individual courses.

- Teach “how to manage a design process” as part of a development team/developer.

- Consider offering a pre-semester online course on finance to parallel the New Urbanism online course (Professor Heuson has done some online instruction in finance previously as part of SOA real estate courses). Use the first “12 chapters of Geltner’s book.”
- Teach students to use “Sketch up,” “Google Earth” and other software useful in real estate prior to beginning the first semester.

Focus of the program and courses should be “putting it on the ground:” managing risk, cash flow, lease-up, micro financing concerns

Ideas for incorporating design into assignments for developers on:

- “measuring your community”
- zoning and codes
- engineering standards (“technical aspects of new urbanism”)

Tie together course material, e.g., market analysis informs choice and design of building types which inform finance

Curriculum option:

3-6 months of remote (distance/online) learning

1-2 weeks of pre-semester boot camp

12-13 months of full-time study

Participation in two charrettes with approved teams

Incorporate material that links “finance and engineering”

Beef up the international component

Importance of industry connections, tie-in and participation as board members, mentors, future employers of graduates, research sponsors, funders.

Take all students to ULI conference (and CNU) each year

Need to form/build a “critical mass” of faculty heavily engaged in the program (recommendations from 4-5 up to 8 tenured/tenure-track faculty) but can “grow the program” over time.

Columbia model differs and does not rely on large full-time faculty; quicker start-up route that can draw on Miami/South Florida talent and existing faculty similar to the way Columbia operates in New York City

Visiting Committee Members:

Prof. Michael Buckley, F.A.I.A.

Director
Master of Science in Real Estate Development
Graduate School of Architecture, Planning and Preservation
Columbia University
New York, NY 10027

Michael P. Buckley is President of Halcyon Ltd, a development advisory firm. He has international experience in mixed-use retail and strategic planning for under-utilized sites. He is also Director of Columbia University's Master of Science in Real Estate Development Program (MSRED), and heads the Center for High Density Development (CHDD), a new Columbia research initiative to prove the benefits of density.

Mr. Buckley holds BA and BSc Degrees from Rice University, and a Masters Degree in Advanced Studies from MIT. A former President of the Connecticut Society of Architects, a former Urban Land Institute Trustee and Chairman for the Urban Land Institute Urban Mixed-Use Council, he has authored numerous articles on mixed-use, design management and urban revitalization. Professor Buckley was chosen as a Fellow of the American Institute of Architects and recently named a Fellow of the Royal Institute of Chartered Surveyors.

Dr. Dave Geltner

Director, MIT Center for Real Estate
Professor of Real Estate Finance
Department of Urban Studies & Planning
Cambridge, MA 02139

David Geltner is the Director of the Massachusetts Institute of Technology Center for Real Estate, and the George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning. Dr. Geltner heads MIT's Master of Science in Real Estate Development (MSRED) program.

Dr Geltner received his Ph.D. from MIT in Civil Engineering in the field of infrastructure finance and economics. He also has degrees in urban studies from Carnegie-Mellon University and the University of Michigan. Dr Geltner is an Academic Fellow of the Urban Land Institute, a Fellow of the Homer Hoyt Institute, and a Fellow of the Royal Institution of Chartered Surveyors. He is an RERI Fellow, having served on the Advisory Board and Board of Directors of the Real Estate Research Institute from 1994-2000.

Dr. Geltner has been editor of several publications including *Real Estate Finance* (1994-1999), and *Real Estate Economics* (2000-2003). He serves on the editorial boards of the *Journal of Real Estate Finance & Economics*, the *Journal of Real Estate Research*, and the *Journal of Property Research*. He has published extensively in the area of real estate economics, investment analysis, and performance measurement. He is co-author of *Commercial Real Estate*

Analysis & Investments, a new graduate-level real estate investments textbook published by South-Western College Publishing Company.

Dr. Susan M. Wachter

Professor of Real Estate and Finance
The Wharton School
University of Pennsylvania
Philadelphia, PA 19104-6302

Dr. Susan Wachter is the Richard B. Worley Professor of Financial Management and Professor of Real Estate, Finance and City and Regional Planning at The Wharton School at the University of Pennsylvania. Dr. Wachter holds the position of Professor at the Graduate School of Design and was Chairperson of the Wharton Real Estate Department from 1996 to 1998. Dr. Wachter is the author of over 200 publications.

Dr. Wachter served as President of the American Real Estate and Urban Economics Association and currently serves on multiple editorial boards including the *Journal of Real Estate and Finance*, the *Journal of Real Estate Research* and the *Journal of Housing Research*. She is Co-Director of the University of Pennsylvania Institute for Urban Research and Director of the Wharton Geospatial Initiative.

Dr. Wachter received her Ph.D. from Boston College in 1974. Wachter served as Assistant Secretary for Policy Development and Research at HUD, a President appointed and Senate confirmed position, from 1998 to 2001, and was principal advisor to the Secretary responsible for national housing and urban policy.

William Gietema, Jr.

Arcadia Realty Group
Dallas, Tx

William Gietema is the Co-Founder and CEO of Arcadia Realty Corp. His area of expertise is the development of mixed-use master planned communities. Since its inception in 1990, Arcadia has developed more than twenty residential and mixed-use communities in DFW, Austin, and San Antonio. These projects have spanned the development spectrum from greenfield to infill and greyfield. Bill is responsible for the company's entitlements, land planning and development operations.

Mr. Gietema holds a master's degree in Real Estate Development from the MIT Center for Real Estate.

REAL ESTATE DEVELOPMENT AND URBANISM PROGRAM
VISITING COMMITTEE AGENDA

THURSDAY, DECEMBER 13, 2007

- 1:00 pm Lunch. Background and curriculum overview with Elizabeth Plater-Zyberk, Dean, School of Architecture; Denis Hector, Associate Dean; Teofilo Victoria, Director of Graduate Studies; Dr. Charles Bohl, Director, Knight Program in Community Building. Location: Knight Program Conference Room.
- 3:00 pm Deans meeting: Elizabeth Plater-Zyberk, School of Architecture; Barbara Kahn, School of Business; Denis Lynch, School of Law; Terri Scandura, Graduate School. Location: Rinker Classroom
- 4:00 pm Faculty meeting with architecture, business, law and related faculty. Location: Rinker Classroom
- 5:00 pm Visitors to Hotel
- 6:30 pm Dinner with President Shalala and guests

FRIDAY, DECEMBER 14, 2007

- 9:00 am Program and curriculum review and discussion. Location: Dean Plater-Zyberk's office.
- 10:30 am Meeting with Provost Tom LeBlanc. Location: Location: Provost's office.
- 12:00 pm University of Miami Real Estate Luncheon and Panel Discussion. Location: The City Club, Downtown Miami
- 2:00 pm Debriefing with Dean Plater-Zyberk
- 3:00 pm Adjournment

APPENDIX C.2

Letters of Support

- a. Michael Buckley, Columbia University
- b. Susan Wachter, University of Pennsylvania
- c. David Geltner, MIT
Please see attached document:
Appendix C.6 Gelter letter & report Dec 07.pdf



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Graduate School of Architecture Planning Preservation
Michael P. Buckley, Director
MSc in Real Estate Development Program

Re: University Of Miami
Masters of Science in Real Estate Development Program (UM MSRED)

We commend UM for your multi-year perseverance in establishing the UM MSRED Program. Your existing national reputation for New Urbanism and the Community Design network established by the Knight Center make for a superb platform for this new degree offering. The focus can easily expand to include Urban Infill and thusly insure broader appeal with Urban Design and Development applications in the initial years.

Based on my Orientation visit, and with an overlay of Best Practices from the Columbia MSRED Program, I offer the following observations:

Proposed Curriculum

The course structure is about right. Particularly the Cross-Departmental teaching ---as you have an excellent opportunity to avoid the turf wars that often exist at other Universities. Starting up right with the cooperation of the Business and Law schools is indeed fortunate. We believe this Cross-departmental cooperation will benefit both sides--particularly as the Florida Real Estate Industry is progressively engaged on the UM Campus over time.

The Intersession Charettes are a great idea. At Columbia we use a similar idea of a semester-long Case Study Studio—a required Core Course to facilitate the synthesis of the skills and disciplines acquired by our MSRED students—Financial Feasibility + Market Support + Land Use Concept + Execution / Implementation Strategies. We have found that these skills are best integrated with intensive Design -Oriented real-world Studio Simulations

Industry Outreach

SE Florida has very well established industry groups ready to partner and/or co-sponsor events with UM MSRED. Groups such as ULI, the Builder's and Developers Alliance, SE Florida Construction Council --in addition to the New Urbanism groups---all have great potential for co-sponsored on-Campus Symposia and Panels. Exposure to the personalities and specific viewpoints of many organizations is part of the learning experience at Columbia MSRED --- as the NYC Metro concentration of professionals allows Columbia to include multiple executives on discussion panels and for LunchBox lectures every week on campus. This constant parade of Industry Leaders achieves a level of familiarity and contributes to our placement process as well. The significant contacts thus established for Fundraising are obvious.



Public-Private Partnerships

Your current Core Curriculum does not now include a specific focus on Public/ Private Partnering. We believe this inevitable complexity of today's development environment requires more exposure to the challenges and opportunities of civic / business interactions. At Columbia MSRED we have two courses devoted to this subject—and believe the ability to anticipate Public issues and to have knowledge of a solution set is a fundamental Developer skill.

Power to Convene

In the absence of the traditional Civic / Business Coalitions of the past in Metro Miami, your program represents a "Bully Pulpit" for Urban Development –powerful way beyond the singular voice of Architecture ---- as multiple positions from Finance to Law to new Product Designs will be included.

At Columbia we have proven the Draw Power of the University with the MSRED Program and are now able to convene the Real State Industry senior Leadership around topical issues. Our Summer Terrace Series focused on three consecutive "Strategic Conversations"--- which featured discussions on:

- Workforce Viability
- Enhancing NYC's Industry Clusters
- High Density Sustainability

Development Issues for South Florida could be similarly addressed

Mini-Courses

At Columbia MSRED we use targeted Mini-Courses to address gaps in our curriculum—particularly those areas where a Full core cause is not warranted.

We secure experts from industry –and work with them to create program contents for 2-3 wks intensive Mini-Courses such as:

- Hotel Operations and Finance
- Project Management
- Argus Software Training
- Team Dynamics
- Cost Estimating + Cost Creep Control
- Sketch-Up –taught to our entire class this year

You will have the same opportunity to create and deploy Mini-Course modules---which can also serve to offset the initial years of curriculum development.



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Your Adjunct Opportunity

Given the extensive SE Florida Real Estate marketplace, you have available an equally extensive cohort of skillsets in Law +Development +Brokerage + Construction + Finance + Development---all of which can be harvested thru Adjunct teaching positions. Miami has an particular extra advantage as the home to many national consulting firms — in Residential + Resort + Hospitality consulting --- an irreplaceable potential team-teaching asset. While extensive use of Adjuncts requires much more coordination and oversight by your faculty, we have proven that the use of industry specialists on campus is an extraordinary efficient transfer of technique and technical knowledge—a decided advantage in a one-year program.

You can use Adjuncts to Team Teach subjects—as we do at Columbia or RE Finance and Asset Management---as well to feature multiple viewpoints in new courses such as our International course. Most senior executive cannot commit to a Semester Course as the set-up and regular 13-14 week time commitment cannot be met. Smaller 2-3 week modules can —hence the Team Teaching format is perfect

International

As the Gateway to Latin America, Miami has a preferred and convenient access to Mexico and Latin America. The International contingent at Columbia MSRED Program is maintained at around 20-25% of the Class---but this share is magnified by second-generation Children of Foreigners—particularly Asian and Hispanic. These foreign students bring to our domestic students an appreciation of the Globalization process now underway—and a latent appreciation for other cultural traditions.

UM MSRED will afford the same opportunity and an international focus ought to be given a deliberate elective track —perhaps an International Development Course in tandem with another School or Department.

Urban In-Fill

University of Miami enjoys a solid reputation in New Urbanism. Given a probable market slowdown, a slight refocus to Urban In-Fill will extend the dimensions of exploration — while also creating a clear fit with the New Urbanism focus. This is a real opportunity for your school—and the clear potential to explore more high-density yet contextual solutions for sites that are underutilized.

For Urban In-Fill, In-Place Infrastructure and latent Sustainability are comparative advantages. Financing and Marketing remain big challenges. Therefore In-Fill is a potent academic opportunity which few institutions are addressing.



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Funding Potentials

New and powerful ways to access Real Estate Industry Leaders exists with invited Panelists outreach and discussion case studies for on-campus participation.

The Cross-discipline teaching also offers an appealing integration potential for donors who seek broader influence on policy and the built environment. A systemic approach to Urban In-Fill similarly can entice Fundors from broader backgrounds and interests.

Conclusion

The timing is right for your new course offerings---as South Florida will experience economic turbulence while contending with in-migration and continued urban growth. The UM Msred Cross-Platform model with eager participation in other professional areas—from the Schools of Business, Law, and Engineering at least---is an appealing logistical and pedagogical advantage.

If there is anything we can do from Columbia MSRED program –from visiting Faculty Lectures to participation on Symposia—do not hesitate to ask.

Columbia MSRED Program wishes you a speedy start-up and continuing success thereafter.

From: Plater-Zyberk, Elizabeth M.
Sent: Tuesday, February 19, 2008 2:02 PM
To: Bohl, Charles C
Cc: Pou, Kim
Subject: FW: Susan Wachter - Comments and Recommendations

Attachments: UMiami letter_Feb18.doc

-----Original Message-----

From: Mathur, Pravin [mailto:pravinkm@wharton.upenn.edu]
Sent: Monday, February 18, 2008 5:13 PM
To: Plater-Zyberk, Elizabeth M.
Cc: Wachter, Susan
Subject: Susan Wachter - Comments and Recommendations

Dear Dean Plater-Zyberk,

This message is sent on behalf of Prof. Susan Wachter. Please see the attached documnet and confirm receipt.

Regards,

Pravin

Pravin Mathur, GISP
GIS Specialist, Wharton GIS
University of Pennsylvania

pravinkm@wharton.upenn.edu
Tel: 215-746-3183

Elizabeth Plater-Zyberk
Dean
School of Architecture
University of Miami
1223 Dickenson Drive
Coral Gables, FL 33146

Dear Dean Plater-Zyberk:

Thank you for the privilege of visiting the University of Miami on December 13 and 14th as a member of the Visiting Committee for University of Miami's proposed Masters of Real Estate Development and Urbanism Program. It was a pleasure to meet with you, other deans and faculty. I am writing in response to your request for a written summary of my comments and recommendations for the proposed Program.

Given the thoughtful execution of the program as well as its founding vision, it was indeed a particular pleasure to be a member of the Visiting Committee to have a part in the development of this timely and important program. The urban sustainability challenge ahead of us is immense. Urban growth expected in the next few decades presents significant challenges; in the United States, as much as 50% of the built environment will be developed. The fast growing global south is expected to outpace this by far. The endeavor on which you and the University of Miami are embarking can help address sustainability challenges resulting from this unprecedented scale of development. By doing so, the Program has the potential to be one of University of Miami's signature institutions. The major strength of the Program I believe is its focus on sustainability and new urbanism through your leadership and vision. Nevertheless, a specific challenge for the program may be the need for newly designed planning curriculum that allows new urbanist principles to be taught and integrated into the traditional planning as opposed to the architecture curriculum.

A second broad strength of the conceptualization and planning of the Program is the interdisciplinary approach that University of Miami is taking. Constructing and supporting a masters program based in New Urbanism requires a true interdisciplinary touch as it views city sprawl, disinvestment in urban cities, increasing racial and income stratification, environmental deterioration, loss of wilderness and agricultural lands, and erosion of society's heritage as resulting from the same challenge: sustainable community building. Implementation of this interdisciplinary-based vision is critical.

A key interdisciplinary element which the Program can deploy is a link with other strong centers at the University of Miami beyond the School of Architecture. A prime example is the University of Miami's School of Business. Student opportunity to forge skills at the Business School and to study the business framework within which to evaluate real-estate decisions and development plans is the key. Other potential strong links include the School of Law and the School of Engineering and Applied Science. As a former chair of the Wharton Real Estate Department, which integrates the field of finance into the understanding of the built environment based on the discipline of urban economics, I see the incorporation of both the legal and the design perspectives as central to the success of our department. This combination of approaches is integral to many of the new real estate programs which have been introduced successfully across the country at major universities. There clearly is a need for these programs. The new urbanism approach would make your program unique and also potentially would be a national and international draw for students who wish to learn how to develop in sustainable ways.

A third key strength of the Program is its Miami-based setting. The city's ties to Latin America offers a key synergistic opportunity to link real estate development programs to the need for training in planning and executing, which is acute in the Latin American region. As such, the Program's location in Miami offers significant potential in advancing both students' practical experience while in school and in serving as the impetus for addressing real development needs. This too, however, may require significant additional resources, for the potential to be realized. Nevertheless, I see the Program as a border-opening one which enables students to be at the forefront of New Urbanism and Latin American-based development.

And finally, a cautionary note: it will take time and significant resources to develop a truly interdisciplinary and international program to support the educational resources at the School of Architecture so that the design courses enable the knowledge creation and transmission of principles at the heart of New Urbanism.

In sum, I heartily support the idea of and proposed structure of the Master of Real Estate Development and Urbanism Program. It has true potential to contribute to both society and the reputation of the University of Miami, especially as the Program offers a compelling signature interdisciplinary perspective on New Urbanism. Also, in the future, I would be personally pleased to work together with members of the Program on issues of development and sustainability, especially as I see synergistic applications with the ongoing work at the Penn Institute for Urban Research.

If I may be of further assistance, please feel free to contact me, either by phone (215 898 6355) or via facsimile (215 637 2220).

Sincerely,

Susan M. Wachter
Richard B. Worley Professor of Financial Management
Professor of Real Estate, Finance and City and Regional Planning
The Wharton School, University of Pennsylvania



February 19, 2008

Dr. Terri Scandura
Dean, Graduate School
University of Miami
Room 106, Albert Pick Hall
1541 Brescia Avenue
Coral Gables, FL 33124-3220

Graduate Council
1541 Brescia Avenue
Coral Gables, FL 33124-3220

Dean Scandura and Members of the Graduate Council:

Please accept this proposal for a new graduate degree program, *the Master in Real Estate Development and Urbanism (MRED&U)*.

While this initiative emanates from the School of Architecture and our experience with the mid-career Knight Fellows in Community Building program, it is a collaborative endeavor representing faculty and course experience in the Schools of Business Administration and Law and the College of Engineering.

Attached is a description of the proposed program, the list of courses already offered that will support it, a market study and other relevant information.

With regard to the Provost's strategic vision for graduate studies at the University of Miami (reputation, research, or revenue), the MRED&U is initially positioned to burnish our *reputation*, building as it does on the School of Architecture's prominence in the field of the New Urbanism. It also has the potential to be a source of *revenue*. The School of Architecture has spent the last decade establishing a strong relationship with the development community of South Florida and nationally in anticipation of seeking industry support with this expansion of our offerings. Eventually, *research* will be an important component of the program, given its unique beginnings and the growing need for data in the field.

From a national perspective, as a new program, we have the opportunity to establish curriculum offerings focused on evolving issues of high density, transit-oriented and infill development, global warming and sustainability, and social and economic equity.

Post Office Box 249178
Coral Gables, FL 33124-5010
305-284-5000
Fax: 305-284-5245
<http://www.arc.miami.edu>

The school's existing programs and administrative structure can accommodate the addition of this program which will serve as an enrichment of its professional offerings. Several real estate development courses already serve as electives for the five year Bachelor of Architecture, the two and three year Master of Architecture and the post-professional Master of Architecture. As the material submitted below shows, within the broad range of programs nationally, there are essentially two models for graduate study in the field of real estate: a concentration in the broad topic of real estate as part of the two year Master of Business Administration, offered by business schools, and a one year degree offered in schools of architecture that focuses on real estate development. The latter is the model followed here. As in a number of universities with course offerings in several schools, it is expected that UM's School of Business Administration will revive an undergraduate major in real estate (this is well underway and goes before the School Council in March) and that MBA students will be allowed to elect courses in the MRED&U; the School of Law will continue it's L.L.M. in Real Estate as well, and cross listing courses is similarly anticipated.

Program Background

Over the past four years the School of Architecture has collaborated with faculty members from Schools of Business Administration and Law, offering seminars and full semester courses on real estate development, including a dozen seminars and one three-credit course each semester. These seminars and courses have allowed us to test the market for a real estate program and establish collaborative relationships between faculty of the three schools to deliver real estate courses. The seminars and courses have been well-received and attended by full-time students, and continuing education students who come from private, public and non-profit sectors, including many alumni. Seminars and course topics have incorporated the fundamentals of finance, law and urban design, with an emphasis on current methods and practices, including new urbanism and livable community design. These efforts have been coordinated by the Knight Program in Community Building, based at the School and supported by grants from the John S. and James L. Knight Foundation.

In March of 2001, premier professionals from throughout the country and from a variety of fields ranging from architects to community builders and experts in economic development, gathered at the School of Architecture for the Knight Program in Community Building Inaugural Seminar. The School of Architecture had been chosen by the Knight Foundation for this program because of its reputation as a center for research and teaching in New Urbanism and smart growth, and because the School's faculty already had more than a decade of experience in community improvement processes locally.

In November of 2002 President Shalala brought Professor Kerry Vandell, the founding director of the highly regarded program in real estate and urban land economics at the University of Wisconsin-Madison, to Miami to evaluate the potential for establishing a real estate program at UM. Dr. Vandell met with university trustees, the deans of Architecture, Business and Law, faculty and administrators. He submitted a report that found strong support and solid potential for establishing a graduate degree program, certificate programs and a research agenda in real estate.

In 2006 we commissioned a consultant to carry out a study of twenty one- and two-year real estate programs in the U.S., including interviews with the directors of each program and extensive details on each program and curriculum. The national study of real estate program models was completed last summer, and a draft for a one-year curriculum was circulated with a working group of faculty drawn from Architecture, Business and Law as well as outside advisors to review and refine. A list of faculty that has participated in teaching seminars, courses and reviewing the curriculum is attached.

In order to gauge the market for a master's degree program in real estate the School of Architecture conducted an online survey in the fall of 2006. As of May 15, 2007 the survey had been filled out by 295 individuals from a wide variety of professional and geographic backgrounds in Florida, the U.S. and abroad. The survey revealed strong interest in the program, with over half (52 percent) indicating that they were interested in a one-year Master's Program in Real Estate Development with a focus on the New Urbanism.

We have continued to provide summaries and updates on these activities in meetings with the President, the Provost, and the Deans of the Graduate School, School of Law and School of Business.

In December 2007, a review committee of faculty from three real estate programs came to campus to examine the draft materials presented herein, and to engage faculty and administrators in discussions about the proposed program.

The visitors included:

Michael Buckley, President, Halcyon LTD, Real Estate Advisors and Development Consultants, Director, Real Estate Development Program of Columbia University;

David Geltner, Director of Center for Real Estate, George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning of Massachusetts Institute of Technology; and

Dr. Susan M. Wachter, Richard B. Worley Professor of Financial Management, Professor of Real Estate and Finance, Co-Director - Institute for Urban Research, and Director of Wharton GeoSpatial Initiative, University of Pennsylvania.

