

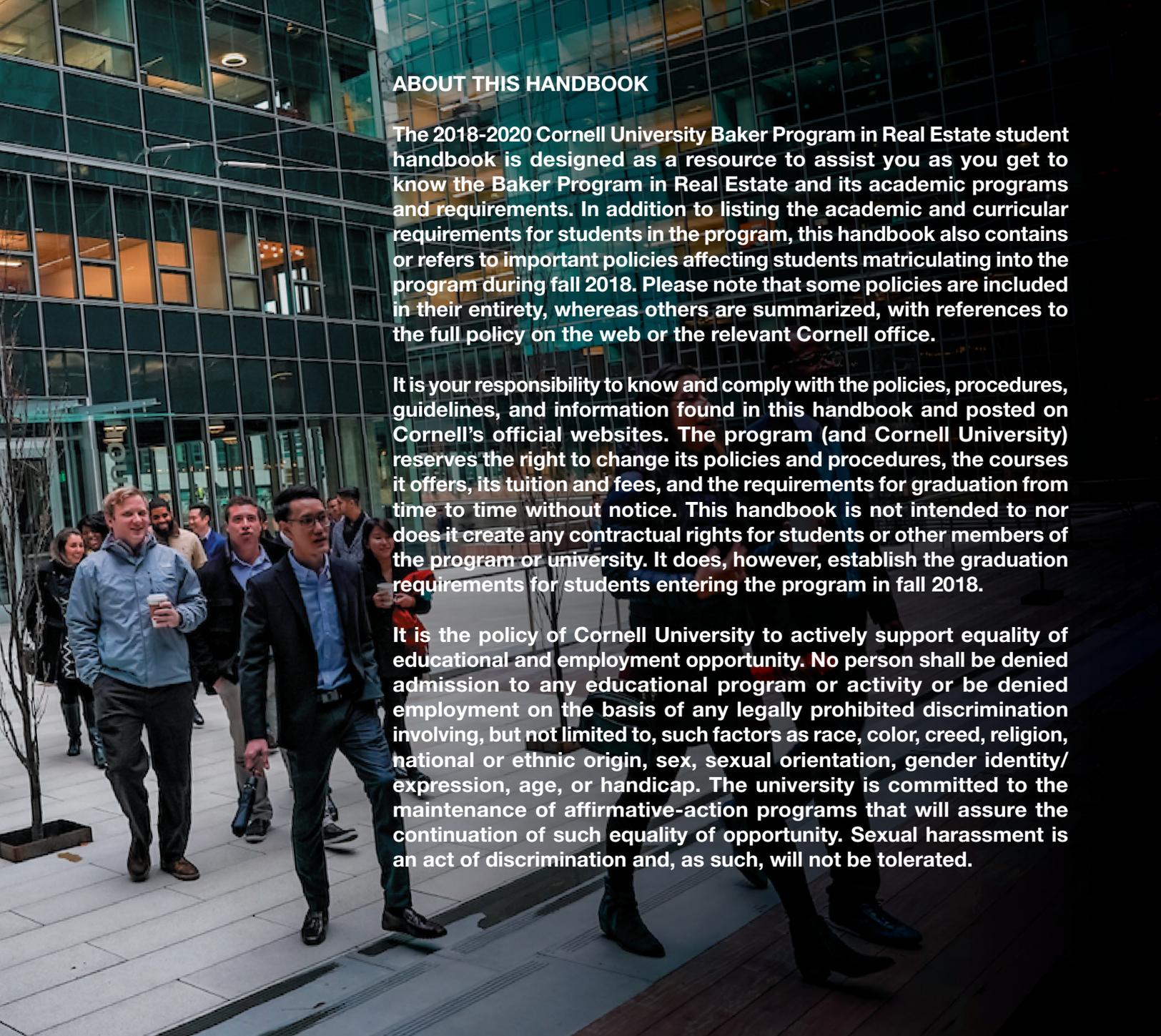


Cornell Baker Program in Real Estate

Cornell University Baker Program in Real Estate

PROGRAM HANDBOOK

2018 - 2020



ABOUT THIS HANDBOOK

The 2018-2020 Cornell University Baker Program in Real Estate student handbook is designed as a resource to assist you as you get to know the Baker Program in Real Estate and its academic programs and requirements. In addition to listing the academic and curricular requirements for students in the program, this handbook also contains or refers to important policies affecting students matriculating into the program during fall 2018. Please note that some policies are included in their entirety, whereas others are summarized, with references to the full policy on the web or the relevant Cornell office.

It is your responsibility to know and comply with the policies, procedures, guidelines, and information found in this handbook and posted on Cornell's official websites. The program (and Cornell University) reserves the right to change its policies and procedures, the courses it offers, its tuition and fees, and the requirements for graduation from time to time without notice. This handbook is not intended to nor does it create any contractual rights for students or other members of the program or university. It does, however, establish the graduation requirements for students entering the program in fall 2018.

It is the policy of Cornell University to actively support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, sexual orientation, gender identity/ expression, age, or handicap. The university is committed to the maintenance of affirmative-action programs that will assure the continuation of such equality of opportunity. Sexual harassment is an act of discrimination and, as such, will not be tolerated.

Baker Program in Real Estate
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Please visit the Cornell Baker Program in Real Estate website at baker.realestate.cornell.edu for additional program information.

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WELCOME TO THE PROGRAM

CONGRATULATIONS AND WELCOME to Cornell University and to the Baker Program in Real Estate.

This handbook has been created as your guide to the Baker Program in Real Estate and to help you make the most of your graduate education experience here at Cornell. It also states important university policies and delineates your graduation requirements. It is your responsibility to understand and comply with the policies and procedures set forth here and to ensure that you have met all requirements to receive your degree.

Dear Students,

Welcome to the Baker Graduate Program in Real Estate. We look forward to having you join us in one of the premier educational programs in the field, housed in a great university, and set in the beautiful Finger Lakes Region!

As the Program Director and the Director of Graduate Studies, we look forward to working with each of you to develop your interests and strengths. Cornell's Real Estate curriculum is the most sophisticated in the country, with a multidisciplinary approach that allows you to pursue customized concentrations with a wide range of learning opportunities.

