



REIT
Academy

REIT Academy

REIT Academy offers a new and unique Executive REIT Masterclass dedicated to the study of public and private real estate investment trusts. This program is offered in multiple formats to fit your educational needs. The program professor has 29 years of REIT/Real Estate experience + 10 years at a Major University Graduate Program.

ABOUT REIT ACADEMY

As the REIT sector gains in size and popularity, the time has come to enhance the level of understanding of the REIT structure and what makes it work so well. However, there is a void in executive and professional development education in the REIT industry. Responding to market demand, renowned industry veteran and Georgetown University adjunct professor Jonathan Morris founded REIT Academy.

For over 29 years, Professor Morris has worked as an executive for three public REITs including Boston Properties (NYSE: BXP) and Charles E. Smith Residential (merged with Archstone). He helped develop and formalize the acquisitions effort at two large cap REITs immediately after their initial public offerings, and has concluded over \$4 billion in transactions. In the private sector, he formed LMH Realty Group, LLC which was a private equity platform sponsored by a private family real estate firm in the Washington, D.C. metro area. (Please see Professor Morris' Detailed Biography.)

REIT Academy offers a thoughtfully designed set of programs created for professionals in the REIT industry, beginning with **The Executive REIT Masterclass**, a detail-oriented class on public REITs from inception to conversion to the IPO and beyond.

All of the formats will take a very intellectual look at how a private company converts to a REIT, the vast differences between a private and a public format and much more. Four programs of REIT Academy are offered:

- **The Executive REIT Masterclass**

Our inaugural program spans eight (8) weeks, one evening per week for three hours of live instruction and guest speakers from the industry.

- **Executive, Board Members & C-Suite Series**

A deep dive into specific topics of interest to REIT leadership and leaders from related industries.

- **In-House Company Training—Curated per Company**

Training tailored to your organizations needs.

- **Leadership Advisory**

One on one coaching for C-Suite Executives and Directors.

The initial program being offered is an **Executive REIT Masterclass**, spanning eight (8) weeks, one evening per week for three hours of live instruction via Zoom. Classes will begin one evening per week at 6:30pm EDT and go to 9:30pm EDT. Guest speakers from the industry will engage bi-weekly.

You will learn to understand what to look for in a REIT, evaluate management, read, and fully understand REIT research reports (several will be provided each week). The course covers and defines REIT metrics and offers case studies. Weekly reading assignments include top shelf REIT research available for the classes. The courses will remain small to ensure maximum learning.

REIT ACADEMY COURSES

TARGET AUDIENCE

Audience will vary
per enrollment group

EXECUTIVE REIT MASTER CLASS NOW OPEN FOR ENROLLMENT!

A full eight (8) week course, one evening per week, 3 hours live instruction via Zoom. Required readings for class discussion, textbook chapters, bi-weekly speakers and a final project for review and recommendations. Find out more at REITAcademy.com

This course is intended for a wide range of professionals from middle to senior executive management, board members, analysts, lenders, investment bankers, RIA's, brokers, dealers, and more. It is perfect for those who may be working currently for a REIT and seek to move up, or someone interested in joining a REIT. Additionally, anyone who has, or seeks, business activity with a REIT, this program will elevate your understanding of the client, how they view a variety of initiatives and position you better to gain their confidence and their business. The course illustrates the many benefits enjoyed by the UPREIT structure and will explain all components including acquisitions, development, availability and pricing of all forms of equity and debt. REITs have a language all their own and we will explore and define them all.

This is the perfect class for senior executives of public REITs, middle management seeking to learn more about the foundation and details of a REIT to move ahead. Anyone involved with the REIT sector who could benefit from a deep dive taught by a former REIT executive with 29 years of experience in both public REITs and private platforms will enjoy this paralleled course.