Also involved was William Gietema, Jr., a graduate of MIT's MSRED program, co-founder of Arcadia Realty in Dallas, Texas and a 2002 Knight Fellows in Community Building, who has been an informal advisor.

Program Goals

The University of Miami School of Architecture has an international reputation for education, research and practice in New Urbanism. The School was ranked #1 in a survey of Schools of Architecture by *New Urban News* and received the prestigious John Nolen Award for contributions to urbanism in Florida from the Congress for the New Urbanism's Florida Chapter in January of 2007. The School's strengths in livable community planning and design are amplified by its faculty's collaborations across the University, including teaching and research with faculty in business, law, engineering, marine science, public health and urban studies.

The Master's in Real Estate Development and Urbanism program will build on the unique strengths of the School of Architecture and the University as a whole to deliver a powerful program that can advance teaching, research and practice of real estate development. The program will:

- Establish the University of Miami as a leader in real estate education that blends the strengths of the university in architecture, business, law, engineering and urban studies. The program will also leverage the unique attributes of South Florida as a cutting edge laboratory for real estate development in one of the most dynamic real estate markets in the world with international appeal, as it confronts the challenges of building more high density, affordable, mixed-use and transit-oriented communities in an environmentally sensitive and socially and culturally diverse region;
- Address the stated needs and interests of current and prospective students and alumni seeking expertise in real estate development;
- Train a new generation of developers, community building professionals in the public and non-profit sectors, and community leaders to elevate the practice of real estate development;
- Augment the course offerings in existing programs in architecture, law, business and engineering;
- Expand funding opportunities for the university through new associations and research opportunities;
- Prepare graduates for vanguard work in real estate development and urbanism across disciplines and around the globe. As our market research and our experience through the Knight mid-career fellowship program and continuing education seminars have shown, there is a strong interest among the community building professions - including private, public and non-profit sectors involved in housing, planning, community development, economic development, law, governance and policymaking areas - to gain a solid educational background in real estate.

Summary

I hope this background for the proposal shows that we are well-positioned for both the implementation of course offerings and the successful recruitment of students.

We look forward to presenting the program to the Graduate Council and to the Faculty Senate. I would be happy to answer any questions you may have before then.

Sincerely,


Elizabeth Plater-Zyberk, FAIA
Distinguished Professor and Dean

EPZ/df

From: Plater-Zyberk, Elizabeth M.
Sent: Thursday, March 13, 2008 3:42 PM
To: epz@dpz.com; Bohl, Charles C
Cc: Pou, Kim
Subject: FW: Real Estate Development and Urbanism

From: Scandura, Teresa Anne [scandura@miami.edu]
Sent: Thursday, March 13, 2008 2:35 PM
To: Plater-Zyberk, Elizabeth M.
Subject: Real Estate Development and Urbanism

Dear Lizz,

I am pleased to inform you that Tom and I have discussed the proposal for the Master degree in Real Estate Development and Urbanism. Tom and I support this initiative and wish you the best of luck with recruiting your first class. Please keep us updated.

Best,

Terri

Terri A. Scandura
Dean of the Graduate School

1541 Brescia Avenue
Coral Gables, Florida 33124-3220
(305) 284-4154 tel
(305) 284-5441 fax
www.miami.edu/grad



MEMORANDUM

To: ✓ President, Faculty Senate,
Dean, School of Architecture

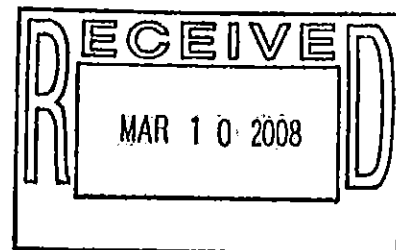
FROM: Dean Terri Scandura
Graduate School *Terri Scandura*

DATE: 29 February 2008

SUBJ: New Real Estate Degree Program

At the 27 February 2008 meeting of the Graduate Faculty the new proposed Real Estate degree was approved unanimously by those present after two readings.

CC: Provost LeBlanc
SACS Office
Graduate School Program Review File



Graduate School
P.O. Box 248125
Coral Gables, Florida 33124-3220
305-284-4154
Fax: 305-284-5441
E-mail: graduateschool@miami.edu



March 3, 2008

Dear Dean Scandura:

This letter is in support of the new graduate degree program, *Master in Real Estate Development and Urbanism* as proposed by the School of Architecture. This is a challenging time in the world of real estate and such a program will provide the opportunity for the University of Miami to make a positive contribution in terms of education and innovation. I am confident that this program will allow the School of Architecture to continue to build on its excellent reputation and its service to the community, while creating an exciting new course of study. From Dean Plater-Zyberk's report, seminars and courses on real estate development have been well received and such an interest in the subject market would indicate there is already a market for it.

Another important component of the program is its interdisciplinary nature which will allow students access to the expertise and experience of faculty from other schools and colleges. Given the constantly shifting economy and demands of the real estate field this will be a significant factor in attracting students who recognize the needs of a changing industry. The benefits of an approach that incorporates information from areas other than Architecture that impact their practice would enable students to anticipate and prepare for the emerging dynamics of their profession.

I strongly believe that this new program due to its recognition of the need to expand its fields of information and the breadth of its course offerings will also increase the ties between the School of Architecture and the College of Engineering. It will be a central means to encourage more collaboration between faculty members and students from both disciplines resulting in shared knowledge and experience and thus being mutually beneficial. I recommend that we, as a university, continue to support such worthwhile programs which facilitate participation between schools and colleges to offer our students the best possible educational experience and prepare them to be high achievers in their professions.

Sincerely,

James M. Tien, Ph.D., NAE

James M. Tien, Ph.D., NAE
Dean, College of Engineering
P.O. Box 248294
Coral Gables, Florida 33124-0620
Tel: 305-284-6035; Fax: 305-284-2885
jmtien@miami.edu



Dennis O. Lynch
Dean

February 27, 2008

Elizabeth Plater-Zyberk
Distinguished Professor and Dean
University of Miami
School of Architecture
Room 215E Architecture, Building 48
Coral Gables Campus 5010

Dear Dean Plater-Zyberk:

I have reviewed the "*Proposal to Offer A Master's Degree in Real Estate Development and Urbanism*" and it looks fine. We look forward to collaborating in this program.

Sincerely,

A handwritten signature in cursive script, appearing to read "Dennis O. Lynch".

Dennis O. Lynch
Dean

Office of the Dean
P.O. Box 248087
Coral Gables, Florida 33124-8087
305-284-2394




Barbara E. Kahn
Dean

MEMORANDUM

February 26, 2008

TO: Elizabeth M. Pater-Zyberk
Dean
School of Architecture

FROM: Barbara E. Kahn 
Dean
School of Business Administration

We have read over the proposal for the Masters in Real Estate and Development and Urbanism and it looks fine. You have the full support of the Business School behind this initiative. Rene Sacasas will be at the graduate council meeting when this is discussed if any issues arise with respect to the Business School. We are very happy to collaborate with you and the other schools on this proposal.

Thank you for all the hard work you have put into this initiative.

BEK:bir



Massachusetts
Institute of
Technology

David Geltner
Director, MIT Center for Real Estate
Macomber Professor of Real Estate Finance
Department of Urban Studies & Planning
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139

December 18, 2007

Elizabeth Plater-Zyberk, Dean
School of Architecture
University of Miami
1223 Dickinson Drive
Coral Gables, Florida 33146

Dear Dean Plater-Zyberk:

It was a pleasure and a privilege to visit the University of Miami last week (December 13-14) as a member of the Visiting Committee for the proposed Master of Real Estate Development & Urbanism Program of the University of Miami. For me it was very interesting and informative to meet with you and the other deans and faculty members associated with the new Program. This letter is in response to your request for the Committee members to put a few words in writing about our impressions of the proposed Program

Most importantly, I want to make it clear that I am extremely favorably impressed with both the idea of this Program at the University of Miami, and also with the way in which it has been planned and structured to be implemented. Congratulations. This is a much-needed and very important and innovative development in the higher education of those who will build the future of America and the world.

I am enthusiastic about what the University of Miami is doing in this area because of the great importance of the way the human built environment will be developed in the 21st century. As I know I don't need to tell you, developed real estate accounts directly for almost half of all energy consumption and therefore is responsible for almost half of all carbon dioxide emissions. Indirectly, including its effect on transportation, real estate development is responsible for probably another 20% of the total on both counts. More

than this, the nature and quality of the built environment fundamentally determines the social and economic functioning of our societies. The New Urbanism principles and philosophy and methodology for real estate development, which have been pioneered at the University of Miami and for which UM is renowned, presents an approach to address these concerns in a manner that fits realistically with American culture and values. The New Urbanism therefore offers the promise to transform in a most positive and vital way the real estate development which will occur in America in the 21st century.

To most effectively promote and develop this vision, it is necessary not just to train architects in the design of New Urbanism, but to train and motivate real estate developers. It is they who will ultimately determine what gets built in a capitalistic society such as America. To educate developers, an interdisciplinary graduate-level educational program is needed, that integrates into the program at a minimum the practical finance and economics perspectives whose academic home at UM is in the School of Business. I was extremely pleased to see the support which Dean Kahn evidences for the proposed MRED+U Program. Certainly, similar support and integration of elements of the School of Law and the School of Engineering would also be desirable.

By developing this type of graduate program, the University of Miami will be building strategically on a niche in which you are recognized as a national leader, namely, New Urbanist design. You will also be promoting both the substance and the reputation of UM as a place of effective interdisciplinary research and education. The MRED+U Program as you have described it to the Visiting Committee is not just a "good idea", I really think it is a type of *duty* which UM has to build such a program, because of your leadership in the New Urbanist movement. I am sure that if the Program is well implemented it will greatly enhance the reputation of the University.

In terms of specific comments or perspective on the particulars of the proposed curriculum and structure as it was presented to the Visiting Committee, I will offer the following thoughts and suggestions.

While law and engineering are important cross-disciplinary components from the practical perspective of providing future developers with the background they need, I think that real estate finance and economics are also not only vital from the practical perspective, but also offer the potential to substantially build the academic capability and stature of the MRED+U Program and indeed of UM more broadly. Real estate finance and economics (taken together) represents an extension and fusion of the older and more fundamental fields of urban economics and financial economics and includes an extension of both corporate finance and investments theory within mainstream financial economics. While real estate finance and economics is a relatively new field of rigorous academic study, it is now well established in the academic community, with substantial international professional organizations and a hierarchy of blind peer-

reviewed academic journals that have over the past 20 years built a coherent and powerful body of theory and knowledge. Yet the field is still small and new enough that it is in its formative phase with lots of exciting discoveries in process or to come. This renders the field potentially very fertile for enhancing and broadening the academic reputation and standing of both the MRED+U Program and the University of Miami. In other words, you can get to the "front" and the "top" of the field of real estate finance and economics relatively quickly with relatively less investment than in many more traditional fields of study. This can be of particular benefit to an up-and-coming Business School located in a region with a substantial and dynamic real estate development industry.

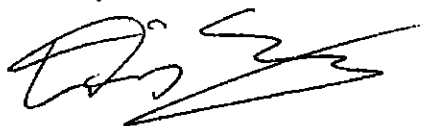
This consideration probably further emphasizes the importance of the role of the School of Business in supporting both the MRED+U Program as well as the proposed UM Center for Real Estate that could provide vital interdisciplinary support for the Program. This does *not* mean that the MRED+U should not be housed in the School of Architecture. You may find the structure that has been very successful at the University of Southern California instructive (though I cannot speak with intimate familiarity to how it works there). The USC structure (if I understand correctly) has their MRED Program within their School of Policy, Planning & Development (which in this context is probably analogous to the role of UM's School of Architecture), with their Lusk Center for Real Estate established and supported jointly by the SPPD and the Marshall School of Business, the latter of which I believe offers an MBA concentration in real estate and/or a dual degree with the MRED. The Lusk Center is thus not solely "within" either the SPPD or the B-School. The role of the Center is to link across schools and between the academy and the industry at large, helping (through funding support) to promote interdisciplinary research and educational programs. It seems that in most places (though possibly UM could be an exception) it is easier to get the real estate industry philanthropic community to make donations to schools of business or to centers and programs at least partially affiliated with schools of business, than to schools of architecture or planning. (I must say, my experience at MIT so far is consistent with this hypothesis.) For a truly successful interdisciplinary real estate program to be built at a university therefore requires a high level of team spirit and even statesmanship on the part of the multiple deans and school faculties involved. Everyone out for themselves will not work.

Finally, let me say that personally, I am particularly excited at the intellectual level about exploring the possibilities of bringing cutting-edge theories and methodologies of financial economics and engineering systems (some of which actually overlap) together with the physical design principles of the New Urbanism, to facilitate the appropriate financing and valuation of walkable mixed-use development in the U.S. As you know, I was privileged to supervise a Masters thesis last summer by one of both your and our students, Matthew Lister. In Matt's thesis he used the phrase, "The New Real Estate", to represent a fusion of New Urbanist design with cutting-edge finance methodologies and tools, to build a vision of new real estate development that would be both of high

physical quality and also most successful from a financing perspective, and therefore able to establish a dominant model for 21st century American development. I would be most intrigued to explore collaboration possibilities between MIT and UM to further this agenda, either in the research or educational arenas.

Please don't hesitate to contact me if I can be of any further assistance in your efforts to launch and build your MRED+U Program.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Geltner', with a long, sweeping horizontal stroke extending to the right.

David Geltner

Bio of David Geltner

David Geltner has been at MIT since 2002 where he is currently the George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning, and Director of the Center for Real Estate. As Director of the MIT/CRE, Dr. Geltner heads MIT's Master of Science in Real Estate Development (MSRED) program. Prior to MIT, Geltner was the REEAC Professor of Real Estate in the Finance Department of the College of Business Administration at the University of Cincinnati, and has been teaching graduate level real estate investments and finance since 1989. Dr. Geltner also served from 1998-2004 as a Visiting Professor in the Department of Land Management of the Faculty of Urban and Regional Science at the University of Reading (England), a research appointment. Dr. Geltner has served since 1999 as the External Academic Member of the Real Estate Investment Committee of the State Teachers Retirement System of Ohio (a pension plan sponsor with over \$6 billion of directly managed real estate holdings). He also serves as the Academic Advisor to the National Council of Real Estate Investment Fiduciaries (NCREIF), and as co-Director of MIT's Commercial Real Estate Data Laboratory, which has developed pioneering commercial property indexes based on transactions prices.

Dr. Geltner received his PhD in 1989 from the Massachusetts Institute of Technology, in the Civil Engineering Department in the field of infrastructure finance & economics. He also has degrees in urban studies from Carnegie-Mellon University and the University of Michigan. He served during 1994-99 as a Managing Editor of Real Estate Finance, and during 2000-2003 as a co-editor of Real Estate Economics (the leading academic real estate journal and the official journal of the American Real Estate & Urban Economics Association). Dr. Geltner also serves on the editorial boards of the Journal of Real Estate Finance & Economics, the Journal of Real Estate Research, and the Journal of Property Research. He served during 1994-2000 on the Advisory Board and Board of Directors of the Real Estate Research Institute, where he is now a RERI Fellow. Dr. Geltner is a past Academic Fellow of the Urban Land Institute (2004), a Fellow of the Homer Hoyt Institute, a Fellow of the Royal Institution of Chartered Surveyors, and a recipient of the David Ricardo Medal from the American Real Estate Society. Dr. Geltner has published extensively in leading academic journals in the area of real estate economics, investment analysis, and performance measurement. A 2006 study published in Real Estate Economics found Geltner to be the most influential academic real estate writer, based on number of citations during 2000-2004 in top academic real estate journals. Dr. Geltner is co-author of Commercial Real Estate Analysis & Investments, a new graduate-level real estate investments textbook published by Cengage/South-Western which has now published its second edition.

General Welfare Committee
March 19, 2008
3:30 p.m.
(School of Law Library-Conference Room, 4th floor)

1. Chair's remarks (3:30)
2. # Review of draft Faculty Senate Meeting Minutes of February 27, 2008 (3:35)
3. # Miami Institute for Human Genomics and Component Center Proposals – J. McCafferty-Cepero (3:40)
4. # Proposal for a Doctor of Philosophy in Computer Science – H. Kocak (3:55)
5. ## Academic Standards Committee Undergraduate Admission Report – (4:10)
6. ## Proposal Regarding Latin Honors – (4:25)
7. Outstanding Teaching Award Committee Recommendation – E. Clasby (4:40)
8. # Request for Guidance Concerning Doctoral Study in Their Home Department/School by Masters-Prepared Faculty in Physical Therapy and Nursing – S. Hayes, V. Mitrani (4:50)
9. # Proposal for a New Degree Program, the Master in Real Estate Development and Urbanism (MRED&U) – C. Bohl, D. Hector (5:20)
10. # Move of Masters of Public Administration from the School of Business Administration to the College of Arts and Sciences – Note: a memo from the Dean of Arts and Sciences will be forthcoming - (5:35)
11. # Senate Apportionment - (5:40)

related material included

materials will be sent separately

March 26, 2008
Faculty Senate minutes

The meeting, held in the BankUnited Center Hurricane 100 Room, opened at 3:35 p.m.

CHAIR'S REMARKS

The First Vice Chair announced that she will be chairing today's meeting and highlighted some of the information in the Chair's remarks that were part of the agenda package.

PRESIDENT'S REMARKS

The President explained that she and the Provost were in the middle of the SACS on-site review visit. She reported on the new hospital and said that we are on-budget and are about to complete the permanent financing, which will be less than what was projected due to the market. She had warned the trustees that the rating agencies might downgrade us because of the debt load we would be incurring, but instead they noted our strong balance sheets and did not downgrade us.

We are struggling in Tallahassee because the Senate has cut FRAG money for each Florida student attending private colleges and universities. Our full-time lobbying staff is still fighting this legislation. We also expect some other programming cuts.

The Board of Trustees Finance Committee approved the Financial Plan that accompanies the Strategic Plan and recommended construction of the new Business School building in anticipation of its approval by the Master Planning and Construction Committee.

The Provost shared that the SACS on-site team is concluding its work on campus and is meeting in executive session now to formulate its findings and recommendations. He feels that the visit is going well and thanked everyone who participated.

He stated that the Miller School of Medicine portion of the Strategic Plan went to the Board's Medical Affairs Committee this morning for their approval and will then be forwarded to the Executive Committee. As the President mentioned, the Financial Plan as presented earlier to the Senate's Budget and Compensation Committee was approved by the Board Finance Committee, and the Administration is hopeful that it will be approved in May by the Board.

The Provost reported on the University's investments. For the last fiscal year, 2007, our return on the growth pool was 19.7% for the year. The benchmark we were attempting to beat was 17.7%. So far for fiscal year 2008 we are down 4.9%. Our benchmark is 4.3%. UM uses a three-year moving average that smoothes out discontinuities in the market. The President and Provost entertained questions from the floor.

APPROVAL OF TODAY'S AGENDA

The meeting agenda *passed unanimously*.

APPROVAL OF MINUTES OF FEBRUARY 27, 2008

The minutes of February 27, 2008, *passed unanimously.*

INTRODUCTION OF SHERI A. KEITZ, M.D. PH.D.

Dr. Keitz is the Associate Dean for Faculty Diversity and Development, Miller School of Medicine. She has been a physician for about 18 years and her goal is to do what she can to optimize the care of the patient and populations that we work with and to make an impact on the future. She thanked the Senate for its work in extending the tenure clock at the Miller School of Medicine.

MIAMI INSTITUTE FOR HUMAN GENOMICS [MIHG] AND COMPONENT CENTER PROPOSALS

[Please contact the Senate office to view the proposal.]

Jennifer McCafferty-Cepero presented the proposal with the suggestions requested and approved by the General Welfare Committee. She reviewed the proposal that creates an umbrella institution called the "Miami Institute for Human Genomics" with five separate component centers. The intent is for the centers to exist within the umbrella institute and not to exist in the absence of that institute as was recommended by the General Welfare Committee. The institute will reside initially at the Miller School of Medicine and will house disciplines that draw from a variety of departments at the Miller School. The letters of support for the institute come from all of the basic science chairs, a majority of the clinical departments that have research activities, and the major centers and institutes that already exist at Miller. The five-year projected plan was inadvertently missing from the proposal included with the materials so Dr. McCafferty-Cepero gave an oral summary. She then entertained questions from the floor.

A senator stated that he expects to see regular review of centers and institutes, and another senator asked about provisions to address the ethical aspects raised by advances in human genetics. Dr. McCafferty-Cepero responded that the institute is developing a program in conjunction with Dr. Ken Goodman of the University Ethics Programs.

A motion was made and seconded to approve the proposal. The motion was approved unanimously.

PROPOSAL FOR A DOCTOR OF PHILOSOPHY IN COMPUTER SCIENCE

[Please contact the Senate office to view the proposal.]

Huseyin Kocak presented the proposal for a Doctor of Philosophy in Computer Science. He pointed out that he had received additional letters of support as was requested by the Senate Chair. There is no additional funding needed. There were no questions.

A motion was made and seconded to approve the proposal. The motion was approved unanimously.

PROPOSAL FOR A NEW DEGREE PROGRAM, THE MASTER IN REAL ESTATE DEVELOPMENT AND URBANISM (MRED&U)

[Please contact the Senate office to view the proposal.]

Dean Elizabeth Plater-Zyberk was accompanied by Charles Bohl and presented the proposal. She discussed the aspects of design and the larger context of sustainable and livable communities, with concerns for environmental conservation, social equity, and economics. The University of Miami School of Architecture is recognized as the top school in the country for presenting the principles of the new urbanism. The Knight Program in Community Building has brought significant experience in the implementation of the principles, which have been built in and espoused by the faculty. This new degree is intended to be a mid-career program that will work with fellows of multiple disciplines and communities around the country under the sponsorship of the Knight Program. The comments of the General Welfare Committee regarding incorporation of ecological responsibility into the degree were endorsed by the school's faculty and wording was added to the proposal to reflect this commitment. The presenters entertained questions and comments from the floor.

A motion was made and seconded to approve the proposal. The motion was approved unanimously.

ACADEMIC STANDARDS COMMITTEE UNDERGRADUATE ADMISSION REPORT

[Please contact the Senate office to view the proposal.]

Dr. R. Stephen Cantrell, *ex officio* member of the committee, noted that the report is a continuation of reports in the past. He highlighted the comparisons of the university with other universities in the report and entertained questions from the floor. The Provost also reiterated some of the points of his presentation at the last Senate meeting. The Provost also entertained comments/questions from the floor.

A motion was made and seconded to accept the report. The motion was approved unanimously.

A motion was made and seconded to adopt the recommendation of the committee as the Senate's recommendation. The motion was approved unanimously.

MOVE OF MASTER OF PUBLIC ADMINISTRATION FROM THE SCHOOL OF BUSINESS TO THE COLLEGE OF ARTS AND SCIENCES

The First Vice Chair presented the proposal to move the Master of Public Administration from the School of Business to the College of Arts and Sciences.

A motion was made and seconded to approve the proposal. The motion was approved unanimously.