As you will discover, the faculty have years of experience both professionally and academically. Just as important, your colleagues in the Program have already begun their careers in locations around the world, and have interests that parallel your own. Internships with Baker alumni in real estate companies, insurance underwriters, property investment groups, and economic development corporations, among other firms, provide opportunities to improve your skills, and allow the alumni to evaluate your performance.

Our curriculum will strengthen your real world experience both in the classroom in Ithaca and abroad, domestically and internationally. Distinguished industry leaders visit campus weekly while you prepare to experience case study trips to intriguing destinations around the globe.

All of this has been designed to challenge you to become a leader in the industry.

Again, welcome to our Program.



DUSTIN C. JONES, ESQ.
Program Director

A handwritten signature in black ink that reads "Dustin Jones".



MICHAEL A. TOMLAN, PHD
Director of Graduate Studies

A handwritten signature in blue ink that reads "Michael Tomlan".



WELCOME TO THE PROGRAM

ACADEMIC PROGRAM: OVERVIEW

This handbook contains the policies and practices currently authorized by Cornell's real estate field faculty for the conduct of graduate study for the Master of Professional Studies in Real Estate (MPS/RE) for 2018 – 2020. This handbook, received at entry, constitutes the graduation requirements in effect for the duration of your program.

This handbook should be read as a supplement to the code of legislation of the graduate faculty of Cornell University, which can be found on the graduate school website.

PROGRAM REQUIREMENTS

To complete the MPS/Real Estate degree, a student must:

- Complete 62 credit hours, which includes:
 - 38.5 credit hours of core course requirements (see page 7);
 - 4.5 credit hours of leadership and management elective coursework (see page 8);
 - 12 credit hours (minimum of 4 courses) in an approved concentration elective coursework (see pages 9-15);
 - 7 credit hours of free elective coursework subject to approval by student's advisor (see page 16).
- Summer professional internship.
- Participation in the U.S. (first year) and international (second year) real estate case trips, generally held between the fall and spring semesters
- Be in residence in the Cornell Baker Program in Real Estate for four semesters of full-time study (except for those students meeting requirements of selected employee and dual-degree programs).
- Remain in good academic standing by adhering to all academic standards requirements (see page 18).

PREREQUISITES

All students are required to complete courses in micro economics and financial or managerial accounting prior to beginning the program. These courses may have been completed as part of an undergraduate curriculum or during other studies. Students who have not taken these courses must complete them prior to arriving at Cornell. Please consult with the associate director of graduate studies for more information.



MPS/RE SEQUENCE OF COURSES

The following schedule is a suggested sequence of courses for completion of the master's degree in real estate.

Summer	Prerequisites (if necessary)	
First Year		Credits
FALL 2018		15.5 CREDITS
CRP 5320	Real Estate Development Process	1.5 Credits
CRP 5321	Real Estate Development Process II	1.5 Credits
CRP 5370	Real Estate Seminar Series #1	0.5 Credit
CRP 5560	Creating the Built Environment	1.5 Credits
CRP 5561	Innovation & Strategy in CRE Development	1.5 Credits
CRP 5565	Urban Economics & Real Estate Markets	1.5 Credits
HADM 6200	Principles of Real Estate	3 Credits
NCC 5560	Managerial Finance	3 Credits
	Elective Coursework	1.5 Credits
WINTER 2019		U.S. Real Estate Case Trip
SPRING 2019		15.5 CREDITS
CRP 5370	Real Estate Seminar Series #2	0.5 Credit
CRP 5590	Legal Aspects of Land Use Planning	4 Credits
HADM 6205	Real Estate Finance Modeling	3 Credits
HADM 6230	Statistical Analysis of Real Estate Data	1.5 Credits
HADM 6280	Real Estate Finance and Investments	3 Credits
HADM 6870	Real Estate Law	3 Credits
	Elective Coursework	0.5 Credit
SUMMER 2019 PROFESSIONAL INTERNSHIP		
Second Year		
FALL 2019		15.5 CREDITS
CEE 5950	Construction Planning and Operations	3 Credits
CRP 5370	Real Estate Seminar Series #3	0.5 Credit
CRP 6565	International Cases and Contracting	2 Credits
CRP 6580	Residential & Commercial Development	4 Credits
	Elective Coursework	6 Credits
WINTER 2020		International Real Estate Case Trip
SPRING 2020		15.5 CREDITS
	Elective Coursework	15.5 Credits

BPRE = Baker Program in Real Estate · CEE = Civil and Environmental Engineering
 CRP = City and Regional Planning · HADM = Hotel Administration
 NCC and NBA = Johnson Graduate School of Management

LEADERSHIP AND MANAGEMENT DISTRIBUTION

The leadership and management elective coursework develops knowledge and skills that will serve graduates in their careers as real estate professionals. The purpose of this requirement is to expose students to important principles of management, leadership, decision making, conflict resolution, negotiations, human relations, and communication, which are vital to success as a real estate business leader.

