



Real Estate Employment Report 2004

UNIVERSITY OF SOUTHERN CALIFORNIA
MARSHALL SCHOOL OF BUSINESS
SCHOOL OF POLICY, PLANNING, AND DEVELOPMENT

FOR MORE INFORMATION ON
USC REAL ESTATE PROGRAMS AND EMPLOYMENT,
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A Message from the Directors

We are very pleased to present the 2004 Lusk Center Employment Report. This Report summarizes the placement of 2004 USC real estate graduates, their average salary ranges, and the companies who hired from our talent pool. Our initial Report generated a tremendous response receiving coverage by several real estate news sources, including the Wall Street Journal. The activities of the Lusk Center continue to garner significant attention and a major benefit has been an increase in the quantity and quality of students who choose to pursue their real estate education at USC.

Unique to academic real estate centers across the country, the Lusk Center plays an active role in the professional development of real estate students. The Lusk Center's position as a university-wide organized research unit enables us to serve as the focal point for real estate activity at USC. For firms looking to hire full-time employees and interns, the Lusk Center is a centralized conduit to access real estate students from throughout the USC campus. With the generous support of Lusk Center members, USC alumni, and professionals throughout from the country, the Lusk Center provides a host of programs to introduce our students to the real estate industry and prospective employers. Our professional development activities are augmented by the USC Career Planning and Placement Center, the Marshall School of Business Career Resource Center, and the School of Policy, Planning, and Development Office of Career Services.

Real estate continues to shine brightly within the overall national economy. While there is some trepidation on the continued strength of the real estate sector's growth, the job market remains strong. Utilizing the Lusk Center's resources has enabled employers to tap into a large pool of well qualified candidates. In 2004, the vast majority of students completed their job search by graduation in May. Employers now recognize the benefit of identifying their recruiting needs early in order to gain access to the largest number of applicants. For May 2004 graduates who entered real estate development opportunities in the residential sector were the strongest. Over 50% of the graduates who took jobs with a development company are working on residential projects. In finance, capital providers who place equity or provide mezzanine financing stood out as the strongest employment sector, though many students also joined lenders – both commercial banks and other institutions – and mortgage brokerage firms. Undergraduate students were strongly courted by real estate services firms including brokerage and consulting.

We look forward to the coming year and appreciate your efforts to further our endeavors.

Stuart A. Gabriel
Director and Lusk Chair

Stan Ross
Chairman of the Board and Senior Fellow

Student Population Served

Real estate students at USC affiliate themselves with the Lusk Center by their membership in one of our two student clubs: the Graduate Real Estate Association (GREA) for masterslevel and the Trojan Real Estate Association (TREA) for undergraduates. While the predominate degree programs are the Master of Real Estate Development (MRED), the Master of Business Administration (MBA) real estate concentration and the Bachelor of Science in Business Administration, students from all majors and degrees throughout the USC campus as welcome to join. For the 2003-04 academic year, membership in the clubs was as follows:

GREA Membership	2003-04
Total	188
MBA – First year	68
MBA – Second Year	48
MRED	42
Other Masters	8
Dual Degree Programs:	
JD/MBA	3
JD/MRED	5
MBA/MRED	7
TREA Membership	2003-04
Total	108
Business Majors - Seniors	49
Business Majors – Jr/Soph/Fresh	35
Planning and Development Majors	14
Other Majors	10

Lusk Center Career Services

The USC Lusk Center hosts a number of programs to aid students in their job search efforts. These are detailed at the end of this document in Appendix III. A significant component of our career development efforts is directed towards educating our students on the unique recruitment and hiring process within the real estate profession which can prove to be challenging for young professionals. Due to the nature of the industry, real estate employers are typically unable to anticipate their hiring needs too far in advanced. New hires are tied to the status of a project or the closure of a transaction and therefore real estate firms hire as needs arise on a year-round basis. USC students graduating in May typically begin a concerted job search process in the Spring semester. Most job offers are made as early as March and continue through the Summer. Some students with focused career interests continue their job search through the Fall. An added factor for students is that few real estate companies have structured recruiting programs. In the real estate industry most jobs are the outcome of networking and the establishment of professional relationships. To that end, the Lusk Center places emphasis on helping students to foster contacts and parlaying their network into employment opportunities.