SENATE APPORTIONMENT

The First Vice Chair presented the General Welfare Committee's recommendation that the apportionment constant be kept at 10, increasing the number of senators to 50 by adding one senator for the Miller School of Medicine and one for the Frost School of Music.

A motion was made and seconded to approve the proposal. The motion was approved unanimously.

NOMINATING COMMITTEE

The Vice Chair pointed out that the Chair is willing to serve as chair again next year and thus has suggested that the Senate elect the Nominating Committee for next year's Senate officers. Norman Einspruch, Marvin Dawkins, Lenny Koniaris, Patricia Byers, and Lynne Fieber were nominated from the floor.

A motion was made and seconded to elect these individuals as the Nominating Committee. The motion was approved unanimously.

The remainder of the meeting was held in Executive Session to discuss the Outstanding Teaching Award recommendation.

The meeting adjourned at 6:09 p.m.

Respectfully Submitted,
Robyn Hardeman
Secretary of the Faculty Senate

FACULTY SENATE MEETING AGENDA
BankUnited Center, Hurricane 100 Room
March 26, 2008 – 3:30 p.m.

For all Items except B4 [CLICK HERE](#)
For Item B4 [CLICK HERE](#)

A.	<u>Introductory Matters</u>	Approx. Time
A1.	# <u>Chair's remarks</u>	3:30
A2.	President's remarks	3:35
A3.	Approval of today's agenda	4:00
A4.	# <u>Approval of minutes of February 27, 2008</u>	4:05
A5.	Other announcements	4:10
B.	<u>General Matters</u>	
B1.	Introduction of Sheri A. Keitz, M.D., Ph.D., Associate dean for Faculty Diversity and Development, Miller School of Medicine, Chief, Medical Service, Miami VA Healthcare System – S. Hayes	4:15
B2.	* <u>Miami Institute for Human Genomics and Component Center Proposals</u> – J. McCafferty-Cepero	4:30
B3.	* Proposal for a Doctor of Philosophy in Computer Science – H. Kocak	4:45
B4.	* <u>Proposal for a New Degree Program, the Master in Real Estate Development and Urbanism (MRED&U)</u> – E. Plater-Zyberk, C. Bohl	5:10
B5.	* <u>Academic Standards Committee Undergraduate Admission Report</u> – S. Cantrell	5:35
B6.	# <u>Move of Master of Public Administration from the School of Business Administration to the College of Arts and Sciences</u> – S. Hayes	6:00
B7.	# <u>Senate Apportionment</u> – S. Hayes	6:05
B8.	Election of Nominating Committee – S. Hayes	6:15
C.	<u>Other Business</u>	
D.	<u>Executive Session</u>	
D1.	Selection of the Outstanding Teaching Award recipient	6:20
E.	<u>Adjournment</u>	

related material

* These materials are not for public viewing and will not be posted on the Faculty Senate website.

Faculty Senate Office

file by # 2006-06

From: Senate Chair
Sent: Wednesday, July 06, 2011 6:55 PM
To: LeBlanc, Thomas J
Cc: Faculty Senate Office
Subject: Our discussion of a degree and a center

"misc. Action"

Tom,
You were right about the Real Estate Masters I raised with you. I have missed very few Senate meetings, but perhaps I missed this one. In any event, we checked and it was formally approved by the Senate.

As for the Hemisphere [whatever], I was right that the legislation sent to and approved by the President uses the name "Center on Hemispheric Studies". However, the back-up material for the legislation contains a document that looks a bit like a Charter (though it does not use that term), which discusses the "Center for Hemispheric Policy." While there is an apparent conflict, it seems to me that in light of the fact that the latter term was used contemporaneously with the approval of the legislation by the President, and has been used ever since, we should let the matter rest. I'll have the Senate Staff make a note for the files explaining the above, in case it arises again.

Regards,
Rick

p.s.: My complaint about the Center's abject failure to involve our own Latin American and Caribbean experts to any meaningful degree stands.

Faculty Senate Office

From: Faculty Senate Office
Sent: Monday, April 07, 2008 2:47 PM
To: Freyre, Maria Beatriz
Subject: Your copy of approved legislation

Hi Betty,

Below are links to Dr. Birnbach's copies of Legislation that has been approved by the President:

Legislation # 2007-39(B)- Miami Institute for Human Genomics (MHIG) at the Miller School of Medicine

Legislation # 2007-40(B)- College of Arts and Science Establishment of a Doctor of Philosophy (PhD) in Computer Science

Legislation # 2007-41(B) - School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED& U)

Legislation # 2007-43 (B)- Move of the Master of Public Administration from the School of Business Administration to the College of Arts & Sciences

Thanks,

Robyn

Faculty Senate Office
University of Miami
325 Ashe Administration Building
1252 Memorial Drive
Coral Gables, FL 33146
(305) 284-3721
Fax: (305) 284-5515
www.miami.edu/fs

Faculty Senate Office

From: Faculty Senate Office
Sent: Monday, April 07, 2008 3:18 PM
To: Plater-Zyberk, Elizabeth M.
Cc: Bohl, Charles C
Subject: legislation approved by the President

Below is a link to your copy of legislation that has been approved by the President:

Legislation # 2007-41(B) - School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED& U)

(This legislation has been forwarded to the Board of Trustees for their approval.)

Regards,
Robyn

Faculty Senate Office
University of Miami
325 Ashe Administration Building
1252 Memorial Drive
Coral Gables, FL 33146
(305) 284-3721
Fax: (305) 284-5515
www.miami.edu/fs

Faculty Senate Office

From: Faculty Senate Office
Sent: Monday, April 07, 2008 2:57 PM
To: Scandura, Teresa Anne
Cc: Rowand, Michele M
Subject: approved legislation

Attached are the links to your copies of legislation that has been approved by the President:

Legislation # 2007-40(B)- College of Arts and Science Establishment of a Doctor of Philosophy (PhD) in Computer Science (this has been forwarded to the Board of Trustees for their approval)

Legislation # 2007-41(B) - School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED& U) (this has been forwarded to the Board of Trustees for their approval)

Legislation # 2007-43 (B)- Move of the Master of Public Administration from the School of Business Administration to the College of Arts & Sciences

Thanks,

Robyn

Faculty Senate Office
University of Miami
325 Ashe Administration Building
1252 Memorial Drive
Coral Gables, FL 33146
(305) 284-3721
Fax: (305) 284-5515
www.miami.edu/fs

Faculty Senate Office

From: Faculty Senate Office
Sent: Tuesday, April 01, 2008 4:04 PM
To: Birnbach, David J; Plater-Zyberk, Elizabeth M.; Scandura, Teresa Anne; Bohl, Charles C
Cc: Pou, Kim
Subject: FW: #2007-41
Attachments: 2007-41B.pdf

Attached is your copy of legislation #2007-41(B) - School of Architecture Establishment of a Master Degree in Real Estate Development and Urbanism (MRED&U) that was sent to the President for her approval. You will be sent a copy of the final legislation once it has been approved by the President and Board of Trustees.

Regards,
Robyn Hardeman

Faculty Senate Office
University of Miami
325 Ashe Administration Building
1252 Memorial Drive
Coral Gables, FL 33146
(305) 284-3721
Fax: (305) 284-5515
www.miami.edu/fs

**UNIVERSITY OF MIAMI
SCHOOL OF ARCHITECTURE**

**PROPOSAL TO OFFER A
MASTER'S DEGREE IN
REAL ESTATE DEVELOPMENT
AND URBANISM**

Submission to Graduate Council Meeting

February 28, 2008

TABLE OF CONTENTS

1. BACKGROUND	3
1.1 Preparing for the Challenges Ahead	
1.2 Overview	
1.3 Rationale	
2. MARKET ANALYSIS	6
2.1 Analysis of Existing Programs in Real Estate	
2.2 Online Survey	
3. PRIOR REAL ESTATE COURSE OFFERINGS AND SEMINARS	9
4. PROGRAM FEATURES.....	10
4.1 Faculty	
4.2 Interdisciplinary Lecturers	
4.3 Core Curriculum	
5. ADMINISTRATION.....	19
5.1 Student Profile and Services	
6. PHYSICAL RESOURCES	21
6.1 Library and Archive Holdings	
6.2 Facilities	
7. BUDGET	22
APPENDICES	
A. SCHOOL OF ARCHITECTURE MEETING MINUTES	23
A.1 Faculty Updates	
A.2 Curriculum Committee Meeting Minutes, February 2, 2007	
A.3 Faculty Meeting Minutes, February 19, 2007	
B. ASSESSMENT OF LIBRARY HOLDINGS IN REAL ESTATE DEVELOPMENT	28
C. VISITING COMMITTEE.....	46
C.1 Summary of Recommendations	
C.2 Letters of Support	

1. BACKGROUND

1.1 Preparing For The Challenges Ahead

Real estate constitutes an estimated 35 percent of all assets in the United States and the construction and real estate industries represent nearly 15 percent of the national economy. The critical importance of the industry to national wealth, economic strength, and shaping the built environment in which we live, work, and carry out our daily lives is indisputable. The real estate industry that emerges from the current turmoil will face new challenges requiring skilled practitioners that have learned from current experience and are prepared to take advantage of the changing conditions, markets and opportunities to follow. As with prior real estate downturns and recessions in the 1970s, early 1980s and early 1990s, population and employment growth will continue to represent the dynamic ingredient creating pressure for growth and redevelopment in real estate markets. The U.S. population grew by 100 million people from 1968 to 2006 (39 years), and demographers and planning researchers are projecting that the population will add the next 100 million by the year 2037. Arthur C. Nelson and Robert Lang have sketched out the enormous scale of the challenges and opportunities that lay before us in their recent research.

“As the U.S. marches toward a population of 400 million, Americans’ household profile will change... Up to 35 to 40 million new housing units needed to meet the demand of the next 100 million people will likely be built for childless occupants. We know, too, that the volume of new non-residential development in the next few decades will exceed all such development that now exists. About 100 billion square feet of space will be constructed. Of that, about 70 percent will involve the reuse or redevelopment of existing space – mostly in the suburbs... The combination of changing demographics with associated demand for greater variety in housing types and density, plus redevelopment of the already built environment, will present an unprecedented opportunity to reshape the U.S.”

Each era of growth has been defined by changing market conditions and opportunities that have ushered in new real estate finance and development practices, and the future of real estate development will look different from its recent past. Low-density, single-use, automobile-dependent “sprawl” has remained the predominant pattern of development on the continent and is increasingly being “exported” as a development model abroad. According to Nelson, however, the changing demographics alone suggest that “the current supply of single-family detached homes on lots of more than 7,000 square feet may already exceed the demand projected for the next decade.” Even suburban proponents, such as Joel Kotkin, use walkable, mixed-use New Urbanism neighborhoods and communities as examples of the future of American suburbs. Responding to the needs of aging populations, changing household sizes and lifestyle preferences, the desire for more convenient live-work arrangements requiring less commuting, affordable and workforce housing, and “greener,” more energy efficient and disaster-resistant design, not only for buildings but entire neighborhoods, cities and regions, all represent challenges for the real estate industry that will continue to grow in the coming decades.

As a result, advancing livable community alternatives that address the development impacts of sprawl through the redevelopment of brownfields, greyfields, infill development, transit-oriented development and suburban retrofit will continue to represent a core challenge for the real estate, design, and community building fields. Urban regeneration will also continue to represent a parallel challenge in the U.S. and abroad, involving the rebuilding of U.S. cities after long periods of disinvestment and the evolution of international cities through a new era of industrial, environmental and demographic transformation. In short, the greatest opportunities for the real estate industry in the coming decades will increasingly involve the practice of urbanism at a variety of scales and intensities in the form of: the development of walkable, mixed-use villages, towns and resorts; the creation of town centers, mixed-use work places, market places and urban villages in suburban communities; construction of attractive urban neighborhoods and live-work settings that incorporate affordable and workforce housing in cities, and; in the form of attractive urban districts, waterfronts, and vibrant downtowns.

1.2 Overview

The School of Architecture proposes to create a one-year, 36-credit, interdisciplinary Master's in Real Estate Development and Urbanism Program that will blend the fundamentals of real estate development with the School of Architecture's strengths in the New Urbanism, livable community design, and civic engagement. The Program will prepare real estate industry professionals capable of tapping the power of the market to deliver compact, walkable, mixed-use development that offers a high quality of life for diverse populations to live, work and carry out their daily activities in attractive, sustainable neighborhoods and communities.

The proposal to create a MRED Program is the result of a deliberative four-year collaborative planning process involving faculty from the Schools of Architecture, Business, and Law, the three principal disciplines required to create a competitive interdisciplinary program. Described in more detail in this proposal, from 2004-2007 the School of Architecture tested the market for an interdisciplinary Master's in Real Estate Development and Urbanism Program. To test the market, we:

- Offered a series of seminars and a three-credit real estate courses each semester. The courses received an excellent response from the Architecture Schools' full-time and continuing education students who come from the private, public, and nonprofit sectors, including many University of Miami alumni.
- Commissioned a consultant's study of selected one- and two-year master's in real estate programs throughout the country, as an additional way of testing the market and benefiting from lessons learned by other master's in real estate development programs across the county. The study, which was completed in the summer of 2006, included interviews with the directors of each program reviewed and an extensive analysis of program materials and curriculum.
- Completed an on-line survey to gauge the market interest in a master's in real estate development as well as in continuing education courses and distance learning on a range of topics, including the New Urbanism.

The conclusion was that the time is right for the University of Miami's School of Architecture to create an interdisciplinary Master's in Real Estate Development and Urbanism Program. Such a program will position the University to capitalize on the international reputation of its School of Architecture in place making and community design and the learning laboratory offered by Florida's dynamic real estate market. It will also enable the University to become the teacher of those who will shape the built environment of tomorrow, thereby furthering the University's mission to "educate and nurture students, to create knowledge, and to provide service to our community and beyond." The real estate program will build on the strengths and passions of its faculty to help fulfill the School of Architecture's mission "to contribute to the world by making it more beautiful and to reveal beauty in its most humble circumstances."

1.3 Rationale

Real estate developers shape the built form (urban landscapes) of our communities. They have been referred to as the impresarios of the built environment, bringing together the diverse set of disciplines (including finance, design, planning, law, marketing, management, construction, politics, sociology, and psychology) needed to convert undeveloped or underdeveloped land and resources into new real estate products (homes, civic uses, and places of employment and entertainment). The way they convert resources to new development products can improve, or exacerbate, the impacts of growth and the livability and lasting economic value of communities. However, few developers are exposed to or educated on how to design communities – the streets, buildings, and public spaces – and how to respond to a more demanding public and complicated regulatory process that is emerging in response to growth pressures.

On the other side of the table, few planners, lawyers, architects, or others who influence urban development understand the real estate development process, which makes them less effective in having a positive impact on how development occurs. The net effect is that real estate development can no longer be a self-contained profession. To be successful, those involved in real estate development need advanced training and education in order to have expertise in the full range of real estate product types and across the full-range of issues that real estate touches, particularly in the fields of design, finance, and public policy. Developers, who are typically educated in a single field such as business or law, need to learn more about how to plan and design communities and negotiate the public regulatory process; designers, planners, and lawyers need to learn more about the finance, market analysis, management, marketing and “deal making” aspects of the development process.

The School of Architecture and the University of Miami are uniquely positioned to offer the cross-discipline advanced training and education needed. The School has developed a national and international reputation in architecture and community design and is located in a high-growth international city in a high-growth state that provides an ideal environment for students to learn first hand about the complexities of real estate development. Over the past three years the School has also successfully delivered courses and continuing education seminars in real estate for University students and mid-career professionals, and it is now ready to offer a Master’s in Real Estate Development and Urbanism that draws on the University’s strengths in architecture, business, law, and urban studies. Such a program will fill a missing gap in the University system: an interdisciplinary master’s level program in real estate development that enables students to learn the full range of skills needed to produce the places (and real estate products) that create lasting value and positive benefits.

1.3.1 The School of Architecture’s Record

The School of Architecture is considered the nation’s premier educational institution for the study and research of the New Urbanism. Its philosophy of balancing the academic and the practical, and examining developments and communities through the eyes of the multiple disciplines that impact the development of real estate, create the ideal environment for a successful interdisciplinary, practitioner-oriented Master’s in Real Estate Development and Urbanism Program. In January 2007, the School was unanimously selected by its New Urbanist peers to receive the John Nolen Medal for Contributions to Urbanism in Florida. That award, given by the Florida Chapter of the Congress for the New Urbanism (CNU), recognizes an outstanding institution or company for its innovative, quality work and demonstrated commitment to creating enduring settlements and advancing the principles of the Charter of the Congress for the New Urbanism. (Florida has more New Urbanist developments and plans than any other state in the U.S. and from 2002 to 2005 more than doubled the number of projects and plans.)

Other awards include a 2006 Charter Award from the Congress for the New Urbanism, the leading national organization advancing walkable, human-scaled neighborhood development as the building block of well-defined cities and towns. The Charter Awards program is CNU’s main vehicle for recognizing work that best embodies and advances the principles of the Charter. Recognition also came from the publication *New Urban News*. In response to a 2006 survey, the University of Miami School of Architecture was identified as the number one school for providing the best training for New Urbanist practitioners. The School of Architecture was also listed as the school most often attended by recent hires. The *2007 Planetizen Guide to Planning Schools* also recognized the University of Miami as the top ranked institution under “Best Schools for New Urbanism.”

1.3.2 The South Florida and Florida Real Estate Environment

Almost 1,000 new people move to Florida each day. By 2030, Florida will be one of the top five states for both the largest number of residential units that are new and the highest percentage of residential units that are new, and number four among the states in the percentage of commercial and institutional development that is new.ⁱⁱ That growth means that most of Florida’s 2030 built environment (the new real estate products) have yet to be constructed, giving real estate developers and their educators a

tremendous opportunity to determine the Florida of the future. It also means heightened pressures on communities and developers to pursue more sustainable development models to address concerns about gridlocked traffic, a loss of environmental resources, and a diminishing quality of life.

Growth pressures are particularly acute in South Florida, home to one-third of the state's population. With the Atlantic Ocean to the East and the Everglades to the West, South Florida communities have no alternative but to make better, more intense, and new uses of the land dedicated to development. The result is two-fold. One, real estate development in South Florida is increasingly more complex and requires a more sophisticated knowledge of urban design and real estate markets and products. Two, because of the speed of growth and concerns about losing community livability and a sense of place, residents of South Florida are demanding more from real estate developments and the development process, and local governments are adding more layers of regulations to better manage growth.

2. MARKET ANALYSIS

The School of Architecture initiated two tests to evaluate the market for a Master's in Real Estate Development and Urbanism Program: in March 2006, an analysis of a selected group of master's in real estate programs associated with other universities, and in December 2006, a survey to gauge interest in New Urbanism and real estate education programs. Those two tests reinforce the results of the School's course offerings and continuing education seminars in real estate, which demonstrated a strong interest in continuing education in a multi-discipline real estate development program.

2.1 Analysis of Exiting Graduate Programs in Real Estate

In late fall of 2005, the University of Miami's School of Architecture Knight Program in Community Building commissioned a study of selected master's in real estate programs. The results of the study are contained in a two-part report completed in the summer of 2006: a narrative that summarizes the conclusions and findings of the study, and a spreadsheet containing a detailed summary of the selected programs. The information from the report was used to inform the curriculum for the proposed one-year, interdisciplinary Master's in Real Estate Development and Urbanism Program. A two-step process was used to develop the report: a review of a range of master's in real estate programs and a study of selected master's in real estate programs through a combination of interviews with the directors of the selected programs and an in-depth review of relevant print and website information, particularly that related to the program's curriculum. The Urban Land Institute's tenth edition of its *Directory of Real Estate Development and Related Education Programs*, considered the most comprehensive listing of real estate development educational programs, served as an important source of information for the review.

2.1.1 Interviews with Real Estate Program Directors

Of the 17 real estate programs selected for the study, seven are one-year master's in real estate programs, with three being affiliated with a school of architecture or planning and four affiliated with a school of business. Because of the limited number of one-year programs, additional programs were included because of their interdisciplinary focus and affiliation with a school of architecture or planning: two, two-year master's in real estate programs; three master's in architecture or planning programs with a real estate concentration; and two certificate in real estate development programs. In addition, three master's in business administration (MBA) programs that offer a real estate major or concentration were reviewed to provide comparative information.

Examples of real estate development master's programs affiliated with a school of architecture or design that were examined are listed on the next page. The University of Maryland's School of Architecture's proposed Master's of Professional Studies in Real Estate Development (now established) was also reviewed, and the Associate Dean in charge of establishing the program was interviewed as a part of our assessment process. The real estate program will be complimented by the National Center for Smart Growth Research and Education, a part of the University of Maryland's School of Architecture. The

Center presents funded research and education program opportunities for graduate students from the School. (The School of Architecture sent a faculty member to one of the University of Miami's School of Architecture's real estate finance seminars as part of its own research.)

Specific programs reviewed that are affiliated with a school of architecture or design include:

- Columbia University, Graduate School of Architecture, Planning, and Preservation – Master of Science in Real Estate Development (MSRED)
- Cornell University, a joint partnership with the College of Architecture, Art, and Planning, the College of Engineering, the Johnson School of Management (where the program is based), and the School of Hotel Administration – Master of Professional Studies in Real Estate (MPS)
- Harvard University, Real Estate and Urban Development Advanced Studies Program, Harvard Design School – Master's in Design Studies (MSDesS) with a concentration in real estate and urban development
- Massachusetts Institute of Technology, Center for Real Estate, School of Architecture and Planning – Master of Science in Real Estate Development (MSRED)
- Texas A and M, College of Architecture, Department of Landscape Architecture and Urban Planning – Master's in Urban Planning and Land Development (MSLD)

Two examples of the certificate in real estate development programs reviewed are:

- University of Michigan, Taubman College of Architecture+Planning, in a joint venture with the Stephen M. Ross School of Business, the University of Michigan Law School, the Gerald R. Ford School of Public Policy, the School of Public Health, and the School of Natural Resources and Environment – Certificate in Real Estate Development (plans are under way to create a Master's in Real Estate Development)
- University of Pennsylvania, School of Design, in cooperation with the Wharton School – Certificate in Real Estate Design and Development

Two other programs reviewed are affiliated with a school of planning or public policy:

- Clemson University, Center for Real Estate Development, Department of Planning and Landscape Architecture, School of Design and Planning, in joint partnership with Department of Finance in the College of Business – Master of Real Estate Development (MRED)
- University of Southern California, Lusk Center for Real Estate Development, School of Policy, Planning and Development – Master's of Real Estate Development (MRED)

2.1.2 Study Highlights

The findings from the interviews are outlined in detail in *Creating a Master's Degree Program in Real Estate Development: Interview Conclusions and Observations*, prepared for the university's School of Architecture in 2006. Highlights of the report's findings are summarized below.

Interview Highlights – Master's in Real Estate Programs:

- Because the University of Miami is located in a high-growth, highly regulated, and complex real estate market that requires a more sophisticated knowledge of real estate markets and products, public policy, and the urban development context, the time is right for the School of Architecture to establish an interdisciplinary Master's in Real Estate Development and Urbanism Program that builds on its international reputation in livable community design, place making and the New Urbanism.
- A University of Miami real estate program should emphasize the unique strengths of the university and the metropolitan region and its international connections. The School of Architecture's reputation as a center of teaching and learning for New Urbanism represents a powerful "brand" that can distinguish the program from the pack of generic real estate programs.