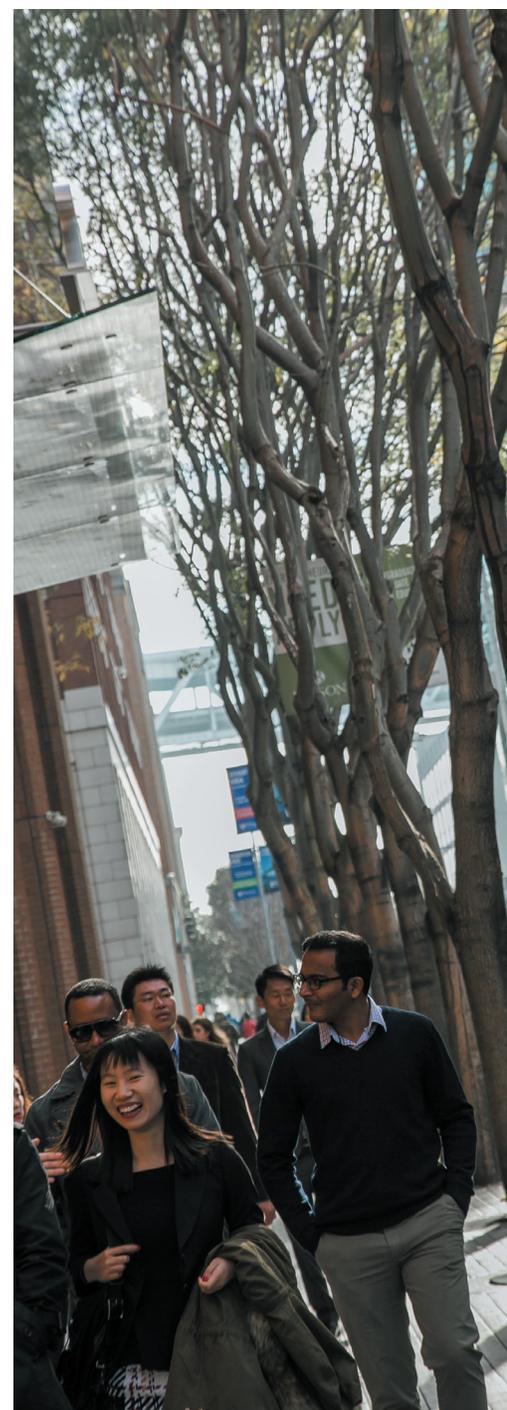
At least 4.5 credits in the area of leadership and management are required. Courses taken to satisfy this requirement may not also be counted as concentration courses. Courses taken for the leadership and management distribution must be graduate level courses, taken for a letter grade if offered, and should focus on one of the following topics:

- Conflict Resolution/Negotiation
- Human Relations/Interpersonal/Communication
- Leadership
- Management and Decision Making

The following is a list of suggested courses that satisfy the leadership and management distribution. Please note that courses are subject to space availability. Other courses may be approved by the student's advisor and director of graduate studies.

HADM 7110	Organizational Behavior	3
HADM 6155	Women in Leadership	2
ILRLR 6011	Negotiation: Theory and Practice	4
ILROB 5790	Negotiation and Conflict Resolution	3
NBA 5140	Ethics and Corporate Culture	1.5
NBA 5150	Leadership Theory and Practice	3
NBA 5280	Rivalry and Cooperation	1
NBA 5650	Corporate Governance	1.5
NBA 5710	Cornell Management Simulation	1.5
NBA 6130	Women and Leadership	1.5
NBA 6320	Core Leadership Skills for a VUCA World	1
NBA 6630	Managerial Decision Making	3
NBA 6710	Ethical Decision Making in Management	1.5
NBA 6820	Negotiation 1: Negotiation Essentials	1.5
NCC 5540	Managing and Leading in Organizations	3
NCC 5580	Managing Operations	3

Note: Please work with your academic advisor to identify courses that would be of most benefit to you.



CONCENTRATION DISTRIBUTION

A minimum of four courses (at least twelve credits) must be taken toward fulfillment of an approved concentration. A concentration focuses on a specific aspect of the real estate field. It may take any of several forms and should be developed according to the interests and employment objectives of the student. With the assistance and approval of his or her advisor, a student must develop and declare a concentration area by the end of the second semester.

The five concentrations suggested on the following pages include recommended courses that might be taken to develop these concentrations. You are not limited to the concentrations listed here; and you may elect an independent concentration (see page 15). You must meet with your advisor during the second semester to discuss and gain approval of a concentration plan.

Note: foreign language courses typically do not count toward fulfillment of concentration requirements. An exception may be approved if the language is critical to success in a real estate niche area of specialization. In such circumstances, no more than 3 credits of foreign language may count towards concentration requirements. Foreign languages may be taken as elective courses as long as they are 400 level or above. Foreign language courses below 400 level can be applied to program requirements only with approval of the director of graduate studies.

CONCENTRATIONS TO CHOOSE FROM:

International Real Estate

Real Estate Consulting and Market Analysis

Property, Asset, and Portfolio Management

Development and Sustainability

Real Estate Finance and Investments

Independent

For a complete list of course offerings consult the courses of study which can be found on the web at cornell.edu/academics/courses.cfm.



INTERNATIONAL REAL ESTATE

Real estate opportunities exist around the world for those with advanced knowledge of real estate, of the unique economic, political, financial and managerial environments impacting real estate transactions, and a willingness to work across borders.

Key areas of interest: International finance, international marketing, cross-cultural management, and international economics.

Required Courses (minimum of 3 credit hours)

NBA 5540 International Finance

Select a minimum of 9 credit hours from the following list. Alternate courses may be accepted, if approved by student's advisor and director of graduate studies.

CRP 5076 International Planning and Development Workshop

ILRHR 6616 Globalization and Human Resource Strategies

NBA 6030 Strategies for Sustainability

“Sound real estate practice and an understanding of different markets and business environments applied globally”



REAL ESTATE CONSULTING AND MARKET ANALYSIS

Consulting, advisory services, and real estate market analysis rely on quantitative and analytical skills. The services span a wide diversity of activities within real estate, ranging from brokerage services to acquisitions and valuation services to financial advising. The growth of advisory services, notably through large companies such as Jones Lang LaSalle and others, illustrates the trend toward outsourcing activities in the increasingly complex real estate industry. Advisory services demand a commitment to working in a variety of contexts, and the ability to collaborate simultaneously with a large number of groups, and provides a diversity of opportunities.

Key areas of interest: Statistics, econometrics, database management, financial analysis, marketing, GIS, and graphical and presentation skills.

Required Course (minimum of 3 credit hours)

HADM 6010	Data Driven Analytics
NBA 6200	Marketing Research
NBA 6920	Advanced Data Analytics Applications and Methods

Select a minimum of 9 credit hours from the following list. Additional courses may be accepted, if approved by student's advisor and director of graduate studies.

“Scouting opportunities, connecting buyers and sellers, furthering the real estate enterprise, making real property transactions happen...”

