



International Council of Shopping Centers

ICSC Educational Foundation
Student Résumé Book of
**Students Seeking Permanent
Employment**

International Council of Shopping Centers
Educational Foundation
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ABOUT THE ICSC EDUCATIONAL FOUNDATION

Activities

The general purpose of the Foundation is to promote and support graduate-level programs, institutes, and centers involved in the study of real estate and retail. The Foundation recognizes the dearth of information on the shopping center industry in academic programs and research projects. As a result, a much wider variety of activities was developed including the following: academic research competitions; center, institute and association memberships; graduate student scholarships; a scholar/intern partnership and shopping center research conferences.

Academic Research Competitions

The Foundation realizes the role that academics can play in enhancing the knowledge base and organizing data for teaching and for applied research in the shopping center industry. Each year a Request for Proposals is sent to full-time academic researchers from four-year colleges and universities in the United States and Canada in academic departments of real estate, retailing and marketing. The funded proposals are chosen by our selection committee, which is comprised of chief executives and research professionals in the shopping center industry. Grants are determined according to their relevance to Foundation priorities, potential for impacting the shopping center industry, statement of the problem, the articulated research methodology, experience and reputation of the researcher, and budget requirements. Members of the Educational Foundation Board of Trustees and the Research Advisory Task Force are assigned as mentors to each funded project to keep the project on schedule and provide any other assistance as necessary. Every year the winners of the research grants will have their papers published in the Journal of Shopping Center Research.

Center, Institute and Association Memberships

One of the most effective ways to influence academic programs is to have ongoing associations with them. Memberships with particular schools and organizations help to maintain these associations. Through the Foundation Board of Trustees, memberships have been established with several institutions and groups:

American Collegiate Retailing Association (ACRA)
American Geographical Society (AGS)
American Real Estate Society (ARES)
American Real Estate and Urban Economics Association (AREUEA)
Harvard (Graduate School of Design)
Massachusetts Institute of Technology (Center for Real Estate)
Real Estate Research Institute (RERI)
Ryerson Polytechnic University (Centre for Study of Commercial Activity)
University of Alabama
University of Alberta (Canadian Institute for Retailing and Services Studies)
University of Pennsylvania (Wharton Real Estate Center)
University of Wisconsin (Center for Urban Land Economics Research)

Graduate Student Scholarships

Since the Educational Foundation was established in 1988, it has focused a significant amount of its support in the form of Graduate Scholarships. The scholarship program is designed for American and Canadian graduate students enrolled in retail real estate programs. The scholarships are awarded to outstanding students who have demonstrated a strong interest in retail real estate and who can show financial need. Only one award per institution is permitted and students must be nominated by the Chairman of the institution's real estate or retail department. Awards are determined by a screening committee composed of Foundation Board Members. Applications are evaluated according to student needs, tuition costs, as well as academic records and professional experience.

ABOUT THE INTERNATIONAL COUNCIL OF SHOPPING CENTERS

Founded in 1957, the International Council of Shopping Centers (ICSC) is the global trade association of the shopping center industry. Its more than 41,000 members in the U.S., Canada and more than 70 other countries include shopping center owners, developers, managers, marketing specialists, investors, lenders, retailers and other professionals as well as academics and public officials. As the global industry trade association, ICSC links with more than 20 national and regional shopping center councils throughout the world. The principle aims of ICSC are to advance the development of the shopping center industry and to establish the individual shopping center as a major institution in the community through:

- Promoting the role of shopping centers in the marketing of consumer goods and services
- Establishing codes of fair business ethics and dealings with retailers and consumers and with government and public agencies
- Encouraging research into the architecture and design of shopping centers and into the development of improved management and maintenance methods
- Collecting and disseminating information among members pertaining to techniques of profitable operation, which can serve to improve the individual shopping center and the industry
- Study economic, marketing and promotional conditions affecting the shopping center industry
- Promoting the prestige and standing of members as reputable specialists in the field of shopping center development and management.

Bartolomé Minetti
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EDUCATION

- THE WHARTON SCHOOL, University of Pennsylvania** **Philadelphia, PA**
MBA Candidate: Real Estate and Finance Major **May 2003**
- Officer of the Real Estate Club.
 - Participated in the Seevak Real Estate Research Competition: “*Analysis of the US Retail Real Estate Market*”.
- UNIVERSIDAD CATÓLICA DE CÓRDOBA** **Córdoba, Argentina**
BA in Business Administration **1997**
- Completed undergraduate degree while working at PricewaterhouseCoopers.
- THE UNIVERSITY OF MONTANA** **Missoula, Montana**
One year exchange student. Dean List Spring Semester **1996**

PROFESSIONAL EXPERIENCE

- EQUITY OFFICE PROPERTIES** **Chicago, USA**
Portfolio Management and Research: Summer Associate **May – August 2002**
- Determined underwriting assumptions for prospective building acquisitions in Washington DC. Prepared a five-year forecast model for market drivers such as new building construction, market absorption, vacancy rates and rent growth.
 - Assessed demographic trends across major US cities in order to extrapolate the strategic potential of investing in downtown Los Angeles. Analyzed macroeconomic and demographic factors in suburban versus CBD markets.
 - Participated in the development of the quarterly forecast model for Equity Office Properties. Projected absorption, new construction and vacancy rates for the company’s Top 20 markets until the year 2005.
 - Analyzed Equity Office Properties’ income diversification obtained through a nationwide portfolio. Identified the markets which provided during the last ten years the highest income diversification across the overall portfolio.
- PRICEWATERHOUSECOOPERS LLP** **Córdoba, Argentina**
Financial Advisory Services: Senior Associate **1999 – 2001**
- Advisory Services and Deal Structure:*
- Acted as exclusive financial advisor to a \$100 million mixed-used real estate development including a theme park, a 250 room 5-star hotel, a shopping center and a sport stadium. Prepared complex valuation models for each component and a roll-up model for the entire project.
 - Prepared the financial structure for a lodging development. The engagement included identifying the best capital allocation to take advantage of state tax concessions in addition to assessing potential return for shareholders. Collected market data, prepared financial projections and developed a valuation and offering memorandum.
- Corporate Finance Valuation:*
- Assisted an automotive retail group negotiating with Renault-Argentina for the disposition of the business and the restructuring of their debt. Performed business valuation (\$40 million in revenues) and analysis of financing alternatives.
 - Developed the valuation model for a software company with more than \$5 millions in annual sales. Prepared the offering memorandum to be presented to an international fund interested in buying the company.
- Leadership involvement:*
- Selected by the PwC partner’s to create the Financial Advisory practice in Córdoba. Established commercial relationship with prospective clients to provide professional services such as corporate valuations, capital raising and M&A.
- Management Consulting Services: Senior Associate** **1997 – 1998**
- Designed and implemented a staff monitoring system for a nationwide commercial bank. Generated over \$2 million in annual savings for the bank. The application was adopted as a PricewaterhouseCoopers methodology.
 - Advised an international savings institution regarding the appropriate strategy for entering the Argentine market. Designed and coordinated a market research project including contact with focus group.
- Auditing – Tax and Legal: Analyst** **1993 – 1995**
- Participated in auditing processes in various industries such as retail, banking, and consumer products.
 - Prepared and filed City, State and National Taxes for corporations and individuals.

ADDITIONAL INFORMATION

- Enjoy outdoor activities such as mountain biking and fly-fishing.
- Founder of the Córdoba Quarter Horse association. Actively participated as breeder and competitor.

Giancarlo Giacomo Mott

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EDUCATION

Wharton School, University of Pennsylvania, Philadelphia, PA **Fall 2001 – present**
Candidate for Bachelor of Science in Economics, Concentration Finance and Management, June 2003

Transferred from:

Libera Università Internazionale degli Studi Sociali (LUISS), Rome, Italy **Fall 1995 – Spring 2001**
Candidate for 'Laurea' in Economics and Business, Political Economics

BUSINESS RELATED WORK EXPERIENCE

Goldman Sachs International, London, UK **June-August 2002**

Summer Analyst, Investment Banking Division - Real Estate Principal Investment Area

- ?? Initiated modelling of financial projections for various types of real-estate transactions.
- ?? Managed operating partners and consultants in conducting due diligence on real estate assets and underlying companies.
- ?? Conducted information gathering and distribution regarding real-estate market opportunity and risk.

Bangkok Finance Co., Ltd., Bangkok, Thailand **July-August 1997**

Research Summer Analyst

- ?? Performed in-depth research illustrating effects of Thai currency devaluation on Thai and foreign firms operating in Thailand.
- ?? Submitted and presented weekly market wrap ups and detailed analyses of specific market sectors and companies.

Prudential-Bache Securities Limited, Melbourne, Australia **July-August 1995**

Equity Sales and Trading Summer Analyst, Institutional Sales

- ?? Completed thorough review of gold industry and recommended global consolidation of industry.
- ?? Executed study of forward pricing models for hedging purposes, later adopted on larger scale by many Australian mining companies.
- ?? Appointed to trader's table for duration of internship. Involved in all aspects of trader's table functions and responsibilities.

LEADERSHIP EXPERIENCE

Tennis Masters Series ATP Tour Event, Rome, Italy **every May 1997-2002**

Player's Office Coordinator

- ?? Recognized as most efficient Player's Office on Masters Series Tour by ATP Tour Managers.
- ?? Maximized efficiency of player assistance and practice court management.
- ?? Designated task forces to coordinate different daily events.
- ?? Coordinated and cooperated with various offices to plan and execute events and projects.
- ?? Improved office's interaction with players, agents and sponsors.

U.S. Naval Academy Leadership Conference 2003, Annapolis, Maryland **January 2002, 2003**

Appointed for two consecutive years by Wharton School as Representative for University of Pennsylvania

EXTRACURRICULAR ACTIVITIES

?? **Youth Golf & Academics Program** **Spring 2003**

Provide inner-city at-risk children with a supervised, positive, and fun atmosphere where to learn and enjoy themselves

?? **Wharton European Conference** **November 15, 2002**

Organized Business Forum to promote the Wharton brand in Europe and to solidify Wharton as a school with strong European interests

?? **Alumni Representative at Marymount International School Rome, Italy** **1995-present**

Coordinate alumni activities, events and information for graduating high school class

ADDITIONAL INFORMATION

Languages: Italian – fluent
English – fluent
French – conversant

Travel: Lived and travelled extensively throughout Asia, Australia, Europe, Middle East and North America

Dual Citizenship: Italian and Australian

Summary and Objective

A dynamic individual with strong communication skills, analytical abilities, and evidenced leadership potential

Use background in urban planning, real estate finance, math, and the physical sciences to analyze the financial feasibility, economic impact, or overall desirability of new development opportunities in the urban fabric

Education

University of Pennsylvania

- **Master of City Planning** - Graduation May 2003
- Relevant courses: Real Estate Finance and Development (TA), Regional Economics, Law of Planning, Urban Design Theories, Architectural Transformations, Urban Simulation Modeling, Advanced GIS, Housing in Developing Nations
- Studio Projects:
 - **Economic Impact Analysis for New York's 2012 Olympic Bid:**
Evaluated potential impact of Stadium Development on highest and best use of Hudson Yards development
 - **Community Planning Effort to Revitalize West Girard Avenue in Philadelphia:**
Located most desirable site for a large grocery store given using site and market analysis
- Consistently chosen by fellow students to lead group projects

University of Arizona

- **Bachelor of Science - Ecology and Evolutionary Biology;** Split minor - Chemistry/Math/Physics;
Second concentration - Fine Arts
- Magna Cum Laude; Outstanding Student in Ecology and Evolutionary Biology; Bausch and Lomb Science Award; Cornell Book Club Award

Employment

2002-present **Philadelphia City Planning Commission** **Philadelphia, PA**

Strategic Planning Intern

- Created a GIS database of retail markets in Philadelphia following fieldwork and prepared a manual to teach government employees how to use the database
- Utilized database to describe trade areas of commercial corridors to facilitate policy decisions and to locate favorable development opportunities

1999-2002 **Monell Chemical Senses Center** **Philadelphia, PA**

Research Technician

- Coordinated laboratory research - read papers, scheduled protocols
- Became efficient at summarizing data and analyzing statistics
- Published findings in major science journal and presented research at annual meetings

Skills and Interests

- Proficient using ESRI Arc View 3.2, and ArcGIS 8.1, Microsoft Office, Adobe Photoshop, Adobe Illustrator, and Statistica. Experience using Adobe PageMaker, Dynamical Systems Software, and Reference Manager
- Strong background in mathematics and the physical sciences
- Fluent in French
- Interests - international customs, politics, and cuisines, fine arts and design