REAL ESTATE SECTOR DISTRIBUTION AND SALARIES FOR 2004 GRADUATES

MASTERS-LEVEL EMPLOYMENT

Sector	Number	Percent	Annual Salary Range	Average Salary	Average Annual Bonus
Asset Management	3	4%	\$45,000 – 95,000	\$75,000	\$20,000
Consulting	4	6%	\$65,000 – 90,000	\$78,000	\$10,000
Development	33	46%	\$65,000 – 200,000	\$82,600	\$21,500
Finance	16	22%	\$55,000 – 85,000	\$72,700	\$22,500
Other – Appraisal, Brokerage, Construction, Law	3	4%	\$75,000 – 110,000	\$92,500	\$5,000
Unreported	13	18%			

BACHELORS – LEVEL EMPLOYMENT

Sector	Number	Percent	Annual Salary Range	Average Salary	Average Annual Bonus
Brokerage	7	23%	\$24,000 – \$35,000	\$30,000	Commission
Development	2	6%	\$40,000	\$40,000	N/A
Finance	12	39%	\$27,000 – 50,000	\$42,000	\$12,000
Other – Asset Management, Consulting	10	32%	\$27,000 – 50,000	\$40,500	N/A

DISTRIBUTION WITHIN DEVELOPMENT AND FINANCE SECTORS

Development Product Type	Number	Percent
Hotel/Resort/Theme Park	1	3%
Land Development	6	17%
Mixed-Use	5	14%
Office/Industrial	2	6%
Residential (Single-family and Multi-family)	19	54%
Retail	2	6%

Finance Sector	Number	Percent
Equity/Mezzanine Fund	8	29%
Investment Bank	2	7%
Lender – Bank	5	18%
Lender – Other	5	18%
Mortgage Broker	7	25%
REIT	1	3%



USC students compete for the silver shovel in the Annual USC versus UCLA NAIOP Challenge. The team was advised by Professor David Dale-Johnson.

APPENDIX I FIRMS RECRUITING THROUGH THE LUSK CENTER/ HIRED 2004 GRADUATES

AEGON USA Realty Advisors, Inc.	City of Los Angeles	Investment Development Services
AEW Capital Management, LP	Cohen Asset Management, Inc.	Investors Management Trust
AIMCO	Colony Capital	Irvine Apartment Communities
Alexandria Real Estate Equities, Inc.	Colton Lee Communities	Irvine Company
Alliance Residential Company	Combined Properties, Inc.	Irvine Hughes
AMCAL Multi-Housing, Inc.	The ConAm Group of Companies	Jacobs Engineering
American Realty Advisors	Conquest Student Housing	Jade Enterprises
Americorp Credit Corporation	Core Mortgage	Jamboree Housing Corporation
Anderson Pacific, LLC	Corporate Sciences	John Burns Real Estate Consulting
ANR Industries, Inc.	Countrywide Home Loans	Johnson Capital
AOR Remodeling and Management	Cushman & Wakefield, Inc.	Jones Lang LaSalle
Appraisal Pacific, Inc.	Davenport Partners	JP Morgan Mortgage Capital
Archon Financial	DeBeikes Investment Company	JRK Asset Management
Aslan Realty Group	Deloitte and Touche	JS Rosenfeld Company
Aszkenazy Development	Development Planning &	K. Kovnanian Companies
Avalon Bay Communities, Inc.	Financing Group, Inc.	KB Home
Balboa Financial	Douglas Emmett Realty Advisors	Key Bank
Bank of America Securities	Dowing Development	Keyser Martson
Bari Management	Durango Mountain Resort	Kilroy Realty
Barry S. Slatt Mortgage Co.	East West Partners	Kor Group
The Bascom Group	Eastdil Realty Company, LLC	Korek Land Company
Beazer Homes	EJM Development Co.	Kosmont Companies
Beitler Commercial Realty Services	Empire Companies	Koss Financial
Birtcher Real Estate Group	Ernst & Young, LLP	KZ Holdings
Bond Companies	Eurohypo AG	LA Community Design Center
BRE Properties, Inc.	Evergreen Development Co.	LA Community Redevelopment Agency
Bridge Housing Corporation	Federal Development, LLC	Laeroc Partners
Broadway Federal Bank	Fieldstone Communities	Lakeside Realty Advisors
Brookfield Homes Southland, Inc.	FMV Opinions	Larwin Company
BSS Consulting	Forest City Commercial	LaSalle Bank
Buchanan Street Partners	Development, Inc.	Lee Andrews Group
California First Financial Group	Freddie Mac	Lee Equities
California National Bank	Fritz Duda Company	Legacy Partners Commercial
Canyon Capital Realty Advisors	GE Capital Real Estate	Legg Mason Real Estate Investors
Capital Equity	Genesis LA Economic Growth Corp.	Lennar Affordable Communities
Capstone Advisors, Inc.	George Elkins Mortgage Banking Company	Lennar Communities
Carlton Group	George Smith Partners, Inc.	LePlastrier Consulting Group
Carson Companies	GMAC Commercial Mortgage	Lewis Operating Corp.
Casden Properties, LLC	Granite Homes	Lowe Enterprises
Catellus Development	GRC Redevelopment Consultants	MacFarlane Partners
Corporation	The Greenwich Group	Magellan Group
CB Richard Ellis Investors	Greystone Homes, Inc.	Major Properties
CB Richard Ellis, Inc.	Grubb & Ellis	Mar Ventures
Centex Homes	GTO Development, LLC	Marcus & Millichap
Champion Development	Halferty Development	MCC Realty Investments
Charles Dunn Company	Hanover Financial Company	Mercy Housing System
Cherokee Investment Partners	Henry Nunez Coordinated Land Services	Merrill Lynch
Churchill Mortgage Corp.	Holliday Fenoglio Fowler	MetLife Real Estate Investments
The CIM Group, LLC	Huron Consulting Group	Milan Properties
City National Bank	IHP Capital Partners	MJW Investments
City of Long Beach, Housing	IndyMac Bank	Nelson Strategies
Services Bureau	Intrawest	Newhall Land and Farming Company