- Analysts
- Investment Bankers
- Registered Investment Advisors
- Lenders
- Investment Sales & Leasing Brokers
- Attorneys
- Accountants
- Mid-Level Managers
- Senior Executives
- Board Members
- Investors

EXAMPLE COURSE MODULE

WEEKS 1-3

- 1 Foundation, Structure, History of a REIT. Differences between Private Real Estate, private REITs and a public REIT. Intro to UPREIT structure.
- 2 REITs versus Direct Real Estate: A Huge difference; Examination of the Capital Stack between private and public platforms.
- 3 REIT Sector Overview – Stay in your Lane – REITs focus on a single asset type.

WEEKS 4-7

- 4 REIT Peer Group Analysis – How to tell which REITs should outperform others. *Guest Speaker: TBD*
- 5 Metrics Matter: NOI versus FFO, FFO, Dividend Payout Ratios and Much More. PLUS: Rates & REITs.
- 6 A Key Driver of Success: How REITs approach acquisitions and dispositions, development. M&A Accretion versus Dilution and growth plans. *Guest Speaker: TBD*
- 7 ESG, Corporate Governance, Franchise Value and other intrinsic valuation methods. Company Snapshot Assignment Due.

FINAL WEEK 8

- 8 REIT Accounting and Capital Expenditures. Off Balance Financing, Legit or no? Capital markets strategies for a REIT. *Guest Speaker: TBD*
- 9 Valuation Methodologies. How do Buy Side analysts view wthe sector and the specific companies?
- 10 Non-Core Assets inside a REIT? Strategies to refine a portfolio for future growth. Beware the use of sale proceeds by management. *Guest Speaker: TBD*
- 11 New asset classes consider a REIT model and why? What will work as a public or private REIT other than the classic components of today?
- 12 Wrap up and discussion of the future of the REIT industry. *Guest Speaker: TBD*

SAMPLE SET OF PRIOR SPEAKERS

- **Alex Pettee, CFA** President and Founder, Hoya Capital Real Estate and Creator of a new Housing ETF (NYSE: HOMZ)
- **David Rodgers, CFA** R.W. Baird, Senior REIT Analyst
- **John Guinee** Longtime REIT Analyst for Legg Mason, Stifel Nicolaus and former REIT Executive
- **Mike Salinsky** CFO Private REIT Inspire Communities, Former Sell Side REIT Analyst
- **David Auerbach** Former Green Street Institutional REIT Trader and Co-Author of the Daily REITBeat Newsletter
- **Jared Giles** Green Street
- **Several Real Estate Focused Media Professionals** Bisnow, Washington Post
- **Brad Thomas** REIT Author and REIT Analyst

UPCOMING COURSES

EXECUTIVES & BOARD MEMBERS— C-SUITE & DIRECTOR SERIES

Members of a REIT Board of Directors, Senior Executive Officers and other senior level partners and professionals who seek a deep dive into specific structures and how to evaluate proposed transactions: acquisitions, developments, capital markets and more. How to determine if the deals are accretive or dilutive? What does a robust pipeline look like? What cash-on-cash yields are desirable for any given project? We will use real time examples, search Edgar for recent filings and explain each step. Proposed transactions will be evaluated using an “Accretion v Dilution” model. We will analyze your company through the lens of a REIT analyst to discern the actual perception of the Company and provide suggestions and advice. This may be applicable for recipients of OP Units as part of an asset sale as well.

IN-HOUSE TRAINING—CURATED CLASSES

A company, firm, REIT or any organization may sign up for a curated class for their associates, mid-level executives and others who would like to enhance their skill set and understand the structure and process of a public REIT. Tailored to the needs of the organization.

LEADERSHIP ADVISORY

Executives newly onboarding to a public REIT or current REIT Executives seeking a greater depth of knowledge plus peer group review. May be set up as a one-on-one engagement or a handful of Executives from the same organization.