Patrick Beugnon

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EDUCATION

- **The Wharton School, University of Pennsylvania**, Philadelphia, PA August 2001– May 2003
Candidate for Bachelor of Science in Economics – Concentration in Real Estate
Expected Graduation date: May 2003
- Transferred from **Clemson University**, Clemson, SC August 1999 – May 2001
- **Combined GPA: 3.6/4.0**
- Native French and English speaker. Proficient in Italian

RELEVANT COURSEWORK (C=current)

- Real Estate Development (C)
- Urban Real Estate Economics (C)
- Urban Public Policy & Private Development (C)
- Real Estate Investments
- Law of Real Estate Finance and Development
- Negotiations and Dispute Resolution
- Risk Management and Insurance

EXPERIENCE

- Accountant, Hall & Co**, Accounting Firm, Philadelphia, PA **May 2002- Dec 2002**
- Attended to finances and accounts (\$700,000 in size) for 17 different companies, including real estate, medical practice, and personal wealth management companies. Act as liaison between clients and Mr. Hall
 - Prepared daily reports/spreadsheets for financial analysis, including P&L reports, cash-flow statements, flash reports, vendors' payable reports, and construction budgets
 - Responsible for transferring sufficient funds between accounts to cover payrolls and other major expenses
 - Maintained monthly budget for financial and tax purposes, reconciled monthly bank statements for client accounts
- Computer Assistant Intern, Cibox Inc.**, Paris, France **Sept 1998-Dec 1998**
- Collected & edited data from various departments, ran regression analysis and other analytical tools, summarized findings
 - Edited and assisted with proposal and document preparation
 - Edited outgoing memos related to specific accounts
- Commercial Agent, Look Voyages Inc.**, Tour Operator, Paris, France **June 1998-Sept 1998**
- Estimated and projected weekly sale volume in order to purchase appropriate number of seats from airlines companies according to previous years and seasonal trends
 - Negotiated and sold plane tickets according to market prices and specifications to travel agencies (25 to 200 tickets per package)
 - Interfaced with travel agencies, airline companies, and clients to arrange travel
- Sales Representative, Quillet Press Inc.**, Paris, France **Feb 1994 -July 1994**
- Sold encyclopedias door to door, compensated solely on commission
 - Averaged sales of \$2500 weekly
 - Received four "Salesman of the week" bonuses

ACTIVITIES

- President of the Wharton Dining Club. Manage club finances, design menus, organize events and themes, and is the club chef (meetings are on Thursdays and 20 people on average attend the events)
- Member of the Zell-Lurie Real Estate Club

INTERESTS

- Practice guitar, piano, and Wing Chung Kung-Fu. Great pool player. Excellent culinary skills (French and Italian cuisine).

Salary Requirements: \$40-\$50,000

TERENCE M. COOPER

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EDUCATION

THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA Philadelphia, Pennsylvania
Candidate for Master of Business Administration May 2003

Major in Real Estate

Member – Real Estate Club

Cohort Community Service Representative; Wharton Follies Orchestra; Christmas-in-April House Repair Manager

Global Immersion Program (South America), Discussion Topic: South American Real Estate Markets

THE UNIVERSITY OF TEXAS SCHOOL OF LAW Austin, Texas
Doctor of Jurisprudence May 1997

Endowed Presidential Scholarship; Student Bar Association, Elected Board of Governors

THE WHARTON SCHOOL OF THE UNIVERSITY OF PENNSYLVANIA Philadelphia, Pennsylvania
Bachelor of Science in Economics May 1994

Dual Concentration in Accounting and Finance

EXPERIENCE

PENN REAL ESTATE GROUP, LTD Philadelphia, Pennsylvania
Summer Intern 2002

- Internship with regional commercial real estate developer: Participated in all phases of real estate projects including site selection, property acquisition, land planning, development approval, project management, and financing
- Conducted due diligence for commercial real estate development projects
- Assisted with pro forma and feasibility projections for potential real estate development opportunities
- Developed marketing presentations for real estate development and brokerage business

ARTHUR ANDERSEN, LLP Houston, Texas
Tax Senior Consultant (1999-2001), Tax Staff (1998-1999) 1998-2001

Financial Analysis

- Reviewed financial modeling for proposed joint ventures and partnerships
- Conducted industry analysis and state tax studies for energy industry and industrial plant relocations

Project and Team Management

- Directed state tax internal audit of engineering and construction company
- Served as project manager of \$500,000 tax strategy and design project for globalization of large e-procurement solution provider; coordinated with client and nine multidisciplinary team members from three different offices
- Served as functional project manager for electronic refund process project in banking card industry; obtained over \$2,000,000 in refunds for clients; managed client billing and \$600,000 per year budget
- Managed \$800,000 Texas franchise tax refund project for over 40 firm clients
- Negotiated with state tax authorities to resolve tax controversies, obtaining over \$100,000 in state tax refunds

Strategy and Business Development

- Consulted with real estate clients regarding transfer and documentary taxes, state and local tax savings issues
- Developed proposals and strategic business plans for growing e-commerce and state tax planning practice
- Assisted in contract negotiations for large proposals and consulting projects, resulting in firm engagements
- Drafted speeches on e-commerce and state tax planning for three partners for national industry symposiums
- Lectured on finance and e-commerce topics at client and internal training sessions

ADDITIONAL INFORMATION

- Certified Public Accountant, State of Texas (May 1999).
- Licensed to Practice Law, State of Texas (November 1997).
- Appeared in local television and radio news program interviews for Big Brothers-Big Sisters; Habitat for Humanity; Penn Alumni Secondary School Committee; American Cancer Society.
- Interests include tennis, football, and softball; Classical pianist; Photographer.
- 1990 Graduate of The Kinkaid School; Houston, Texas. T.C.B.A. All-State Band (Trumpet). All-State Lacrosse Goalie.

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania
Master of Business Administration Candidate

Philadelphia, PA
May 2003

- Major in Finance
- 2001-2003 Howard E. Mitchell Fellow for outstanding achievement
- 2001-2003 National Society of Hispanic MBAs Scholar
- Member of the Wharton Finance, Hispanic MBA, Real Estate and Leadership Mentoring clubs as well as the National Society of Hispanic MBAs

DARTMOUTH COLLEGE
Bachelor of Arts

Hanover, NH
June 1996

- Major in Government and Minor in Latin American and Caribbean Studies
- Member of La Alianza Latina, Big Brother Mentoring program and the Hispanic theater group, Nuestras Voces

PROFESSIONAL EXPERIENCE

RAYMOND JAMES & ASSOCIATES, INC.

St. Petersburg, FL

Summer Associate, Investment Banking

Summer 2002

- Assisted on a lead managed \$35MM homebuilder follow-on transaction and a co-managed \$233MM diversified real estate secondary offering.
- Performed comparable company valuations, credit coverage profiles and property NAV analysis.
- Analyzed a \$270MM correctional REIT seeking to acquire facilities and develop growth-based sources of revenue.
- Researched and identified potential IPO and M&A homebuilding candidates.

MOODY'S INVESTORS SERVICE

New York, NY

Senior Associate, Real Estate Finance

1999 – 2001

- Analyzed over twenty-five REITs, REOCs and Government Sponsored Enterprises (“GSEs”).
- Assisted five senior analysts in determining the appropriate rating classification of company debt instruments.
- Created financial summaries, stress projections, peer ratio analysis and other comparable models to supplement rating recommendations used in internal committee meetings and external issuer meetings with CEOs and CFOs.
- Produced credit reports on two \$3 billion REITs and the largest, publicly traded real estate company in Latin America.
- Edited GCRs and issuer credit opinion pages included in quarterly industry handbooks.
- Coordinated the publication process of the REIT and REOC quarterly handbook and supervised the activities of three supporting divisions, namely publishing, editing and marketing to increase investor awareness of company products.
- Initiated entrepreneurial efforts such as the Real Estate Finance Newsletter to educate the investor and issuer communities about the opinions and activities of the Real Estate Finance team and to generate new business.

MERIDIAN EMERGING MARKETS, LTD.

Princeton, NJ

Financial Research Analyst

1997 – 1999

- Researched financial data on publicly traded Latin American companies deemed investable by the IFC.
- Evaluated raw fundamental financial statements in database product marketed to institutional investors and data providers as a source of historic and current financial information on over two thousand emerging market companies.
- Managed relationships with Latin American stock exchange representatives in order to ensure quality data and in an effort to increase country coverage.

CLEARY, GOTTLIEB, STEEN & HAMILTON

New York, NY

Corporate Legal Assistant

1996 – 1997

- Prepared and proofed registration statements, prospectuses, offering circulars and other financial disclosure filings.
- Intermediated and translated company minutes, press releases, agreements and other corporate documents.

ADDITIONAL INFORMATION

- Fluent in Spanish
- Avid runner, collector of “classic” Latin Music CDs, and indoor rock climber (beginner)

WHIT D. HAMLIN

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EDUCATION

THE WHARTON SCHOOL, University of Pennsylvania

Philadelphia, PA

MBA Candidate – Real Estate & Finance

May 2003

- 1st Place – 2002 Seevak Real Estate Research Competition
- 2002 Marshall Bennett Fellowship Recipient
- Vice President, Real Estate Club – Corporate Relations
- Participant – ULI / Gerald D. Hines Student Urban Design Competition 2003

THE UNIVERSITY OF WASHINGTON

Seattle, WA

BS in Construction Management

June 1996

- Class President, Alpha Delta Phi Fraternity

EXPERIENCE

AVALONBAY COMMUNITIES

New York, NY

Summer Associate – Urban Development Group

2002

- Drafted Investment Package used to secure financing and approval for \$66MM, 450-unit apartment community with 18-hole golf course. Included market research, positioning strategy, and financials
- Researched and analyzed current resident data for phase one of a 1000-unit, two-phase residential / commercial development. Produced report used in design of phase two: a \$150MM, 38-story tower
- Performed financial / feasibility analysis for potential projects, including: 6.2MM SF, \$1.6B Olympic Village in Queens, NY; 512-unit, \$100MM mid-rise apartment building in Yonkers, NY
- Drafted 2002 Strategic Business Plan for Urban Development Group

BAUGH CONSTRUCTION

Seattle, WA

Project Engineer

2000 – 2001

- Coordinated 17 subcontractors and prepared monthly internal financial statements for \$6.2MM internet company headquarters build-out in Seattle, WA. 26-week project finished three weeks ahead of schedule
- Led weekly 12-person project meeting with owner, client, and design team
- Wrote, negotiated and executed 15 subcontractor / supplier contracts
- Managed capital flows; project generated \$300,000 in cost savings

TIMBERLINE PROPERTIES

Bellevue, WA

Consultant – for 140,000 SF, grocery-anchored shopping center

1997 - 2001

- Led entitlements, vendor selection and pre-construction efforts for successful renovation and repositioning
- Performed strategic and financial analysis for \$2.6MM acquisition of adjoining land (land gain of ~33%)
- Advised on asset management – leasing, long-term strategy and positioning, property management

GLY CONSTRUCTION

Bellevue, WA

Project Engineer

1996 – 1999

- Led pre-construction services efforts for a \$30MM, five-building office campus in Mill Creek, WA
- Project-managed over 20 subcontractors / suppliers on three different concrete and steel office buildings in Bothell, WA and Federal Way, WA: \$7.6MM - 115,000 SF; \$5.2MM - 63,000 SF; \$3.4MM - 43,000 SF
- Successfully estimated, won via competitive bid, and project-managed emergency fuel system replacement at Harrison Hospital in Bremerton, WA
- Estimated and project-managed reconstruction of emergency power systems for A-wing at Overlake Hospital Medical Center in Bellevue, WA. Created phasing plans, estimates, and schedules for 210,000 SF medical office building and 233,000 SF Parking Garage. Performed redevelopment study of East Wing.

