

Advanced Studies Institute
The 1999 Updated Development Plan for the Weimer School of
Advanced Studies in Real Estate and Land Economics

The Hoyt Group Chronology

As background to the 1999 updated development plan, it would be useful to provide a chronology of events that brings the Homer Hoyt Institute to the beginning of the Weimer School and the Weimer School to where it is today.

- 1967: Homer Hoyt Institute is established as the research arm of the Real Estate and Land Use Planning Program of The American University School of Business Administration.
- 1971: Homer Hoyt Institute separates from The American University and continues as an independent research organization with projects largely funded by government and industry associations.
- 1979: Dr. Homer Hoyt provides gift to the Institute of one mile of ocean-front land that became known as Green Turtle Beach.
- 1981: Green Turtle Beach is sold to Campeau Corporation of Florida and a grant program is initiated to a consortium of real estate programs.
- 1982: The School of Post-Doctoral Study is established by the Institute and HHI-Florida was created as the corporate home for the School also known as the Advanced Studies Institute (ASI).
- 1983: ASI began annual awards for AREUEA dissertation winners and initiates the program of recognizing potential future thought leaders as post-doctoral honorees.
- 1984: Green Turtle Beach reacquired from Campeau Corp. of Florida through deed in lieu of foreclosure. Green Turtle Beach Corporation (later renamed Hoyt Advisory Services), a wholly-owned subsidiary of HHI, created to develop the land.
- 1985: Green Turtle Beach, after development has begun, is sold to the State of Florida. The ASI newsletter is initiated. The HHI Advisory Board held its inaugural meeting.
- 1987: The School of Post-Doctoral Study was renamed the Weimer School of Advanced Studies in Real Estate and Land Economics in honor of Founding Dean, Arthur M. Weimer.
- 1988: A substantial grant expansion program beyond the initial consortium of universities is initiated.

1989: The Development Plan of the Weimer School articulates that HHI seeks to improve the quality of real estate-related decision making by enhancing both the private and public sectors' understanding of the systems within which real estate functions. The focus is on improving the tools of analysis as well as the understanding of the system.

The School added a third session annually addressing the development of analytical systems and theoretical models focusing on land uses.

1990: The present campus of the Weimer School and the home of the Hoyt Group at 760 U.S. Highway 1, North Palm Beach was acquired part gift-part sale.

1992: Lola and Fred Case Library was established. HAS began development of the Hoyt REIT model and data base.

1993: The grant program expansion beyond the original consortium of schools reaches 35 universities.

1995: The original grant program to named institutions is curtailed.

A revised ASI Development Plan permitted the number of Weimer School faculty to increase over time to eighteen.

The Weimer School faculty were empowered to select Fellow candidates, post-doctoral honorees, and the topic for the annual May session of the School.

1997: Weimer School combines the second and third sessions each year to be a single, longer session, which includes honoring the three post-doctoral honorees at each May session.

The Hoyt Group website (www.hoyt.org) was begun.

1998: The Homer Hoyt Institute Advisory Board became the founding Hoyt Fellows, an industry corollary to the academic Weimer Fellows.

1999: The Weimer School had 94 Fellows, Founding Fellows, Honorary Founding Fellow, and Honorary Fellows, 17 faculty and three emeriti faculty

1999 Development Plan Update

The 1999 update extends the 1995 plan to get broader participation of the faculty in the leadership of the Advanced Studies Institute. In doing so, the long range development plan of ASI is presented as a case of plurality in action. Plurality in a philosophic sense is supportive of diverse perspectives and values. Substantial diversity is certainly present in the perspectives held by the academic leadership in real estate, much of which comes from the differences in disciplines from which real estate issues are approached. Disciplines represented, while concentrated in finance and economics, include architecture, planning, geography, public administration, and, of course, real estate administration. Paradigm shifts are most likely to occur when an expert in one discipline looks at issues in a different discipline and asks questions that result in a different

Kuhnian sense is an important part of the Weimer School mission.