APPENDIX I CONTINUED FIRMS RECRUITING THROUGH THE LUSK CENTER/ HIRED 2004 GRADUATES

Newport Realty Capital
 NL Financial
 Oaktree Capital Management
 Olson Company
 Overton Moore Properties
 Pacific CityHome
 Pacific Life Insurance Company
 Patterson Construction
 Payne Development
 Phoenix Realty Group
 Pircher, Nichols & Meeks
 Playa Capital Company, LLC
 Portland Investment Company
 Property & Portfolio Research, Inc.
 Prudential Mortgage Capital Company
 Prudential Real Estate Investors

Pulte Homes
 R.W. Selby & Company, Inc.
 Regency Centers
 Related Companies
 Reliable Properties
 Richmond American Homes
 Robert Charles Lesser & Company
 Robertson Properties Group
 Rockpoint Land
 Rockwood Capital Corporation
 Sares-Regis Group
 Secured Capital Corp
 Seegmiller Partners
 Shea Homes
 Shea Properties
 Simpson Housing Solutions

Sperry Van Ness
 SSR Realty Advisors
 Standard Management Company
 Standard Pacific Homes
 StarPoint Properties
 Stoneridge Capital Partners
 Stonewater Partners
 SunAmerica Affordable Housing
 Partners, Inc.
 Sunbelt Enterprises
 SunCal Companies
 Thomas Properties Group, LLC
 Tolkin Group
 Trammell Crow Company
 Triad Ventures
 TriMont Real Estate Advisors, Inc.
 Troxler Group
 UBS Realty Investors, LLC
 UniDev, LLC
 Union Development Company, Inc.
 Universe Holdings Development Company
 Urban Partners, LLC
 Vans, Inc.
 VEF Advisors
 Velocity Commercial Capital
 Voit Commercial Brokerage
 Wachovia Securities
 Washington Mutual
 Wells Fargo Bank
 Wells Fargo Foothill
 Westrust America
 William Fox Homes
 Younan Properties, Inc.



*Students speak with
 company representatives
 at USC Lusk Center's Real
 Estate Industry Night.*



APPENDIX II REAL ESTATE EDUCATION AT USC

GRADUATE DEGREES

MASTER OF BUSINESS ADMINISTRATION

The Marshall MBA Program provides a foundation for success by offering a business education that balances theory with real-world application. The hallmarks of the MBA program are its emphasis on entrepreneurial spirit, its global perspective, its incorporation of technological advances to expedite business practices, and its recognition of new areas of specialization in the business world. MBA students may choose to emphasize real estate by taking courses offered through the Department of Finance and Business Economics. The real estate electives are offered in the areas of real estate finance, investment, valuation, development, and the economics of real estate markets.

MASTER OF REAL ESTATE DEVELOPMENT

The Master of Real Estate Development (MRED) program prepares graduates for key positions in real estate development. The MRED is a carefully integrated program which brings together the three main elements of real estate development: design, finance, and policy. Students are exposed not only to the full range of development functions - market analysis, finance and deal structuring, site planning, and project management and operations — but also to all product types — residential, commercial, retail, office, and industrial. Concentrations in international development, asset management, construction management, and appraisal allow students to develop expertise in strategic areas of real estate development.



USC's real estate education expands beyond the classroom as MBA and MRED students volunteer at Habitat for Humanity.