ADDITIONAL INFORMATION

- Completed Dale Carnegie leadership training in 1998; Member of Urban Land Institute
- Interests include golf, skiing, squash, travel, urban planning, and reading

KIRSTIN M. GARCIA

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EDUCATION

June 2003	Harvard University, Graduate School of Design, Cambridge, MA <i>Concentration in Real Estate Finance</i> <u>Relevant Coursework:</u> Real Estate Finance & Development, Field Studies in Real Estate, Corporate Finance & Financial Markets, Microeconomics: Markets & Market Failure, Quantitative Reasoning & Statistical Methods, Commercial Real Estate Capital Markets, Accessing Capital for Community Development, Public & Private Development, Legal Issues in the Development Process, Urban Politics & Land Use Policy.	Master in Urban Planning
May 1999	Cornell University, Ithaca, NY	B.S. Landscape Architecture
Fall 1998	Institute for the International Education of Students, Tokyo, Japan	Semester Abroad

PROFESSIONAL EXPERIENCE

2002	<u>Morgan Stanley Properties, K.K., Tokyo, Japan, Summer Analyst</u> <ul style="list-style-type: none">• Worked with a team of 150 real estate professionals who have invested over \$6 billion in the acquisition of distressed assets and quality property portfolios and who provide a full range of servicing and asset management functions for non-performing loan and real estate portfolios.• Researched and co-authored a report projecting the future of J-REITs in Japanese capital markets.• Calculated NAV for one of the five listed J-REIT portfolios to assess its current performance.	
1999-2001	<u>RTKL International, Ltd., Tokyo, Japan, Architectural Designer</u> <ul style="list-style-type: none">• Prepared architectural design concepts for first-of-their-kind retail outlet centers throughout Japan.• Created design concepts, coordinated client reviews and oversaw construction and implementation for corporate interiors including international law firms and call centers.• Designed and implemented a new retail banking concept for the former Long Term Credit Bank of Japan. Based on retail store concepts the strategy functions to ease customer transactions while visiting retail branches and using ATM, telephone and Internet banking services.• Served as a liaison between international clients, designers, product distributors and sub-contractors. <p><u>Project Experience:</u> Abeno Retail Center, Osaka City, Japan AEON Kosan Prototype Retail Center, Fukushima, Japan Garden Walk Makuhari Outlet Center, Chiba Prefecture, Japan Lalaport Shopping Center, Chiba Prefecture, Japan Nagashima Outlet Center, Nagoya, Japan Cleary, Gottlieb, Steen & Hamilton, Tokyo, Japan Jones, Day, Reavis & Pogue, Tokyo, Japan Shinsei Bank Ltd., Tokyo, Japan</p>	

HONORS & ACTIVITIES

2003	Finalist, Urban Land Institute Gerald D. Hines Student Urban Design Competition. Member of one of four teams to advance to final round of competition. Winner to be announced April 25, 2003.	
2002-2003	ULI Kenneth M. Good Graduate Student Fellowship, Awarded one of five fellowships	
2002-2003	American Planning Association Charles Abrams Scholarship	
	<u>Harvard University, Cambridge, MA</u>	
2001-2003	Academic Representative to the Dean	
2001-2003	Member, Harvard Real Estate Development Club, 2002-2003, Appointed President	
2001-2003	Member, Harvard Urban Planning Organization, 2002-2003, Elected University Liaison	
2001-2003	Member, Harvard Graduate School of Design Student Forum	
	<u>Tokyo, Japan</u>	
2000	Teaching Assistant, "Landscape Design II", Waseda University, Tokyo, Japan	
1999-2000	Member, Tokyo Planning Forum, Tokyo, Japan	
1999	Guest Lecturer, "Appreciation of Japanese Architecture", Tokyo American Club, Tokyo, Japan	

SKILLS & INTERESTS

Japanese Language Proficiency: Intermediate speaking, reading, writing and comprehension.

Computer Applications: AutoCAD 2000, Form Z, Adobe Illustrator, Photoshop, PageMaker, Microsoft Word, Excel, Visual Basic, Power Point, GIS ArcView.

Peter Simon Chang

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changhang@aol.com

Education: **Harvard University** Cambridge, MA
Master in Architecture Spring 2003

Virginia Polytechnic Institute and State University Blacksburg, VA
Bachelors Degree in Architecture Spring 1999
Rank: 3/ 167, QCA: Overall- 3.74/ 4.0; In Major- 3.8/ 4.0

Coursework: Public and Private Development (GSD), Accessing Capital for Community Development (GSD), Commercial Real Estate Capital Markets (GSD), Real Estate Finance and Development (KSG), Land Use Regulations (HLS), Leading Teams (HBS), Management of Services on the Internet (MIT Sloan)

Skills: Autocad, 3D Studio, GIS Arc View, Adobe Photoshop, Pagemaker, Quark X-press, Adobe Premier
Other: Proforma financial analysis, knowledge of land use/ zoning approvals process

Experience: **DC Office of Planning, Washington DC (January 2003)** **Position: Revitalization Intern**
Mt Vernon Triangle, Washington DC
- Conducted study for future Design Review. Included phone interviews with officials in various US cities

Washington Convention Center Redevelopment, Washington DC
- Researched process of conducting an international design competition

ER Bacon Development, Washington DC (January 2003) **Position: Consultant**
- Built spreadsheet to model cashflow of 30 unit condo development in Baltimore, Maryland

DMJM, Arlington, VA (4.01- 8.02) **Position: Mid- Level Designer**
Baltimore County Detention Center, Baltimore, MD.
- Designed lobby interior, including architectural casework

4100 North Fairfax, Arlington, VA December 2001
- Worked on-site with construction managers to meet architectural design specifications and punchlisted 13 floors and 5 garage levels of commercial office space

US Embassy Headquarters, Nigeria . November 2001
Conducted all preliminary code research and designed 9 conceptual schemes

Leo A. Daly, Washington DC (7.99- 3.01) **Position: Junior- Level Designer**
Pentagon Interior Renovation, Arlington , VA (total cost: \$620 Million) February 2001
- Designed interior space plans, 3D animations and final Power Point presentation

Ezeiza Airport Masterplan, Buenos Aires, Argentina. (total cost: \$77.4 million) October 1999
- Coordinated airport runway consultants (Campbell & Paris, BNP Assoc.) in development of CAD drawings of land-use/ future terminal expansion plan. Developed 3D models, animations, and graphics

Qing Dao Technology Center Competition, Qing Dao, China. (First Place). September 1999
- Modeled study and final presentation model. Designed 32" x 48" presentation boards and booklet

Architects Group Practice, Alexandria, VA. Summer 1998 **Position: Summer Intern**
- Schematic design and construction documents for commercial and religious buildings

John F. Heltzel AIA, Manassas, VA. Summer 1997 **Position: Summer Intern**
- Schematic design and construction documents for various residential projects

Awards: *Dean's List: Fall 1994- Spring 1999*
AIA Henry Adams Award for Second Highest Ranking Undergraduate- Spring 1999
Archie Cromer Europe Travel Scholarship- Spring 1999
Honorable Mention, Virginia Society State Architecture Competition- Spring 1999
First Place, Virginia Tech Architecture Competition- Spring 1997
Honorable Mention, Harold Hill Memorial Second Year Competition- Spring 1996
Two Time All Conference Team, Virginia Tech Volleyball Club- Spring 1995, 1996

Activities: *Member, Harvard Real Estate Club, Fall 2001- present*
Youth Group Coordinator, Full Gospel Hallelujah Church, Spring 1999- present
President, Cornerstone Christian Fellowship, Spring 1997- Fall 1998
Virginia Tech Volleyball Club, Fall 1994- Spring 1996
Golden Key Honor Society, Fall 1995- Spring 1999

Peter Simon Chang

School: 6 Ash Street #208A, Cambridge, MA 02138
Home: 7702 Cervantes Lane, Springfield, VA 22153

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#703.455.5996

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changhang@aol.com

Education: **Harvard University** Cambridge, MA
Master in Architecture Spring 2003

Virginia Polytechnic Institute and State University Blacksburg, VA
Bachelors Degree in Architecture Spring 1999
Rank: 3/ 167, QCA: Overall- 3.74/ 4.0; In Major- 3.8/ 4.0

Coursework: Public and Private Development (GSD), Accessing Capital for Community Development (GSD), Commercial Real Estate Capital Markets (GSD), Real Estate Finance and Development (KSG), Land Use Regulations (HLS), Leading Teams (HBS), Management of Services on the Internet (MIT Sloan)

Skills: Autocad, 3D Studio, GIS Arc View, Adobe Photoshop, Pagemaker, Quark X-press, Adobe Premier
Other: Proforma financial analysis, knowledge of land use/ zoning approvals process

Experience: **DC Office of Planning, Washington DC (January 2003)** **Position: Revitalization Intern**
Mt Vernon Triangle, Washington DC
- Conducted study for future Design Review. Included phone interviews with officials in various US cities
Washington Convention Center Redevelopment, Washington DC
- Researched process of conducting an international design competition

ER Bacon Development, Washington DC (January 2003) **Position: Consultant**
- Built spreadsheet to model cashflow of 30 unit condo development in Baltimore, Maryland

DMJM, Arlington, VA (4.01- 8.02) **Position: Mid- Level Designer**
Baltimore County Detention Center, Baltimore, MD.
- Designed lobby interior, including architectural casework
4100 North Fairfax, Arlington, VA December 2001
- Worked on-site with construction managers to meet architectural design specifications and punchlisted 13 floors and 5 garage levels of commercial office space
US Embassy Headquarters, Nigeria . November 2001
Conducted all preliminary code research and designed 9 conceptual schemes

Leo A. Daly, Washington DC (7.99- 3.01) **Position: Junior- Level Designer**
Pentagon Interior Renovation, Arlington , VA (total cost: \$620 Million) February 2001
- Designed interior space plans, 3D animations and final Power Point presentation
Ezeiza Airport Masterplan, Buenos Aires, Argentina. (total cost: \$77.4 million) October 1999
- Coordinated airport runway consultants (Campbell & Paris, BNP Assoc.) in development of CAD drawings of land-use/ future terminal expansion plan. Developed 3D models, animations, and graphics
Qing Dao Technology Center Competition, Qing Dao, China. (First Place). September 1999
- Modeled study and final presentation model. Designed 32" x 48" presentation boards and booklet

Architects Group Practice, Alexandria, VA. Summer 1998 **Position: Summer Intern**
- Schematic design and construction documents for commercial and religious buildings

John F. Heltzel AIA, Manassas, VA. Summer 1997 **Position: Summer Intern**
- Schematic design and construction documents for various residential projects

Awards: *Dean's List: Fall 1994- Spring 1999*
AIA Henry Adams Award for Second Highest Ranking Undergraduate- Spring 1999
Archie Cromer Europe Travel Scholarship- Spring 1999
Honorable Mention, Virginia Society State Architecture Competition- Spring 1999
First Place, Virginia Tech Architecture Competition- Spring 1997
Honorable Mention, Harold Hill Memorial Second Year Competition- Spring 1996
Two Time All Conference Team, Virginia Tech Volleyball Club- Spring 1995, 1996

Activities: *Member, Harvard Real Estate Club, Fall 2001- present*
Youth Group Coordinator, Full Gospel Hallelujah Church, Spring 1999- present
President, Cornerstone Christian Fellowship, Spring 1997- Fall 1998
Virginia Tech Volleyball Club, Fall 1994- Spring 1996
Golden Key Honor Society, Fall 1995- Spring 1999

Meetali Jain
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Tel: +617-642-0434
E-mail: mjain@gsd.harvard.edu
For Permanent Position

EDUCATION

- 09/2002 - Present** **MDesS, Real Estate and Urban Development.** Harvard University, GSD, Cambridge, MA.
Courses-Real Property Asset Management, Finance Theory I, Real Estate Finance and development Finance & Investment II, Real Estate Economics, Market and Market Failures, Commercial Real Estate Capital Markets, Public & Private Development, Strategic Management, Field Studies in Real Estate- Rebuilding Ground Zero
- 08/1992 - 08/1997** **Bachelor of Architecture.** Sushant School of Art and Architecture, India

EXPERIENCE

- 12/1997 - 07/2002** **Senior Architect – Architects Bureau, New Delhi, India**
- *Project Architect, Coordinated a team* of Junior Architects and Consultants.
 - Responsible for *Conceptual design, Working drawings, Construction and Site supervision.*
 - *Conducted Market feasibility studies & formulated the program* for several projects
 - Made *client presentations* & obtained *approvals from the various statutory Authorities.*
 - Worked on a wide variety of projects such as *Single family, Multifamily, Offices, Retail, Institutional and Mixed Use Developments.*

Projects

- 01/2002 - 08/2002** **MGF Shopping mall, Shivaji Place, New Delhi, India**
2 acre, 106,815 sqft shopping mall, Project Architect
- 02/2001 - 06/2002** **Vasant Lok Community Center, New Delhi, India.**
11.5 acre retail entertainment center, upgradation and repositioning. Project Architect, conducted market feasibility analysis, formulated program, made presentations to Mayor & obtained approvals
- 03/2001 - 04/2002** **Old Delhi Haat, Asaf Ali Road, New Delhi, India**
4 acre, Crafts and food bazaar, Project Architect, formulated program & gained approvals
- 04/2001 - 07/2002** **Defence Colony Market, New Delhi, India.**
3 acre neighborhood center, renovation and repositioning. Project Architect
- 12/2001 - 08/2002** **Nigam Habitat Center, Shivaji Place, New Delhi, India**
12 acre multi use project. Project Architect, worked with Jones Lang Lasalle on market feasibility development of program and marketing of the project
- 05/2000 - 03/2001** **Neerja Modi School, Jaipur, Rajasthan, India**
12 acre, 3000 student kindergarten, primary, middle and high school. Project Architect
- 06/1999 - 08/2000** **Multifamily Apartments for Telephone department, New Delhi, India**
4.5 acre, 300 apartment complex. Project Architect

INTERNSHIP

- 01/1997 – 09/1997** **Rajender Kumar & Associates, New Delhi, India**
Worked under the guidance of Senior Architects, involved in designing, detailing preparation of working drawings & interior design of a wide range of projects.