AEM 6120	Applied Econometrics
CRP 5080	Introduction to GIS for Planners
HADM 6070	Hospitality Operations and Consulting
NBA 5060	Financial Statement Analysis
NBA 5090	Advanced Financial Statement Analysis
NBA 5690	Management Consulting Essentials
NBA 5780	Problem Solving Project Process for Consultants
NBA 6780	Advanced Private Equity: Negotiations and Structuring
NBA 6950	Game Theory and Business Strategy



PROPERTY, ASSET MANAGEMENT, AND PORTFOLIO MANAGEMENT

Property, asset, and portfolio managers have the responsibility of maximizing the performance and value of both individual assets and the behavior of these assets in a portfolio. They are responsible for formulating and implementing a long-range portfolio strategy from which individual asset management strategies devolve. While asset managers typically focus on single properties within the real estate portfolio, portfolio managers are responsible for the fund as a whole or the real estate fund within a larger mixed asset portfolio. Property managers narrow their focus to operation and management of specific assets.

Key areas of interest: Asset management, facility management, negotiations, unit-level property finance, human resource management, and leadership.

Required Course (minimum of 3 credit hours)

HADM 6290 Investment Analysis & Portfolio Management
NBA 5420 Investment and Portfolio Management

Select 7-9 credit hours from the following list. Additional courses may be accepted if approved by student's advisor or director of graduate studies.

BPRE 6281	Real Estate Technology and Innovation
CRP 5563	Real Estate Project Workshop
DEA 6500	Problem-seeking through Programing
HADM 6020	Wellness and Spas
HADM 6033	Operations and Planning of Senior Living and Related Facilities
HADM 6255	Real Estate Development
NBA 5450	The Search for Alpha

*“Looking after and
being responsible
for real estate
portfolios...
Property
management is
like being the
mayor of a small
city...”*

DEVELOPMENT AND SUSTAINABILITY

The role of the developer is to orchestrate the entire development process from start to finish. Developers can be one individual outsourcing all the work to third parties, or a large firm which handles everything in house. Either way, the developer must have knowledge of nearly every process, phase and service involved, including site selection, market analysis, finance, construction, leasing, and sales – and it doesn't hurt to have legal and transactional skills to handle the contracts and liability concerns present in development projects. Development is a dynamic business field with a steep learning curve. The developer is often required to be the first one in with equity and the last to get paid, but if the process is managed correctly, the payouts can be well worth the time and effort.

Key areas of interest: Negotiations, finance, leadership, land-use law, project-oriented courses, project management, affordable housing, senior living, urban and physical planning.

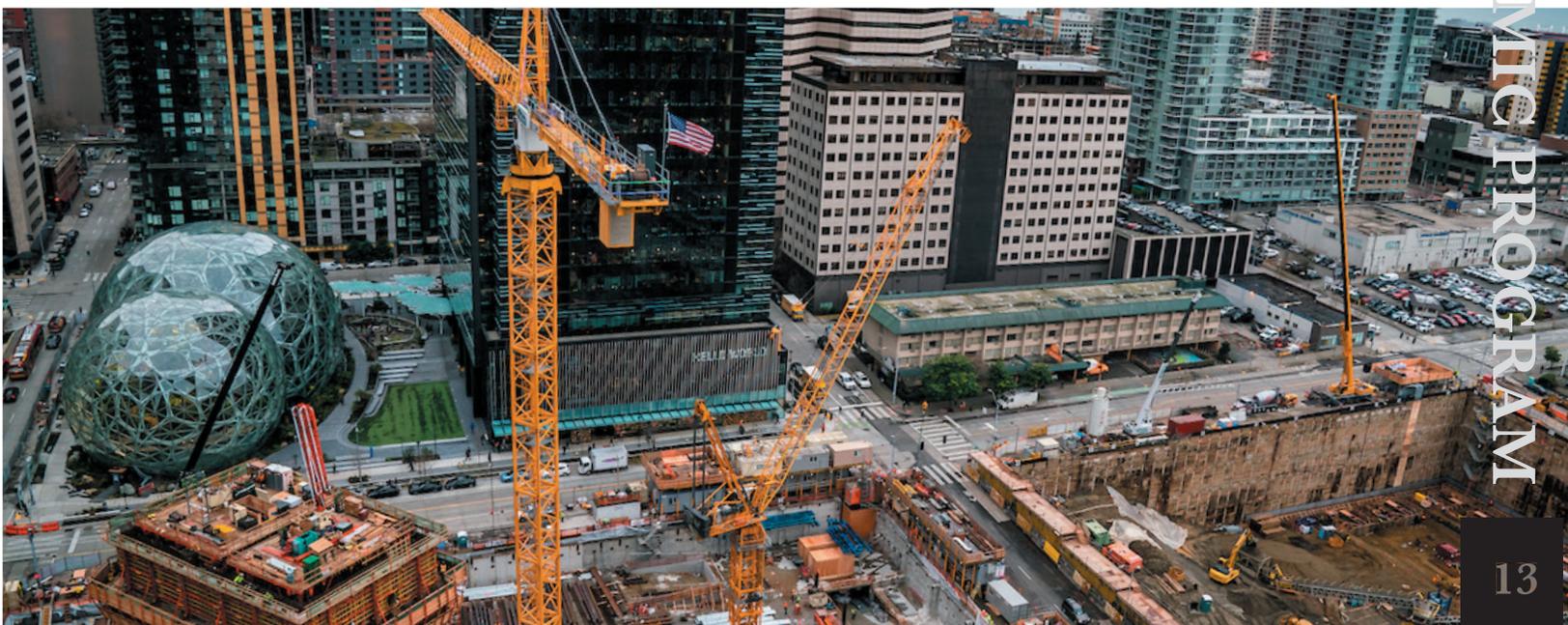
Required Course (minimum of 3 credit hours)

HADM 6255 Real Estate Development

Select a minimum of 9 credit hours from the following list. Additional courses may be accepted, if approved by the student's advisor or director of graduate studies.

CRP 5072	Land Use, Environmental Planning, and Urban Design Workshop
CRP 5076	International Planning and Development Workshop
CRP 5562	Zoning, Entitlements and Subdivision Regulations
CRP 5563	Real Estate Project Workshop
CRP 5840	Green Cities
CRP 6430	Affordable Housing Policy and Programs
CRP 6560	Real Estate Transactions and Deal Structuring
LA 7010	Urban Design and Planning

“Development requires the ability to envision new projects and the perseverance and aptitude to actually get them built”



REAL ESTATE FINANCE AND INVESTMENT

Real estate investment involves a variety of analytical and transactional activities. Transaction-oriented positions focus on acquiring or disposing of real property and assets, and may also apply to real estate corporate M&A and REIT public-private transactions. Investment specialists may be responsible for site selection, financial modeling, valuation, and the execution of the transaction, whether it is an acquisition or disposition. Acquisition responsibilities may also include strategic planning, identifying and analyzing acquisition opportunities, negotiating transactions, and packaging deals for clients, the company, or the business unit.