ABOUT PROFESSOR JONATHAN MORRIS



INSTRUCTOR
Prof. Jonathan Morris

BRIEF BIO

- **Boston Properties, Inc.** (NYSE: BXP) VP & Regional Director of Acquisitions
- **The Charles E. Smith Companies** (NYSE: SRW) Senior VP & Director of Acquisitions
- **Brown Brothers Harriman** Private REIT (became NYSE: GOV) Executive Vice President, Chief Operating Officer & Managing Director for Capital Markets
- **Jones Lang LaSalle** Managing Director, Capital Markets
- **LMH Realty Group, LLC** Managing Partner
- **Georgetown University** Adjunct Professor, Masters of Real Estate Program (10 Years)

MEDIA LINKS

- **NAREIT** REITs Continue Accumulating Capital
REIT.com, article with video
- **CGTN** Jonathan Morris Explains the Future of REITs in China
YouTube
- **CGTN** Jonathan Morris Discusses Global Financial Stability
YouTube
- **CGTN** Jonathan Morris Discusses the Controversial Crackdown on Illegal Housing in Beijing
YouTube



Metropolitan Square in Washington, DC
Acquired by Boston Properties (NYSE: BXP) 1998

PROFESSOR MORRIS DETAILED BIOGRAPHY

Professor Jonathan Morris is the Founder and Managing Director of REIT Academy, a new education platform based in Washington, D.C. He is a nationally renowned REIT leader with nearly three decades of both public REIT and private real estate experience. In his long career he concluded over \$4 billion in transactions, primarily apartment and office acquisitions. Nearly 50% of these deals were accomplished through the Operating Partnership Unit Exchange (OP Unit Exchange), solely the provenance of REITs.

Professor Morris began his REIT journey in 1991 when he joined The Charles E. Smith Companies, a storied, privately owned, fully-integrated development and management firm founded in 1946. In 1992, Professor Morris was asked to join a team charged with the process of “rolling up” or “converting” the private company’s 12,000+ apartment units to become a public apartment (UP)REIT. Charles E. Smith Residential Realty (NYSE: SRW) launched its successful IPO through Goldman Sachs as lead manager in June 1994. Professor Morris became the Director of Acquisitions for the REIT and acquired more than 2,000 apartment units, many of these transactions were structured as an OP Unit Exchange. This transaction is solely the provenance of public UPREITs and provides innumerable benefits to both buyer and seller.

During his years at Smith, Professor Morris became a well-known REIT expert in a relatively new field. As such, he was recruited to lead a private \$500 million REIT to its IPO. The private REIT was owned by Brown Brothers Harriman, America’s oldest investment management firm, founded in 1818. Weeks before the IPO Road Show was to commence, a public REIT acquired the entire portfolio. Professor Morris then joined Boston Properties, Inc. (NYSE: BXP) as a Vice President and Director of Acquisitions, Mid-Atlantic, working directly for Raymond A. Ritchey, a well-known and universally respected 39-year company veteran. He completed nearly \$2 billion in Class A office building acquisitions during his time at Boston Properties, in many cases using the OP Unit Exchange structure.

Professor Morris pivoted and founded a private platform, LMH Realty Group, LLC, which was sponsored by Lerner Enterprises, the largest privately-owned real estate company in the Mid-Atlantic. LMH’s investment thesis posited that downtown Washington’s B/B+ quality office buildings, if purchased carefully and leased to a high occupancy level, would create significant value. Mission accomplished.

In early 2010, the Associate Dean of Georgetown University’s graduate program that confers the Master’s of Real Estate degree asked Professor Morris to join the faculty to teach a class dedicated to public REITs, and other real estate related classes. Professor Morris has been at the University for 10 years.

Thank you for considering REIT Academy.