COMPUTER SKILLS Proficient in Microsoft Excel, Word, Power point, Illustrator, Photoshop, AutoCAD

RECOGNITIONS *Articles on 3 projects printed in Business opportunity*, Times of India (news paper)
Images (magazine) carried cover story on retail and entertainment projects.

OTHER ACTIVITIES *Teaching Assistant for Prof. Camille Douglas* for, Commercial Real Estate Capital Markets and Field Studies in Real Estate- Rebuilding Ground Zero

PROFESSIONAL REGISTRATION

Registered Architect with the Council of Architecture, India. CA 97/22377

W Y N N E M U N

post office box 382556 cambridge massachusetts 02238 wynne@aya.yale.edu 617.461.8092

- education **Harvard University** Graduate School of Design, Cambridge, Massachusetts, 2004
Masters in Architecture & Masters in Urban Planning
- Yale University**, New Haven, Connecticut, 1999
Bachelors of Architecture with Distinction
- honors & awards **Harvard University, Rappaport Public Policy Fellow, Summer 2003**
Fellowship was made available through a grant by Jerome Lyle Rappaport Charitable Foundation to encourage engagement in the governance and urban planning of the greater Boston region.
- Harvard University**
Arthur Lehman Scholarship, Fall 2002: for academic achievement
Gruber Financial Aid Scholarship, Spring 2001: for academic excellence
- Yale University**
Jonathan Edwards College Research Grant, Spring 1999: to support thesis work
Yale Club of New Jersey Financial Aid Scholarship, 1996: for academic achievement
- community projects **Mission Center Mall, Kansas City, MO - Spring 2002**
Provided conceptualization and schematic design for the renovation of Mission Center Mall as an exercise to address increasing mid-tier mall failures throughout the United States, under the direction of Prof. Richard Peiser, in dialogue with Mission City's Mayor's Office and Johnson County Community College, and sponsored by Copaken White and Blitt of Kansas City.
- Sarah Greenwood School, Dorchester, MA - Spring 2001**
Supported elementary school's redesign of site/ playground and service level plan through all phases of schematic design in collaboration with the efforts of community groups and under the direction of Victoria Beach, lecturer at the GSD.
- Village Academy Charter School, New Haven, CT - Summer 1997**
Completed a change-of-use renovation for Village Academy Elementary Charter School involving design and code regulation, production of construction drawings, obtainment of necessary permits, and site observation under the direction of Donald Baerman, AIA, Architect.
- professional work **Design Assistant - Preston Scott Cohen – 2001 & 2002**
Contributed to the renovation design of an existing barn structure for a new residence in Dorchester County, New York
- Design Assistant - Convergeo, Inc. - 2001**
Produced schematic designs for a prototype learning center in Washington D.C. for the advancement of virtual media and communication in the field of Hellenic archaeology
- Intern Architect - Office of Peter Rose - 2000 & 2001**
Contributed to schematic designs for a residential project in Vermont and a boathouse in Montreal and constructed virtual models and drawings to analyze completed projects
- Architect's Assistant/ Project Manager - Donald Baerman, AIA, Architect - 1996 to 1999**
Specialized in materials, construction, critical architectural systems, and specifications for the rehabilitation, renovation, and preservation of buildings
- teaching experiences **Teaching Assistant** - Scott Cohen, Descriptive Geometry, Harvard University - 2000 to 2002
Teaching Assistant - Ken Kao, Building Construction, Harvard University - 2001 to 2003
Teaching Assistant - Jeffrey Huang, Fundamentals of CAD, Harvard University - 2002 to 2003

SEAN S.H. LEE

2 Peabody Terrace #1601, Cambridge, MA 02138
857-928-3080 (M), 617-384-0011 (H); Email: slee12@gsd.harvard.edu

EDUCATION

HARVARD UNIVERSITY, Graduate School of Design

June 2003

MDesS with a concentration in Real Estate and Urban Development Candidate

Cambridge, MA

- Courses: Real Estate finance and development, Real Estate Capital Markets, Case Studies of Real Estate Investments, Public and Private Development, Real Estate Economics(MIT), Real Estate Investments(MIT), Corporate Finance(KSG), Microeconomics
- Profile Representative for Real Estate Program at http://www.gsd.harvard.edu/academic/asp/mdess/student_profiles/lee_sang_hun.html
- Honors (top 10% of class) of Real Estate Finance and Development, and Corporate Finance classes, respectively

SEOUL NATIONAL UNIVERSITY

Seoul, Korea

Master of Science in Construction Engineering & Management

1996

Bachelor of Science in Architectural Engineering

1994

EXPERIENCE

DAVIS LANGDON & SEAH KOREA, International Project Management Company

Seoul, Korea

Foreign Investor's Agent for Real Estate Development Projects

2000-2002

- Participated in founding a Korean office of Davis Langdon & Seah and helped to invest foreign capital of over \$700M in Korean real estate development market over two years. Worked with partners in Singapore, Malaysia, Brunei and China.
- Performed financial analysis for 20 diverse real estate properties on sale and presented to foreign investors. Presentation included financial modeling(back of the envelope analysis), market research for variables, and comparable property transaction.
- Led all phases of real estate development process for luxury apartment and office projects including site selection, land planning, financing, property acquisition, development approval, project management and lease-up.
- Conducted due diligence on five acquisition contracts of luxury apartment, hotel and office buildings. Evaluated appraiser's reports and assisted buy-side clients to negotiate favorable purchase prices and deal with mortgage finance.
- Chaired monthly project meetings on behalf of clients, coordinating efforts of lawyer, lender, appraiser, accountant, sales manager and main contractor, and weekly construction meetings with contractor, architect, sub-contractors and engineering consultants to reduce construction costs, increase property values and maximize rental revenues.
- Awarded a plaque of thanks by Rodamco Asia after assisting them in making a profit of more than 25%, managing a luxury apartment project from purchase of land to completion.
- Relevant Projects include:
 - Development of Fraser Suites Luxury Apartment (\$89M, Rodamco Asia & Center Point Properties Singapore)
 - Acquisition of Star Office Tower (\$640M, Lone Star Texas)
 - Renovation of Seoul Central Office Building (\$4M, Lehman Brothers Korea)

DAEWOO CONSTRUCTION COMPANY

Seoul, Korea & Kuala Lumpur, Malaysia

Project Analyst, Project Development Group, Seoul

1998-2000

- Re-evaluated feasibility studies on seven development projects in progress of over \$1B in Malaysian, Vietnam or Korean markets. Analysis included DCF analysis in Excel, sales comparables and market trends analysis.
- Involved in real estate disposition process including pro forma statements, property appraisal, disposition taxes and regulations for foreigners, sales strategies, price negotiation with potential foreign investors, and real estate transactions closure.
- Attended an intensive eight-week real estate development course held by Korean Real Estate Institute.

Site Engineer, Plaza Rakyat Multi-Complex Project, Kuala Lumpur

1996-1998

- Multi-complex included 88-story office tower, 45-story luxury apartment, 22-story hotel, 6-story bus terminal and 6-story, 150,000 SF retail malls.
- Responsible for managing office tower construction including supervising more than 200 international staff members, controlling \$100M budget, handling 110 sub-contractors, procuring materials and equipments, and conducting value engineering with S.O.M. architects to save cost and raise property values.
- Conducted market research for office lease-up and reported project progress to director in monthly basis.

ADDITIONAL INFORMATION

- **Contacts:** extensive real estate business network in Asian markets
- **Languages:** Fluent in English and Korean; Basic Japanese and Malay; Currently studying Mandarin Chinese
- **Interests:** golf, skiing, swimming, tennis, baseball; Drummer in college
- **Licenses:** Certified Architectural Engineer; Currently studying CFA

RAJESH AIDASANI
252 West 91st Street, #23
New York, NY 10024
917.796.1866
rla59@columbia.edu

EDUCATION

- 2001-2003** **COLUMBIA BUSINESS SCHOOL** **New York, NY**
MBA, May 2003, GMAT: 95th Percentile, Concentration in Real Estate
- Member: Real Estate Association
- 1992-1996** **NEW YORK UNIVERSITY** **New York, NY**
BS - Finance
- University Scholar (merit-based scholarship award)

EXPERIENCE

- Summer 2002** **Fannie Mae** **Washington, DC**
Summer Associate, Corporate Development
- Assessed US multifamily market for feasibility study of new venture
 - Coordinated with HUD, Harvard's Joint Center for Housing Studies, the National Association of Home Builders, and the National Multi-Housing Council to create a model of current and projected market conditions of the multifamily market
 - Determined risk levels of Fannie Mae's multifamily loan purchases and suggested underwriting improvements
- 1998-2000** **PaineWebber** **New York, NY**
Analyst, Commercial Mortgage Securitization (CMBS)
- Presented our mortgage portfolio to rating agencies for preliminary and final subordination levels and marketed the subordinated classes of securities with the lead underwriter to potential buyers
 - Underwrote loans spanning all asset types including office, industrial, apartment, and hotel
 - Created and maintained databases used for the structuring and pricing of our securities
 - Worked with the structuring group in reviewing prospectus for underwriting criteria, collateral information, financial structure and legal structure
 - Assisted the lead underwriter in maintaining underwriting criteria for compliance with rating agency guidelines and loan originations
- 1996-1998** **PNC Financial Services Group** **East Brunswick, NJ**
Analyst, PNC Real Estate Finance
- Performed due diligence including cash flow modeling, market analysis, and credit analysis
 - Evaluated clients ranging from small regional developers to national and institutional market shapers including publicly traded homebuilding companies and real estate investment trusts
 - Executed underwritings for apartment, office, and industrial construction loans, ranging from \$2 to \$15 million, for regional developers
 - Executed underwritings for PNC's participations, ranging from \$25 to \$50 million, in REIT (real estate investment trust) syndications
- Credit Training Program Trainee** **Pittsburgh, PA**
- Completed an intensive formalized credit training program consisting of classroom instruction, casework, and individual and group projects and presentations
 - Developed credit and risk assessment skills in various banking areas and industries

ADDITIONAL

- **TEAM LEADER** for New York Cares on various projects and Member of the Urban Land Institute
- National Association of Securities Dealers **SERIES 7 & 63** licenses
- Interests include independent film, music, fiction, and baseball

Alfredo Carrillo
404 East 79th Street, Apt. 15E
New York, NY 10021
(917) 757-9400
alfredocarrillo@yahoo.com

Education

2002 – 2003 Columbia Business School
Masters in Business Administration (Honors: Beta Gamma Sigma)
Concentration: Real Estate, Finance, and Entrepreneurship
Other: Fluent in Spanish with basic knowledge of Italian, Japanese and French. Argus Trained

1991 – 1995 The University of Texas at Austin
Bachelor in Business Administration
Dean's Honor List; Major GPA: 3.9
Finance Major: Specializing in International Business

Experience

1999 – 2001 Credit Suisse First Boston (previously with DLJ M&A) New York, NY
Associate – Mergers & Acquisitions
Member of advisory team responsible for executing a broad range of M&A assignments which included managing acquisitions and divestitures and providing valuations, fairness opinions, negotiating definitive agreements, advising independent committees, and structuring leveraged recapitalizations.

- Worked closely with the Financial Sponsor & Leveraged Finance Groups and DLJ Merchant Banking to evaluate acquisition and divestiture opportunities for various fund-sponsored portfolio companies.
- Managed sales processes for public and private companies within a broad range of industries, including telecommunications, technology, distribution, services and other general industrial sectors.
- Assumed primary execution responsibility for the sale of an operating unit of a Fortune 100 client that developed advanced optical technologies resulting in an additional \$500 million mandate.
- Worked with senior bankers on presentation of qualifications, development of client relationships and attainment of advisory engagements; managed analysts in the development of valuation analyses.

1997 – 1999 Scorpion Holdings, Inc. / Ravello Partners LLC New York, NY
Associate – Principal Transactions
Member of a 6 person team managing \$500 million of equity capital making private and public equity investments ranging from \$5 million to \$25 million in companies across a broad range of industries.

