Those discussions, Sullivan adds, may include insights into how to get ahead, how to expand current responsibilities or how to best position themselves to move into another part of the firm. "We encourage our people to view their job as a rubbersided, box they can 'push against' to expand their goals and job experiences."

For Santaularia, the young professional fallout is represented to be upwards of 50%

industry wide. "The industry fallout of YPs was likely more substantial than that in the 2008-2012 cycle when even CRE veterans struggled to earn a living. In 2012, we were compelled to create a Young Professional Training and Mentoring Program' to help ensure that when we elect to hire a Young Professional, we, and more importantly, the YP who is making a commitment to Bradford, have some assurances that they will succeed in CRE and with Bradford."

He continues that the talented young professionals have options, both institutional and entrepreneurial. "Training is timely and expensive in mentoring man hours. We want to ensure success," he says. "We don't approach hiring or training people like my golf game, which is 'hit and hope.' Additionally, along with our 'YP Boot Camp' prior to hiring, we require YPs

A Career Investment

The number of university programs, associations and designations for commercial real estate has proliferated. Here is a list of just some of the many the industry has to offer.

CERTIFICATIONS/DESIGNATIONS FOR INDUSTRY PROFESSIONALS

CCIM—Certified Commercial Investment Member—CRE's global standard for professional achievement, earned through an extensive curriculum of 200 classroom hours and professional experiential requirements. CCIMs are active in 1,000 US markets and 31 other countries and comprise a 13,000-member network across all fields of commercial real estate.

CIPS—Certified International Property Specialist—The program includes five full days of study focusing on the critical aspects of international real estate transactions, and an influential network of 2,000 professionals who turn to each other first when looking for referral partners.

CPM—Certified Property Manager—Recognized as experts in real estate management. Designees demonstrate expertise and integrity to employers owners, and investors.

CRB—Certified Real Estate Brokerage Manager—Awarded to Realtors who have completed advanced educational and professional requirements. Designees are said to be better positioned to streamline operations, integrate new technology and apply new trends and business strategies.

CRE—Counselors of Real Estate—An international group of recognized professionals who provide seasoned, objective advice on property and land-related matters. Only 1,100 practitioners hold the CRE designation globally. Membership is by invitation only.

C-RETS—Certified Real Estate Team Specialist—This certification is designed to improve team development, individual leadership skills and financial performance. The courses provide the tools, strategies and knowledge required of CRE professionals in a team environment.

e-PRO-NAR's e-PRO certification teaches you to use cutting-edge technologies and digital initiatives to link up with today's savvy real estate consumer.

GRI—REALTORS with the GRI designation have in-depth training in legal and regulatory issues, technology, professional standards, and the sales process.

NAR's Green Designation/GREEN—Through NAR's Green Designation, the Green REsource Council provides ongoing education, resources and tools to help real estate practitioners find, understand, and market properties with green features.

PMN—Performance Management Network—This designation focuses on negotiating strategies and tactics, networking and referrals, business planning and systems, personal performance management and leadership development.

RENE—For professionals who want to sharpen negotiation skills, the certification program gives Realtors the tips and tools they need to be skillful advocates for clients.

SFR—This certification teaches real estate pros to work with distressed sellers and the finance, tax, and legal professionals who can help them, qualify sellers for short sales, develop a short sale package, negotiate with lenders, safeguard your commission, limit risk and protect buyers.

SIOR—Society of Industrial and Office Realtors—Also an association (see cover story), this designation is held by CRE brokerage specialists who meet standards of experience, production, education, ethics and provide recommendations.

SRS—Seller Representative Specialist—Designation awarded to real estate practitioners by the Real Estate Business Institute who meet specific educational and practical experience criteria.

COMMERCIAL REAL ESTATE ASSOCIATIONS

AHLA **BOMA** CRE Finance Council **CREW Network**

ICSC **MBA** NAR **NAHB NAIOP NAREIM**

NAREIT Nat. Association of Realtors

NMHC PREA RELA **SIOR**

ULI

COLLEGES AND UNIVERSITIES WITH TOP PROGRAMS FOR CRE DEGREES

Cornell University

Georgia State University Johns Hopkins University

Massachusetts Institute of Technology

New York University Roosevelt University Texas A&M University

University of California—Berkeley

University of California—Irvine

University of California—Los Angeles

University of Cincinnati

University of Connecticut

University of Denver

University of Florida

University of Georgia

University of Illinois—Urbana Champaign

University of Pennsylvania

University of San Diego

University of Texas—Austin

University of Wisconsin Madison