The Think Tank Direction

The Hoyt Group, through Hoyt Advisory Services in the early operation of the Homer Hoyt Institute, was a de facto think tank and, in later years, was so identified by participants in its programs. While a think tank actually was going on, the Institute was supporting the development of the Weimer School, which has become the centerpiece for The Hoyt Group.

The Precedent of Including Education

The Competition for Dollars, Scholars, and Influence in the Public Policy Research Industry, by James G. McGann, examined the character of think tanks. One of the nation's leading think tanks, The Rand Corporation, was mentioned as offering degrees. The Rand Graduate School is a classic example of a think tank with an educational program. With this as a precedent, we at the Weimer School began to think of The Hoyt Group as a think tank. The Athink for a fee@ operation, now led by Ron Donohue in Hoyt Advisory Services, is moving along well. The issue is where does the leadership of the Weimer School see the opportunities for this educational development think tank function as part of the School=s operation.

The Theme Concept of the Past Decade

Think tanks work on themes and problems and brainstorm ways to organize and attack the problem. A chronology of May sessions, 1989-1999, reveals the themes that have been explored at the Weimer School, beginning with urban land markets and continuing through securitization and investment analyses. The analysis of urban land uses began in 1989 with office markets and then, in succession, housing (1990) and retail markets (1991). Each theme, after being introduced, was further developed in following sessions. In 1992, discussion of corporate asset management was begun and, in 1993, the analysis of real estate as an investment was launched with discussion of the role of real estate in a mixed asset portfolio, comparison of real estate performance measures, trends in real estate capital markets, and implications of securitization. In 1994, international real estate issues were presented; in 1995, the impact of economic development on real estate was explored. Capitalization rates, discount rates and indices, and real estate cycles were topics in 1996, with commercial mortgage securitization, risk and risk diversification being the focuses in 1997. The 1998 session was devoted to geographic information systems and, in 1999, international real estate issues were again analyzed.

In the presentation and discussions of these topics, the Weimer School benefits from the efforts of the leading national and international scholars and researchers from academia, private foundations, government agencies and industry. Many of these individuals are faculty and/or Fellows of the Weimer School; others are invited participants. In the best Athink tank@ tradition, the Weimer School brings to bear the thoughts of individuals who are the innovators in particular areas of analysis. This brings substantial progress toward development of the educational mission of the School. Progress on the educational mission of the Weimer School is also furthered through the research and publications of the participants, which, at times, are collaborations that began from interaction at the School or which benefited from the discussion at the School.

The Theme Concept of the Next Decade

The Weimer School will continue its educational program in the January and May sessions of the School. In addition, the School is introducing co-sponsorship of seminars and programs with selected University real estate centers.

The first of the joint programs undertaken under the 1999 updated plan was a Retail Roundtable, jointly sponsored by the University of Wisconsin Center for Urban Land Economics Research, the International Council for Shopping Centers (ICSC), and the Weimer School. The Retail Roundtable is reported elsewhere in this newsletter. The program was developed under the leadership of Kerry Vandell, an ASI board member, director of the Center for Urban Land Economics Research (CULER), and the holder of the Tiefenthaler Chair in Real Estate and Urban Land Economics at the University of Wisconsin-Madison.

The Indiana University Center for Real Estate Studies and the Weimer School will sponsor a joint program, being developed under the leadership of Jeff Fisher, an ASI board member. The topic of this symposium is likely to be linked to a research round table planned to be co-sponsored by the Weimer School and the John Hopkins University on capital markets-capital flows, headed by Glenn R. Mueller.

In a way, these joint ventures are a modest return to the earlier grant-giving program of HHI. Rather than grants directly for research product, these co-sponsorship grants will provide for research roundtables or similar venues where academicians and real estate professionals explore the issues and research needs of particular segments of the real estate industry.