“The masterminds behind real estate transactions and the fuel that keeps the industry running...”

The real estate finance field is extremely diverse and complex. Employers range from pension funds, insurance companies, and private-equity firms, to commercial banks, private banks, and credit unions. Job titles range from investment banker, to mortgage bankers and brokers, and underwriters. Major commercial loan business is done with refinancing old loans, new construction loans, permanent financing on leased projects, mezzanine debt, and acquisition loans.

Key areas of interest: Securities, financial analysis, valuation, advanced property courses, unit-level property finance, portfolio-level property finance, negotiations.

Required Course (minimum of 3 credit hours)

HADM 6210 Hospitality Real Estate Finance

Select a minimum of 9 credit hours from the following list. Additional courses may be accepted, if approved by the student’s advisor or director of graduate studies.

HADM 6225	Hospitality Strategic Financial Management
HADM 6250	Securitization and Structured Financial Products
HADM 6271	Investment in Real Estate Securities and Funds
HADM 6290	Investment Analysis and Portfolio Management
NBA 5540	International Finance
NBA 5640	Entrepreneurship & Business Owners
NBA 6560	Valuation Principles



INDEPENDENT CONCENTRATION

The Baker Program in Real Estate curriculum is designed to provide unmatched breadth of commercial real estate knowledge within the required core combined with the opportunity for each student to define a niche specialization through selecting a concentration. The independent concentration exists for those students who wish to develop an even more defined, narrowed concentration, or wish to focus on an area outside existing concentrations. The independent concentration is typically pursued by students who have a very clear, defined real estate career objective and wish to use the concentration to further establish their niche specialization. Recent independent concentrations include senior living and historic preservation.

PROCEDURE FOR THE INDEPENDENT CONCENTRATION:

Your first step is to submit to your academic advisor and the director of graduate studies and submit a one-page proposal that sets forth

- (1) Name of proposed concentration
- (2) Rationale for your proposed concentration (think elevator speech, where you explain your concentration)
- (3) Proposed courses (min. 4 courses and 12 credits)

Required courses and other courses needed to fulfill the requirements of independent study concentrations come from the deliberations between the student and advisor or director of graduate studies.



“The commercial real estate industry is a complex, multi-faceted environment. Numerous niches exist where an individual can establish expertise and provide value.”



FREE ELECTIVES

In addition to the courses you select to create a concentration, you will choose a minimum of 7 credit hours of free electives. You can choose any of Cornell's upper-level courses (5000 level or above.) No physical education (PE) courses will be counted toward free electives. Naturally, all the courses listed under any concentration can also be taken as free electives but don't overlook many other course offerings available to you that can be found in the "Courses of Study 2018 – 2019" which can be found online. The list below includes some of the more popular elective courses that Baker Program in Real Estate students have selected in the past:

Varies	International Exposure Trips (China, India, Latin America)
AEM 6061	Risk Simulation and Monte Carlo Methods
AEM 6960	Perspectives in International Development
DEA 4210	Interaction Design Studio
DEA 5540	Workplace Strategies Studio
NBA 5100	Social Entrepreneurship
NBA 5200	Retail Operations
NBA 5820	Leaders in Family Enterprise Practice and Theory

COURSE POLICY

Transfer Credit

Transfer credit may not be used towards fulfilling Baker Program in Real Estate program requirements.

Core Course Exemption

A student may petition for exemption from a core course requirement if proficiency in the subject area can be demonstrated. In general, completion of a similar course at the undergraduate level is not sufficient to exempt a core course. Petition forms can be found on the Baker Program website. Petitions must first be approved by the core course instructor and then by both the student's advisor and the director of graduate studies. Note that a transcript, and, in some cases, a syllabus must be attached to the petition form if exemption is based on previous coursework. A resume must be attached if seeking exemption based on experience of subject matter. Approval of exemption from a core course will not reduce the 62 credit hours required for graduation. Petitions must be made the semester prior to the term in which the course is scheduled to be taken.



PROFESSIONAL DEVELOPMENT AND APPLIED LEARNING OPPORTUNITIES

The following professional development and applied learning opportunities have proven popular with Baker Program in Real Estate students and should be considered when planning your extra curricular endeavors.

COMPETITIONS

Baker Program in Real Estate students are encouraged to participate in established real estate case competitions against teams from prominent U.S. and international universities. These competitions provide opportunities to apply knowledge acquired on campus to real-world problems. Participation in any of the competitions below may count for a total of 1 credit to be used as a free elective credit. Though you can enter more than one competition you can not get credit for more than one.

- Argus
- University of Texas – Austin Real Estate Finance Challenge
- Urban Land Institute – Hines Urban Design Competition
- MIT Case Competition
- Kellogg Venture Case Competition

If students desire to enter any other competition as representatives of Cornell University, permission must be obtained from the program director and director of graduate studies in advance of registration. Students contemplating competing in any competition must gain approval in advance from the course faculty for any missed class time.

INDEPENDENT STUDY

Please contact the program office to get information about how credit may be earned for independent study. A completed “Application

for Independent Study Credit” form must be completed, signed by the supervising instructor, approved by your faculty advisor, and returned to the Baker Program office before the independent study may begin.

CLUBS

AREC

The Associate Real Estate Council (AREC) represents Cornell University students, staff and faculty interested in the real estate industry. AREC’s goal is to develop and promote Cornell’s contact with the real estate industry by hosting guest lecturers, promoting student research and organizing trips to industry seminars, conference and current development projects.

CARES

The Cornell Asian Real Estate Students (CARES) club supports graduate students interested in the Asian real estate markets. Networking, market information and insights are the focus of this club.