- Originated, evaluated, structured, negotiated and documented both control and minority investments.
- Evaluated and negotiated add-on acquisitions; structured and arranged equity financings, senior credit facilities and subordinated debt placements.
- Managed relationships with executives, financing partners and external deal-generating sources.
- Responsible for extensive on-site due diligence, review and analysis of company and industry information; created detailed financial models and investment presentations for limited partners.

1995 – 1997 Salomon Smith Barney (previously with Smith Barney) New York, NY
Analyst – Financial Institutions Mergers & Acquisitions
Built extensive financial and valuation analysis for leveraged acquisitions, portfolio valuations, co-branding ventures, restructurings, and public offerings of equity and debt.

- Attended extensive on-site due diligence sessions and performed detailed review of the data gathered.
- Assisted in the marketing and structuring of the firm's specialty finance and credit card practice.
- Developed leveraged transaction and product specialization.

Summer 1994 Credit Suisse First Boston New York, NY
Intern – Regulated Industries Group
Supported senior bankers through research and analysis of industry and company information.

Personal

Sponsors for Educational Opportunity Alumni (Class of 1994)
Big Brothers Big Sisters of New York Volunteer – High Risk Program (since 1999)
Independently acquired first residential property with less than \$3,000 of equity prior to college

Status : Seeking permanent position

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EDUCATION

- 2001 – 2003 **COLUMBIA BUSINESS SCHOOL** **New York, NY**
MBA – Finance, Real Estate - May 2003
Beta Gamma Sigma Honor Society, Deans List
Elected – VP of Communications Real Estate Club, 2nd Year Class Representative
Member – Golf Club, Wine Society
GMAT : 700 (94th Percentile)
- 1992 – 1997 **UNIVERSITY OF SYDNEY** **Sydney, Australia**
BE. Bachelor of Civil Engineering
Awarded First Class Honors
Awarded DJ.Douglas Prize for Best Geotechnical Engineering Thesis

EXPERIENCE

- Summer, 2002 **ING Capital LLC** **New York, NY**
Associate – Structured Finance Real Estate
 - Assisted in underwriting of \$1.01B of senior credit facilities for a public REIT's \$1.47B acquisition of portfolio of 9 regional malls and 20 non-mall assets
 - Underwrote investments which included valuation of a private REIT's \$1.75B acquisition of portfolio of 21 regional mall assets, and due diligence of company SEC filings and loan agreements
 - Conducted reviews and scenario analysis of investments within existing portfolio
 - Prepared profiles of prospective clients and Pitchbooks for new business opportunities
- 2000 – 2001 **Goldman Sachs International** **London, UK**
Analyst- Global Control
 - Coordinated reporting of unsettled trades for European Trading Operations, providing daily, monthly and ad hoc reports to highest-level management
 - Assisted team in implementation of improvements to systems which assess and report on fail financing and client money lock-up segregation deficits, leading to 20% financing cost savings
 - Worked with senior managers to develop metrics for performance monitoring of their groups
- 1997 – 2000 **Connell Wagner – Engineers and Project Managers** **Sydney, Australia**
One of Asia Pacific's largest consulting firms in Major Infrastructure, Commercial and Industrial Projects
Cost Engineer
 - Implemented \$300M project cost management system for tunnelling project with sites at seven locations and 500 person construction team
 - Coordinated with site managers to prepare integrated project budgets and schedules for cash flow modelling
 - Analyzed risk and opportunity in cost and schedule for \$10M-25M projects and presented scenario analysis to senior management
Project Management & Engineering
 - Developed and documented technical solutions for clients, liaising with consultant team. Projects included: Sydney Olympic Village and Olympic Projects \$400M
 - Awarded, supervised and administered construction of \$250K subcontract including contract variation negotiation

ADDITIONAL INFORMATION

- Proficient in Visual Basic for Applications, MS Access and MS Excel, Trained in Argus.
- Enjoy wakeboarding, skiing, travel, art history and volunteer work

Education

- 2001–2003 **Columbia Business School, New York, NY**
MBA, Real Estate concentration, May 2003
V. P. Alumni Relations (2002-2003), Real Estate Association; Asian Business Association
Organized weekly unofficial business school happy hours at Indigo Bar (2001-2002)
GMAT: 730 (99th percentile)
- 1990–1994 **University of Pennsylvania, Philadelphia, PA**
B. S., Computer Science Engineering, May 1994
Benjamin Franklin Scholars Honors Program (1990-1992); National Merit Scholar
AIESEC: Human Resources Director (1994), Information Systems Director (1993)

Experience

- Summer 2002 **W. P. Carey & Co., New York, NY**
Acquisitions/Office of the Chairman
Worked on negotiation, underwriting and closing of \$34 million sale-leaseback deal.
Analyzed and evaluated starting a closed-end REIT fund as a new W. P. Carey product.
- 1994–1999 **Goldman Sachs & Co.**
Information Technology/Firmwide Risk Group
The Group measures and monitors market risk of the Firm's proprietary trading portfolios.
- **London, United Kingdom, 1997-1999**
Established the Firmwide Risk Information Technology (IT) department in London.
Pioneered the new role and led hiring and training of the first employees of the local department. Volunteered and was selected for this expatriate assignment.
Managed all European Firmwide Risk IT projects and personnel.
 - **Tokyo, Japan, April 1999**
Completed initial analysis on requirements for establishing Firmwide Risk IT function in Tokyo. Initiated Tokyo staff recruiting process.
 - **New York, NY**
Team Leader, 1996-1997
Led teams of three to five colleagues working on all phases of project life cycle from problem analysis through solution design, implementation, testing and maintenance.
Trained and mentored junior team members.
Programmer/Analyst, 1994-1996
- 1995–2002 **Indigo Bar, New York, NY**
Founder/Partner
Founded a successful bar business with several partners. Achieved consistent profitability in the highly competitive Manhattan Upper West Side market.

Additional Information

Salvation Army volunteer (1994-1997, Sept. 2001); Avid snowboarder
Completed ARGUS training course (2001)

EDUCATION

2002-2003 **Columbia Business School** **New York, NY**

MBA, Real Estate, May 2003

Real Estate Association; Founder and Vice President – Sports Business Association
Urban Land Institute/EMBA Seminar – Financing and Investing in Real Estate Projects
Teaching Assistant – Real Estate Finance
GMAT 730 (98% percentile)

1994-1997 **Cornell University** **Ithaca, NY**

BS, Business Management & Marketing

President, Pi Kappa Alpha Fraternity – Roger Adger Smythe Award for National Chapter Excellence

EXPERIENCE

2002-Present **Newmark Company Real Estate** **New York, NY**

Analyst

- Performed financial analysis on new, existing lease obligations and other brokerage transactions
- Input and performed Argus analysis for property manager's 10 properties

2000-2001 **TechSpace, Inc.** **New York, NY**

International provider of flexible short-term and long-term real estate and office solutions for early and mid-stage companies

Director of Marketing

- Generated 125% increase in office space sales over 4 month period by developing new marketing collateral for direct mailings, advertisements, relevant industry conferences
- Forged strategic alliances for clients with numerous vendors, including large international technology provider and the large payroll administrator
- Developed solutions delivery strategy of business services division responsible for serving 80 companies in 4 major international cities
- Conducted staff training sessions in 4 satellite offices to all levels of management for promoting customer-centric solutions delivery

1999-2000 **Cap Gemini Ernst & Young** **New York, NY**

Senior Consultant

- Assessed investments for Strategic Investments and New Ventures divisions
- Developed assessment methodology for incubator start-up candidates
- Analyzed competitive threat of Silicon Alley incubators in the new ventures/technology industry
- Led team of 3 consultants in eProcurement cost/benefit financial analysis of \$25MM project
- Developed presentation for account partners to deliver to senior executive client team
- Constructed Project Management Handbook to maintain records during life cycle of \$500MM project
- Devised cost structure templates for deal modeling analysis for clients

1998-1999 **Chase Securities, Inc.** **New York, NY**

Administrative Associate

- Prepared monthly global syndicated finance fee performance reports for senior management
- Presented financial data for presentations to department clients
- Re-engineered marketing communication infrastructure
- Performed database testing for Y2K program upgrade

ADDITIONAL INFORMATION

Training – Argus; Member – ULI, Cornell Alumni Ambassadors Association Network, New York Road Runners Club, Whippoorwill Golf Club; Founding Mentor – Hoops and Leaders Basketball Camp; Streetwise Partner Volunteer; Background in Spanish; Interests include running, golf and reading

ELAN PENN
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epenn04@gsb.columbia.edu

EDUCATION

- 2003 – 2004 **COLUMBIA BUSINESS SCHOOL** New York, NY
- **MBA**, May 2004, Concentrations: Finance, Real Estate
 - *Member*: Real Estate Association, Private Equity Club, Columbia Entrepreneurs Organization
 - *Honors*: Biller Award, MBA Scholarship
- 1997 – 1998 **UNIVERSITY OF PENNSYLVANIA** Philadelphia, PA
- **BA**, December 1998, GPA 3.8, Graduated in 2½ years
 - Double major: History, Middle Eastern Studies; Minor: Religion
 - *Leadership*: Co-President, Jewish Community; Chairperson, Scholars in Residence; Team Leader, Negotiation Seminar; Member, Scholastic Committee on Undergraduate Education
 - *Honors*: Magna Cum Laude, Dean's List, Theta Alpha Kappa, John Marshall Society, Golden Key National Honor Society, Mellon Scholarship, Phi Alpha Theta, National Dean's List

EXPERIENCE

- 2001 – 2002 **EXUS NETWORKS, INC.** New York, NY
Publicly-held provider of satellite technologies to emerging market countries
Manager of Corporate Development
- Worked side-by-side CEO on all matters
 - Researched and co-managed merger and acquisition transactions and post-merger integration
 - Drafted SEC filings, all legal documents, press releases, investor relations materials
 - Oversaw international projects and share issuance and trading
 - Managed New York office and select functions of five global offices
- Summer 2002 **RECOGNITION GROUP, LLC** New York, NY
Restructuring advisory and investment firm
Summer Associate
- Identified and researched potential clients and investment opportunities
 - Created marketing materials and established internal dealflow management system
- 2000 – 2001 **CARPEDIEM TECHNOLOGY VENTURES, LLC** New York, NY
Venture capital firm investing in early stage technology companies
Founding Analyst
- Helped raise \$12 million in capital commitments towards firm's initial fund
 - Planned and negotiated joint venture with an international venture capital firm
 - Researched and analyzed investment opportunities
 - Prepared legal documents and marketing materials, including PPM and investor presentation
- Summer 2000 **MBF CAPITAL CORPORATION** New York, NY
Venture capital firm investing in biotechnology companies
Summer Analyst
- Grew portfolio companies and evaluated business plans
 - Reported to firm's President and supported him in transaction process

ADDITIONAL INFORMATION

- **International Study**: Har Etzion College of Judaic Studies, Israel (1999 – 2000); Arabic Language Institute of Fez, Morocco (Summer 1999)
- **Languages**: Hebrew (fluent), Arabic (intermediate), Aramaic (reading knowledge)
- **Other Internships**: New York State Senator Carl Kruger (Summer 1997), Goldnames.com (2000)
- **Interests**: Playing the saxophone, writing for children, drawing cartoons, community volunteering

GABE S. LEVIN
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New York, NY 10128
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Education
2001-2003 **COLUMBIA BUSINESS SCHOOL** New York, NY
MBA, Finance/Real Estate, May 2003
Member: Real Estate Association, Private Equity Club
GMAT: 760 (99th Percentile)

1992-1996 **YALE UNIVERSITY** New Haven, CT
BA With Distinction, American Studies May 1996
Analyst, Yale Student Investment Group
President, Yale Mountaineering Club

Experience
Summer 2002 **GE CAPITAL REAL ESTATE, STRATEGIC VENTURES GROUP** Stamford, CT
Summer Associate

- Analyzed returns to GE's equity and JV partners' equity under preferred return / promote structures.
- Made recommendations on portfolio acquisitions; used Argus to perform cash flow analysis on deals up to \$700 MM.
- Reported to Strategic Ventures Director on sources of variance between projected and actual results of GE's in-place investments.
- Assisted with underwriting and due diligence process.

2002 **MACK-CALI REALTY CORPORATION, ACQUISITIONS GROUP** Cranford, NJ
MBA Intern

- Modeled and valued target properties for acquisitions team.
- Presented valuation results to Vice-President, discussed property level risks and mitigants.
- Researched distressed seller's portfolio and financial condition and prepared summary for CEO.

1999-2001 **EQUITY TRADER, SELF EMPLOYED**
Traded personal capital; profited from volatility in technology sector, merger arbitrage, and leveraged trades of mispriced securities.