These programs are envisioned to benefit both the center and/or real estate program at the co-sponsoring institution and the Weimer School. The programs will be held at a location advantageous to the center, which permits the School to expand its geographic reach and involve participants who may have found it inconvenient to travel to the Weimer School campus in south Florida. The host center can involve persons important to the center's activities; these individuals also may expand the Weimer School's contacts and, in some instances, be prospective Hoyt Fellow candidates. The discussions can lead to academic research and funding opportunities and in this manner contribute to the mission of the Weimer School while benefiting researchers at the host institution, which by selecting the topic for the program, can integrate the session with their on-going research and development programs.

Other Recent and Proposed Programs

Long-standing activities and programs to be continued into the next decade include the ASI Newsletter, the AREUEA dissertation awards, and, of course, the program of the Weimer School. Other recent and proposed new programs include the Hoyt Fellows, ARES awards, distance learning, co-sponsored sessions at the annual ARES meeting, and development of an interactive site organizing the body of knowledge.

Hoyt Fellows. The Hoyt Fellows is a group of industry leaders honored for their leadership and accomplishments in the field of professional real estate. The group was formed from the former

Advisory Board to HHI. It was decided that the Hoyt Fellows would connote a higher honor, and the group could be designed to work more closely with the programs and personnel of the Weimer School. With one of the major goals of the Hoyt Group being to bridge the gap between academia and industry, it was felt that the Hoyt Fellows could better facilitate that objective. At the May, 1998, session of the Weimer School, the initial group of Advisory Board members were inducted as Hoyt Fellows.

These industry leaders are asked to lend their expertise and knowledge of industry operations and trends to Weimer School candidates and Fellows. In keeping with this goal, a Hoyt Fellows research roundtable was conducted at the May 1999 meeting on the topic *Flow of Funds into REITs*. The Hoyt Fellows then participated in sessions of the Weimer School on *REITs, National Data Resources, and Global Real Estate Markets*.

ARES Awards. The Homer Hoyt Institute has a long history of providing organizational support. The latest support, and part of the 1999 development planning updating, are two awards administered by ARES. The first award is for the manuscript that makes a significant contribution towards a paradigm shift involving real estate decision making. The second award is for the best research paper balancing rigor and relevance. These two awards are for topics that are very much in accord with the spirit and mission of the Weimer School and the Advanced Studies Institute.

Distance Learning. In an effort to utilize the latest technology in achieving the Hoyt Group mission, support was provided to HHI-Maryland, an Institute affiliate, to initiate a distance learning program. Ron Donohue, President of HHI-M, designated Norm Miller as the lead in the project development. In Norm's pursuit of the project he was a catalyst for an ARES sponsored program in the Spring of 1999, chaired by Susanne Cannon.

As an outgrowth of that program, and related to the ASI Newsletters latest series of inserts, there flowed a discussion of the Weimer School co-sponsoring a session or sessions at next year's ARES meetings dealing with the pedagogy involved in the distance learning using the world wide web, and epistemological and cognitive science issues; the what we know and how we know it issues along with the understanding of how people learn and decide on issues.

Don Jud, an ASI board member and president of ARES, is well positioned to coordinate joint programs. In pursuit of these joint interests, Don is co-chairing, with Norm Miller (also on the ASI Board of Directors) the year 2000 May Session of the Weimer School. The session will focus on the direction of real estate research beyond the year 2000 - what we know, what we teach, and the direction of future trends. These same topics will be addressed in a series of sessions at the ARES 2000 meeting in Santa Barbara, California in March.

Interactive Site. Under exploration is the development of an interactive site that would be built upon a discussion outline of an organization of the body of knowledge. The intent is to assist in the filling in the gaps in knowledge and to provide cross disciplinary education. Cross-fertilization in the development of knowledge is the key. There is no attempt at a definitive body of knowledge although some exploration toward a unified field theory may be encouraged.

Summary

This 1999 development plan update is intended to encourage Weimer School faculty to consider how they and possibly their institutions could be involved in the emerging think tank program. Input is solicited on how the theme concept may be further developed as a cooperative effort involving Weimer School faculty, Weimer School Fellows and Hoyt Fellows.