- The University of Miami would be the only institution in Florida offering an interdisciplinary Master's in Real Estate Development and Urbanism Program affiliated with a school of planning or architecture, and the program would be only the second of two such programs in the Southeast. (The other is Clemson's two-year degree program, which lacks the learning laboratory of Miami's dynamic real estate market.)
- Reflecting the rapid changes in the real estate industry that began in the 1980s and the increasing complexities of the real estate development process, the majority of interdisciplinary master's degree programs in real estate development created since the early 1990s have been as a response to a growing developer-demand for courses that teach the full gamut of the real estate development process.
- An interdisciplinary real estate program should include a balance of theory- and practical-based courses and should focus on all the facets of real estate development. Such a program should offer interactive learning and hands-on experiences with real-life projects and case studies and produce timely research geared toward the needs of the real estate industry. Such a program should also offer opportunities for students to participate in roundtable discussions and seminars that bring together faculty, students, and practitioners.
- To produce students with the comprehensive, practical knowledge of real estate needed to hit the ground running upon graduation, the curriculum in an interdisciplinary-oriented program typically focuses on the real estate development process and requires core courses in traditional real estate courses, such as real estate finance, market analysis and law, plus courses incorporating urban design, site design and the public process. The one-year master's in real estate programs reviewed for this study require between 32 and 44 credit hours, which fall over a summer, fall, and spring semester. Most programs require a year-end capstone project or thesis.
- Faculty for the program should draw from the range of disciplines involved in the real estate development process (for example, architecture, law, business, and construction management) and should involve both full-time and part-time (those involved in real estate development or design) faculty in order to provide students an in-depth understanding of both the theory and practice of real estate development. Real estate programs also utilized practitioner guest lecturers to augment faculty experience.
- Program staff typically includes a program director, who also teaches classes in the real estate program, and several support staff (for example, personnel to handle administrative matters, marketing, outreach, and student support services).
- The litmus test for a successful master's in real estate development program is the number of students placed in jobs. This means that a successful program should feature a strong student career program that offers opportunities for networking, internships, and learning about different types of real estate careers. It also means that real estate practitioners need to be engaged in the program through participation on an advisory board and through teaching and mentoring students, helping students find jobs, and providing internships.

2.2 Online Survey

In December 2006, the School of Architecture conducted a survey to assess interest in continuing education in the New Urbanism and Real Estate Development. The survey was sent to a broad range of individuals associated with real estate development and the New Urbanism. Those surveyed included the School of Architecture's Knight Program in Community Building's 1,200-member email list and the LISTSERVS of six professional organizations representing architects, planners, developers, attorneys, and the public service sector. The responses of the 205 individuals participating in the survey are summarized below.

2.2.1 Survey Respondents

Of the 188 who responded to the question about personal information, the majority (57.5 percent) came from the fields of architecture and planning. Another 30 percent, respectively, came from the development and real estate industry fields and from the nonprofit and public sectors. Most (51 percent) of the respondents have been in their profession less than 10 years. Florida was well represented in the respondents: one-third (31 percent) of respondents were from Florida, the majority of whom were from South Florida (Miami-Dade, Broward, Palm Beach, and Monroe counties). Another 40 percent of respondents came from the Southeast (21.7 percent) and the East (18.3 percent). The balance of respondents were from the Midwest (13.3 percent), West (9.4 percent), or outside the US (5.6 percent).

2.2.2 Survey Results

The survey was conducted on-line, using the survey service called Survey Monkey, a well-established web-based survey instrument. Survey questions covered interest in a number of levels of learning: on-line, distance learning; semester-length courses; and a one-year Master's Program in Real Estate Development with a focus on the New Urbanism. Of those responding to this question (196 of 205), over half (52 percent) indicated that they were interested in such a one-year master's program. A majority (80.2 percent) of those responding to the question about a Master's in Real Estate Development indicated an interest in part-time (evening and weekend) program. A continuing education certificate program (offered through a series of six on-campus two- and three-day courses over three years) in real estate development with a focus on the New Urbanism also received a high level of support (53.5 percent) of those responding to this question (185 of 205). An even higher number (77.5 percent) expressed an interest in distance learning courses in real estate development with a focus on the New Urbanism.

3. PRIOR REAL ESTATE COURSE OFFERINGS AND SEMINARS

Over the past four years, the School of Architecture's Knight Program in Community Building has collaborated with faculty members from the School of Business and School of Law to offer seminars and full semester courses on real estate development and the New Urbanism. The seminars' intensive executive education format is designed for practicing professionals and other continuing education students. Continuing education credit is available for certain courses.

The semester-length courses have also provided a good test for a program that blends the fundamentals of real estate development with the School of Architecture's strengths in New Urbanism and livable community design. The track record to date, based on the variety of Miami-based seminars and courses listed below, demonstrates a strong response. Collectively these seminars have served over 450 students representing a combination of practitioners from the private, public, and non-profit sectors, including many alumni, as well as full-time University of Miami students in architecture, business and law.

School of Architecture real estate seminars and courses previously offered (number of students in parentheses):

- Introduction to Real Estate Development (combined Architecture and Law School LLM course), Spring 2007 (40), 2008 (40)
- Introduction to Finance for Real Estate Development, 2004 (55), 2005 (56) (with the Finance Department, School of Business)
- Market Analysis & Marketing for Real Estate Development, November 8-9, 2004 (38)
- Real Estate Law, Negotiations and Approvals, Jan. 20-21, 2006 (15) (with the Business Law Department, School of Business)
- Real Estate Development Methods for Urban Redevelopment and Preservation, Mar. 16-17, 2006 (28 students)

- Retail Development: From Shopping Centers to Town Centers, Apr. 28-29, 2005 (25)
- National Charrette Institute Charrette Planner™ Certification, Feb. 22-24, 2006, (41), Feb 14-16, 2007 (40), Jan 16-18, 2008 (40)
- How to Become a Town Architect, Nov. 12, 2005 (21)
- Charrette Planning: The Public Process for Real Estate Development, Mar 2-4, 2005 (38)

4. PROGRAM FEATURES

The Master's in Real Estate Development and Urbanism program will blend the strengths of the University of Miami's Schools of Architecture, Business and Law to create a world class program that combines the fundamentals of real estate development with the School of Architecture's international reputation in New Urbanism encompassing urban architecture, livable community design and civic engagement. The program is designed to provide students with the tools and practical experiences needed to compete in the fast-paced and changing world of urban real estate development, having a thorough knowledge of cutting edge real estate concepts and successful town-planning and design principles, and equipped with an understanding of the ethical and civic responsibility of an urban real estate developer.

Students will be exposed to the full range of disciplines involved in the real estate development process, including finance, market analysis, project and construction management, negotiations, marketing, ethical issues in real estate, architecture, law, economics, and site planning and design.

Students will gain a thorough understanding of the dynamics of each real estate sector, with an emphasis on compact, walkable urban applications and mixed-use developments. The program will incorporate ethics across the curriculum to help prepare students for the complexity of ethical issues involved in the development process and potential partnerships between public, private and non-profit sector entities. The program will also incorporate the very latest theory, research and practices on green architecture and design, including thorough exposure to the Leadership in Energy and Environmental Design (LEED) and new LEED-Neighborhood Development (LEED-ND) training, standards and certification process for energy efficient design and development, and traditional methods of achieving green architecture and sustainable design.

Establishing the Master's in Real Estate Development and Urbanism Program in the School of Architecture brings the university a number of benefits:

- Addressing the stated needs and interests of students and alumni in architecture, business, law, engineering and other academic programs seeking expertise in real estate development
- Training a new generation of developers to share the school's mission and commitment to architecture as a civic art
- Creating synergies between a masters degree program in real estate and existing programs, including the Master's of Architecture in Suburb and Town Design Program, the School of Business MBA program, the School of Law's LLM program in Real Property, and the Urban Studies Program
- Expanding funding opportunities for the school's future through new associations and research opportunities

4.1 Faculty

The Master's in Real Estate Development and Urbanism Program will ultimately require two new full-time Real Estate faculty members, one of whom will also serve as the Real Estate program director, as described below in the section on administration. Underscoring the interdisciplinary nature of the

Master's in Real Estate Development and Urbanism Program, the additional faculty members required will draw from existing faculty within a number of schools and departments across the University. By drawing on existing faculty, the program will build on, not duplicate, their strengths.

For example, in addition to the School of Architecture, faculty will include the School of Business (named the number one business school in Florida by the *Wall Street Journal* and the number five business school in the nation by *Hispanic Business*), which offers concentrations in finance and marketing in its Master's of Business Administration program; the College of Engineering; the School of Law, which offers a Master's in Real Property and Development for lawyers dedicated to working in the real estate field as attorneys or entrepreneurs; and the Urban Studies Program which offers an Undergraduate Minor and includes faculty from the College of Arts and Science and the School of Architecture.

Existing faculty that can contribute to the Master's in Real Estate Development and Urbanism program include:

4.1.1 School of Architecture

***Elizabeth Plater-Zyberk, Professor & Dean**
Courses: Urban Design and Development and Suburb and Town Design Housing Seminar

Specialties: architectural design, urban design, and town planning

***Dr. Charles C. Bohl, Research Associate Professor and Director**
Knight Program in Community Building
Courses: New Urbanism Planning and Design, Introduction to Real Estate Development, Design & Development Case Studies

Specialties: planning, design, and the development of livable communities, mixed-use development

***Jaime Correa, Assistant Professor**
Knight Professor in Community Building
Courses: New Town Planning and Design, Urban Design Studio

Specialties: urban architectural design, urban design and graphics

Joanna Lombard, Professor
Courses: urban architectural design
Specialties: Architecture, Landscape & Urbanism, Health Care and Environment

Allan Schulman, Associate Research Professor
Courses: Suburb and Town Design Housing Seminar
Specialties: urban design and South Florida modern architecture

Extensive adjunct faculty in real estate development and urbanism practice

4.1.2 School of Business

Dr. Anita Cava, Professor of Business Law
School of Business Administration
Specialties: legal environment of business and business ethics

***Dr. Andrea Heuson, Professor, Finance**
Finance Department
Courses: Real Estate Finance and Real Estate Capital Markets
Specialties: real estate finance and international business analysis

Dr. William Landsea, Associate Professor, Finance
Finance Department
Courses: Real Estate Finance and Real Estate Capital Markets
Specialties: real estate investment, business finance

Dr. Arun Sharma, Professor and Chairman, Department of Marketing
Specialties: Marketing strategies, marketing orientation, marketing productivity

***Dr. Ram Krishnan, Research Professor**
Marketing Department
Courses: Market Analysis and Marketing for Real Estate Development
Specialties: real estate marketing strategies and international marketing

Dr. Rene Sacasas, Professor and Chairman
Business Law Department
Courses: Real Estate-Land Use Law and Contracts

Specialties: international commercial law, purchasing law, and real estate

*Dr. John C. Dellagloria, Lecturer
Business Law Department
Courses: Real Estate Law
Specialties: business law, real estate law, and legal aspects of real estate transactions

4.1.3 School of Law

Douglas K. Bischoff, Director
Graduate Program in Real Property Development
Course: Real Estate/Land Use Law and Contracts
Specialty: real property development

*Jack Winston, Lecturer
Graduate Program in Real Property Development
Courses: Real Estate Development
Specialty: real estate development and marketing

Anthony V. Alfieri, Professor of Law, Founder and Director,
Center for Ethics and Public Service

Extensive adjunct faculty for the Graduate Program in Real Property Development

4.1.4 College of Engineering

*Prof. Gerald F. DeMarco, Lecturer

Department of Civil, Architectural, and Environmental Engineering
Course: Construction Management and Technology
Specialty: construction management and technology

4.1.5 Urban Studies Program Faculty

Prof. Jan Nijman, Geography & Regional Studies, Director
Robin Bachin, History
Greg Bush, History
Dale Chitwood, Sociology
Richard Grant, Geography & Regional Studies
Jean-Francois LeJeune, Architecture
Peter Muller, Geography & Regional Studies
Bryan Page, Anthropology
Jonathan West, Political Science
George Wilson, Sociology
Traci Ardren, Anthropology
Sonia Chao, Architecture
Mary Lindemann, History
David Luis-Brown, English
Michael Miller, History
Nicholas Patricios, Architecture
Shouraseni Sen Roy, Geography & Regional Studies

* Faculty that have previously taught real estate courses offered by the School of Architecture

4.2 Interdisciplinary Lecturers

A major asset of a Miami-based Master's in Real Estate Development and Urbanism Program is the ability to leverage the School of Architecture's international reputation and draw on a large network of highly skilled and sophisticated real estate and community building experts and visiting scholars as distinguished guest lecturers. Past lecturers, fellows & scholars have included:

Robert Davis, founder of Seaside, the seminal New Urbanist development, and Co-Founder of Arcadia Realty Company

Andres Duany, a founder of the internationally recognized New Urbanist architectural firm, Duany Plater-Zyberk & Partners, Miami, FL

William Gietema, Co-Founder and CEO of Arcadia Realty Company, Knight Fellow in Community Building, Dallas, TX

Michael Katz, Miami Asset Management Company (MAMCO)

Anthony Graziano, President Intera Realty

Patricia Blasi, President Terranova

Jack Lowell, V.P. Codina Group

Tim Hernandez, New Urban Communities

Jeremy Shapiro, Mgr. First Industrial Realty

Mark Ellert, Inter-Link Hospitality Group

Jack Osterholt, Former County Manager,
Broward County

William Lennertz, founding director of The
National Charrette Institute

Armando Montero, Armando Montero and
Associates

Neisen O. Kasdin, Shareholder, Akerman
Senterfitt, former Mayor, Miami Beach, FL

Anthony J. Trella, The Meranth Company,
ULI Trustee

Michael Cannon, Integra Realty Resources
South Florida

David Pace, Managing Director of Baldwin
Park Development Company

Lee Sobel, Director of the United States
Environmental Protection Agency Smart
Growth Program, Knight Fellow in
Community Building, Washington, D.C.

Robert Turner, founder and CEO of
Habersham Development Companies,
Beaufort, SC

Jack Winston, Senior Consultant, Goodkin
Consulting Corporation

Michael J. Swerdlow, President of Swerdlow
Group

Todd Zimmerman and Laurie Volk, Co-
Managing Directors of Zimmerman/Volk
Associates

Jackie Benson, Managing Director of Benson
Miles TND, urban marketing specialists

Carol Coletta, CEO of CEOs for Cities,
Producer & Host, SmartCity Radio

W. Tod McGrath, lecturer, MIT Department
of Urban Studies and Planning, Center for
Real Estate, and President of AdvisoRE, LLC

James R. Epstein, Co-founder and CEO, EFO
Capital Management, Inc., Knight Fellow in
Community Building, Washington, D.C.

Andrew Miller, Forest City Ratner Cos,
Knight Fellow in Community Building,
Brooklyn, NY

Russell Bloodworth, Executive Vice
President, Boyle Investment Company, Knight
Fellow in Community Building, Memphis, TN

Joseph R. Molinaro, Director, Smart Growth
Programs, National Association of Realtors,
Washington, D.C.

Christopher Leinberger, founding partner,
Arcadia Land Company, former managing
partner and co-owner of Robert Charles Lesser
& Co., Visiting Fellow with the Brookings
Institution

Thomas DiGiovanni, founder of New Urban
Builders, Chico, CA

Vince Graham, founder and President, I'On
Group, Mount Pleasant, SC

Joel K. Goldman, Real Estate Attorney,
Greenberg Traurig, P.A.

Doris S. Goldstein, Attorney

Richard Grosso, Executive Director, The
Environmental and Land Use Law Center, Inc

Frank Schnidman, Executive Director, The
North Miami Community Redevelopment
Agency

Alan R. Schwartz, Judge (retired), Third
District Court of Appeal

Stephen Siskind, President, Siskind, Carlson
& Partners

Ralph Conti, lead course instructor, partner
and vice president of development, North
American Properties, Atlanta

Emerick Corsi, executive vice president,
Forest City Enterprises, Cleveland

Gordon "Skip" Greeby, principal, Greeby and
Associates, Chicago

Yaromir Steiner, founder & CEO, Steiner &
Associates, Columbus

Mark Toro, regional partner, North American
Properties, Atlanta

Dr. Hank Fishkind, principal, Fishkind &
Associates, Orlando

Bob Gibbs, Gibbs Planning, Birmingham, MI

Terry Shook, Shook Kelley Inc

4.2.1 The Urban Land Institute

The School of Architecture's involvement in the Southeast/Caribbean District Council and national organization of the Urban Land Institute (ULI), a nonprofit research and education organization with

more than 34,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, will help the program to attract students and draw instructors and seminar speakers from the extensive ULI network. Since 2001, the seven-county Southeast Florida/Caribbean District Council has more than doubled in size to more than 1,100 members. Dr. Charles Bohl, Director of the School of Architecture's Knight Program in Community Building, has served as the Academic Chair of the District Council's Executive Committee since 2004 and currently serves on the ULI in the Community national advisory committee.

4.3 Core Curriculum

The one-year master's program will require 36 credits (29 core credits and 7 elective credits), as outlined on the following page. The curriculum is based on the in-depth study of real estate programs at leading universities nationwide and the review and input of the visiting committee members from real estate programs at MIT, Columbia and the University of Pennsylvania.

Teaching will consist of classroom instruction, seminars, design-and-development studios, and independent research involving real estate development theory, methods, process and practice. The curriculum will incorporate rigorous course work, drawing on current theory and research in both real estate and livable community design. Special attention will also be given to project-based, interactive courses that provide hands-on learning through real world case studies sponsored by and involving real estate practitioners.

Students will also be required to attend the annual ULI Fall Meeting, to gain exposure to all aspects of the industry including networking opportunities for business and employment at this premier real estate industry event, and the annual Congress for the New Urbanism (held in the spring), to gain exposure to cutting edge livable community design and additional networking opportunities. Students will also be required to attend the National Charrette Institute and complete certification in the NCI charrette planning curriculum during the winter intersession. The NCI program prepares students to apply the charrette process in both public sector workshops and private practice to engage citizens, stakeholders and all members of a development and design team to come up with a buildable plan that is responsive to the competing demands of citizen and stakeholder groups and the bottom line.

The summer sessions will include an intensive case studies practicum and a charrette in which students will apply all of the knowledge and skills acquired through their prior coursework. The case studies practicum will incorporate a series of short, intensive laboratory scenarios that require the students to work in teams to develop optimum approaches to real estate development problems incorporating livable community design. The capstone project and event for the one-year program is the summer charrette, an intensive urban design and development studio in which students work with faculty as part of a multi-disciplinary team on an urban development project. Students will also have the option of pursuing individualized research on real estate and urbanism through electives and independent study under the supervision and direction of faculty.

The intent is to produce scholars and students who have a well-grounded theoretical and practical knowledge of the real estate development and community design fields and an understanding of the social and community-building responsibilities of the real estate industry. The synthesis of the fundamentals of real estate development with livable community design will produce scholars and practitioners prepared to advance sustainable development.

ONE-YEAR MASTERS DEGREE IN
REAL ESTATE DEVELOPMENT AND URBANISM
36 Credits (30 Core Credits and 6 Elective Credits)

PRE-SEMESTER FUNDAMENTALS

New Urbanism Online course. Incoming students will be required to successfully complete the New Urbanism Online course, providing an introduction to the principles of New Urbanism.

One-Week Pre-semester Real Estate Development and Urbanism Camp
Fundamental skills to bring all students up to a baseline of technical expertise (e.g., time value of money; computer spreadsheet models for real estate applications, financial formulae) and knowledge including current trends in real estate markets and professional practice and architecture, urbanism and urban design literacy.

FALL SEMESTER

- *Real Estate Development and Urbanism (3 cdt)
- Financing Urban Real Estate Development (3 cdt)
- Law, Negotiations and Approvals for Real Estate Development (3 cdt)
- Market Analysis for Urban Markets (3 cdt)
- Elective (3 cdt)

WINTER INTERSESSION

National Charrette Institute

SPRING SEMESTER

- Complex Transactions (3 cdt)
- *Urban Infill and Redevelopment (3 cdt)
- Design, Construction Management and Implementation (3 cdt)
- Entrepreneurship: Building A Real Estate Development Company (3 cdt)
- Elective (3 cdt)

SUMMER SESSION I

Integrated case studies practicum (3 cdt)

SUMMER SESSION II

*Charrette: Urban Design and Development Studio (3 cdt)

* These are courses with a direct tie-in with seminars and studios offered through the existing post-professional degree program in Suburb and Town Design that will blend the fundamentals of real estate development with the School of Architecture's strengths in New Urbanism and livable community design

ELECTIVES

The program will offer a range of electives in architecture, real estate, and related fields

- ARC 528 Historic Preservation
- ARC 541 Seminar on Town Design
- ARC 590 History of Cities
- ARC 567 History of Architecture I
- ARC 568 History of Architecture II
- ARC 622 Seminar on Housing
- ARC 652 Mgt of Professional Practice
- ARC 623 Seminar on Redesigning Suburbia
- Securitization and Real Estate Capital Markets

Past seminar topics / potential elective courses:

- Urban Retail and Town Center Development
- Urban Residential Development
- Transit Oriented Development
- Sustainable Development
- LEED and LEED-ND Certification

4.3.1 Course Descriptions

Introduction to Real Estate Development and Urbanism (3 cdt)

This introduction to real estate development and urbanism encompasses the fundamentals of real estate development and the physical planning and design of urban places. The course will develop the students' understanding of the economic forces that impact building and project design decisions in the real estate development process, emphasizing the ability of livable community design to enhance financial performance and asset value. The course covers the many challenges of the development process such as analyzing market sectors and development opportunities, comprehending the development context of regulation, public policy and politics, raising investment capital, assembling land, program formulation, building types, construction management, marketing, and sales. Core real estate theory, methods, and practice are applied to developing urbanism at a variety of scales and intensities. This course may involve case studies, urban design studio work, and team projects. Prerequisites: The New Urbanism Online course and "Real Estate Development and Urbanism Camp."

Financing Urban Real Estate Development (3 cdt)

This course covers concepts and techniques for analyzing financial decisions in property development and investment including: real estate economics and investment performance measurement, leasing and property income streams, pro forma analysis, basics of equity and debt valuation, income tax and leverage considerations, mortgages, and deal structures. Emphasis is placed on the financing of individual projects. Special topics will include financing strategies and applications for urban mixed-use projects and the financial implications of building and neighborhood design choices. Prerequisites: Familiarity with computer spreadsheets, concepts of net present value, and other financial formulae (covered in the pre-semester "Real Estate Development and Urbanism Camp").

Market Analysis for Urban Markets (3 cdt)

Identification of critical market factors in national, regional, and urban real estate markets that determine development opportunities. Topics include business and construction cycles, regional and urban growth trends, commercial and industrial location theories, and advanced demographic analysis and projection techniques to project and analyze occupancy, rental growth, absorption, and competitive supply. The course will include data sources and techniques for analyzing and projecting the market potential of individual components (single and multi-family housing types, and various types of retail, hotel and office properties), and mixed-use projects estimating the demand for a variety of residential, retail, resort and office components of projects in urban contexts. The course will include a focus on development programming and design, and the integration of marketing and finance with physical planning.