- Return on Investment: 450% in FY 1999, 150% in FY 2000.

1997 - 1998 **HEARTLAND SECURITIES** New York, NY
Equity Trader, Registered Principal

- Supervised activity of new traders for compliance with NASD rules.

1996-1997 **Equity Trader**

- Managed \$1.1MM account; profited from consolidation in the banking sector.
- Editor of firm-wide letter writing campaign to lobby SEC on regulatory change; letters were cited as evidence in the SEC's findings.
- Ranked in top 10% of new traders within six months of start date; promoted to Registered Principal.

Personal

- Partner, JIG Properties, LLC. Formed partnership to acquire multifamily property in Seattle. Designed equity granting incentive program for superintendent of L3 zoned triplex.
- SAT Tutor: led a four person team providing evening tutoring to a class of East Harlem high school students. Achieved results comparable to for-profit programs.
- Submitted Mt. Rainier, second highest peak in the continental United States.

Skills / Licenses
Financial Modeling in Excel and Argus. Member, Urban Land Institute.
Candidate for CFA Level I, May 2003. Series 7, 63, 24.

Giovanni Cova

Born on the 21st of May 1974

Italian and Swiss nationality

Tel: +1 917 658 22 91

E-mail: GCova03@gsb.columbia.edu

EDUCATION

2002-2003	Columbia Business School <i>MBA, May 2003</i> Clubs: Association for Italian MBAs (NOVA), Real Estate Club and Private Equity Club Volunteer: Harlem Tutorial Program and Junior Achievement Program	New York, NY
1993-1998	Università Bocconi <i>Economics</i> Thesis: Economic sanctions as instruments of foreign policy GPA: 110/110	Milano, Italy
1995	New York University - Stern <i>Exchange student - Economics</i>	New York, NY
1995	University of California Los Angeles <i>Exchange student – Communication studies</i>	Los Angeles, CA

EXPERIENCE

2000-2001	Merrill Lynch <i>Investment Banking Division - Technology Group</i> <ul style="list-style-type: none">• Advised clients on mergers, acquisitions, restructurings and corporate financing alternatives in the technology industry including software, communications equipment, semiconductors and IT Services• Performed extensive financial modeling (discounted cash flow, publicly-traded comparable company analysis and precedent transaction valuations) for capital structure, leveraged buyout and complex merger analysis• Involved in due diligence, negotiations, drafting of selling memorandums and term sheets; assisted clients in developing management presentations• Participated in the private placements of shares for Cambridge Silicon Radio and Alua; involved in the ongoing M&A advice to Siemens, Philips, Alcatel and STMicroelectronics	London, UK
1999-2000	JP Morgan Chase <i>Investment Banking Division – Media and Telecoms Group</i> <ul style="list-style-type: none">• Advised clients on mergers, acquisitions, restructurings and corporate financing alternatives in the European media and telecoms industry including PTTs, wireless operators, CLECs, broadcasting and Pay-TV• Participated in debt financing and definition of M&A alternatives for Media Capital as well as Orange, Andala and other wireless operators; involved in the balance sheet restructuring for Kirch Pay TV	London, UK
1998-1999	Caboto Securities – Gruppo Intesa BCI <i>Treasury Desk</i> <ul style="list-style-type: none">• Participated in the definition and execution of trading strategies on the futures and options markets for sovereign debt	London, UK
1998	United Nations <i>Department of Political Affairs – Office of the Security Coordinator</i> <ul style="list-style-type: none">• Analyzed the effectiveness of economic sanctions as instruments of foreign policy and contributed to the daily dispatch on the political situation in Iraq and Afghanistan	New York, NY

ADDITIONAL INFORMATION

Work Authorization: EU and Switzerland

Languages: native Italian; fluent in English, French and Spanish

Interests: history, literature, traveling and international politics

Sports: running and golf (sponsored by Italian Golf Federation 1987-1990)

Giovanni Cova

Born on the 21st of May 1974

Italian and Swiss nationality

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E-mail: GCova03@gsb.columbia.edu

EDUCATION

2002-2003	Columbia Business School <i>MBA, May 2003</i> Clubs: Association for Italian MBAs (NOVA), Real Estate Club and Private Equity Club Volunteer: Harlem Tutorial Program and Junior Achievement Program	New York, NY
1993-1998	Università Bocconi <i>Economics</i> Thesis: Economic sanctions as instruments of foreign policy GPA: 110/110	Milano, Italy
1995	New York University - Stern <i>Exchange student - Economics</i>	New York, NY
1995	University of California Los Angeles <i>Exchange student – Communication studies</i>	Los Angeles, CA

EXPERIENCE

2000-2001	Merrill Lynch <i>Investment Banking Division - Technology Group</i> <ul style="list-style-type: none">• Advised clients on mergers, acquisitions, restructurings and corporate financing alternatives in the technology industry including software, communications equipment, semiconductors and IT Services• Performed extensive financial modeling (discounted cash flow, publicly-traded comparable company analysis and precedent transaction valuations) for capital structure, leveraged buyout and complex merger analysis• Involved in due diligence, negotiations, drafting of selling memorandums and term sheets; assisted clients in developing management presentations• Participated in the private placements of shares for Cambridge Silicon Radio and Alua; involved in the ongoing M&A advice to Siemens, Philips, Alcatel and STMicroelectronics	London, UK
1999-2000	JP Morgan Chase <i>Investment Banking Division – Media and Telecoms Group</i> <ul style="list-style-type: none">• Advised clients on mergers, acquisitions, restructurings and corporate financing alternatives in the European media and telecoms industry including PTTs, wireless operators, CLECs, broadcasting and Pay-TV• Participated in debt financing and definition of M&A alternatives for Media Capital as well as Orange, Andala and other wireless operators; involved in the balance sheet restructuring for Kirch Pay TV	London, UK
1998-1999	Caboto Securities – Gruppo Intesa BCI <i>Treasury Desk</i> <ul style="list-style-type: none">• Participated in the definition and execution of trading strategies on the futures and options markets for sovereign debt	London, UK
1998	United Nations <i>Department of Political Affairs – Office of the Security Coordinator</i> <ul style="list-style-type: none">• Analyzed the effectiveness of economic sanctions as instruments of foreign policy and contributed to the daily dispatch on the political situation in Iraq and Afghanistan	New York, NY

ADDITIONAL INFORMATION

Work Authorization: EU and Switzerland

Languages: native Italian; fluent in English, French and Spanish

Interests: history, literature, traveling and international politics

Sports: running and golf (sponsored by Italian Golf Federation 1987-1990)

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EDUCATION

- 2001 - 2003 **COLUMBIA BUSINESS SCHOOL** **New York, NY**
MBA, Finance, May 2003
Member: Columbia Finance Association
GMAT: 700 (94 percentile)
- 1994 – 1997 **UNIVERSITY OF THE WITWATERSRAND** **Johannesburg, South Africa**
BS, Civil Engineering
Awarded: Grinaker Construction Scholarship and University Merit Award
Officer: VP of Christian Youth Club
Supported 75% education and living cost with scholarship and part-time work

EXPERIENCE

- Summer '02 **CJS CAPITAL** **New York, NY**
A hedge fund
- Performed in-depth research and strategic analysis on Real Estate Investment Trusts
 - Conducted extensive forecasts and analysis on self-created earnings models
 - Contributed to the writing of strategy reports
- 1998 – 2001 **GRINAKE-LTA** **Gaborone, Botswana**
A global construction group
- Project Manager
- Supervised construction of \$5 million 125km water pipeline with over 100 workers.
 - Oversaw \$10 million inventory
 - Captured and analyzed near and long term project financial obligations and cash flows which led to an 8% reduction in labor and material costs. Implemented operation checks that delivered a 35% increase in production
 - Enhanced communication with client representatives on contractual, technical and finance issues
- Site Agent
- Planned and organized \$500,000 commercial and industrial development project. Stringent cost controls resulted in profit margin of 25% which exceeded initial target of 12%
 - Negotiated with four client consultants and five sub-contractors on design and financing details
 - Trained 15 unskilled laborers through on-site program
- Cost Analyst and Technical Supervisor
- Constructed financial models to analyze direct costs on \$9 million pipeline project
 - Handled construction of a \$250,000 pipeline and \$100,000 sewer ponds
 - Proposed sewer pond renovation techniques that improved work efficiency by 40%

ADDITIONAL

CFA Level 2 Candidate
Fluent in Mandarin and Afrikaans (Dutch)
Enjoy cooking exotic food, playing tennis and reading African novels

Joel Papo

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EDUCATION

COLUMBIA BUSINESS SCHOOL

New York, NY

2002 – 2003 MBA, May 2003

ELECTED: 2nd Year Cluster Chair, 1st Year Cluster *Bottom Line* Representative

APPOINTED by Dean to Earth Institute Advisory Council, Judge for National Social Venture Competition

MEMBER: Real Estate Association, Social Enterprise Club, Golf Club

GMAT: 760 (99th percentile)

CLAREMONT MCKENNA COLLEGE

Claremont, CA

1993 – 1997 BA, Cum Laude, Government and Economics, May 1997

SENIOR THESIS: Conflict Resolution in Environmental Policy Making

APPOINTED: Class of 1997 Alumni Representative, President of CaddyShack Club

EXPERIENCE

2002 – 2003 JONATHAN ROSE & COMPANIES LLC

New York, NY

LEED Certification Manager

- Project manager to achieve U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification for the company's New York City headquarters.

2002 SMALL BUSINESS CONSULTING PROGRAM at Columbia Business School

New York, NY

Team Leader of Real Estate Project

- Identified and evaluated future development opportunities for Horsford & Poteat Realty, an affordable housing developer.

1997 – 2003 FREELANCE CONSULTANT FOR NON-PROFIT ORGANIZATIONS

New York, NY

National Center for Tobacco-Free Kids (*Seeks to reduce tobacco use among teenagers and adults*)

- Taught educational sessions on securitization of tobacco settlement funds.
 - Facilitated web-based strategy exchange that builds the capacity of public health leaders.
- Advocacy Institute** (*Dedicated to strengthening the capacity of social advocates to influence public policy*)
- Authored widely distributed case study highlighting best practices of international public health advocates.
 - Developed continuing education program that provided leadership training and networking opportunities for alumni of Institute's Leadership Fellows Program.
- Council on Economic Priorities** (*Provides analysis of the social and environmental records of corporations*)
- Identified high priority problems in Research Department and recommended research policies and business practices to improve efficiency and eliminate conflicts of interest.
- Solstice Project** (*Studies and documents the Sun Dagger: a celestial calendar of the ancient Pueblo Indians*)
- Identified potential funding sources and wrote fundraising appeal.

1999 – 2000 COUNCIL ON ECONOMIC PRIORITIES

New York, NY

Corporate Communications Coordinator

- Developed and executed communications plan which increased - by 40% - corporate participation in the Council's best selling guide to socially responsible shopping, "Shopping for a Better World."

1997 – 1999 ADVOCACY INSTITUTE

Washington, DC

Research Associate

- Collected and analyzed vast library of primary resources for "Smoke In Their Eyes," a book about leadership.
- Taught domestic and international not-for-profit leaders keys to effective Internet advocacy.

