

Robert Joseph Bridges, A.I.A.  
Curriculum Vitae  
January 20, 2016

Associate Professor of Clinical Finance and Business Economics  
Department of Finance and Business Economics  
Marshall School of Business, University of Southern California  
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Education

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- 1996            *Master of Real Estate Development, USC School of Planning,  
University of Southern California*
- 1979            *Bachelor of Architecture, Southern California Institute of Architecture,  
Los Angeles California*
- 1970 -1972     *Columbia University, New York City, New York*
- 1973 -1974     *Bachelor of Arts, Reed College, Portland Oregon*
- Thesis Title: "Land Use Planning: Taking and Regulating Under the U.S.  
Constitution"*

Academic Positions

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- 2013 – 2016     *Associate Professor of Clinical Finance and Business Economics*
- 2004 – 2013:     *Assistant Professor of Clinical Finance and Business Economics*
- 1999 – 2003:     *Lecturer, Department of Finance and Business Economics*
- 1997 – 1998:     *Part Time Lecturer, Department of Finance and Business Economics*
- 2001 – 2013:     *Curriculum Director for the Program in Real Estate, USC Marshall  
School of Business*
- 1996 – 2007:     *Instructor, later Managing Co-Director, Summer Program in Real  
Estate, USC Marshall School/USC School of Planning (a program  
subsequently named "The Stan and Marilyn Ross Program in Real  
Estate").*
- 2005 – 2015:     *Guest Lecturer, Cornell University Graduate Program in Real Estate,  
Cornell University, Ithaca, New York (Pro Bono)*

Non-Academic Positions

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- 1977 - 1980:     *Architect, Daniel Mann Johnson and Mendenhall, Los Angeles  
California*

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1981 – 2016: *Architect in Private Practice, Robert Bridges, A.I.A, Architect, Los Angeles, California*

1996 – 2016: *Real Estate Feasibility and Urban Economics Consultant in Private Practice, Robert Bridges Company, Los Angeles, California*

#### *Licensure and Memberships*

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1996 *Member, Urban Land Institute*

1997 *Member, American Institute of Architects*

1997 *Member, Association of General Contractors*

1979 *Member, National Council of Architectural Licensing Boards*

1979 *Registered Architect, State of California #016885*

1975 *Licensed General Contractor, State of California #350405*

#### *Honors and Awards*

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2014 *USC Mellon Award for Excellence in Mentoring, Undergraduate Mentoring Category*

2012 *USC Marshall School of Business, Golden Apple Teaching Award, Department of Finance and Business Economics*

2011 *Stephen B. Sample Outstanding Teaching and Mentoring Award, USC Parent's Association*

2011 *Professor of the Year, USC Chapter of the Latter Day Saints Church*

2010 *USC Marshall School of Business Dean's Award for Community*

2008 *Professor of the Year, Sigma Chi Fraternity, USC Alpha Upsilon Chapter*

2007, 2013 *Honorary Graduation Procession, Program in Real Estate, Cornell University, Ithaca New York*

1992 *Award of Excellence, Concrete Reinforcing Steel Institute, Rice Residence, Glendale, California (Jerold Lomax F.A.I.A., Architect of Record)*

1992 *American Institute of Architects Award of Merit, Single Family Residence, Rice Residence, Glendale California (Jerold Lomax F.A.I.A., Architect of Record)*

- 1991 Raymond Watt Award for Excellence in Single Family Architecture, Los Angeles Business Council*
- 1978 Bronze Medal, International Design Competition for the Proposed Pahlavi National Library, Tehran, Iran*

### *Publications and Research*

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#### *Texts*

2002 *"575 Carroll Boulevard: A Real Estate and Development Case Study"*, Robert Bridges and David Dale-Johnson, self-published. This case was used as the primary text for the Ross Program in Real Estate from 1997 through 2007. It is also used as the primary text for FBE 400x: Introduction to Real Estate Finance and Investments.

#### *Articles*

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2013 *"Hollywoodland"*, a case study published in the *Cornell Real Estate Review*, May 2013 Issue. Lead article. Recipient, best case award.

2012 *"The Other Side of the White Picket Fence"*, published in the *Cornell Real Estate Review*, May 2012 Issue. Lead article.

#### *Opinion Articles*

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2013 *"A Marquee Supreme Court Property Rights' Decision Nearly Goes Unnoticed"*, published in *Forbes* online edition, July 2013.