CORNELL REAL ESTATE WOMEN

Cornell Real Estate Women members are primarily graduate and professional students dedicated to the promotion and advancement of women in real estate. CornellREW provides networking and mentorship opportunities with female industry leaders, in order to build connections between future and current professional real estate women.



BSO

Baker Student Organization (BSO) exists to build ties to facilitate the discussion between students and the administration of the university; to provide a forum for Baker student representation within the SC Johnson College of Business; and to foster cohesion within the Baker Program through social and networking activities.

ACADEMIC STANDARDS

MINIMUM GRADE POINT STANDARDS

- A cumulative grade point average of 2.5 must be maintained.
- No grade below C will be counted towards the 62 credit hour requirement.
- A passing grade below C in a required course will still constitute completion of that course requirement, but the credit hours for that course will not count toward the 62 required for graduation. If a grade lower than C is received in a required course, an additional course must be taken which reinforces the subject matter of the required course. Such additional course(s) will be subject to advisor approval.
- No more than six credit hours of grades of C or C+ will be counted towards meeting the 62 credit hour requirement. Partial credit from a course could be used to meet this six credit hour maximum. If a student has received a C in two four-credit courses, for example, only six of these eight credits can count toward the 62 credit hour requirement.

MINIMUM/MAXIMUM COURSE LOAD

The minimum full time course load for a fall or spring semester is 12 credit hours.

The Baker Program in Real Estate will allow a maximum of 18.5 credit hours in any semester to count toward degree requirements.

We strongly encourage students to maintain a courseload that allows them to participate in some of the many extracurricular activities offered.

INCOMPLETE

Coursework must be completed within one year from the date of the end of the course in which the “incomplete” grade was given. (After that time the incomplete becomes a permanent part of the student’s academic record with a grade of “F”.) A student may not graduate with an “INC” on his/her record.

NO GRADE RECORDED (NGR)

A student may not graduate with an “NGR” on his/her record.

UNDERGRADUATE COURSES

Students may earn no more than three credits for undergraduate level classes at the 4000 level, and receive no credit toward graduation requirements for undergraduate classes below the 4000 level—the only exception being that concentration or language interests which might require additional undergraduate-level classes may be approved by petition to, and approval by the student’s faculty advisor and the director of graduate studies. Such petitions must be submitted on an individual basis.

PASS/FAIL GRADE OPTIONS

All core MPS/RE courses must be taken for a letter grade, with the exception of CRP 5370: Real Estate Seminar Series, which must be taken pass/fail. In addition, courses applied toward concentration and management & leadership elective requirements must be taken for a letter grade if that option exists. Free electives may be taken pass/fail. Subject to the above requirements, any courses taken

in addition to the 62 credits needed for graduation may also be taken pass/fail. No audits are permitted.

APPEALS

All petitions for appeal or change from curricular requirements are subject to final approval by the director of graduate studies. Petitions must be submitted in the semester prior to the scheduled semester for that course.



ACADEMIC DEFICIENCY

A GPA below 2.5 in any semester will cause the student to be subject to action by the academic standards committee of the real estate field. Such action could be a warning, final warning, mandatory leave of absence, or a mandatory withdrawal. Action with respect to any student who fails to meet minimum GPA standards will be taken by the academic standards committee and communicated to the student in writing by the director of graduate studies. A copy will be sent to the student's advisor. The student may be asked to meet with the Academic Standards Committee.

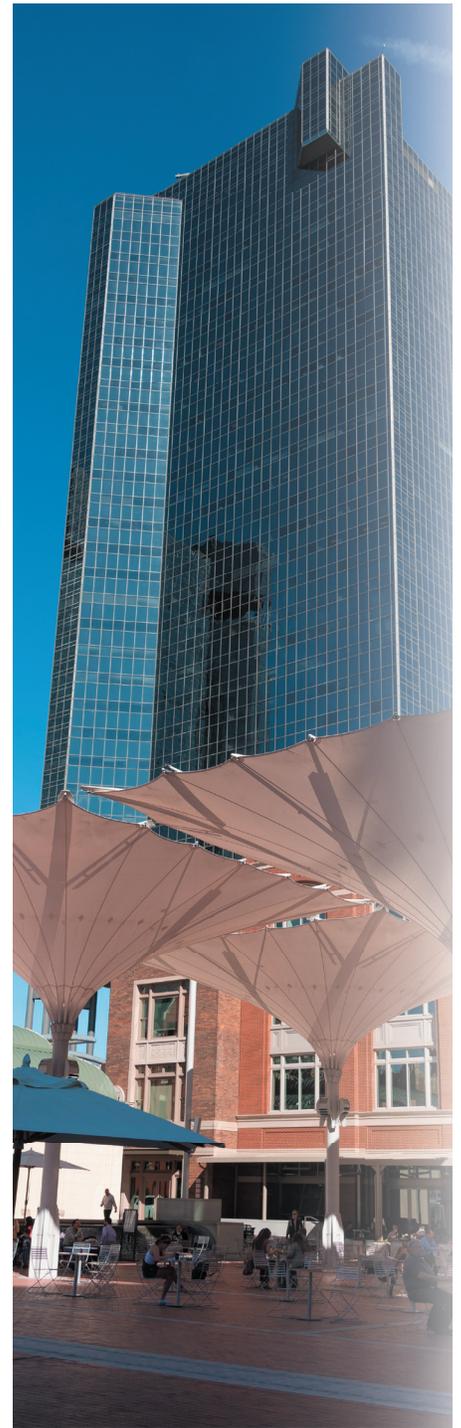
THE FOLLOWING ACTIONS MAY BE TAKEN:

- **Warning:** Improvement in academic performance must be attained or possible further action will be necessary.
- **Final Warning:** Unless the minimum required cumulative GPA is achieved in the following semester, mandatory leave or mandatory withdrawal is probable.
- **Mandatory Leave of Absence:** A student under mandatory leave of absence may not return to the Baker Program in Real Estate for a specified period of time.
- **Mandatory Withdrawal:** A student who is required to withdraw is not eligible for readmission to the Baker Program in Real Estate.