U.S. Green Building Council, Accredited Professional in Leadership in Energy and Environmental Design (LEED)

ATTENDED: ARGUS training session, U.S. Green Building Council LEED Intermediate Workshop

ACTIVITIES: Local Disaster Volunteer for American Red Cross, Head Coach of Little League Baseball team, Manager of Advocacy Institute softball team, World Trade Center Memorial design, reading, trivia, sports

JOHN V. CONNORTON III
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EDUCATION

- 2001-2003 **COLUMBIA BUSINESS SCHOOL** **New York, NY**
MBA, Real Estate and Finance, May 2003
Managing Editor, *The Bottom Line*, the Business School newspaper
Member: Real Estate Association, Private Equity Club, Hermes Society
GMAT: 720 (97th Percentile)
- 1991-1995 **UNIVERSITY OF NOTRE DAME** **Notre Dame, IN**
Bachelor of Arts, Cum Laude, 1995
Dual Major: History and Government, GPA: 3.50
Business Editor and Staff Writer, *Notre Dame Observer*, Notre Dame Boxing Club

WORK EXPERIENCE

- Present **LOWER MANHATTAN DEVELOPMENT CORPORATION** **New York, NY**
Corporate Development—Intern
- Working in partnership with LMDC's planning division on the real estate and financing aspects of the World Trade Center-area redevelopment process
 - Assisting in the development and administration of review procedures to evaluate requests for LMDC funding
- Summer 2002 **LEHMAN BROTHERS INC.** **New York, NY**
Global Real Estate Group—Investment Banking Summer Associate
- Modeled company financials for proposed M&A transactions, prepared company comparable analyses, and calculated Net Asset Values
 - Researched and prepared proposals for clients, and participated in new business solicitations
 - Modeled cash flows for a proposed equity investment by Lehman Brothers Real Estate Partners (LBREP), a \$1.6 billion real estate opportunity fund
 - Performed due diligence on local markets, rental and occupancy rates for LBREP
- 1998-2001 **GOLDMAN, SACHS & CO.**
Equities Division—Equities e-Commerce Analyst (Tokyo, Japan)
- Developed relationships with Goldman Sachs' institutional clients in internal start-up effort to facilitate electronic trading of equity products
 - Coordinated group strategy, sourced potential clients, established new client relationships, and analyzed client trading patterns
 - Covered mutual and hedge funds for one month on the Equities Sales-Trading desk
- Municipal Finance Department—Corporate Tax-Exempt Group Analyst (New York, NY)*
- Performed quantitative analysis for senior investment bankers working with companies seeking to access the tax-exempt marketplace
 - Performed credit comparables analyses, structured cash flows, and calculated debt service savings
 - Researched and prepared proposals for clients, and participated in new business solicitations
 - Analyst on \$730 million financing for Continental Airlines, the largest tax-exempt high-yield financing to date, and an *Institutional Investor* "Deal of the Year" in 1999

ADDITIONAL

- English teacher for Japan Exchange and Teaching (JET) Program, Toyama, Japan, 1995-1997
- Press Office Intern for U.S. Senator Bill Bradley, Summer 1994
- Chartered Financial Analyst Level II Candidate
- National Association of Securities Dealers (NASD) Series 7 License
- Japan Securities Dealers Association (JSDA) Levels I and II Licenses
- Enjoy tennis, basketball, scuba diving, snowboarding, studying Japanese, tutoring, and reading

LEE SWEDOWSKY

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EDUCATION

2001 – 2003 **COLUMBIA BUSINESS SCHOOL** **New York, NY**

MBA, Finance/Real Estate, May 2003 GMAT - 740 (98th percentile)

Treasurer – Real Estate Association

1991 – 1995 **VASSAR COLLEGE** **Poughkeepsie, NY**

BA, Political Science

Editorial Associate – *The Vassar Spectator*

Member - Vassar Student Government

EXPERIENCE

Summer 2002 **ALLAN RILEY COMPANY INC.** **New York, NY**

Summer Associate

- Executed all analyst tasks for a privately held real estate investment firm specializing in triple net leased industrial and retail properties located throughout the U.S.
- Conducted financial valuations and sensitivity analyses through discounted cash flow modeling, lease analysis and economic/demographic studies.
- Analyzed and compared debt financing terms to determine optimal lenders for acquisition and refinancing scenarios.
- Calculated adjusted bases and amortization/tax crossovers for properties acquired through 1031 exchanges to ascertain desired holding periods and exit strategies.
- Performed site visits under direction of senior asset manager to assess market trends, competition, property level operations and physical condition of assets.

1997 – 2001 **REED INTERNATIONAL PROPERTY MANAGEMENT, INC.** **New York, NY**

Assistant Vice President

Licensed Real Estate Salesperson – Fredric M. Reed & Company, Inc.

- Serviced a \$75M high-end residential real estate portfolio.
- Produced property analyses, including financial statements and market reports.
- Conducted all client, company, and landlord trust banking transactions.
- Increased company revenues through the introduction of a targeted client billing system and comprehensive audits of outstanding receivables.
- Assisted in the rental and sale of luxury residences typically valued at \$2.5M to \$10M.
- Developed marketing strategies for properties based on comparables and industry analysis.

1995 – 1997 **FORTUNATO PRODUCTIONS** **New York, NY**

Co-Founder, Co-President

- Operated an independent music production company and its affiliated music publishing company.
- Produced and recorded over 75 original and remix tracks for artists such as Bahamadia (EMI) and Nine (Profile).
- Marketed material to prospective labels and artists through various promotion campaigns including radio appearances and trade publications.

ADDITIONAL INFORMATION

- Proficient in MS Office XP and trained in ARGUS
- Member – Urban Land Institute
- 2002 Grand Prize Winner, NSV Competition sponsored by The Goldman Sachs Foundation
- Interests include architecture and design, movies, music, and crossword puzzles

ALBERTO RECCHI

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EDUCATION

2001 – 2003 **COLUMBIA BUSINESS SCHOOL** **New York, NY**
MBA, Finance, May 2003

Member: Private Equity Club, Investment Banking Club, Management Consulting Association, NOVA (Italian MBA Association) and European Society

1992 – 1998 **POLYTECHNIC OF TURIN** **Turin, Italy**
MS in Aerospace Engineering

Awarded IAESTE (International Association for the Exchange of Students for Technical Experience) internship at FIAT Avio S.p.A. for academic performance.

Completed the course of studies in 5.2 years (Top 5% of class)

EXPERIENCE

2002 **BEAR STEARNS** **New York, NY**
Summer Associate

- Investment Banking Private Services Group (IPG). Participated to the identification and promotion of cross-marketing opportunities between Investment Banking and Private Client Services

2002 **VALUE PARTNERS** **Rome, Italy**

McKinsey spin-off management consulting company

Summer Associate

- Defined and implemented a multi-channel distribution network, for an Italian mobile operator, capable of maximizing the value of Customer Relationship Management
- Participated to the identification of a PMI plan for a major Italian aerospace company

1999 – 2001 **AGUSTAWESTLAND** **Milan, Italy**

World leader in the helicopter industry with \$2.4 billion revenues, a civil and defense order book of \$8 billion, and a work force of 10,000 employees

Marketing & Sales Associate (2000-2001)

- Performed market analysis and feasibility study of implementing \$150 million worldwide sales program for helicopters in the Harbor Pilot Shuttle (HPS) industry
- Led and coordinated cross-divisional project teams for the sale of helicopters for HPS in China, Norway, South Africa, and United States
- Generated, developed, and presented engineering data, analysis, recommendations, and solutions to sales force, customers, partners and resellers worldwide
- Analyzed competitor activities and developed marketing and counter-strategies for key helicopter operators worldwide

Sales Engineer (1999-2000)

- Managed key accounts in several international auctions, including successful bids by the South African Air Force and the Swedish Armed Forces, for military equipment contracts worth \$240 million and \$120 million, respectively
- Led sales teams responsible for product demonstrations in International trade shows

1998 **FIAT AVIO S.P.A.** **Turin, Italy**

Leading subsystem supplier in the aerospace industry with a work force of 5,600 employees

Project Engineer

- Participated in the development and certification of the propulsion and control system of Vega, a launcher for small satellites

ADDITIONAL INFORMATION

- Native Italian speaker, fluent in English and conversant in French and Spanish
- Member of A.R.E.A., non-profit organization for the aid of the disabled
- Hold U.S. private pilot license
- Enjoy sailing: competed in major regattas and National Italian Championships
- Enjoy windsurfing, boxing and playing the guitar

SOPHIA RUAN
347 W57th Street, Apt 18bb
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Telephone: (917) 376-3990; Email: sr2051@columbia.edu

EDUCATION

- 2002 – 2003 **COLUMBIA BUSINESS SCHOOL** New York, NY
MBA. Member of Real Estate Association, Columbia Women In Business, and Private Equity Club. Real estate concentration
- 1991 – 1995 **BROWN UNIVERSITY** Providence, RI
BA in Economics. Transferred credits from Wellesley College after sophomore year

EXPERIENCE

- 2001 **XDRIVE TECHNOLOGIES** Santa Monica, CA
(A Goldman Sachs, DLJ/CSFB, Softbank, and Storage Networks company)
Director, International Development
- Spearheaded development of strategic relationships with China Telecom, China Mobile, AsiaInfo, and Legend Holdings through corporate development meetings in China
 - Managed operations of Softbank joint venture in Japan
 - Led creation of international product demonstration, at \$15K and 20% below budget, that was deployed to sales, business development and international development teams
- 2000 – 2001 **Manager, Strategic Planning**
- Defined company's M&A strategy and completed \$15MM acquisition
 - Identified how Xdrive should maintain and develop competitive advantages and used this to lead direction of business development, marketing, M&A, and product development teams
- 1999 – 2000 **IEXCHANGE.COM** Pasadena, CA
(An idealab!, Kleiner Perkins Caufield & Byers, and Capital Z Partners company)
Manager, Marketing
- Designed and implemented \$250K, twelve-week promotion that contributed to 50% of company's growth, and at customer acquisition cost below that of company's average
 - Built company's financial model to evaluate potential revenue streams, project burn rate and project company valuation. Prepared monthly performance reports for Board of Directors
- 1997 – 1999 **DONALDSON, LUFKIN & JENRETTE (DLJ)** New York, NY
Merchant Banking Analyst, DLJ Real Estate Capital Partners
- Valuation/Market Research: created numerous financial models to evaluate real estate opportunities and wrote investment committee memoranda for each. +\$1.2BB executed deals
 - Asset management: helped reposition and manage operations of four-star hotel in Puerto Rico
 - Fundraising/Marketing: led 3-person team in raising \$1BB for Fund II
 - Integrally involved in writing private placement memorandum
 - Quantified and analyzed performance and strategic decisions of \$670MM Fund I
 - Collaborated with various DLJ departments and partners of Fund I to create presentations and materials to market management and acquisition teams' performance
- 1995 – 1997 **LEXINGTON CORPORATE PROPERTIES** New York, NY
(A real estate investment trust (NYSE: LXP))
Analyst, Acquisitions and Business Planning
- Read all REIT's leases and loan documents, and worked with asset management team, to build and manage REIT's financial model, used to evaluate firm's capital structure and capital needs
 - Evaluated numerous real estate opportunities. \$95MM executed deals. Managed all aspects of due diligence process, including hiring and managing consultants, bankers, and lawyers
 - Assisted in issuing \$+44MM of common stock and \$25MM of preferred stock, refinancing \$22MM of debt, and in increasing revolving credit facility from \$25MM to \$60MM
- OTHER** Computer skills include Argus, Pro-ject, and Microsoft Office (Excel, Word, PowerPoint). Language studies include Mandarin, Spanish, and French. International summer studies in Taiwan, China, and Russia. Enjoy travel, hiking, yoga, and snowboarding

KEVIN GERARD TURK

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Staten Island, NY 10306

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Email: KTurk03@gsb.columbia.edu

EDUCATION

2001 – 2003

Columbia Business School / London Business School
M.B.A. in Real Estate Finance, May 2003

New York, NY

- Selected to Chazen MBA Exchange Program with London Business School, Spring 2003.
- Director of Client Relations, *Small Business Consulting Program*; Director of Technology, *Columbia Energy Association*; Member, *Real Estate Association*

1987 – 1991

University of Pennsylvania
B.S.E. in Mechanical Engineering, May 1991

Philadelphia, PA

EXPERIENCE

Summer 2002

New Plan Excel Realty Trust, Inc.

New York, NY

- Analyzed trends in demographic data for national portfolio of grocery-anchored shopping centers to identify revenue and cost drivers of the best performing properties and identify those assets most vulnerable to competition, particularly from discount retail chains.
- Assisted in financial analysis and modeling of properties for acquisition or redevelopment.
- Prepared rent rolls and lease abstracts, and negotiated disputes with tenants involving issues of CAM expense recovery, percentage rent, and rent escalation clauses.

1999 – 2001

Pennoni Associates, Inc.
Project Manager

Philadelphia, PA

- Prepared due diligence reports, feasibility studies, and construction cost estimates for clients engaged in real estate investment and development. Representative projects include:
 - Identification of necessary capital expenditures at malls owned by Simon Properties.
 - Estimation of costs of redevelopment of Department of Defense properties closed under the BRAC Act for the Philadelphia Industrial Development Corporation.
- Structured and presented client proposals and negotiated fees for engineering services.
- Focused on the renovation of mechanical and electrical systems for historical structures.

1996 – 1999

Atkinson Koven Feinberg Engineers, LLP
Consulting Engineer

Philadelphia, PA

- Performed financial analysis to determine payback and IRR of investment in high efficiency upgrades to HVAC equipment, lighting, and insulation. Partnered with energy service companies to provide financing underwritten by projected savings in energy costs.
- Designed mechanical, electrical and process systems for office and retail properties, including a \$14 million upgrade to heating and cooling plant for the Time-Life Building.

1994 – 1996

Philadelphia Housing Authority
Architectural Engineer, Design Division

Philadelphia, PA

- Created lead paint abatement guide used as master specification for new contracts.
- Inspected multifamily properties planned for redevelopment for the existence of PCB's and asbestos. Surveyed and documented existing utilities on CAD software.