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UNDERGRADUATE DEGREES

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION

The School of Business offers curricula leading to a Bachelor of Science with a major in Business Administration and a specialty in real estate or real property development and management. In the first two years, all students share a common curriculum designed primarily to provide a sound general education in basic liberal arts subjects. In the last two years, the student devotes most of his study to the field of business administration and the specialty area.

BACHELOR OF SCIENCE IN PUBLIC POLICY, MANAGEMENT, AND PLANNING

The Public Policy, Management and Planning major is for people interested in politics, government, leadership, healthcare, law and the design and preservation of our built environment. Graduates build communities, design neighborhoods, and balance economic growth and environmental quality. The Public Policy, Management, and Planning program provides a strong liberal arts foundation and skills in management, policy analysis, and urban planning.

APPENDIX III LUSK CENTER CAREER SERVICES PROGRAMS

MENTOR PROGRAM

The Lusk Center Mentor Program is highly regarded by our students and is frequently cited as the highlight of their experience at USC. Many prospective applicants cite the Lusk Mentor Program as a key component of reason for their attraction to USC. Mentors are recruited from the membership of the Lusk Center Executive, Advisory, and Leadership Boards along with other senior level real estate professionals. Mentors are typically executives at the President, Chief Executive Officer, or Senior Vice President level. In 2004, 60 mentors volunteered their time for this effort.

Student participation is selective and involves a written application and personal interview. To be eligible, students must be pursuing graduate study in real estate at USC. Students are chosen based on their genuine interest in the real estate profession and their commitment to participating in the program. Students are paired with mentors based on similar areas of professional interest. For the 2003-04 academic year, 66 students were matched with Lusk Mentors



James Muhlfeld meets with his Lusk Center Mentor Mike Marino, Senior Vice President at Wells Fargo Bank.

SPEAKER SERIES

Throughout the academic year, students have the chance to hear from prominent developers, financiers, and other industry leaders in an informal seminar setting. These speakers are the key decision-makers in their respective companies and bring the real life perspective to what students learn in the classroom. Although this program is intended to meet educational objectives, these events have given prospective employers a view of our programs and our students.

JOB ANNOUNCEMENTS

The Lusk Center serves as a conduit to disseminate job opening announcements. Job descriptions submitted by employers are made available to current USC real estate students at both the graduate and undergraduate level and to our recent alumni. In 2003-04, the Center received over 240 announcements of both full-time positions and internships; this represents a 55% increase from the prior year. The openings were submitted to us by a variety of sources: 40% from alumni (over three times the number from the prior year); 51% from the employer; 6% from executive recruiters, and 3% from current students.

INTERNSHIP PROGRAM

Students on both the graduate and undergraduate level seek to complete internships during the summer or as a part-time position during the school year. These experiences provide valuable on-the-job training and often lead to post-graduate employment.

REAL ESTATE CAREER FORUM

The annual Real Estate Career Forum, held in the Fall semester, enables students to learn about careers in real estate from industry leaders in key sectors such as development, consulting, banking, finance, and investment banking. During the Career Forum, panelists provide insights into recent changes in the real estate industry, the evolution of their particular segments of the industry, the effects of technology on real estate, and the impact of globalization trends. Stan Ross serves as moderator of the event.

REAL ESTATE INDUSTRY NIGHT

This annual event—the most significant of its kind in the U.S.—serves as a networking and information gathering session for real estate students from throughout USC. The 2004 program featured Joel Marcus, Chief Executive Officer of Alexandria Real Estate Equities as the keynote speaker. Over 150 students participated, from nine different USC degree programs. Close to 60 firms were in attendance representing a wide range of industry sectors.

REAL ESTATE RESUME BOOKS

Each year, the Lusk Center publishes and distributes a Resume Book providing information on graduate and undergraduate real estate students who are seeking careers in the real estate industry. The 2004 Real Estate Resume Book was made available at Real Estate Industry Night and mailed nationwide to real estate companies. Some 140 resumes spanning eight different degree programs were included in the 2004 Resume Book.

GRADUATE REAL ESTATE ASSOCIATION

The Graduate Real Estate Association (GREA) is a forum for learning about the real estate industry and making connections with professionals. Its members include graduate students from the Schools of Business; Policy, Planning, and Development; Architecture; Law; and Engineering.

TROJAN REAL ESTATE ASSOCIATION

The Trojan Real Estate Association (TREA) is an undergraduate student association at USC devoted to the field of real estate. TREA's membership encompasses several different degree programs including: Bachelor of Science in Business Administration, Bachelor of Science in Policy, Planning, and Management, Bachelor of Arts in Economics, and Bachelor of Science in Accounting.

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