ACADEMIC INTEGRITY

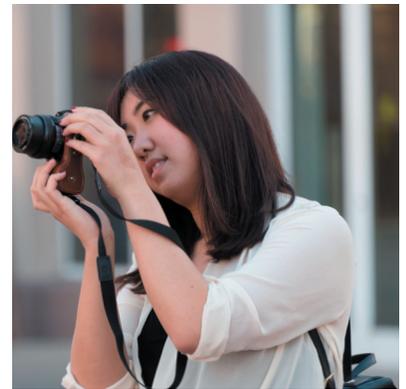
Absolute integrity is expected of every Cornell student in all academic undertakings. Any fraudulent act by a student to advance his or her academic status incurs a severe penalty. Such cases are governed by the code of academic integrity.

Students are required to familiarize themselves with the policy notebook for the Cornell community. In particular, carefully review the code of integrity of the policy notebook, which can be found at cuinfo.cornell.edu/aic.cfm.



TEACHING ASSISTANTS

A select number of course assistant positions are available to 2nd year students in the Baker Program. The selection process is administered by the faculty. Please see the professor of the course for more details.



ASSISTANTSHIPS AND STUDENT FINANCIAL AID

GRADUATE TEACHING RESEARCH SPECIALIST (GTRS)

The Cornell Baker Program in Real Estate is pleased to offer a limited number of Graduate Teaching Research Specialist (GTRS) appointments. A GTRS position is considered an opportunity for Baker students to gain valuable work experience while contributing to the mission of the program and Cornell University. GTRS appointments are contingent upon enrollment in the Baker Program in Real Estate for the academic year and are typically awarded for one semester with some appointments

eligible for renewal the following semester.

GTRS appointments may be terminated at any time, including prior to the end of the appointment, due to performance or conduct failing to meet expectations. Students holding GTRS positions are expected to:

- Adhere to Baker Program in Real Estate, Graduate School and Cornell University policies and expectations of professional conduct.
- Maintain a 3.25 GPA while in the GTRS policy on page 18
- Submit weekly progress reports of GTRS activities.
- Be enrolled in a minimum

of 12 credit hours and a maximum of 18.5 credit hours per semester.

- Commit to 10 hours of in-office work per week.
- Exhibit the utmost professional and ethical behavior at all times. Each Baker student serving as a GTRS is considered a staff professional by the students, alumni, council members and the public that are served. GTRSs will often work with sensitive information and must preserve the confidentiality of that information.

STUDENT SERVICES

ADVISING

A faculty advisor is assigned to each student prior to the start of classes. The advisor's role is to assist the student in choosing a concentration, designing a course of study, and formulating career plans that suit the student's needs and interests. You may elect to change the assigned advisor after the first semester in residence to achieve a closer match of interests. To supplement the support of your advisor, you may receive individualized, attentive, and multi-faceted counsel and support from many sources including advisory board mentors and members of the Cornell Real Estate Council network – in addition to the numerous industry leaders brought to campus.

INFORMATION TECHNOLOGY RESOURCES

Computers – cit.cornell.edu. Use of laptops is required by the Baker Program in Real Estate.



CAREER MANAGEMENT

Career management provides Baker Program students with the multiple career development resources they need to assist them in reaching their individual career objectives.

The Baker Program in Real Estate's career management resources include:

- Individual appointments with the Associate Director for Real Estate Career Management
- Open advising hours (drop-ins) for assistance with quick questions and resume reviews
- Handshake – our online recruiting platform which contains job/internship postings, employer visit announcements and more
- Employer showcases and information sessions
- Mock interviews with career professionals and employers
- On-campus interview opportunities
- Real Estate Career Day 2018

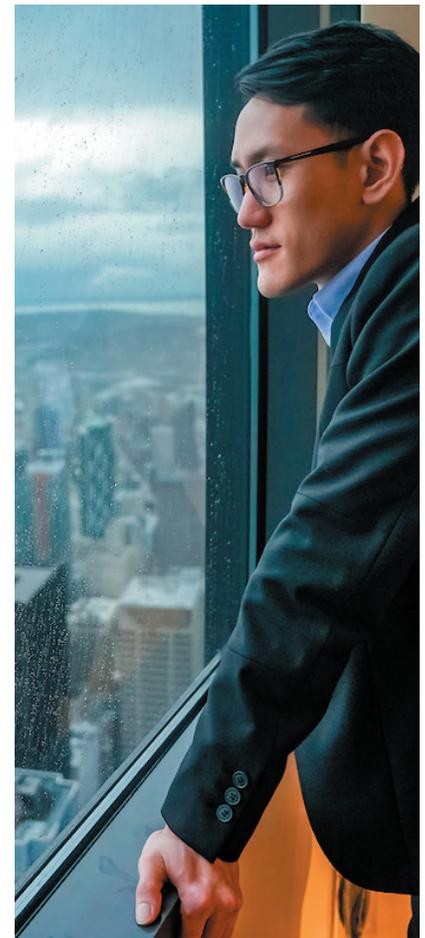
INTERNATIONAL STUDENTS

Please utilize the resources provided by the International Students and Scholars Office (ISSO). Newly arriving International Students MUST check in to the ISSO no later than 30 days after the start date on your I-20 or DS-2019. If you do not check in at the ISSO, you may lose your valid immigration status in the U.S.

Address: B-50 Caldwell Hall, Ithaca, NY 14853
Phone: 607-255-5243
Fax: 607-255-2778
Email: isso@cornell.edu
On the web at: isso.cornell.edu

TUTORIAL SERVICES

At times, despite your strengths and successes in school and at work, you may have problems with some aspect of the program. Please be mindful of this, so that you can recognize academic difficulty and take the necessary steps to resolve it. Those who are experiencing academic difficulty in courses or other degree requirements are asked to consult with the appropriate faculty member immediately and, if necessary, seek additional assistance through the sr. associate director.



REGISTRATION AND ENROLLMENT INFORMATION

REGISTRATION

Registering with the University – As you complete the “To-Do List” found on the new students portion of the Cornell University Graduate School website, newstudents.cornell.edu/grad/todolist/, you are satisfying the registration requirements. Please be sure to take care of all the forms and the “before you arrive” items. The “Check Registration Status” portion will be available on August 18th and will notify you of any holds preventing you from registering. If there are any impediments to your registration, you can take care of them at the check-in event:

Graduate and Professional Student Welcome and Check-In Monday, August 20; 8:30 a.m. - 12:00 p.m., Bailey Hall

International students, please check in at the International Students and Scholars Office (ISSO) in Caldwell Hall, Room B50, when you arrive on campus.