National Charrette Institute (NCI)

The course offers a complete overview of the NCI Dynamic Planning process, which provides holistic solutions to design and public involvement obstacles encountered in most conventional planning processes. The NCI program prepares students to apply the charrette process in both public sector workshops and private practice to engage citizens, stakeholders and all members of a development and design team to come up with a buildable plan that is responsive to the competing demands of citizen and stakeholder groups and the bottom line. The course topics include: how the public process can be organized to create win-win outcomes for communities and developers; the role can charrettes (public design workshops) play in community planning and real estate development; and the most effective ways to conduct charrettes. This intensive, two-part certificate training addresses these topics and others, exploring the nexus between public participation, the design of livable communities, and the real estate development and approvals process. The NCI Certificate Program includes the necessary tools and techniques to prepare students for planning and managing a charrette. Upon completion of the course (parts I and II), attendees will receive an NCI certificate of completion.

Law, Negotiations and Approvals for Real Estate Development (3 cdt)

This course addresses the fundamentals of law and the entitlement process as it applies to real estate development, including contractual aspects of real estate development, finance, management and ethical issues in the development process. Topics include structural organization and tax

consideration, environmental risk allocation, sale agreements, architect and construction contracts, financing alternatives, ground leases and commercial space leases, affordable housing projects, and public-private development agreements. The course also provides a real world overview of the review and approvals process. In between the acquisition of land, the design of a project and the sale and leasing of buildings there is a lengthy and complex process through which every real estate development passes through. First and foremost this process involves legal aspects, with respect to land use law, the laws governing environmental regulations, the creation and capabilities of community development districts, community revitalization agencies and other policies and entities governing the development process, and the potential for various individuals and groups to make use of the legal system to challenge various aspects of development proposals. The development process also involves the social and political dynamics of communities that are brought out through the negotiations and approvals process – public presentations, workshops, charrettes, zoning boards of appeals, staff meetings, planning commission hearings, city council meetings, and a myriad of individual and group meetings and dialogs with citizens, land owners, school boards, environmental groups, and all manner of advocacy and special interest groups active in the community sometimes referred to collectively as “stakeholders.” The course considers the development process from all perspectives – that of the developer, the community, the law, and various special interest groups.

Complex Transactions (3 cdt)

An advanced course in real estate finance, law and deal structuring from the perspective of developers. Using the case study method, the course will explore the legal components and the skills needed for drafting the documentation involved in sophisticated real property transactions, as well as complex original financings including establishing effective public-private partnerships, structuring workouts for troubled properties, analyzing investment opportunities, real options theory and derivatives. Case studies will analyze the details of transactions including:

- drafting and negotiating purchase and sale contracts for commercial properties;
- providing financing for commercial real estate;
- analyzing and addressing conveyancing issues arising from business entities;
- leasing issues involved with commercial transactions;
- analyzing conveyancing issues arising from different types of properties;
- analyzing environmental issues in real property and lending transactions; and
- recognizing and dealing with the unique features involved with like-kind exchanges

Prerequisite: Successful completion of Real Estate Finance and Real Estate Law

Design, Construction Management and Implementation (3 cdt)

An introduction to the management of construction projects including legal considerations as well as the techniques of management science applied to construction. The course includes engineering methods of cost and time estimating, and exercises in applications of engineering economics, flow charts, tracking progress, construction contracts, indemnity agreements, and network planning techniques including CPM and PERT are introduced. The management principles of time and cost control are also explored. Computer application of project management tools are included. The course will also include material on comparative development standards and challenges encountered in project implementation involving engineering and public works.

Urban Infill and Redevelopment (3 cdt)

Urban infill and redevelopment practice introduces complexities and opportunities that differ significantly from edge city and greenfield development practice. This course will build students competencies for infill and redevelopment practice focusing on: barriers and solutions for urban infill development; urban site analysis; repositioning of urban land, vacant and underutilized properties (including greyfield and

brownfield opportunities); long-term land leases; tax incentives, historic preservation, public-private partnerships, business improvement districts, tax increment financing, community (re)development districts, parking strategies, urban housing types and mixed-use infill strategies.

Entrepreneurship: Building A Real Estate Development Company (3 cdts)

The new urban real estate development company that embraces mixed-use development, density, urban building types, sustainable design, and new markets represents a new model for an industry dominated by large, highly specialized firms that build only a single product or operate in a single sector of the industry. Firms and entrepreneurs that are incorporating livable community design and mixed-use development to produce sustainable development projects are innovators as well as business people: they are generating new methods, practices, and business models to build not only projects, but real estate development companies. Flexibility and innovative methods and practices are integrated into core competencies in real estate development practice. This course focuses on management and business practices for building new urban real estate firms capable of leading the industry and assuming competitive advantages over conventional models. Innovations in product design (including building types and urban design), real estate finance, development and decisions concerning the necessary personnel skills and expertise required to build an urban real estate development firm will be the focus of the course.

Integrated case studies studio (3 cdts)

This course requires students to integrate and apply their learning and skills acquired through the fall and spring semesters to complex problem-solving involving a series of intensive real world cases of urban real estate development. The case studies practicum will incorporate a series of short, intensive laboratory scenarios that require the students to work in teams to develop optimum approaches to real estate development problems incorporating livable community design. The studio focuses on project feasibility and helps hone the required set of development skills.

Charrette: Urban Design and Development Capstone Practicum (3 cdts)

The capstone project and event for the one-year program is the summer charrette, an intensive urban design and development studio in which students work with faculty as part of a multi-disciplinary team on an urban development project. The charrette focuses on comprehensive project planning, feasibility and program development through the application of advanced development skills in an urban context.

5. ADMINISTRATION

The Master's in Real Estate Development and Urbanism Program will initially require a core administrative staff of three people: a program director, who will also be a full-time Real Estate faculty member; an administrative assistant; and a publications/public relations coordinator. The program director will be responsible for the day-to-day administration and the academic direction of the program. The core staff will work with an interdisciplinary faculty work group to coordinate and develop the interdisciplinary dimensions of the program. The director and dean will work closely with an Advisory Board composed of real estate industry leaders, leading architects and urban designers, and leaders from the community building professions to guide the development of the program, identify and sponsor capstone charrette projects and locations, and develop an active research agenda. In addition to assisting and mentoring students and providing them with case studies and internships, the board will provide advice on strategic planning, curriculum development, research initiatives, and program evaluation in order to ensure that the curriculum and research are timely and relevant. Board members will also assist with supporting and attending networking opportunities for students, fundraising, financing, and marketing the real estate program to improve its visibility.

5.1 Student Profile and Services

The initial three-year plan is to grow the enrollment to a 25-student cohort by year three. Profiles of other real estate programs and the models represented in the visiting committee's institutions suggest opportunities to grow a program twice this size, with Columbia's program approaching nearly 100 students annually. Experiences from other program directors, however, emphasize the importance of

maintaining a cohort size that maintains a high faculty-student ratio, encourages team-building and a feeling of camaraderie. Based on the on-line and national surveys (described above), the Program is anticipated to attract graduate students and mid-career professionals who are interested in enhancing their abilities, learning new skills, and gaining the knowledge required to be competitive in today's real estate market. The program is designed to be attractive to students in business, architecture, planning, law, engineering, environmental studies, housing, community development or other disciplines that touch on urban real estate development.

Prospective students will be required to have a combination of the GMAT or GRE, a personal essay, and three recommendations. Students must also meet competency in core program areas in economics, finance, and accounting or must demonstrate related work experience in real estate or a related field such as architecture, banking, brokerage, city planning, community development, construction, engineering, finance, or law. To encourage entrepreneurs to apply to the program and to help develop a diverse student body, consideration will be given to waiving the GMAT or GRE requirements for applicants out of school for more than three years.

Learning from the experiences of successful MBA and master's in real estate programs across the country, the University of Miami Master's in Real Estate Development and Urbanism Program will provide a suite of services that will enable students to learn first-hand about the real estate industry, explore alternative career options, and secure a job upon graduation (the litmus test for a master's in real estate program). Examples of these services include:

- Supporting a real estate student organization that can serve as the focal point for networking opportunities and chances to learn more about real estate careers
- Engaging the Master's in Real Estate Development and Urbanism Program's Advisory Board (to be largely composed of real estate development professionals) in mentoring students, providing internships, developing resume and interviewing skills, and securing jobs
- Helping students secure internships with local real estate entities
- Providing students opportunities to be involved with practitioner-led case studies and tours of real estate developments
- Publishing an on-line resume book
- Providing opportunities for research and teaching assistantships in real estate development and urbanism
- Offering students career development and job placement counseling
- Sponsoring student networking events that connect students with real estate professionals
- Allowing students to participate in and have exhibits at professional forums (for example, educational events sponsored by the South Florida/Caribbean District Council of the Urban Land Institute)

Those services will augment the services provided by the School of Architecture's Office of Academic Services, particularly the Placement Division which serves as a link between students and employers and provides students with job interview skills and assists in the design and assembly of portfolios and resumes.

6. PHYSICAL RESOURCES

6.1 Library and Archive Holdings

The interdisciplinary nature of the Real Estate Development and Urbanism Program will draw on the resources of multiple libraries within the university, including the Otto G. Richter Library, the Judi Prokop Newman Information Resources Center (Business), the Paul Buisson Reference Library (Architecture), and the University of Miami Law Library. Each library currently offers extensive resources that will support a real estate program, including finance, accounting, and marketing materials in the Business School library, land use law, contracts, and real property resources in the Law Library, and architecture, urban design and real estate development resources at the School of Architecture Library. The Program will work with librarians to create a Real Estate Development and Urbanism library home page linking students in the program to the resources available through each library, and will work with each librarian to acquire additional real estate volumes, journals and electronic resources appropriate to each library's core discipline.

In addition to its extensive library holdings, the School of Architecture maintains the Archive of the New Urbanism, which is intended to provide a record of the initiation and evolution of the New Urbanism as seen in projects, articles, books, research, compendia, notes, and other materials. The Archive Collection includes drawings, project folios, books and manuscripts, periodical publications, articles, videos, correspondence, CDs, DVDs, and other reference material related to New Urbanist theory, writing, and design. The Archive, which is searchable using key words, was established in 2002 by the School of Architecture's dean. A complete assessment of library holdings in real estate completed by the School of Architecture and School of Business librarians is included in the appendix of this proposal.

6.2 Facilities

The School of Architecture is committed to providing students and faculty the facilities needed to serve program offerings and research needs. The School of Architecture's newest facility is the 8,600 square-foot Jorge M. Perez Architecture Center that was designed by the noted architect and town-planner Leon Krier and contains an exhibition gallery, a state-of-the-art lecture hall, and a classroom. Studios and faculty offices are housed in two major buildings. Additional facilities house studios, which are wired for computers, are accessible 24 hours a day, seven days a week. Two classrooms serve the undergraduate and graduate curriculum, one on the top floor of the administrative building, and a multimedia room on the third floor above the Computing Laboratory. The School also houses the Center for Urban and Community Design, the Knight Program in Community Building, a Model Shop, and the Paul Buisson Reference Library (Architecture). The interdisciplinary nature of the program will also be supported by classroom, meeting space, and library facilities at the Business School and Law School, and university-wide resources including the physical and electronic resources of Richter Library. Evening lectures and special events are held in the schools, and other locations on campus, including the Lowe Art Museum and the Wilder Auditorium in the James L. Knight Physics Building to accommodate larger numbers of students, faculty, alumni, and professionals.

ⁱ Arthur C. Nelson and Robert Lang, "The Next 100 Million," *Planning* 73, no. 1 (2007).

ⁱⁱ Nelson, Arthur C. *Toward a New Metropolis: The Opportunity to Rebuild America*. The Brookings Institution, 2004.

Real Estate Development and Urbanism Program
One-Year Masters Degree (36-credit)
Revenue and Expenses

REVENUE

	Students	Cumulative Credit Hrs	Tuition \$1350 cr hr	Year 1	Year 3 costs	Year 3
Masters program (36-credits) - Year 1	12	432	\$ 583,200	\$ 583,200		
Masters program (36-credits) - Year 3	25	900	\$ 1,215,000			1,215,000

EXPENSES

Personnel

	Amount	Fringe	Total		
UM FT Real Estate Faculty-Pgm Director	\$ 96,000	\$ 26,880	\$ 122,880	\$ 130,363	
UM FT Real Estate Faculty (added Year 3)	\$ 75,000	\$ 21,000		\$ 96,000	
Admin Assist	\$ 44,000	\$ 14,960	\$ 58,960	\$ 62,551	
Program assistant	\$ 35,000	\$ 11,900	\$ 46,900	\$ 46,900	
Total Real Estate Program Salaries Year 1			\$ 181,840		
Total Real Estate Program Salaries Year 3				\$ 335,814	

Other Operational Costs

Course pay for faculty

Six 3-credit courses @ \$15,000/course FTE
dropping to four courses by Year 3 to reflect
additional FT faculty member teaching load

		\$ 90,000	\$ 60,000
Industry lecturers and instructors		\$ 15,000	\$ 15,000
Travel		\$ 10,000	\$ 15,000
Equipment (hardware, software)		\$ 15,000	\$ 12,000
Library acquisitions		\$ 15,000	\$ 10,000
Program brochure & marketing materials		\$ 20,000	\$ 20,000
Marketing expenses (ads)		\$ 20,000	\$ 25,000
Alumni / Annual Board Event		\$ 15,000	\$ 20,000
Alumni / placement services expense		\$ 8,000	\$ 15,000
Supplies		\$ 5,000	\$ 5,000
Summer Case Studies and Studio (charrette)		\$ 15,000	\$ 20,000
Postage		\$ 4,000	\$ 5,500
Copy/Printing		\$ 3,000	\$ 4,000
Phones, fax fed-ex		\$ 1,800	\$ 2,000
Total Other Operational Costs		\$ 236,800	\$ 228,500
Total annual expenses		\$ 418,640	\$ 564,314
Annual program revenue less expenses		\$ 164,560	\$ 650,686

APPENDIX A.1

School of Architecture Faculty Meeting & Curriculum Committee Updates Master of Real Estate Development & Urbanism Program (MRED&U)

The following are direct quotations from the minutes of School of Architecture faculty meetings (F) and Curriculum Committee (CC) meetings.

January 15, 2007 (F)

- Professor Bohl has a proposal which will be brought to the Curriculum Committee for continuing review.

February 2, 2007 (CC)

- The Master of Real Estate Development Program was presented by Chuck Bohl. Chuck provided two documents, a "backgrounder" and a proposed curriculum, herein attached.
- The program was discussed in some detail including the relations of the program to our school and to other UM schools, the faculty staffing of the program, the nature of the courses to be offered, and the budget implications among others. Chuck and Lizz provided positive answers to these questions and agreed to provide the committee, and the faculty as a whole, a written statement in this regard which should also include a Mission Statement and a brief "Action Plan" (Business Plan).
- The consensus of the committee was very favorable to the initiation and implementation of the program and requested the information in written form.
- It was agreed that the results of the meeting be transmitted to the faculty as a whole for its consideration at the next faculty meeting.

February 19, 2007 (F)

- C. Bohl reviewed the program's history to this point; discussion followed on various topics including but not limited to: who would be the audience/market; will it be local or national; budget implications; relationship to other programs at UM; prior requisites for individuals enrolling in the program; periodic evaluation of the progress of the program; presentation to the Faculty Senate; how to engage Knight Fellows.
- The consensus of the Curriculum Committee of the School was favorable to the initiation and implementation of the program and requested the information in written form.

- A motion was made by T. Lopez-Gottardi, seconded by D. Hector to approve the program on a first reading. Motion was unanimously approved.

August 17, 2007 (F)

(Note this is an all school retreat so it includes informational items)

- The School is starting Masters Degree in Real Estate Development; preliminary presentation to Graduate Council last semester was well received.
- Masters in Real Estate Development and Urbanism is expected to interact with the Business School with new Dean's encouragement.
- Business School Dean Kahn has already implemented an undergrad major in Real Estate Development in the Business School.

September 21, 2007 (F)

- T. Victoria: spoke with accreditation official at NAAB regarding name of our post-professional masters; NAAB confirmed that M.Arch. with modifier may be used. M.Arch. alone is to be reserved for professional degrees only.
- Discussion ensued regarding name choices:
 - Masters of Architecture in New Urbanism or Research
 - Masters of Design Studies in New Urbanism or Research
- Vote heldover until written confirmation from NAAB of possibility to use M.Arch. as part of post-professional degree name.

December 10, 2007 (F)

- C. Bohl and Dean are submitting the Master of Real Estate Development and Urbanism Program to the Graduate School Council and the Faculty Senate next semester.

January 28, 2008 (F)

- Master of Real Estate Development & Urbanism program – in process; JF LeJeune stated it needs to be properly approved by faculty, voted on before submission to the Graduate School Council or Faculty Senate.

APPENDIX A.2

Curriculum Committee Meeting
Friday, February 2, 2007
Rinker Classroom

MINUTES

Present: Bohl, Correa, Cure, Hector, Lopez-Gottardi, Hernandez, Martinez and ex-officios Lombard and Plater- Zyberk

The Masters of Real Estate Development Program was presented by Chuck Bohl. Chuck provided two documents, a "backgrounder" and a proposed curriculum, herein attached.

The program was discussed in some detail including the relations of the program to our school and to other UM schools, the faculty staffing of the program, the nature of the courses to be offered, and the budget implications among others. Chuck and Lizz provided positive answers to these questions and agreed to provide the committee, and the faculty as a whole, a written statement in this regard which should also include a Mission Statement and a brief "Action Plan" (Business Plan).

The consensus of the committee was very favorable to the initiation and implementation of the program and requested the information in written form.

It was agreed that the results of the meeting be transmitted to the faculty as a whole for its consideration at the next faculty meeting Wednesday, February 7.

APPENDIX A.3

**February 19, 2007
Faculty Meeting
12:30pm in the Rinker Classroom
Jorge M. Perez Architecture Center**

Present:

Behar, Bohl, Carrera, Ceo, Chao, Cure, Gelabert-Navia, Greenan, Guerrero, Hector, Hernandez, Hochstim, John., Lejeune, , Lombard, Lopez-Gottardi, Martinez, Middlebrooks, Patricios, Penabad, Plater-Zyberk, Spain, Schwab, Santana, Spain, Trelles, L., Trias, Victoria, Wheeler, White

Absent:

Fix, Millas, Shulman, and all part time faculty except those listed above.

Excused:

Correa, Patricios, Gelabert-Navia, Guerrero

Welcome and Announcements

- Dean reported on her recent trip to Queretaro, Mexico to lecture for the Tecnológico de Monterrey Masters program in New Urbanism.
- A report on the built environment authored by Professors Lombard, Martinez and the Dean along with Dr. Jose Szapocznik (Medical School) among others was distributed.
- The Dean reminded everyone that the NEA annual grant deadline is mid-March and a former colleague, Jeff Speck, is still at the NEA.
- A memo from Carolyn White regarding collection of information for our website was distributed and discussed. J. Lombard will collect student work at semester's end to be placed on the website.
- The Dean introduced Ramon Trias who explained his joint assignment and work at the Schools of Medicine and Architecture.

Approval of Minutes

- A motion was made by R. Ceo, seconded by D. Hector to approve the minutes of the February 7, 2007 meeting. Motion was unanimously approved.

Real Estate Program Update

- C. Bohl reviewed the program's evolution to this point; discussion followed on various topics including but not limited to: who would be the audience/market; will it be local or national; budget implications; relationship to other programs at UM; prior requisites for individuals enrolling in the program; periodic evaluation of the progress of the program; presentation to the Faculty Senate; how to engage Knight Fellows.
- The Curriculum Committee of the School was favorable to the initiation and implementation of the program requesting that three issues be addressed.
- Discussion will continue in future as the document is developed.
- A motion was made by T. Lopez-Gottardi, seconded by D. Hector to approve the program on a first reading. Motion was approved with one nay and one abstention.

Faculty Senate Report

- There was no report at this meeting.

AIA Report

- L. Trelles reported on the upcoming Design Technology Expo on February 23.
- The national Design Committee of the AIA will host a 3-day conference in Miami in April.

AIAS/Student Government Report

- There was no report at this meeting.

Committee on the American Academy in Rome Report

- L. Trelles read the proposal and certain items were discussed including but not limited to: the individual selected will be classified by the Academy as an Affiliated Fellow; funding for the first year will be covered by the Dean's discretionary fund except for travel expenses; the Dean asked the faculty interested in being considered to send their request via e-mail; there will be a committee to administer the program, but the dean should decide who goes; faculty will stay on salary while there, write a report on the research to be carried out; the Academy is available as a resource, including its Library, for the School's Rome program; the opportunity will hopefully enrich the School's efforts in Rome..

Graduate Program (Rome, Thesis)

- T. Victoria distributed and discussed a document showing three M.Arch tracks to examine how a semester in Rome affects thesis scheduling. After discussion, a motion was made by D. Hector, seconded by J. Hernandez to start requiring a thesis with the next incoming class with the understanding that there would be required continuity between pre-thesis and thesis semester with no longer an interruption than summer. (I.e., no Rome semester in between the two.)

NEW BUSINESS

- D. Hector discussed the 2010 national teach-in; the Engineering Research Center application to the NSF inviting participation from interested faculty;
- A proposal was made and passed on first reading to include a portfolio submission for the undergraduate applications

Remaining Meetings:

March 21
April 16
May 9

APPENDIX B

University of Miami Libraries' Real Estate Collection Assessment

The library collection under the subject heading of Real Estate at the University of Miami Libraries has a total holding of 1,238 monographs (print and electronic). Monographs dating from the year 2000 to date total 155. The journal collection in real estate has a total of 12 journals (see Exhibit A). All of these journals are under current subscriptions.

Using MIT's Real Estate program as a benchmark for the University of Miami, a comparative analysis of MIT's database and journal collection was conducted. This revealed that the University of Miami Libraries owns 43% of the journals, and 56% of the databases that MIT Libraries recommends for Real Estate research.

Similarly, a comparative analysis was conducted using Columbia University's Libraries database and journal collection. This revealed that University of Miami Libraries owns 83% of the journals, and 65% of the databases that Columbia University's Libraries recommends for Real Estate research.

Further, bibliographic statistics were compiled for the University of Miami Libraries' holdings using LOC subject headings as suggested by Columbia University and Cornell University combined. We might include a similar statement as CLIO's (Columbia University's Library Catalog) when and if the time comes to prepare a subject guide for Real Estate. Simply stated: The following headings are the most useful ones for searches on the real estate industry.

<u>LOC Subject Heading</u>	<u>UM Library Bib Records</u>
Building	3593
Cities and towns	3022
City planning	3922
Housing	7535
Land use	3793
Real estate business	490
Real estate development	274
Real estate investment	278
Real property	1950
Urbanization	770

Based on these aforementioned statistics, both the Heads of the Architecture and Business Libraries feel that the Real Estate collection supports the current real estate curriculum taught at the University of Miami. With the formation of a Real Estate Program at the university, the real estate collection can be further enhanced to support the program's new curriculum and faculty research.