2013 *"Yet another 'Take' on Property Rights"*, Published in *ThinkSC*, July 2013 Edition

2012 *"Populism in Housing Policy"*, published in *ThinkSC*, October 2012 Edition

2012 *"How is Federal Housing Policy Populist When Prices Are Rising?"*, published in *Forbes* online edition, September 2012

2011 *"Your House is a Lousy Investment"*, published in the *Wall Street Journal*, Editorial Page, July 2011

#### *Case Studies*

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2014 *"Big Red Bus"*, a real estate feasibility case study examining properties owned by the City of Santa Monica and a private owner, adjacent to the Metrorail Expo Line light rail station terminus. Used as the subject of the 201 USC Marshall International Real Estate Case Competition.

2013 *"The Godsears Project"*, an analysis of the potential sale and redevelopment of the Sears Santa Monica Site. Used as the subject of the 2013 USC Marshall International Real Estate Case Competition.

2012 *"Hollywoodland"*, an exploration of the foreclosure and subsequent acquisition of the former Bundy Village site in West Los Angeles. Used as the subject of the 2012 USC Marshall International Real Estate Case Competition.

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- 2011 *“The Royal Palm”, a case study evaluating a portfolio of foreign properties evaluated by a domestic private equity investor. Used as the subject of the 2011 USC Marshall International Real Estate Case Competition.*
- 2010 *“Metropolitan Flats”, an analysis of an international real estate investment opportunity in the context of worldwide economic uncertainty. Used as the subject of the 2010 USC Marshall International Real Estate Case Competition.*
- 2009 *“The Rearden Portfolio”, a critical evaluation of a land investment firm’s foray into an unfamiliar underdeveloped country dependent on energy resources. Used as the subject of the 2009 USC Marshall International Real Estate Case Competition.*
- 2008 *“The Great Eastern Center”, a real estate development case study focusing on the challenges of logistics and strategy by U.S. based investor employing domestic sources of debt and equity. Used as the subject of the 2008 USC Marshall International Real Estate Case Competition.*
- 2006 *“Sun City”, a narrative of the process of rebuilding an underutilized commercial lot in Santa Monica, California. Used as the subject of the 2006 USC Marshall International Real Estate Case Competition.*
- 2005 *“Conejo Point”, a study of the redevelopment of a former aerospace manufacturing facility in the Conejo Valley of Ventura County California. Used as the subject of the 2005 USC Marshall International Real Estate Case Competition.*

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#### *Excel Templates and Spreadsheet Models*

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- 2011 *“Partnership Distributions and Waterfall Model”, a Microsoft Excel-based program enabling distribution of investor returns based on multi-tier promote structures. This model is employed in practice and in courses taught at USC, and by Professors David Dale-Johnson at the University of Alberta, and David Funk at Cornell University.*
- 2009 *“Residual Land Value Optimization Model”, a Microsoft Excel-based program allowing standardized analysis of complex development scenarios. This model is employed in practice and in courses taught at USC, and by Professors David Dale-Johnson at the University of Alberta, and David Funk at Cornell University.*

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#### *Courses Taught 1997-2014*

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##### *USC Marshall School of Business*

- FBE 400x: *“Introduction to Real Estate Finance and Investment”. Introductory real estate finance course for non-majors.*
- FBE 566: *“Introduction to Real Estate Finance and Development”. Introductory real estate principles course designed for graduate level non-majors.*

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- FBE 499: *“International Real Estate Research and Study Tour”*. Co-taught with Professor Yongheng Deng. This course included a research travel to Hong Kong and Shenzhen, China.
- FBE 391: *“Introduction to Real Estate Finance and Investments”*. Primary introductory real estate finance course for Marshall undergraduate students with an emphasis in real estate.
- FBE 470: *“Advanced Topics in Real Estate Analysis”*. Case study format advanced real estate finance for Marshall undergraduate students with an emphasis in real estate.
- FBE 489: *“Real Estate Capital Markets”*. A course exploring the sources and structures of debt and equity in the context of real estate.
- FBE 466: *“Management of Real Estate Development: Feasibility Studies”*. An advanced elective on the topic of real estate development focusing on a single ‘real-world’ property over the course of a semester.
- FBE 591: *“Introduction to Real Estate Finance and Development”*. A graduate-level introductory real estate finance course for MBA and graduate students with an emphasis in real estate.
- FBE 570: *“Advanced Topics in Real Estate Analysis”*. A graduate level case study-based course for MBA and graduate students with an emphasis in real estate.
- FBE 565: *“Management of Real Estate Development: Feasibility Studies”*
- FBE 599: *Multiple one or two credit graduate level courses taught on a directed research basis.*

*USC Marshall School of Business/USC School of Planning*

*“Summer Program in Real Estate (Ross Program)”*. An introduction to real estate finance and development in an intensive executive education format.