1991 – 1993

NYC Department of Environmental Protection
Construction Manager, Bureau of Environmental Engineering

New York, NY

- Ensured quality and schedule compliance and provided engineering oversight at the construction site of two water pumping stations. Coordinated weekly progress meetings.

ADDITIONAL INFORMATION

- **Personal Achievements:** Pro bono consultant for the American Institute of Architects and the New York City Economic Development Corporation. Finisher, Ironman Triathlon World Championship, Hawaii, 2001; New York City Marathon, 1999 and 2000.
- **Professional Achievements:** Registered Professional Engineer. Experienced in ARGUS, AutoCAD, J.D. Edwards, and Microsoft applications.

SOPHIA RUAN
EXAMPLES OF REAL ESTATE DEALS

DONALDSON, LUFKIN & JENRETTE

<u>Asset Type/Description</u>	<u>Asset Location</u>	<u>Deal Size</u>	<u>Opportunity</u>
EXECUTED			
Luxury resort: 5-star hotel, golf course, land sales, time-shares, and high-end spa	Bermuda	\$200MM	Development
CMBS	Various	+\$1BB	Distressed debt
Office	Denver, CO	\$40MM	Rollover of below market leases
NON-EXECUTED			
Portfolio of multiple assets: office, retail, and industrial	Various	\$180MM	Seller needed to sell underperforming properties
Hilton/Patriot American merger	Various	\$250MM	Mezzanine financing
Free-trade-zone port	Argentina	\$35MM	Development
Homestead hotels with Robert Trent Jones designed golf courses	Midwest locations	NA	Development
Class A office (161,500 SF)	Bangkok, Thailand	\$11MM	Market cycle opportunity
Residential (18,200 SF)	Bangkok, Thailand	\$8MM	Market cycle opportunity
Class B+/A Office	Tysons Corner, VA	\$40MM	Market cycle opportunity
1500-acre development site	Denver, CO	\$14MM	Development
LBO of Berkshire Realty Company	Various	\$240MM	Mezzanine financing

LEXINGTON CORPORATE PROPERTIES

<u>Asset Type/Description</u>	<u>Location</u>	<u>Deal Size</u>
EXECUTED		
R&D building	Irvine, CA	\$40MM
Office building	Rancho Bernardo, CA	\$7MM
Manufacturing facility	Waterloo, IA	\$15MM
Tax-free stock merger	NY	\$33MM

UNIVERSITY STUDENT SEEKING 2003 PERMANENT EMPLOYMENT

Jerrod Johnson

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Objective

To obtain a position in the real estate industry that allows me to utilize my skills and experience, as well as gain further knowledge and understanding of the business.

Educational Experience

University of Colorado at Boulder – May, 2003

Masters of Business Administration, Real Estate and Finance Track.

University of Colorado at Boulder - May, 1999

Bachelor of Environmental Design in Architecture, graduated with special honors.

Work Experience

Shaw Construction – Denver, Colorado – 2003-present

Marketing/Business Development

- Compiled proposals to provide construction services for projects ranging from fire stations to multi-family residential.
- Maintained daily marketing efforts while Director of Marketing was on leave.

Design Workshop – Denver, Colorado – 2002-present

Strategic Advisory Services Group

- Created a market analysis for the development of a ranch in central Colorado.
- Investigated market conditions and generated programming recommendations for the redevelopment of a vacant downtown mall in Ogden, Utah.
- Developed an analysis of a suburban land parcel involved in an eminent domain-related dispute.
- Completed research for a marketing plan for a high-end Virginia resort development.
- Assisted in implementing the merger of two Colorado resort associations.

Trenka & Associates Real Estate – Denver, Colorado – 2000-2002

Brokerage and Research

- Compiled research for analysis of feasibility/pricing of potential and existing development projects.
- Sold and closed 41 properties in 14 months as agent on sales team for large-scale condominium conversion projects.
- Leased residential units for corporate and private clientele.

Affiliations/Awards/Activities

- Graduate School of Business Association member
- Capitol Hill United Neighborhoods member
- Denver Board of Realtors member
- Denver Board of Realtors Million-Dollar Roundtable Award Recipient 2000
- Active Colorado Real Estate License
- Four-time Marathon Runner, 3rd Place Finish Steamboat 2002

Jessica Ann Wiegand

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102 Forest Highlands
Flagstaff, AZ. 86001
(928) 525-1794

- OBJECTIVE** Seeking a career in the retail industry that utilizes my education background, leadership, and organizational skills.
- EDUCATION** **The University of Arizona**, Tucson, AZ.
2000-present
Expected December 2003
Bachelor of Science in Retailing & Consumer Sciences, General Business Minor
➤ **GPA:** Cumulative 3.6
- COURSES** Visual Merchandising/Store Design; Consumer Concepts; Leadership, Ethics, and Practice; Human Side of Organizations; Applications of Marketing Concepts
- EXPERIENCE**
- 6/02-8/02 **Macy's West**, San Francisco, CA.
Manager and Buyer Intern
➤ Assisted managers with daily activities including; implementing customer service policies, daily sales analysis, product merchandising
➤ Trained in buying functions and skills; negotiations with vendors, markdown analysis, department layout, processed purchase orders
➤ Coordinated travel arrangements for men's regional manager vendor meeting
➤ Developed an employee training and support program
- 1/02-5/02 **Angel Threads**, Tucson, AZ.
Salesperson
➤ Trained in Retail Pro Computer Program
➤ Arranged front window and in-store displays
➤ Assisted in purchasing children's accessories
- 6/01-8/01 **Nordstrom**, Scottsdale, AZ.
Support
➤ Demonstrated customer service skills
➤ Assisted with markdowns
➤ Worked cash register, opening/closing of register, and money handling
- 8/98-12/00 **Thredz**, Flagstaff, AZ.
Salesperson/Buyer/Manager
➤ Trained new employees on policies and procedures
➤ Arranged front windows and store displays
➤ Assisted in purchasing store merchandise
- HONORS** Promoted to manager, Thredz July 1999; Awarded Dean's List, Fall 2000; Awarded Honorable Mention, Spring 2001; Federated Department Stores Scholarship, Fall 2002; Wal-Mart Stores Scholarship, Fall 2002; Honorable Mention Fall 2002, SIFE Service Leadership Award 2002-2003.
- ACTIVITIES** **SIFE:** 2001 Entrepreneurship Camp committee, 2002 Career Expo Volunteer Coordinator, 2002 Salsa project committee, 2002 SIFE Presentation Team, 2003 Career Expo Event Co-coordinator, 2002-03 SIFE E-Board (VP of Recruiting), 2002 Ethics Panel Co-coordinator.
- Student Advisory Board Member Spring 2002-current:** Macy's /Federated student liaison, Basketball Tournament Marketing coordinator, Elected Co-Chair Spring 2003.

REFERENCES AVAILABLE UPON REQUEST

Laura E. Bender

Objective: Seeking a retail position where I can utilize my creativeness and communication skills

Education: The University of Arizona Tucson, AZ
B.S. Retailing and Consumer Sciences May 2003
Minor: General Business Administration

Computer Skills: Microsoft Word, Excel, and PowerPoint

Work Experience:

Historic Royal Palaces –Intern London, UK
6/02-7/02

- Collected sponsorship/donation information from museums
- Researched PR companies and proposed clients to send proposals to
- Created excel/word files pertaining to competitors

Limited Too -Sales Associate/Cashier Omaha, NE
6/99-8/99

- Consistently was awarded for having the highest sales
- Created window displays
- Sorted inventory
- Helped in movements of floor plans for new merchandise

Express-Sales Associate Omaha, NE
11/97-1/98

- Assisted customers with product selections
- Sorted Inventory
- Helped in movements of floor plans for new merchandise

Pamida Corporate Headquarters -Intern Omaha, NE
6/97-8/97

- Worked with soft good buyers assisting with the buying process
- Tracked sales and amount of stock in the misses/junior departments
- Compiled weekly folders with ads of competitors for Division Manager
- Coordinated meetings with vendors

Activities:

- Chi Omega Sorority 1999-present
- Angel Charity Fashion Show (dress models) 1999-present
- Project Shine (mentor grade school children) 2001-present
- Muralcles (volunteer, do art work with hospitalized children) 2001-present
- -Secretary 2002-present

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-Secretary 2002-present

Sarah R. Newman

Present Address:
1850 N. Tyndall #1103
Tucson, Arizona 85719
Phone (520) 245-5354
E-mail: snewman@u.arizona.edu

Permanent Address:
4421 Avenida Del Sol NE
Albuquerque, NM 87110

Objective

To obtain a career in mall management and marketing that will allow me to utilize my proven analytical, organizational and marketing skills.

Education

The University of Arizona
B.S., Retailing and Consumer Sciences
Minor: Business Administration

Tucson, AZ
December 2003

Summary of qualifications

Demonstrated excellent customer service and problem solving skills as a result of retailing sales experience and customer service consulting. With a proven ability to develop and convey concise and creative ideas. Possess unique ability to coordinate various types of activities, events, seminars and projects. Work successfully in a fast-past environment. Proficient in include MS Office and Windows applications and familiar with a broad range of retail database systems.

Professional experience

Bear Creek Corporation, Harry and David Stores
Merchandising Internship

Medford, OR
6/02-8/02

- Developed *Sales and Product Information Guide* for Harry and David Stores.
- Analyzed product categories and product placement at Harry and David's flagship store resulting in co-marketing schemes to encourage category growth and collateral sales of companion merchandise.

Eddie Bauer
Sales Associate

Tucson, AZ
6/01- 5/02, 8-10/02

- Retail sales, customer service, visual merchandising, executed floor sets
- Assisted in training new employees

The University of Arizona Credit-Wise Cats
Credit Counselor

Tucson, AZ
1/01- 5/01

- Marketed and conducted seminars and personal counseling on effective use of credit

Professional organizations

The University of Arizona Students In Free Enterprise (SIFE)
Vice President, Community Relations

- Co-developed a student-run "secret shopper" service for entrepreneurs in the Tucson community to meet the need for specialized customer service education and training.
- Coordinated transportation for the 2003 UA Career Expo.
- Southwest Retail Center "Retail Tools For Retail Executives" program, assisted in coordination and execution of the weeklong event.
- UA SIFE 2002 Presentation Team Member, worked with a team to created a multimedia presentation for a national competition
- Project Chair: International Marketplace Simulation. Designed and implemented an interactive simulation to teach students about the importance of free trade and international relations. *Winner of the 2002 AT&T Best Use of the Internet for Teaching Students Grades K-12.*

References

Available Upon Request

Serena East

4920 E. Camino de los Olivos
Tucson, AZ 85718

serena_east@hotmail.com
(520) 245-5115

OBJECTIVE

Obtain a challenging position in the field of retailing

EDUCATION

University of Arizona

Bachelor of Science in Retailing and Consumer Sciences, Business Minor,
May, 2003, GPA 3.80

Tucson, AZ

Pima Community College

Associates degree in Business, GPA 3.5, May, 2001

Tucson, AZ

RELATED EXPERIENCE

Sears, Roebuck and Co., *In Store Marketing Associate*

- Core responsibility is to assure price integrity in assigned departments
- Maintain a consistent message through signing and product set-up

Tucson, AZ

1/03 - present

AAFES, Army & Air Force Exchange Service, *Retail Management Intern*

- Developed the skills to be proficient in every aspect of store operations: analyzing inventory reports, receiving, reordering, and communicating with buyers.
- Discovered the challenges of working for a government agency
- Completed weekly logs, informational interviews, and a project that explored customer satisfaction reports.

San Antonio, TX

6\02-8\02

Discovery Channel Store, *Park Place, Sales Associate*

- Implement selling strategies to exceed corporate goals
- Organize and prepare products for special sales and promotions
- Create product displays
- Trained a team of approximately 7 seasonal employees

Tucson, AZ

5/01-6/02

Comp USA, *Business Sales*

- Answered phones and directed customers to over 25 departments
- Acquired sales information through computerized database
- Responsible for the distribution of products for private business accounts

Tucson, AZ

6/98-12/98

Hollywood Video, *Customer Service Representative*

- Packaged videos for rent and sale
- Responsible for inventory control
- Managed the customer database for delinquent fees

Tucson, AZ

8/97-8/98

Extra-Curricular Activities:

Students in Free Enterprise, projects include:

- E-board: VP Internal Communications – Secretary
- Co-coordinator: Career Expo. 2003
- Project manager of a service that performs “mystery shops” to evaluate customer service
 - Developed and implemented Customer Service training seminars
- Presentation team 2003

Computer Skills

Microsoft Office applications including advanced work with Access and Power Point.
Experience in a wide range of retail databases systems.