Respectfully submitted,

Gilda Santana, Head, Architecture Library
Doris Jui, Head, Business Library

REAL ESTATE – subject guide

Subject Librarians: Gilda Santana and Doris Jui

Location: Paul Buisson Reference Library School of Architecture, and Prokop-Newman Information Resource Center School of Business Administration

Emails: gsanatana@miami.edu and djui@miami.edu

Phone: 305-284-5282 and 305-284-6516

Articles Indexes & Databases

ABI/Inform Dateline

<https://iiiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE3MjEmSU5UPTAmVkvSPTI=&clientId=19504>)

ABI/Inform Global

<http://proquest.umi.com/login?COPT=REJTPTMmSU5UPTAmVkvSPTI=&clientId=19504>

ABI/Inform Trade & Industry

<https://iiiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE2YmMmSU5UPTAmVkvSPTI=&clientId=19504>

Avery Index to Architectural Periodicals

<http://web.ebscohost.com/ehost/search?vid=1&hid=6&sid=a0e5ef79-5088-4819-8858-c469980280cb%40sessionmgr2>

Citations to articles in architectural and related journals covering architecture, city planning, urban design, and related disciplines.

Business & Industry

(https://iiiprxy.library.miami.edu:2443/login?url=http://newfirstsearch.oclc.org/dbname=Bus_Industry;done=referer;FSIP) (1994 to present)

Business & Industry indexes facts, figures and key events for international public and private companies, industries, products, and markets for manufacturing and service industries.

Business Source Premier

(<https://iiiprxy.library.miami.edu:2443/login?url=http://search.epnet.com/login.aspx?authtype=ip,uid&profile=ehost&defaultdb=buh>) (Coverage varies. Most begin in the 1990s.)

Business Source Premier indexes and abstracts 3,300 business journals and provides full-text access to over 2,800 of them.

Digital Dissertations Online (http://www.library.miami.edu/search/eresources/infosheet.php?service_id=421) (1861-Present)

Proquest Digital Dissertations includes more than 1.6 million doctoral dissertations and master's theses from 1861 to the present.

Investext Plus

(https://iiiprxy.library.miami.edu:2443/login?url=http://infotrac.galegroup.com/itweb/miami_richter?db=RBW) (Dates vary)

REAL ESTATE – subject guide

Investext Plus provides the full-text of over 1 million business and investment research reports prepared by experts.

JSTOR Electronic Press

<http://www.jstor.org/>

Lexis Nexis Academic Universe (<https://iiprxy.library.miami.edu:2443/login?url=http://www.lexis-nexis.com/universe/>) (Dates vary.)

A continuously updated full-text database of nearly 6000 sources that are useful for researching company and business topics, legal information, and current news and events.

Pais International (Public Affairs Information Service)

(<https://iiprxy.library.miami.edu:2443/login?url=http://www.csa.com/htbin/dbrng.cgi?username=ray58&access=ray5858&db=pais-set-c&db=paisarc-set-c>)

Proquest Research Library

(<https://iiprxy.library.miami.edu:2443/login?url=http://www.proquest.com/pgdauto?COPT=U01EPTQmSU5UPTAmREJTUc2>) (Coverage varies)

Research Library Complete (ProQuest) is an interdisciplinary general reference database containing over 2,500 periodicals--nearly 1,000 of them in ASCII full-text or full-image formats.

Sociological Abstracts (http://www-ca5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df)

Citations to Journal Articles, conference papers, books and dissertations on literature about sociology and related disciplines in the social and behavioral sciences. Areas of coverage include rural and urban sociology, policy, planning, social development, community development and culture and social structure.

Standard & Poor's NetAdvantage Industry Surveys

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=575)(Current)

Popular research products including Industry Surveys, Stock Reports, Mutual Fund Reports, Bond Reports, Corporation Records, The Register of Corporations, among others

Dictionaries & Encyclopedias

Dictionary of real estate appraisal

Richter Stacks 6th floor

HD 1387 .D435 1993

Dictionary of real estate terms

Richter 6th floor stacks

HD1365.F75 1987

The encyclopedia of housing

Richter Reference

HD7287.E53 1998

REAL ESTATE – subject guide

Encyclopedia of Urban America: the cities and suburbs.
Richter Reference
HT123.E5 V1 & 2

Glossary of Urban Form
Richter Stacks 6th floor
GF 125.656

Real Estate Dictionary
Richter Stacks 6th floor
HD 1365 .T46 1988

Handbooks & Guides

Barron's real estate handbook
Richter 6th floor stacks
HD1375.H349 1988

Dollars & cents of shopping centers
Richer Reference
HF 5430 .U7

A field guide to sprawl
Richter Stacks
Architecture Library
HT321.H3856

The language of real estate
Richter 5th floor stacks
KF568.5 .R44 1993

The Latest Illustrated Book of Development Definitions
Richter Stacks
HT167M683 2004

Mixed-use development handbook
Richter 6th floor stacks
HD1390 .M59 1987

Office development handbook
Richter 6th floor stacks
HD 1393.25 .O4 1982

The real estate investment handbook (internet) <http://ibisweb.miami.edu/record=b3879999>

Resort development handbook

REAL ESTATE – subject guide

Richter Stacks 4th floor
TX 911.3 .P46 R47 1997

Shopping center development handbook
Richter Stacks, 6th floor
HF5430.C38 1985

Organizations

Appraisal Institute
<http://www.appraisalinstitute.org/>

National Association of Realtors
<http://www.realtor.org>

Urban Land Institute
<http://www.uli.org>

Public Web Sites

Development (<http://www.naiop.org/developmentmag/index.cfm>)

[Emporis \(http://www.emporis.com/en/\)](http://www.emporis.com/en/)

Provider of building-related data, including current construction and a directory of companies involved in the real estate and buildings industries

DSpace at MIT (<http://dspace.mit.edu/index.jsp>)

Real Estate Insights (<http://www.realtor.org/reinsights.nsf/pages/home?openDocument>)

REIT Watch (<http://www.nareit.com/library/performance/reitwatch.cfm>)

Statistics

US Census Bureau Housing data
<http://www.census.gov/hhes/www/housing.html>

US Census Bureau Current Housing Reports – American Housing Survey
<http://www.census.gov/prod/www/abs/h150.html>

US Census Bureau Current Housing Reports – Characteristics of Apartments
<http://www.census.gov/prod/www/abs/h131apt.html>

US Census Bureau Housing Vacancies & Homeownership
<http://www.census.gov/hhes/www/housing/hvs/hvs.html>

REAL ESTATE – subject guide

US Census Bureau Current Housing Reports – Market Absorption of Apartments

<http://www.census.gov/prod/www/abs/apart.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics – Residential Improvements & Repairs Statistics

<http://www.census.gov/const/www/c50index.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics

<http://www.census.gov/const/www/index.html>

Real Estate Journals

Appraisal journal (1939 – date) – trade magazine
Commercial property news (2001 – date) – trade magazine
Journal of property management (1988 – date) – trade journal
National real estate investor (1987 – date) – trade journal
Real estate finance (1988 to date) – trade journal
Real estate forum (2001 to date) – trade magazine

Briefings in real estate finance (1996 – date) – academic/scholarly journal
Journal of housing economics (1991 – date) – academic/scholarly journal
Journal of real estate finance and economics (1992 – date) – academic/scholarly journal
Journal of real estate research (1986 – date) – academic/scholarly journal
Real estate economics (1995 to date) – academic/scholarly journal
Real estate issues (1988 to date) – academic/scholarly journal

Respectfully submitted,

Gilda Santana, Head, Architecture Library
Doris Jui, Head, Business Library

ARCHITECTURE RESOURCES

ELECTRONIC DATABASES & INDEXES

Art Bibliographies Modern

Indexes journal articles and other resources on artists, art movements, art theory, art criticism and art history beginning with Impressionism in the late 19th century to present.

Arts & Humanities Citation Index

Provides international coverage of leading arts and humanities journals as well as selective coverage of relevant items from science and social sciences journals.

Avery Index to Architectural Periodicals

Comprehensive index to national and international architectural journals, covering architecture, urban planning and design, historic preservation, art and related topics.

Bibliography of the History of Art (BHA)

Covers European and American art from antiquity to present, encompassing articles, books, conference proceedings, dissertations, and art exhibition/dealer catalogs. Coverage extended to Repertoire d'Art et d'Archeologie (RAA) (1973-1989); and Repertoire International de la Litterature de l'Art (RILA) 1975-1989)

Dictionary of Islamic Architecture

<http://site.ebrary.com/lib/univmiami/Doc?id=10054833>

Grove Dictionary of Art Online

Great place to start! Covers all aspects of art worldwide, including architecture and planning, painting, sculpture, graphic and decorative arts, and photography.

JSTOR

Outstanding source for full text facsimiles of complete back files of important scholarly journals. Covers the arts, humanities, and social sciences, including architecture, art, history, archaeology, literature, philosophy, and related disciplines.

Pidgeon Digital

Audiovisual collection of illustrated talks by architects and related designers

ProQuest Research Library

An interdisciplinary general reference database containing over 2,500 periodicals--nearly 1,000 of them in full-text.

WorldCat Online Catalog (Before 1000 BC to present)

The world's largest 'library' catalog—contains millions of records of full bibliographic descriptions and cataloging information for books, serials, manuscripts, sound recordings, audiovisual materials, maps, music scores, and computer-readable files.

DICTIONARIES & ENCYCLOPEDIAS (General)

Architectural Graphic Standards (11th Edition)
(Architecture Reserve)
TH2031 .A84 2007

Dizionario dell'architettura del XX secolo
Architecture Reference
NA680 .D5453 2000 v.1-6

Dictionary of Islamic architecture
Andrew Petersen. 1996
Richter Reference
NA380 .P43 1996

Encyclopedia of Architecture: Design, Engineering and Construction
Architecture Reference
NA31 .E59 1988 v.1-5

Encyclopedia of Vernacular Architecture of the World
Architecture Reference
NA208 .E53 1997 v.1-3

Encyclopedia of 20th Century Architecture
Architecture Reference
NA680 .H3913

Harvard College Library Reference Tools in Islamic Art and Architecture
<http://hcl.harvard.edu/research/guides/iaa/>

MacMillan Encyclopedia of Architects
Architecture Reference
NA40 .M25 1982

IMAGE RESOURCES

Academic Image Co-operative (AIC)
<http://www.diglib.org/collections/aic.htm>

ARTstor (Available through UM Library -Databases & Indexes)
Digital archive containing over 300,000 digital images from notable art and architecture collections worldwide, including special collections and teaching collections from the University of Miami.
<http://www.artstor.org/info/>

Harvard University Library Visual Information Access (VIA)
http://via.lib.harvard.edu/via/deliver/advancedsearch?_collection=via

The Great Buildings Collection
<http://www.greatbuildings.com/>

The Library of Congress American Memory
<http://memory.loc.gov/ammem/index.html>

NYPL Digital
<http://digitalgallery.nypl.org/nypldigital/>

Society for Architectural Historians Image Exchange (SAH)
<http://www.sah.org/index.php?module=ContentExpress&file=index&func=display&ceid=11&meid=9>

GARDEN & LANDSCAPE STUDIES

DUMBARTON OAKS
<http://www.doaks.org/LandscapeArchitecture.html>

Dictionary of Landscape Architecture. Baker H. Morrow. University of New Mexico Press. 1987.
SB46925.M67

Encyclopedia of gardens: history and design. Fitzroy Dearborn, 2001.
SB465.E63 2001

Historic Landscapes of Florida / Rocco J. Ceo and Joanna Lombard.
F312.C46 2001

Illustrated encyclopedia of trees. David More, John White. Portland, OR: Timber Press, 2002
QK475.E29 1978

Landscape architecture: an illustrated history in timelines, site plans, and biography. William A. Mann. John Wiley, 1993
SB470.5M37 1993

Landscape architecture sourcebook: a guide to resources on the history and practice of landscape architecture in the United States. Omnigraphics, 1997.
SB470.53L36 1997

New York Botanical Garden illustrated encyclopedia of horticulture. Thomas H. Everett. New York: Garland, 1980.
SB317.58.E94

Oxford companion to gardens. Oxford University Press, 1986.
SB469.25.095 1986

Pioneers of American landscape design. McGraw-Hill, 2000
SB469.9.P56 2000

Penguin dictionary of architecture and landscape architecture. 5th ed. Penguin, 1998
NA31.F55 1998

Handbooks and Manuals

Graphic standards for landscape architecture, by Richard L. Austin...[et al.] NY: Van Nostrand Reinhold, 1986
SB472.G73 1986

Guide to site planning and landscape construction, Harvey M. Rubenstein. 4th ed. NY: John Wiley, 1996.
NA2540.5.R83 1996

Simplified site engineering, Harry Parker and John W. MacGuire. 2nd ed. Prepared by John Ambrose. NY: Wiley, 1991

Site planning, Kevin Lynch, Gary Hack. 3rd ed. Cambridge, MA: MIT Press, 1984
NA9031.L94

Electronic journals and Indexes

Ambio
Avery Index to Architectural periodicals
Ecology
Ecological monographs
Ecological restoration
Environmental Management
Garden and Forest
Journal of Environmental Planning and Management
Journal of Industrial Ecology
Landscape and Urban Planning
Landscape Ecology
Landscape Research
Restoration Ecology
Urban Habitats
Urban water
Wetlands ecology and management

REAL ESTATE

Article Indexes & Databases

ABI/Inform Dateline
<https://liiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE3MjEmSU5UPTAmVkvSPTI=&clientId=19504>)

ABI/Inform Global
<http://proquest.umi.com/login?COPT=REJTPTMmSU5UPTAmVkvSPTI=&clientId=19504>

ABI/Inform Trade & Industry
<https://liiprxy.library.miami.edu:2443/login?url=http://proquest.umi.com/login?COPT=REJTPTE2YmMmSU5UPTAmVkvSPTI=&clientId=19504>

Avery Index to Architectural Periodicals

<http://web.ebscohost.com/ehost/search?vid=1&hid=6&sid=a0e5ef79-5088-4819-8858-c469980280cb%40sessionmgr2>

Citations to articles in architectural and related journals covering architecture, city planning, urban design, and related disciplines.

Business & Industry

(https://iilprxy.library.miami.edu:2443/login?url=http://newfirstsearch.oclc.org/dbname=Bus_Industry;done=referer;FSIP) (1994 to present)

Business & Industry indexes facts, figures and key events for international public and private companies, industries, products, and markets for manufacturing and service industries.

Business Source Premier

(https://iilprxy.library.miami.edu:2443/login?url=http://search.epnet.com/login.aspx?authtype=ip_uid&profile=ehost&defaultdb=buh) (Coverage varies. Most begin in the 1990s.)

Business Source Premier indexes and abstracts 3,300 business journals and provides full-text access to over 2,800 of them.

Digital Dissertations Online

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=421) (1861-Present)

Proquest Digital Dissertations includes more than 1.6 million doctoral dissertations and master's theses from 1861 to the present.

Investext Plus

(https://iilprxy.library.miami.edu:2443/login?url=http://infotrac.galegroup.com/itweb/miami_richter?db=RBW) (Dates vary)

Investext Plus provides the full-text of over 1 million business and investment research reports prepared by experts.

JSTOR Electronic Press

<http://www.jstor.org/>

Lexis Nexis Academic Universe

(<https://iilprxy.library.miami.edu:2443/login?url=http://www.lexis-nexis.com/universe/>)

A continuously updated full-text database of nearly 6000 sources that are useful for researching company and business topics, legal information, and current news and events.

Pais International (Public Affairs Information Service)

(<https://iilprxy.library.miami.edu:2443/login?url=http://www.csa.com/htbin/dbrng.cgi?username=ray58&access=ray5858&db=pais-set-c&db=paisarc-set-c>)

Proquest Research Library

(<https://iiiprxy.library.miami.edu:2443/login?url=http://www.proquest.com/pqdauto?C OPT=U01EPTQmSUSUPTAmREJTPUc2>) (Coverage varies)

Research Library Complete (ProQuest) is an interdisciplinary general reference database containing over 2,500 periodicals--nearly 1,000 of them in ASCII full-text or full-image formats.

Sociological Abstracts

(http://wwwa5.csa.com/ids70/quick_search.php?SID=a1ea60213f583903c1ef19c2d1a737df)

Citations to Journal Articles, conference papers, books and dissertations on literature about sociology and related disciplines in the social and behavioral sciences. Areas of coverage include rural and urban sociology, policy, planning, social development, community development and culture and social structure.

Standard & Poor's NetAdvantage Industry Surveys

(http://www.library.miami.edu/search/eresources/infosheet.php?service_id=575)

Popular research products including Industry Surveys, Stock Reports, Mutual Fund Reports, Bond Reports, Corporation Records, The Register of Corporations, among others

DICTIONARIES & ENCYCLOPEDIAS

Dictionary of real estate appraisal

Richter Stacks 6th floor
HD 1387 .D435 1993

Dictionary of real estate terms

Richter 6th floor stacks
HD1365.F75 1987

The encyclopedia of housing

Richter Reference
HD7287.E53 1998

Encyclopedia of Urban America: the cities and suburbs.

Richter Reference
HT123.E5 V1 & 2

Glossary of Urban Form

Richter Stacks 6th floor
GF 125.656

Real Estate Dictionary

Richter Stacks 6th floor
HD 1365 .T46 1988

Handbooks & Guides

Barron's real estate handbook
Richter 6th floor stacks

HD1375.H349 1988

Dollars & cents of shopping centers
Richer Reference
HF 5430 .U7

A field guide to sprawl
Richter Stacks
Architecture Library
HT321.H3856

The language of real estate
Richter 5th floor stacks
KF568.5 .R44 1993

The Latest Illustrated Book of Development Definitions
Richter Stacks
HT167M683 2004

Mixed-use development handbook
Richter 6th floor stacks
HD1390 .M59 1987

Office development handbook
Richter 6th floor stacks
HD 1393.25 .O4 1982

The real estate investment handbook (internet)
<http://ibisweb.miami.edu/record=b3879999>

Resort development handbook
Richter Stacks 4th floor
TX 911.3 .P46 R47 1997

Shopping center development handbook
Richter Stacks, 6th floor
HF5430.C38 1985

ORGANIZATIONS

Appraisal Institute
<http://www.appraisalinstitute.org/>

National Association of Realtors
<http://www.realtor.org>

Urban Land Institute
<http://www.uli.org>

Public Web Sites

Development (<http://www.naiop.org/developmentmag/index.cfm>)

Emporis (<http://www.emporis.com/en/>)

Provider of building-related data, including current construction and a directory of companies involved in the real estate and buildings industries

DSpace at MIT (<http://dspace.mit.edu/index.jsp>)

Real Estate Insights

(<http://www.realtor.org/reinsights.nsf/pages/home?openDocument>)

REIT Watch (<http://www.nareit.com/library/performance/reitwatch.cfm>)

Statistics

US Census Bureau Housing data

<http://www.census.gov/hhes/www/housing.html>

US Census Bureau Current Housing Reports – American Housing Survey

<http://www.census.gov/prod/www/abs/h150.html>

US Census Bureau Current Housing Reports – Characteristics of Apartments

<http://www.census.gov/prod/www/abs/h131apt.html>

US Census Bureau Housing Vacancies & Homeownership

<http://www.census.gov/hhes/www/housing/hvs/hvs.html>

US Census Bureau Current Housing Reports – Market Absorption of Apartments

<http://www.census.gov/prod/www/abs/apart.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics – Residential Improvements & Repairs Statistics

<http://www.census.gov/const/www/c50index.html>

US Census Bureau- Manufacturing, Mining, and Construction Statistics

<http://www.census.gov/const/www/index.html>

MAPS

David Rumsey Map Collection

<http://www.davidrumsey.com/>

Perry Castañeda Library Map Collection (University of Texas at Austin)

<http://www.lib.utexas.edu/maps/>

Sanborn Maps (1867 – 1970)

Access to over 660,000 large-scale maps of more than 12,000 American towns and cities

The Map Collection (Yale University Library)

http://www.library.yale.edu/MapColl/print_online.html

University of Miami Map Collection

The general Map Collection located on the 2nd Floor of the Otto G. Richter Library consists of sheet maps published from 1900 to the present. The U.S. government's Depository Library Program supplies maps from many different agencies, including the U.S. Geological Survey, NASA (maps of other planets), and the Central Intelligence Agency. The coverage is worldwide with a concentration on U.S. maps. Another area of strong interest is Latin America.

OTHER RESOURCES

Encyclopedia of Philosophy

Richter Reference
B51 .E53 2006

Routledge Encyclopedia of Philosophy Online

This database encompasses the full content of the classic 10-volume print reference source, including 2000 original entries contributed by over 1300 respected scholars and philosophers.

Oxford Classical Dictionary (Greco-Roman Period)

The Oxford Classical Dictionary is the definitive reference work on the Greco-Roman world covering subject areas in philosophy, literature, art, law, mythology, science, and broad cultural and historical trends.

Getty Vocabularies

Art & Architecture Thesaurus® (AAT)

http://www.getty.edu/research/conducting_research/vocabularies/aat/

Thesaurus of Geographic Names® (TGN)

http://www.getty.edu/research/conducting_research/vocabularies/tgn/

Union List of Artist Names® (ULAN)

http://www.getty.edu/research/conducting_research/vocabularies/ulan/

Philosopher's Index (1940-present)

This database indexes books and journals covering philosophy and related fields.

Past Masters

Provides search, browse and read access to scholarly editions of the works of great Western philosophers.

RIBA - Architecture.com

<http://www.architecture.com/go/Architecture/Home.html>

One of the world's most extensive built environment portals, all courtesy of the Royal Institute of British Architects (RIBA)

National Register Information System

A computerized index containing information on each of the historic properties listed in or determined eligible for the National Register of Historic Places. Includes standards, regulations, and procedures for nominating and designating buildings.

<http://www.nr.nps.gov/>

University of California, Berkeley, Environmental Design Library
Guides to Architecture, City & Regional Planning, and Landscape Architecture & Environmental Planning.
<http://www.lib.berkeley.edu/ENVI/AllgdsL.html#land>

University of Nevada, Las Vegas, Architecture & Building
Guide covers architecture, building and construction, design, housing, planning, preservation, facility management, energy and the environment, and landscape architecture
<http://library.nevada.edu/arch/rsrce/webrsrce/contents.html>

U.S. Green Building Council
LEED Leadership in Energy and Environmental Design
The LEED Green Building Rating System is the national benchmark for high performance green buildings.
<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>

WORLD FACT BOOK
<https://www.cla.gov/library/publications/the-world-factbook/index.html>

CITY AND REGIONAL PLANNING RESOURCES AND LINKS

American Planning Association (APA) and American Institute of Certified Planners (AICP)
<http://www.planning.org>

Association of Collegiate Schools of Planning
<http://www.acsp.org/>
The Association of Collegiate Schools of Planning (ACSP) is a consortium of university-based programs offering credentials in urban and regional planning.

Cyberburbia: The Planning Portal
Searchable directory for planning, architecture and the built environment
<http://www.cyberburbia.org/>
Cyberburbia also contains information about architecture and planning related mailing lists and Usenet newsgroups, and hosts several interactive message areas.