*Cornell University Graduate Program in Real Estate (Pro Bono):*

*“Intermediate-Level Financial Modeling”*. A case-study format introductory course in spreadsheet modeling.

*“Advanced Financial Modeling”*. Advanced topics in spreadsheet applications in real estate finance.

*“Introduction to Capital Markets”*. Half-day sessions for graduate level students.

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*Professional and Institutional Service*

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1996 – 2007 *Service as Instructor, Administrator, Curriculum Author and Managing Co-Director of the Summer Program in Real Estate (currently named The Ross Program)*

*Responsibilities and activities included teaching, recruiting, development of funding sources, researching properties as case studies, counseling and mentorship, curriculum development, board service, admissions, press management and external program identity.*

2013 *Founding Faculty Member, USC Certificate of Excellence in Real Estate Finance*

*The Certificate program, first offered to Marshall and Leventhal students in Fall 2013, requires course work, service, internships and participation in international research and travel. Initial applicants exceeded 100 students.*

1998 – 2004 *Co-Founder, Barbara Harris Building Owner's and Manager's Association (BOMA) Scholarship/Internship Program*

*This program provided Internships and Scholarships for over 100 Marshall Real Estate Students. Activities included promotion, recruitment, development of funding sources, recruitment of participating firms, liaison with BOMA leadership.*

2008 – 2013 *Co-Founder, Director, USC Marshall Edward Wong Research Travel Fellowship*

*An endowed program providing annual funded real estate research for Marshall undergraduates in Asia. Responsibilities include endowment creation, research design and supervision, logistics, recruitment and promotion.*

2003 – 2015 *Marshall Development Office*

*General assistance with real estate industry donor development and program design, including the William McMorrow Global Real Estate gift in 2014.*

2003 – 2014 *Faculty Advisor, Univ. of Texas, Austin Graduate Real Estate Case Competition.*

2008 - 2014 *Faculty Advisor, Univ. of North Carolina Graduate Real Estate Case Competition*

*The support of these Marshall MBA teams competing annually includes team recruitment, counseling, training, mock presentations, team meetings and information sessions, annual travel to competition venues and maintenance of records.*

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- 2006 – 2015 *Founder and Director, USC Marshall International Undergraduate Real Estate Case Competition.*
- This case competition sponsored by the Marshall School and conducted annually on the USC campus attracts 10 teams from Universities around the world. Support responsibilities include web promotion, team recruitment, case writing, logistics, leadership, budgeting and fund sourcing.*
- 2007 – 2012 *Faculty Advisor, Pacific Rim Real Estate Society Undergraduate Case Competition, Melbourne, Australia*
- 2010 – 2015 *Faculty Advisor, Villanova University Real Estate Case Competition, Philadelphia, Pennsylvania.*
- Advising and coaching Marshall undergraduate teams competing annually in these events includes research, team recruitment, counseling, travel logistics, mock presentations, team meetings and information sessions and maintenance of records.*
- 2014 -2015 *Founder and Faculty Advisor, Marshall Real Estate Association (MREFA)*
- MREFA is a recognized Marshall Student Organization supporting the academic, extracurricular and social requirements of students pursuing the Bachelor of Science in Real Estate Finance degree, and the Certificate of Excellence in Real Estate Finance.*
- 2000 – 2013 *Co-Founder and Faculty Advisor, Trojan Real Estate Association (TREA)*
- The TREA is the Marshall undergraduate student organization, open to all undergraduates in the University, and represents the interests of students interested in real estate. Support of this club includes promotion, counseling and mentoring, industry outreach, development of funding sources, general planning and promotion.*
- 2008 – 2013 *Faculty Advisor, TREA Spring Trek, New York, New York*
- This annual initiative provides opportunities for 15 Marshall undergraduates to travel to New York to meet industry representatives, tour properties, sites, and locations of cultural importance. Support responsibilities include organization, logistics, planning and accompaniment of the students.*
- 2012 *Faculty Advisor, TREA Fall Trek, Barcelona and Bilbao, Spain*
- This annual initiative, initially conducted in November of 2012, provides international real estate industry exposure for 10 Marshall undergraduates. Responsibilities include research project design, outreach to international real estate entities, budgeting and planning, logistics, recruitment, counseling and mentoring, and accompaniment of the students as they travel.*



2011 - 2013 *Member, Curriculum Committee, Marshall Department of Finance and Business Economics.*

2005 - 2006 *Real Estate Consultant, USC Men's Crew*

*Assisted in the effort to find a permanent facility for the Men's Crew in Marina Del Rey, Calif. and the Port of Los Angeles.*