—Prof. J. Morris

REIT MASTER CLASS KEY HIGHLIGHTS

- What are the primary differences between a public REIT, private REIT, and a private partnership investment fund or company?
- How is a private company converted to a public REIT? What are the benefits to doing so? Detriments?
- What are the key hurdles, obstacles and issues involved in a private-to-public conversion? Are they worth it?
- How does a REIT grow? What important steps can it take to enhance value?
- Metrics—A REIT uses an entire set of important metrics, unlike a private investment firm. What are they? What matters most?
- Growth is the primary objective of a REIT. How is this accomplished?
- Capital Markets—Unlike a private structure where the funding comes from myriad private sector investors, a REIT has two main constituents - shareholders and stock analysts. How are each satisfied?
- REITs are known for paying a robust dividend. Is the dividend safe? Does it come directly from actual earnings? Or is some paid from a line of credit? The answer might surprise you.
- REIT Analysts—The arbiters of the quality of any given public REIT. How to read their research wires, understand their thought process and anticipate their questions in advance. Private REITs have research following also. We will examine the stark differences.
- Research Driven—This class will rely heavily on current, up-to-the-minute research on the REIT market and many public REITs. Key reports will be open to class discussion.
- We will discuss important trends such as “How will Work From Home impact residential? Office? Retail?” How will industrial, data centers and other technologically connected assets be impacted by the Coronavirus pandemic? And much more.
- REIT Credit Ratings—As the sector has matured, many public REITs have secured ratings from the primary three rating agencies. How did they accomplish this? What impact will it have on their cost of capital?

FREQUENTLY ASKED QUESTIONS

What exactly is this “Masterclass on REITs?”

It is a very comprehensive program that will study the structure, mechanics, details and conversion process to become a public REIT. All metrics will be defined and examples applied. How these companies operate and grow will be explained. What to look for in a REIT, how to assess their business strategy, credibility of management. We will look back at how the industry blossomed at the dawn of the Modern REIT Industry. Many of us know about REITs yet the many elements that make them a successful, investable platform is a bit of a mystery.

The class is one night per week for 3 full hours. What on earth do you teach that takes so much time?

The vast majority of real estate transactions are done privately. Beginning in the early 1990’s however, private firms sought an alternative to private capital and adapted to becoming public companies. The conversion process is very detailed and the post-IPO process is enormously complicated when compared to the private sector. Few successful private real estate company founders grasped the need to become “low levered” and report on activities frequently, all of which are hallmarks of a public REIT. We will spend time on how senior executives must adapt to the public model to succeed.

Those that did pivot and converted to REIT status and launched an IPO were rewarded with access to capital, an appreciating stock price and interest from major institutional investors. Since then, more than 20 REITs now have a total enterprise value of over \$5 billion. Each.

Will you have any industry experts speak to the class?

Yes, we plan to have a Guest Speaker every two weeks or more often. Each Guest Speaker will provide insight into how they approach their role in the REIT industry, what they look for and much more. One evening, our Guest Speaker will be Alex Pettee, President of Hoya Capital Real Estate. Alex was a former top student in Professor Morris’ graduate class at Georgetown University and launched Hoya Capital Real Estate. He holds the prestigious CFA Charter and created a new ETF called “HOMZ” (NYSE: HOMZ) which tracks the housing industry in America. Alex will do a deep dive into all REIT metrics with detailed explanations.

Why does all this education matter?

The REIT market accounts for well over **\$1.5 trillion** in equity capitalization and approximately 182 companies are public REITs. The REIT industry touches all aspects of real estate professionals: lawyers, accountants, research analysts, investment bankers and many more. In fact, public REITs own more than **\$2 trillion** of real estate assets.

Moreover, a typical public REIT has approximately 12 members of their Board or Directors. The Board is the “firewall” between the company’s activities and the public trust. Each Board Member has a fiduciary to each shareholder to approve transactions that are accretive to the value of the company.



FREQUENTLY ASKED QUESTIONS

To accomplish this correctly, the constituencies noted above NEED to understand the mechanics and details behind a public REIT structure and operation.

In fact, most REITs are structured as “UPREITs” or Umbrella Partnership Real Estate Investment Trust.” If you don’t know IMMEDIATELY what an UPREIT is and you’re responsible for any aspect of a public REIT—this class is for you. The benefits that inure to an UPREIT are vast.

THE ADVISORY BOARD

 PROF. JONATHAN MORRIS

 DAVID AUERBACH

 JULIANA HESS

 EVAN HUDSON

 HALL JONES, CFA

 ALEX PETTEE, CFA

 CRAIG SMITH, CFA, FRICS



REIT
Academy

CONTACT US

+1 202.365.0955 • info@reitacademy.com