HUD USER
<http://www.huduser.org/>
HUD USER is "an information source for housing and community development researchers and policymakers. HUD USER is the primary source for Federal Government reports and information on housing policy and programs, building technology, economic development, urban planning, and other housing-related topics.

PLANetizen

<http://www.planetizen.com>

PLANetizen is a public-interest information exchange for the urban planning and development community.

Lincoln Institute of Land Policy

<http://www.lincolnst.edu/main.html>

The Lincoln Institute of Land Policy is a nonprofit and tax-exempt educational institution established in 1974. Its mission as a school is to study and teach about land policy, including land economics and land taxation.

Transportation Research Board (TRB)

<http://www.nationalacademies.org/trb/>

The Transportation Research Board (TRB) is a unit of the National Research Council, a private, nonprofit institution that is the principal operating agency of the National Academy of Sciences and the National Academy of Engineering.

U.S. Department of Housing and Urban Development (HUD)

<http://www.hud.gov/>

HUD's mission is to provide "...a decent, safe, and sanitary home and suitable living environment for every American."

The Urban Land Institute

<http://www.uli.org/>

The mission of the Urban Land Institute is to provide leadership in the responsible use of land to enhance the total environment.

APPENDIX C.1

VISITING COMMITTEE SUMMARY OF RECOMMENDATIONS

On December 13-14, 2007, the School of Architecture brought a visiting committee of distinguished faculty and program directors from Columbia University, the University of Pennsylvania, and the Massachusetts Institute of Technology to review and critique a proposal to create a one-year masters degree program in Real Estate Development and Urbanism.

PROFILES OF VISITING COMMITTEE MEMBERS' REAL ESTATE PROGRAMS

The three visiting committee members programs represented three different real estate program models. Visiting Committee (VC) members were asked to discuss and compare elements of their programs to inform the School of Architecture's real estate initiative, as highlighted below.

MIT's Program (created in 1983) is run through the MIT Center for Real Estate, housed in the School of Architecture and Planning. A director and twelve affiliated faculty members are spread across different schools and departments, primarily in the Department of Urban Studies and Planning including joint appointments with Sloan. Professors in practice and a strong adjunct faculty helps "bring in real world," industry connections. The core program is the Master of Science in Real Estate Development (MSRED), "the first one-year degree of its kind, fulfilling a need for specialized education beyond the scope of the traditional MBA." The program maintains a small 30-student cohort, about 50% coming from a business background and the other 50% from an architecture or engineering background. No formal specializations but students follow three paths: finance and investment; real estate development, or; construction and engineering. Faculty also serve as part of "Graduate Groups," combinations of faculty from different disciplines that can grant PhDs. Also involved with the Institute for Urban Research on cross-disciplinary research. Courses are cross-listed with Sloan.

The University of Pennsylvania's Real Estate Department was created within the Wharton School of Business in 1992. Real estate programs include an undergraduate concentration in Business, an MBA with a major in real estate; and a doctoral program in Urban Economics and Real Estate. The Department includes eight full-time faculty, all of them are joint appointments with other schools and programs including architecture, law, planning, public policy, finance, and urbanism, as well as visiting professors, adjuncts, lecturers. The department is closely involved with, but separate from, the Samuel Zell and Robert Lurie Real Estate Center, which provides the program industry exposure/contact. Wisconsin and UCLA programs are similar models. Courses are cross-listed (e.g., Urban Studies Program within Arts & Sciences developed a real estate minor).

The Columbia program is based in the School of Architecture, Planning and Preservation and focuses on real estate development (a separate program focuses on real estate finance/"Wall Street" in the Business School. The MSRED is a one-year program and accepts as many as 95 students per year. The program relies on a director, extensive adjunct faculty, and a "team teaching" model that incorporates intensive case study materials. Much less cross-over with Business School since they have their own real estate program focused on finance.

SUMMARY OF DISCUSSION POINTS AND RECOMMENDATIONS

New Urbanism was recognized as a powerful “branding” opportunity for a UM real estate program that would attract national and international students, industry interest, and build on the international reputation of the School of Architecture. This “market niche” for a real estate program was very strongly endorsed.

Very strong endorsement of forging a strong partnership between Architecture, Business, and other schools and programs at UM in support of a real estate program. Architecture and Business viewed as the key partners in delivering real estate programs. The key is “partners who interact and work together.”

“Students view real estate as physical product not just money strain (finance).” The critical dimension that the School of Architecture can bring in terms of physical design and place making was recognized by all three VC members as essential for a real estate development program.

Forge a strong link between New Urbanism and Business-Finance, linking the planning, design, finance and development of sustainable, livable, and financially feasible places.

The New Urbanism-Real Estate focus links directly into the increasing focus in real estate development and public policy on mixed-use development, sustainable development, green building, LEED, active living / public health issues, affordability, rising energy costs.

The Miami (“a powerful gateway city,” “third city in banking/finance in the U.S.”) and South Florida setting was recognized as an exciting, dynamic, cutting edge laboratory for a real estate development program with tremendous opportunities for industry linkages and support (developers and financiers).

Miami/South Florida’s prowess in high-density, residential product, mixed-use development, and resort development is industry-leading.

Tap industry leaders, expertise and practitioners to contribute to teaching, research, funding and participating in the program.

There was strong encouragement to develop linkages between a real estate program and international opportunities, including research, particularly with Latin America, South America, and the Caribbean, as the program becomes established.

All agreed that the real estate program should be a master of science, not a master of arts program.

Consider incorporating mini-courses to provide intensive focus on special topics (common in the Columbia Program).

A one-year program (as proposed) is advantageous for mid-career people who are looking for an intensive route to enter or advance their careers in real estate without having to leave the workforce for a longer period of time.

It is critical to integrate the intellectual & theoretical with the practical side of real estate development. Focus on “core skills” for real estate development. Examples:

- Market analysis should integrate business school expertise with practitioner side of applied market analysis for specific product types and mixtures in specific market contexts.
- Concept/Product Design – Columbia offers a mini-course on this which is “not architecture, per se,” but a more holistic, product-oriented, real estate concept development course.
- Building types – another potential mini-course focusing in much greater detail on the design and real estate development details for specific building types: mid-to-high-rise condominium, hotel, mixed-use retail, live-work, etc.
- Team dynamics – preparing students for the realities of working as part of multi-disciplinary teams in real estate development
- Finance that focuses on feasibility, not “Wall Street (training the check writers, not the bankers”)
- Leases and contracts – in addition to standard real estate and land use law, emphasize leases and contracts more than complex legal transactions (there is a huge talent pool of real estate law expertise in Miami to tap)
- Public-private partnerships – public finance, regulatory and other tools and techniques for urban real estate development involving (increasingly common) public-private partnerships

Consider an intensive case study studio during intersession or a possible alternative to the summer charrette as the capstone projects where students bring together and apply all of their knowledge.

Non-business school students in MBA-real estate courses: at Wharton they reserve 5-6 seats for non-business school students in real estate courses, recognizing the “real synergies” the mix of students and disciplines bring and the “need to avoid isolation” in the MBA-real estate track.

Establishing the real estate program will create “the power to convene; to hold high-profile events and smaller industry leader meetings for “strategic discussions on the future of real estate.”

Need to balance establishing a rigorous academic program (participation of faculty in conferences, journals, etc.) and making strong connections and relevance to practitioners.

Strong encouragement from multiple committee members to make an even stronger fusion of architecture and real estate in the curriculum and individual courses.

- Teach “how to manage a design process” as part of a development team/developer.

- Consider offering a pre-semester online course on finance to parallel the New Urbanism online course (Professor Heuson has done some online instruction in finance previously as part of SOA real estate courses). Use the first “12 chapters of Geltner’s book.”
- Teach students to use “Sketch up,” “Google Earth” and other software useful in real estate prior to beginning the first semester.

Focus of the program and courses should be “putting it on the ground:” managing risk, cash flow, lease-up, micro financing concerns

Ideas for incorporating design into assignments for developers on:

- “measuring your community”
- zoning and codes
- engineering standards (“technical aspects of new urbanism”)

Tie together course material, e.g., market analysis informs choice and design of building types which inform finance

Curriculum option:

3-6 months of remote (distance/online) learning

1-2 weeks of pre-semester boot camp

12-13 months of full-time study

Participation in two charrettes with approved teams

Incorporate material that links “finance and engineering”

Beef up the international component

Importance of industry connections, tie-in and participation as board members, mentors, future employers of graduates, research sponsors, funders.

Take all students to ULI conference (and CNU) each year

Need to form/build a “critical mass” of faculty heavily engaged in the program (recommendations from 4-5 up to 8 tenured/tenure-track faculty) but can “grow the program” over time.

Columbia model differs and does not rely on large full-time faculty; quicker start-up route that can draw on Miami/South Florida talent and existing faculty similar to the way Columbia operates in New York City

Visiting Committee Members:

Prof. Michael Buckley, F.A.I.A.

Director
Master of Science in Real Estate Development
Graduate School of Architecture, Planning and Preservation
Columbia University
New York, NY 10027

Michael P. Buckley is President of Halcyon Ltd, a development advisory firm. He has international experience in mixed-use retail and strategic planning for under-utilized sites. He is also Director of Columbia University's Master of Science in Real Estate Development Program (MSRED), and heads the Center for High Density Development (CHDD), a new Columbia research initiative to prove the benefits of density.

Mr. Buckley holds BA and BSc Degrees from Rice University, and a Masters Degree in Advanced Studies from MIT. A former President of the Connecticut Society of Architects, a former Urban Land Institute Trustee and Chairman for the Urban Land Institute Urban Mixed-Use Council, he has authored numerous articles on mixed-use, design management and urban revitalization. Professor Buckley was chosen as a Fellow of the American Institute of Architects and recently named a Fellow of the Royal Institute of Chartered Surveyors.

Dr. Dave Geltner

Director, MIT Center for Real Estate
Professor of Real Estate Finance
Department of Urban Studies & Planning
Cambridge, MA 02139

David Geltner is the Director of the Massachusetts Institute of Technology Center for Real Estate, and the George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning. Dr. Geltner heads MIT's Master of Science in Real Estate Development (MSRED) program.

Dr Geltner received his Ph.D. from MIT in Civil Engineering in the field of infrastructure finance and economics. He also has degrees in urban studies from Carnegie-Mellon University and the University of Michigan. Dr Geltner is an Academic Fellow of the Urban Land Institute, a Fellow of the Homer Hoyt Institute, and a Fellow of the Royal Institution of Chartered Surveyors. He is an RERI Fellow, having served on the Advisory Board and Board of Directors of the Real Estate Research Institute from 1994-2000.

Dr. Geltner has been editor of several publications including *Real Estate Finance* (1994-1999), and *Real Estate Economics* (2000-2003). He serves on the editorial boards of the *Journal of Real Estate Finance & Economics*, the *Journal of Real Estate Research*, and the *Journal of Property Research*. He has published extensively in the area of real estate economics, investment analysis, and performance measurement. He is co-author of *Commercial Real Estate*

Analysis & Investments, a new graduate-level real estate investments textbook published by South-Western College Publishing Company.

Dr. Susan M. Wachter
Professor of Real Estate and Finance
The Wharton School
University of Pennsylvania
Philadelphia, PA 19104-6302

Dr. Susan Wachter is the Richard B. Worley Professor of Financial Management and Professor of Real Estate, Finance and City and Regional Planning at The Wharton School at the University of Pennsylvania. Dr. Wachter holds the position of Professor at the Graduate School of Design and was Chairperson of the Wharton Real Estate Department from 1996 to 1998. Dr. Wachter is the author of over 200 publications.

Dr. Wachter served as President of the American Real Estate and Urban Economics Association and currently serves on multiple editorial boards including the *Journal of Real Estate and Finance*, the *Journal of Real Estate Research* and the *Journal of Housing Research*. She is Co-Director of the University of Pennsylvania Institute for Urban Research and Director of the Wharton Geospatial Initiative.

Dr. Wachter received her Ph.D. from Boston College in 1974. Wachter served as Assistant Secretary for Policy Development and Research at HUD, a President appointed and Senate confirmed position, from 1998 to 2001, and was principal advisor to the Secretary responsible for national housing and urban policy.

William Gietema, Jr.
Arcadia Realty Group
Dallas, Tx

William Gietema is the Co-Founder and CEO of Arcadia Realty Corp. His area of expertise is the development of mixed-use master planned communities. Since its inception in 1990, Arcadia has developed more than twenty residential and mixed-use communities in DFW, Austin, and San Antonio. These projects have spanned the development spectrum from greenfield to infill and greyfield. Bill is responsible for the company's entitlements, land planning and development operations.

Mr. Gietema holds a master's degree in Real Estate Development from the MIT Center for Real Estate.

REAL ESTATE DEVELOPMENT AND URBANISM PROGRAM
VISITING COMMITTEE AGENDA

THURSDAY, DECEMBER 13, 2007

- 1:00 pm Lunch. Background and curriculum overview with Elizabeth Plater-Zyberk, Dean, School of Architecture; Denis Hector, Associate Dean; Teofilo Victoria, Director of Graduate Studies; Dr. Charles Bohl, Director, Knight Program in Community Building. Location: Knight Program Conference Room.
- 3:00 pm Deans meeting: Elizabeth Plater-Zyberk, School of Architecture; Barbara Kahn, School of Business; Denis Lynch, School of Law; Terri Scandura, Graduate School. Location: Rinker Classroom
- 4:00 pm Faculty meeting with architecture, business, law and related faculty. Location: Rinker Classroom
- 5:00 pm Visitors to Hotel
- 6:30 pm Dinner with President Shalala and guests

FRIDAY, DECEMBER 14, 2007

- 9:00 am Program and curriculum review and discussion. Location: Dean Plater-Zyberk's office.
- 10:30 am Meeting with Provost Tom LeBlanc. Location: Location: Provost's office.
- 12:00 pm University of Miami Real Estate Luncheon and Panel Discussion. Location: The City Club, Downtown Miami
- 2:00 pm Debriefing with Dean Plater-Zyberk
- 3:00 pm Adjournment

APPENDIX C.2

Letters of Support

- a. Michael Buckley, Columbia University
- b. Susan Wachter, University of Pennsylvania
- c. David Geltner, MIT
Please see attached document:
Appendix C.6 Gelter letter & report Dec 07.pdf



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Graduate School of Architecture Planning Preservation
Michael P. Buckley, Director
MSc in Real Estate Development Program

Re: University Of Miami
Masters of Science in Real Estate Development Program (UM MSRED)

We commend UM for your multi-year perseverance in establishing the UM MSRED Program. Your existing national reputation for New Urbanism and the Community Design network established by the Knight Center make for a superb platform for this new degree offering. The focus can easily expand to include Urban Infill and thusly insure broader appeal with Urban Design and Development applications in the initial years.

Based on my Orientation visit, and with an overlay of Best Practices from the Columbia MSRED Program, I offer the following observations:

Proposed Curriculum

The course structure is about right. Particularly the Cross-Departmental teaching ---as you have an excellent opportunity to avoid the turf wars that often exist at other Universities. Starting up right with the cooperation of the Business and Law schools is indeed fortunate. We believe this Cross-departmental cooperation will benefit both sides-- -particularly as the Florida Real Estate Industry is progressively engaged on the UM Campus over time.

The Intersession Charettes are a great idea. At Columbia we use a similar idea of a semester-long Case Study Studio—a required Core Course to facilitate the synthesis of the skills and disciplines acquired by our MSRED students—Financial Feasibility + Market Support + Land Use Concept + Execution / Implementation Strategies. We have found that these skills are best integrated with intensive Design -Oriented real-world Studio Simulations

Industry Outreach

SE Florida has very well established industry groups ready to partner and/or co-sponsor events with UM MSRED. Groups such as ULI, the Builder's and Developers Alliance, SE Florida Construction Council --in addition to the New Urbanism groups---all have great potential for co-sponsored on-Campus Symposia and Panels. Exposure to the personalities and specific viewpoints of many organizations is part of the learning experience at Columbia MSRED --- as the NYC Metro concentration of professionals allows Columbia to include multiple executives on discussion panels and for LunchBox lectures every week on campus. This constant parade of Industry Leaders achieves a level of familiarity and contributes to our placement process as well. The significant contacts thus established for Fundraising are obvious.



Public-Private Partnerships

Your current Core Curriculum does not now include a specific focus on Public/ Private Partnering. We believe this inevitable complexity of today's development environment requires more exposure to the challenges and opportunities of civic / business interactions. At Columbia MSRED we have two courses devoted to this subject—and believe the ability to anticipate Public issues and to have knowledge of a solution set is a fundamental Developer skill.

Power to Convene

In the absence of the traditional Civic / Business Coalitions of the past in Metro Miami, your program represents a "Bully Pulpit" for Urban Development –powerful way beyond the singular voice of Architecture ---- as multiple positions from Finance to Law to new Product Designs will be included.

At Columbia we have proven the Draw Power of the University with the MSRED Program and are now able to convene the Real State Industry senior Leadership around topical issues. Our Summer Terrace Series focused on three consecutive "Strategic Conversations"--- which featured discussions on:

- Workforce Viability
- Enhancing NYC's Industry Clusters
- High Density Sustainability

Development Issues for South Florida could be similarly addressed

Mini-Courses

At Columbia MSRED we use targeted Mini-Courses to address gaps in our curriculum—particularly those areas where a Full core cause is not warranted.

We secure experts from industry –and work with them to create program contents for 2-3 wks intensive Mini-Courses such as:

- Hotel Operations and Finance
- Project Management
- Argus Software Training
- Team Dynamics
- Cost Estimating + Cost Creep Control
- Sketch-Up –taught to our entire class this year

You will have the same opportunity to create and deploy Mini-Course modules---which can also serve to offset the initial years of curriculum development.



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Your Adjunct Opportunity

Given the extensive SE Florida Real Estate marketplace, you have available an equally extensive cohort of skillsets in Law +Development +Brokerage + Construction + Finance + Development---all of which can be harvested thru Adjunct teaching positions. Miami has an particular extra advantage as the home to many national consulting firms — in Residential + Resort + Hospitality consulting --- an irreplaceable potential team-teaching asset. While extensive use of Adjuncts requires much more coordination and oversight by your faculty, we have proven that the use of industry specialists on campus is an extraordinary efficient transfer of technique and technical knowledge—a decided advantage in a one-year program.

You can use Adjuncts to Team Teach subjects—as we do at Columbia or RE Finance and Asset Management---as well to feature multiple viewpoints in new courses such as our International course. Most senior executive cannot commit to a Semester Course as the set-up and regular 13-14 week time commitment cannot be met. Smaller 2-3 week modules can —hence the Team Teaching format is perfect

International

As the Gateway to Latin America, Miami has a preferred and convenient access to Mexico and Latin America. The International contingent at Columbia MSRED Program is maintained at around 20-25% of the Class---but this share is magnified by second-generation Children of Foreigners—particularly Asian and Hispanic. These foreign students bring to our domestic students an appreciation of the Globalization process now underway—and a latent appreciation for other cultural traditions.

UM MSRED will afford the same opportunity and an international focus ought to be given a deliberate elective track —perhaps an International Development Course in tandem with another School or Department.

Urban In-Fill

University of Miami enjoys a solid reputation in New Urbanism. Given a probable market slowdown, a slight refocus to Urban In-Fill will extend the dimensions of exploration — while also creating a clear fit with the New Urbanism focus. This is a real opportunity for your school—and the clear potential to explore more high-density yet contextual solutions for sites that are underutilized.

For Urban In-Fill, In-Place Infrastructure and latent Sustainability are comparative advantages. Financing and Marketing remain big challenges. Therefore In-Fill is a potent academic opportunity which few institutions are addressing.



COLUMBIA UNIVERSITY
MSc in Real Estate Development

Funding Potentials

New and powerful ways to access Real Estate Industry Leaders exists with invited Panelists outreach and discussion case studies for on-campus participation.

The Cross-discipline teaching also offers an appealing integration potential for donors who seek broader influence on policy and the built environment. A systemic approach to Urban In-Fill similarly can entice Fundors from broader backgrounds and interests.

Conclusion

The timing is right for your new course offerings---as South Florida will experience economic turbulence while contending with in-migration and continued urban growth. The UM Msred Cross-Platform model with eager participation in other professional areas— from the Schools of Business, Law, and Engineering at least---is an appealing logistical and pedagogical advantage.

If there is anything we can do from Columbia MSRED program –from visiting Faculty Lectures to participation on Symposia—do not hesitate to ask.

Columbia MSRED Program wishes you a speedy start-up and continuing success thereafter.

From: Plater-Zyberk, Elizabeth M.
Sent: Tuesday, February 19, 2008 2:02 PM
To: Bohl, Charles C
Cc: Pou, Kim
Subject: FW: Susan Wachter - Comments and Recommendations

Attachments: UMiami letter_Feb18.doc

-----Original Message-----

From: Mathur, Pravin [mailto:pravinkm@wharton.upenn.edu]
Sent: Monday, February 18, 2008 5:13 PM
To: Plater-Zyberk, Elizabeth M.
Cc: Wachter, Susan
Subject: Susan Wachter - Comments and Recommendations

Dear Dean Plater-Zyberk,

This message is sent on behalf of Prof. Susan Wachter. Please see the attached documnet and confirm receipt.

Regards,

Pravin

Pravin Mathur, GISP
GIS Specialist, Wharton GIS
University of Pennsylvania

pravinkm@wharton.upenn.edu
Tel: 215-746-3183

Elizabeth Plater-Zyberk
Dean
School of Architecture
University of Miami
1223 Dickenson Drive
Coral Gables, FL 33146

Dear Dean Plater-Zyberk:

Thank you for the privilege of visiting the University of Miami on December 13 and 14th as a member of the Visiting Committee for University of Miami's proposed Masters of Real Estate Development and Urbanism Program. It was a pleasure to meet with you, other deans and faculty. I am writing in response to your request for a written summary of my comments and recommendations for the proposed Program.

Given the thoughtful execution of the program as well as its founding vision, it was indeed a particular pleasure to be a member of the Visiting Committee to have a part in the development of this timely and important program. The urban sustainability challenge ahead of us is immense. Urban growth expected in the next few decades presents significant challenges; in the United States, as much as 50% of the built environment will be developed. The fast growing global south is expected to outpace this by far. The endeavor on which you and the University of Miami are embarking can help address sustainability challenges resulting from this unprecedented scale of development. By doing so, the Program has the potential to be one of University of Miami's signature institutions. The major strength of the Program I believe is its focus on sustainability and new urbanism through your leadership and vision. Nevertheless, a specific challenge for the program may be the need for newly designed planning curriculum that allows new urbanist principles to be taught and integrated into the traditional planning as opposed to the architecture curriculum.

A second broad strength of the conceptualization and planning of the Program is the interdisciplinary approach that University of Miami is taking. Constructing and supporting a masters program based in New Urbanism requires a true interdisciplinary touch as it views city sprawl, disinvestment in urban cities, increasing racial and income stratification, environmental deterioration, loss of wilderness and agricultural lands, and erosion of society's heritage as resulting from the same challenge: sustainable community building. Implementation of this interdisciplinary-based vision is critical.