Cornell ID cards - You will be issued your Cornell ID card at the student welcome.

There is an important difference between registering and enrolling. You register as a student at Cornell. You enroll in classes. Each semester, you must both register and enroll.

If, after the third week of classes you are not registered, you will lose access to university services and be charged a \$350.00 late fee, in addition to finance charges. If you register after the sixth week of classes, you will be charged a \$500 late fee, in addition to finance charges. Failure to register

will impact financial aid, loan deferments and health benefits that rely on in-school status. This may also affect the ability to use certain services on campus such as your Cornell Card, Library Services and Gannett Health Services.

Students can see their class schedules on the Student Center before they are actually registered. Do not use this as an indication that you are registered.

ENROLLMENT

Your suggested sequence of courses is on page 7 of the handbook. You will be registered for your required fall 2018 courses by the Baker Program in Real Estate. You will register yourself for your elective courses. After your first semester, you will participate in the regular university-wide enrollment process. To familiarize yourself with this process, and to begin to see the many courses available to you, go to courses.cornell.edu. You will also want to become very familiar with the Registrar’s enrollment page, registrar.cornell.edu/Student/coursenroll.html, as you will need the information there to enroll in courses. Some courses require that you submit an add/drop form or obtain an enrollment code from the instructor. If you are attempting to enroll in a course online and cannot, take the form to the first class and make the request of the instructor to initial it, allowing you to be enrolled by the graduate school. The form can be turned in at 180 Statler Hall.

Pre-enrollment for the spring semester will occur in October. If you decide to make changes to your schedule at a later date, you can do so during the first 3 weeks of the spring semester.



ATTIRE

Many classes, in particular the weekly Distinguished Speaker Series, require “business” dress. This is also true of events sponsored by Baker Program in Real Estate. “Business” attire consists of ties, suits or slacks and sport coat for men and suits or jacket and skirts or slacks for women. “Business Casual” would be sport coats and slacks or khakis (ties optional) for men and skirt or slacks and blouse or sweater for women. Footwear options should always take into consideration the changing weather conditions Ithaca experiences. Whenever you travel with the program for events off campus, dress codes should be observed.

CALENDAR OF EVENTS

The Cornell University academic calendar can be found at www.cornell.edu/academics/calendar/index.cfm.

The calendar below attempts to identify the important dates over the first year in the Program.

Please refer to the Baker Program in Real Estate website for definitive dates and times.

2018 - 2019

August 23	<u>Significant Academic Dates:</u> Classes begin
September 25	Real Estate Career Fair
October 19	36th Annual Cornell Real Estate Conference in New York City
October 6 - 9	Fall Break at Cornell University
November 21 - 25	Thanksgiving Recess
December 4	Last scheduled day of classes
December 15	Last scheduled day of exams
December 16-22	International (2nd year)real estate case trip
January15-20	U.S. (1st year) real estate case trip
January 22	Spring 2019 classes begin
February 23 - 26	February Break
March 30- April 7	Spring Break
May 7	Last scheduled day of classes
May 18	Last scheduled day of exams

2019 - 2020

August 29	Classes begin
October 12 - 16	Fall Break at Cornell University
November 27 - December 1	Thanksgiving Recess
December 10	Last scheduled day of classes
December 21	Last scheduled day of exams
December ?	International (2nd year)real estate case trip
January 21	Spring 2020 classes begin
May 24	Commencement

BAKER PROGRAM ADMINISTRATION

PROGRAM DIRECTOR AND STAFF



Dustin Jones, Director and Senior Lecturer

Address: 489 Statler Hall
Email: dcj53@cornell.edu
Phone: (607) 255-8962

Dustin is the Director of the Baker Program. He also teaches the Distinguished Speaker Series, Real Estate Development, Real Estate Transactions and Deal Structuring, and Commercial Development in Real Estate



Kathy Terry, Program Assistant

Address: 489 Statler Hall
Email: kcr2@cornell.edu
Phone: (607) 255-7110

Kathy assists and supports the director, students, and manages the office suite

STUDENT SERVICES



Ellen Marsh, Graduate Program Coordinator

Address: 189 Statler Hall
Email: ebm7@cornell.edu
Phone: (607) 255-6421

Ellen works with Beth as the second half of the two-person graduate student services team



Beth VanDine, Sr. Associate Director of Graduate Studies

Address: 189 Statler Hall
Email: beth.vandine@cornell.edu
Phone: (607) 255-8369

Beth coordinates the graduate student services programs.

CAREER SERVICES



Carla Morales, Associate Director for Career Management, Real Estate Careers

Address: 189 Statler Hall
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Carla works with the program assisting with career management

CURRICULUM



**Michael Tomlan, Professor, City and Regional Planning
Director of Graduate Studies**

Address: 207 W. Sibley Hall
Email: mat4@cornell.edu
Phone: (607) 255-7261

Professor Tomlan leads the field faculty, and oversees all academic aspects of the program.

PROGRAM FIELD FACULTY



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Management Communication
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OTHER IMPORTANT DEPARTMENTS

Big Red Barn Graduate and Professional Student Center

Dining and meeting facilities for graduate students.
Hours: Monday - Thursday: 8am - 10pm, Friday: 8am - 7:30pm
Weekends by reservation only

Binenkorb Computer Center

Address: 365 Statler Hall
Phone: (607) 255-8872
Hours: Monday - Thursday: 8am - 11:30pm, Friday: 8am - 6:30pm
Saturday: Noon - 6pm, Sunday: Noon - 11:30pm

University Bursar and Registrar – Day Hall

Bursar – First floor, 255-2336
Registrar – basement level
Graduate School
gradschool.cornell.edu
Location: Caldwell Hall

Cornell Health Services

Address: Located on Ho Plaza just west of Willard Straight Hall
Phone: (607) 255-5155





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Baker Program in Real Estate
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