A key interdisciplinary element which the Program can deploy is a link with other strong centers at the University of Miami beyond the School of Architecture. A prime example is the University of Miami's School of Business. Student opportunity to forge skills at the Business School and to study the business framework within which to evaluate real-estate decisions and development plans is the key. Other potential strong links include the School of Law and the School of Engineering and Applied Science. As a former chair of the Wharton Real Estate Department, which integrates the field of finance into the understanding of the built environment based on the discipline of urban economics, I see the incorporation of both the legal and the design perspectives as central to the success of our department. This combination of approaches is integral to many of the new real estate programs which have been introduced successfully across the country at major universities. There clearly is a need for these programs. The new urbanism approach would make your program unique and also potentially would be a national and international draw for students who wish to learn how to develop in sustainable ways.

A third key strength of the Program is its Miami-based setting. The city's ties to Latin America offers a key synergistic opportunity to link real estate development programs to the need for training in planning and executing, which is acute in the Latin American region. As such, the Program's location in Miami offers significant potential in advancing both students' practical experience while in school and in serving as the impetus for addressing real development needs. This too, however, may require significant additional resources, for the potential to be realized. Nevertheless, I see the Program as a border-opening one which enables students to be at the forefront of New Urbanism and Latin American-based development.

And finally, a cautionary note: it will take time and significant resources to develop a truly interdisciplinary and international program to support the educational resources at the School of Architecture so that the design courses enable the knowledge creation and transmission of principles at the heart of New Urbanism.

In sum, I heartily support the idea of and proposed structure of the Master of Real Estate Development and Urbanism Program. It has true potential to contribute to both society and the reputation of the University of Miami, especially as the Program offers a compelling signature interdisciplinary perspective on New Urbanism. Also, in the future, I would be personally pleased to work together with members of the Program on issues of development and sustainability, especially as I see synergistic applications with the ongoing work at the Penn Institute for Urban Research.

If I may be of further assistance, please feel free to contact me, either by phone (215 898 6355) or via facsimile (215 637 2220).

Sincerely,

Susan M. Wachter
Richard B. Worley Professor of Financial Management
Professor of Real Estate, Finance and City and Regional Planning
The Wharton School, University of Pennsylvania



Massachusetts
Institute of
Technology

David Geltner
Director, MIT Center for Real Estate
Macomber Professor of Real Estate Finance
Department of Urban Studies & Planning
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139

December 18, 2007

Elizabeth Plater-Zyberk, Dean
School of Architecture
University of Miami
1223 Dickinson Drive
Coral Gables, Florida 33146

Dear Dean Plater-Zyberk:

It was a pleasure and a privilege to visit the University of Miami last week (December 13-14) as a member of the Visiting Committee for the proposed Master of Real Estate Development & Urbanism Program of the University of Miami. For me it was very interesting and informative to meet with you and the other deans and faculty members associated with the new Program. This letter is in response to your request for the Committee members to put a few words in writing about our impressions of the proposed Program

Most importantly, I want to make it clear that I am extremely favorably impressed with both the idea of this Program at the University of Miami, and also with the way in which it has been planned and structured to be implemented. Congratulations. This is a much-needed and very important and innovative development in the higher education of those who will build the future of America and the world.

I am enthusiastic about what the University of Miami is doing in this area because of the great importance of the way the human built environment will be developed in the 21st century. As I know I don't need to tell you, developed real estate accounts directly for almost half of all energy consumption and therefore is responsible for almost half of all carbon dioxide emissions. Indirectly, including its effect on transportation, real estate development is responsible for probably another 20% of the total on both counts. More

than this, the nature and quality of the built environment fundamentally determines the social and economic functioning of our societies. The New Urbanism principles and philosophy and methodology for real estate development, which have been pioneered at the University of Miami and for which UM is renowned, presents an approach to address these concerns in a manner that fits realistically with American culture and values. The New Urbanism therefore offers the promise to transform in a most positive and vital way the real estate development which will occur in America in the 21st century.

To most effectively promote and develop this vision, it is necessary not just to train architects in the design of New Urbanism, but to train and motivate real estate developers. It is they who will ultimately determine what gets built in a capitalistic society such as America. To educate developers, an interdisciplinary graduate-level educational program is needed, that integrates into the program at a minimum the practical finance and economics perspectives whose academic home at UM is in the School of Business. I was extremely pleased to see the support which Dean Kahn evidences for the proposed MRED+U Program. Certainly, similar support and integration of elements of the School of Law and the School of Engineering would also be desirable.

By developing this type of graduate program, the University of Miami will be building strategically on a niche in which you are recognized as a national leader, namely, New Urbanist design. You will also be promoting both the substance and the reputation of UM as a place of effective interdisciplinary research and education. The MRED+U Program as you have described it to the Visiting Committee is not just a "good idea", I really think it is a type of *duty* which UM has to build such a program, because of your leadership in the New Urbanist movement. I am sure that if the Program is well implemented it will greatly enhance the reputation of the University.

In terms of specific comments or perspective on the particulars of the proposed curriculum and structure as it was presented to the Visiting Committee, I will offer the following thoughts and suggestions.

While law and engineering are important cross-disciplinary components from the practical perspective of providing future developers with the background they need, I think that real estate finance and economics are also not only vital from the practical perspective, but also offer the potential to substantially build the academic capability and stature of the MRED+U Program and indeed of UM more broadly. Real estate finance and economics (taken together) represents an extension and fusion of the older and more fundamental fields of urban economics and financial economics and includes an extension of both corporate finance and investments theory within mainstream financial economics. While real estate finance and economics is a relatively new field of rigorous academic study, it is now well established in the academic community, with substantial international professional organizations and a hierarchy of blind peer-

reviewed academic journals that have over the past 20 years built a coherent and powerful body of theory and knowledge. Yet the field is still small and new enough that it is in its formative phase with lots of exciting discoveries in process or to come. This renders the field potentially very fertile for enhancing and broadening the academic reputation and standing of both the MRED+U Program and the University of Miami. In other words, you can get to the "front" and the "top" of the field of real estate finance and economics relatively quickly with relatively less investment than in many more traditional fields of study. This can be of particular benefit to an up-and-coming Business School located in a region with a substantial and dynamic real estate development industry.

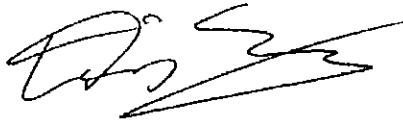
This consideration probably further emphasizes the importance of the role of the School of Business in supporting both the MRED+U Program as well as the proposed UM Center for Real Estate that could provide vital interdisciplinary support for the Program. This does *not* mean that the MRED+U should not be housed in the School of Architecture. You may find the structure that has been very successful at the University of Southern California instructive (though I cannot speak with intimate familiarity to how it works there). The USC structure (if I understand correctly) has their MRED Program within their School of Policy, Planning & Development (which in this context is probably analogous to the role of UM's School of Architecture), with their Lusk Center for Real Estate established and supported jointly by the SPPD and the Marshall School of Business, the latter of which I believe offers an MBA concentration in real estate and/or a dual degree with the MRED. The Lusk Center is thus not solely "within" either the SPPD or the B-School. The role of the Center is to link across schools and between the academy and the industry at large, helping (through funding support) to promote interdisciplinary research and educational programs. It seems that in most places (though possibly UM could be an exception) it is easier to get the real estate industry philanthropic community to make donations to schools of business or to centers and programs at least partially affiliated with schools of business, than to schools of architecture or planning. (I must say, my experience at MIT so far is consistent with this hypothesis.) For a truly successful interdisciplinary real estate program to be built at a university therefore requires a high level of team spirit and even statesmanship on the part of the multiple deans and school faculties involved. Everyone out for themselves will not work.

Finally, let me say that personally, I am particularly excited at the intellectual level about exploring the possibilities of bringing cutting-edge theories and methodologies of financial economics and engineering systems (some of which actually overlap) together with the physical design principles of the New Urbanism, to facilitate the appropriate financing and valuation of walkable mixed-use development in the U.S. As you know, I was privileged to supervise a Masters thesis last summer by one of both your and our students, Matthew Lister. In Matt's thesis he used the phrase, "The New Real Estate", to represent a fusion of New Urbanist design with cutting-edge finance methodologies and tools, to build a vision of new real estate development that would be both of high

physical quality and also most successful from a financing perspective, and therefore able to establish a dominant model for 21st century American development. I would be most intrigued to explore collaboration possibilities between MIT and UM to further this agenda, either in the research or educational arenas.

Please don't hesitate to contact me if I can be of any further assistance in your efforts to launch and build your MRED+U Program.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Geltner', with a long horizontal flourish extending to the right.

David Geltner

Bio of David Geltner

David Geltner has been at MIT since 2002 where he is currently the George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning, and Director of the Center for Real Estate. As Director of the MIT/CRE, Dr. Geltner heads MIT's Master of Science in Real Estate Development (MSRED) program. Prior to MIT, Geltner was the REEAC Professor of Real Estate in the Finance Department of the College of Business Administration at the University of Cincinnati, and has been teaching graduate level real estate investments and finance since 1989. Dr. Geltner also served from 1998-2004 as a Visiting Professor in the Department of Land Management of the Faculty of Urban and Regional Science at the University of Reading (England), a research appointment. Dr. Geltner has served since 1999 as the External Academic Member of the Real Estate Investment Committee of the State Teachers Retirement System of Ohio (a pension plan sponsor with over \$6 billion of directly managed real estate holdings). He also serves as the Academic Advisor to the National Council of Real Estate Investment Fiduciaries (NCREIF), and as co-Director of MIT's Commercial Real Estate Data Laboratory, which has developed pioneering commercial property indexes based on transactions prices.

Dr. Geltner received his PhD in 1989 from the Massachusetts Institute of Technology, in the Civil Engineering Department in the field of infrastructure finance & economics. He also has degrees in urban studies from Carnegie-Mellon University and the University of Michigan. He served during 1994-99 as a Managing Editor of Real Estate Finance, and during 2000-2003 as a co-editor of Real Estate Economics (the leading academic real estate journal and the official journal of the American Real Estate & Urban Economics Association). Dr. Geltner also serves on the editorial boards of the Journal of Real Estate Finance & Economics, the Journal of Real Estate Research, and the Journal of Property Research. He served during 1994-2000 on the Advisory Board and Board of Directors of the Real Estate Research Institute, where he is now a RERI Fellow. Dr. Geltner is a past Academic Fellow of the Urban Land Institute (2004), a Fellow of the Homer Hoyt Institute, a Fellow of the Royal Institution of Chartered Surveyors, and a recipient of the David Ricardo Medal from the American Real Estate Society. Dr. Geltner has published extensively in leading academic journals in the area of real estate economics, investment analysis, and performance measurement. A 2006 study published in Real Estate Economics found Geltner to be the most influential academic real estate writer, based on number of citations during 2000-2004 in top academic real estate journals. Dr. Geltner is co-author of Commercial Real Estate Analysis & Investments, a new graduate-level real estate investments textbook published by Cengage/South-Western which has now published its second edition.

From: Plater-Zyberk, Elizabeth M.
Sent: Thursday, March 13, 2008 3:42 PM
To: epz@dpz.com; Bohl, Charles C
Cc: Pou, Kim
Subject: FW: Real Estate Development and Urbanism

From: Scandura, Teresa Anne [scandura@miami.edu]
Sent: Thursday, March 13, 2008 2:35 PM
To: Plater-Zyberk, Elizabeth M.
Subject: Real Estate Development and Urbanism

Dear Lizz,

I am pleased to inform you that Tom and I have discussed the proposal for the Master degree in Real Estate Development and Urbanism. Tom and I support this initiative and wish you the best of luck with recruiting your first class. Please keep us updated.

Best,

Terri

Terri A. Scandura
Dean of the Graduate School

1541 Brescia Avenue
Coral Gables, Florida 33124-3220
(305) 284-4154 tel
(305) 284-5441 fax
www.miami.edu/grad



MEMORANDUM

To: ✓ President, Faculty Senate,
Dean, School of Architecture

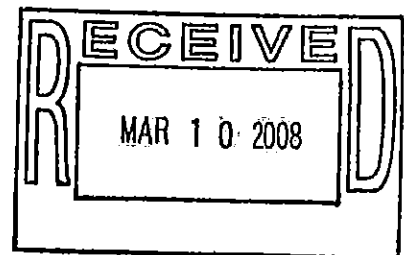
FROM: Dean Terri Scandura
Graduate School *Terri Scandura*

DATE: 29 February 2008

SUBJ: New Real Estate Degree Program

At the 27 February 2008 meeting of the Graduate Faculty the new proposed Real Estate degree was approved unanimously by those present after two readings.

CC: Provost LeBlanc
SACS Office
Graduate School Program Review File



Graduate School
P.O. Box 248125
Coral Gables, Florida 33124-3220
305-284-4154
Fax: 305-284-5441
E-mail: graduateschool@miami.edu



March 3, 2008

Dear Dean Scandura:

This letter is in support of the new graduate degree program, *Master in Real Estate Development and Urbanism* as proposed by the School of Architecture. This is a challenging time in the world of real estate and such a program will provide the opportunity for the University of Miami to make a positive contribution in terms of education and innovation. I am confident that this program will allow the School of Architecture to continue to build on its excellent reputation and its service to the community, while creating an exciting new course of study. From Dean Plater-Zyberk's report, seminars and courses on real estate development have been well received and such an interest in the subject market would indicate there is already a market for it.

Another important component of the program is its interdisciplinary nature which will allow students access to the expertise and experience of faculty from other schools and colleges. Given the constantly shifting economy and demands of the real estate field this will be a significant factor in attracting students who recognize the needs of a changing industry. The benefits of an approach that incorporates information from areas other than Architecture that impact their practice would enable students to anticipate and prepare for the emerging dynamics of their profession.

I strongly believe that this new program due to its recognition of the need to expand its fields of information and the breadth of its course offerings will also increase the ties between the School of Architecture and the College of Engineering. It will be a central means to encourage more collaboration between faculty members and students from both disciplines resulting in shared knowledge and experience and thus being mutually beneficial. I recommend that we, as a university, continue to support such worthwhile programs which facilitate participation between schools and colleges to offer our students the best possible educational experience and prepare them to be high achievers in their professions.

Sincerely,

James M. Tien, Ph.D., NAE

James M. Tien, Ph.D., NAE
Dean, College of Engineering
P.O. Box 248294
Coral Gables, Florida 33124-0620
Tel: 305-284-6035; Fax: 305-284-2885
jmtien@miami.edu



Dennis O. Lynch
Dean

February 27, 2008

Elizabeth Plater-Zyberk
Distinguished Professor and Dean
University of Miami
School of Architecture
Room 215E Architecture, Building 48
Coral Gables Campus 5010

Dear Dean Plater-Zyberk:

I have reviewed the "*Proposal to Offer A Master's Degree in Real Estate Development and Urbanism*" and it looks fine. We look forward to collaborating in this program.

Sincerely,

A handwritten signature in cursive script that reads "Dennis O. Lynch".

Dennis O. Lynch
Dean

Office of the Dean
P.O. Box 248087
Coral Gables, Florida 33124-8087
305-284-2394

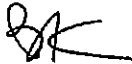


Barbara E. Kahn
Dean

MEMORANDUM

February 26, 2008

TO: Elizabeth M. Pater-Zyberk
Dean
School of Architecture

FROM: Barbara E. Kahn 
Dean
School of Business Administration

We have read over the proposal for the Masters in Real Estate and Development and Urbanism and it looks fine. You have the full support of the Business School behind this initiative. Rene Sacasas will be at the graduate council meeting when this is discussed if any issues arise with respect to the Business School. We are very happy to collaborate with you and the other schools on this proposal.

Thank you for all the hard work you have put into this initiative.

BEK:bir



February 19, 2008

Dr. Terri Scandura
Dean, Graduate School
University of Miami
Room 106, Albert Pick Hall
1541 Brescia Avenue
Coral Gables, FL 33124-3220

Graduate Council
1541 Brescia Avenue
Coral Gables, FL 33124-3220

Dean Scandura and Members of the Graduate Council:

Please accept this proposal for a new graduate degree program, *the Master in Real Estate Development and Urbanism (MRED&U)*.

While this initiative emanates from the School of Architecture and our experience with the mid-career Knight Fellows in Community Building program, it is a collaborative endeavor representing faculty and course experience in the Schools of Business Administration and Law and the College of Engineering.

Attached is a description of the proposed program, the list of courses already offered that will support it, a market study and other relevant information.

With regard to the Provost's strategic vision for graduate studies at the University of Miami (reputation, research, or revenue), the MRED&U is initially positioned to burnish our *reputation*, building as it does on the School of Architecture's prominence in the field of the New Urbanism. It also has the potential to be a source of *revenue*. The School of Architecture has spent the last decade establishing a strong relationship with the development community of South Florida and nationally in anticipation of seeking industry support with this expansion of our offerings. Eventually, *research* will be an important component of the program, given its unique beginnings and the growing need for data in the field.

From a national perspective, as a new program, we have the opportunity to establish curriculum offerings focused on evolving issues of high density, transit-oriented and infill development, global warming and sustainability, and social and economic equity.

Post Office Box 249178
Coral Gables, FL 33124-5010
305-284-5000
Fax: 305-284-5245
<http://www.arc.miami.edu>

The school's existing programs and administrative structure can accommodate the addition of this program which will serve as an enrichment of its professional offerings. Several real estate development courses already serve as electives for the five year Bachelor of Architecture, the two and three year Master of Architecture and the post-professional Master of Architecture. As the material submitted below shows, within the broad range of programs nationally, there are essentially two models for graduate study in the field of real estate: a concentration in the broad topic of real estate as part of the two year Master of Business Administration, offered by business schools, and a one year degree offered in schools of architecture that focuses on real estate development. The latter is the model followed here. As in a number of universities with course offerings in several schools, it is expected that UM's School of Business Administration will revive an undergraduate major in real estate (this is well underway and goes before the School Council in March) and that MBA students will be allowed to elect courses in the MRED&U; the School of Law will continue it's L.L.M. in Real Estate as well, and cross listing courses is similarly anticipated.

Program Background

Over the past four years the School of Architecture has collaborated with faculty members from Schools of Business Administration and Law, offering seminars and full semester courses on real estate development, including a dozen seminars and one three-credit course each semester. These seminars and courses have allowed us to test the market for a real estate program and establish collaborative relationships between faculty of the three schools to deliver real estate courses. The seminars and courses have been well-received and attended by full-time students, and continuing education students who come from private, public and non-profit sectors, including many alumni. Seminars and course topics have incorporated the fundamentals of finance, law and urban design, with an emphasis on current methods and practices, including new urbanism and livable community design. These efforts have been coordinated by the Knight Program in Community Building, based at the School and supported by grants from the John S. and James L. Knight Foundation.

In March of 2001, premier professionals from throughout the country and from a variety of fields ranging from architects to community builders and experts in economic development, gathered at the School of Architecture for the Knight Program in Community Building Inaugural Seminar. The School of Architecture had been chosen by the Knight Foundation for this program because of its reputation as a center for research and teaching in New Urbanism and smart growth, and because the School's faculty already had more than a decade of experience in community improvement processes locally.

In November of 2002 President Shalala brought Professor Kerry Vandell, the founding director of the highly regarded program in real estate and urban land economics at the University of Wisconsin-Madison, to Miami to evaluate the potential for establishing a real estate program at UM. Dr. Vandell met with university trustees, the deans of Architecture, Business and Law, faculty and administrators. He submitted a report that found strong support and solid potential for establishing a graduate degree program, certificate programs and a research agenda in real estate.

In 2006 we commissioned a consultant to carry out a study of twenty one- and two-year real estate programs in the U.S., including interviews with the directors of each program and extensive details on each program and curriculum. The national study of real estate program models was completed last summer, and a draft for a one-year curriculum was circulated with a working group of faculty drawn from Architecture, Business and Law as well as outside advisors to review and refine. A list of faculty that has participated in teaching seminars, courses and reviewing the curriculum is attached.

In order to gauge the market for a master's degree program in real estate the School of Architecture conducted an online survey in the fall of 2006. As of May 15, 2007 the survey had been filled out by 295 individuals from a wide variety of professional and geographic backgrounds in Florida, the U.S. and abroad. The survey revealed strong interest in the program, with over half (52 percent) indicating that they were interested in a one-year Master's Program in Real Estate Development with a focus on the New Urbanism.

We have continued to provide summaries and updates on these activities in meetings with the President, the Provost, and the Deans of the Graduate School, School of Law and School of Business.

In December 2007, a review committee of faculty from three real estate programs came to campus to examine the draft materials presented herein, and to engage faculty and administrators in discussions about the proposed program.

The visitors included:

Michael Buckley, President, Halcyon LTD, Real Estate Advisors and Development Consultants, Director, Real Estate Development Program of Columbia University;

David Geltner, Director of Center for Real Estate, George Macomber Professor and Professor of Real Estate Finance in the Department of Urban Studies & Planning of Massachusetts Institute of Technology; and

Dr. Susan M. Wachter, Richard B. Worley Professor of Financial Management, Professor of Real Estate and Finance, Co-Director - Institute for Urban Research, and Director of Wharton GeoSpatial Initiative, University of Pennsylvania.

Also involved was William Gietema, Jr., a graduate of MIT's MSRED program, co-founder of Arcadia Realty in Dallas, Texas and a 2002 Knight Fellows in Community Building, who has been an informal advisor.

Program Goals

The University of Miami School of Architecture has an international reputation for education, research and practice in New Urbanism. The School was ranked #1 in a survey of Schools of Architecture by *New Urban News* and received the prestigious John Nolen Award for contributions to urbanism in Florida from the Congress for the New Urbanism's Florida Chapter in January of 2007. The School's strengths in livable community planning and design are amplified by its faculty's collaborations across the University, including teaching and research with faculty in business, law, engineering, marine science, public health and urban studies.

The Master's in Real Estate Development and Urbanism program will build on the unique strengths of the School of Architecture and the University as a whole to deliver a powerful program that can advance teaching, research and practice of real estate development. The program will:

- Establish the University of Miami as a leader in real estate education that blends the strengths of the university in architecture, business, law, engineering and urban studies. The program will also leverage the unique attributes of South Florida as a cutting edge laboratory for real estate development in one of the most dynamic real estate markets in the world with international appeal, as it confronts the challenges of building more high density, affordable, mixed-use and transit-oriented communities in an environmentally sensitive and socially and culturally diverse region;
- Address the stated needs and interests of current and prospective students and alumni seeking expertise in real estate development;
- Train a new generation of developers, community building professionals in the public and non-profit sectors, and community leaders to elevate the practice of real estate development;
- Augment the course offerings in existing programs in architecture, law, business and engineering;
- Expand funding opportunities for the university through new associations and research opportunities;
- Prepare graduates for vanguard work in real estate development and urbanism across disciplines and around the globe. As our market research and our experience through the Knight mid-career fellowship program and continuing education seminars have shown, there is a strong interest among the community building professions - including private, public and non-profit sectors involved in housing, planning, community development, economic development, law, governance and policymaking areas - to gain a solid educational background in real estate.

Summary

I hope this background for the proposal shows that we are well-positioned for both the implementation of course offerings and the successful recruitment of students.

We look forward to presenting the program to the Graduate Council and to the Faculty Senate. I would be happy to answer any questions you may have before then.

Sincerely,


Elizabeth Plater-Zyberk, FAIA
Distinguished Professor and Dean

EPZ/df