



**Cornell
Baker Program
in Real Estate**

Cornell University Baker Program in Real Estate

PROGRAM HANDBOOK

2017 - 2019

A photograph of two men walking on a sidewalk. The man in the foreground is wearing a black jacket and glasses, looking to his right. The man behind him is wearing a dark suit and glasses, looking forward. They are walking on a paved sidewalk next to a road with a white car partially visible in the background.

ABOUT THIS HANDBOOK

The 2017-2019 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 2017. 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 2017.

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.

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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 blue 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 2017 – 2019. 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 distribution (see page 8);
 - 12 credit hours (minimum of 4 courses) in an approved concentration (see page 9);
 - 7 credit hours of free electives subject to approval by student's advisor (see page 16).
- Summer professional internship.
- Participation in the domestic (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 macro 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 program director 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 FALL 2017 Credits 15.5 CREDITS

CEE 5950	Construction Planning and Operations	3 Credits
CRP 5320	Real Estate Development	1.5 Credits
CRP 5321	Real Estate Development II	1.5 Credits
CRP 5370	Real Estate Seminar Series	0.5 Credit
HADM 6200	Principles of Real Estate	3 Credits
HADM 6205	Real Estate Finance Modeling	1.5 Credits
HADM 6230	Statistical Analysis of Real Estate Data	1.5 Credits
NCC 5560	Managerial Finance	3 Credits

SPRING 2018 12.5 CREDITS

BPRE 6290	Communication in Real Estate	1.5 Credits
CRP 5370	Real Estate Seminar Series #2	0.5 Credit
CRP 5560	Creating the Built Environment	1.5 Credits
CRP 5561	Innovation & Strategy in CRE Development	1.5 Credits
HADM 6231	Urban Econ & Market Analysis	1.5 Credits
HADM 6280	Real Estate Finance and Investments	3 Credits
Concentration Elective	Course # 1	3 Credits
Concentration Elective	Course #2	3 Credits

SUMMER 2018 PROFESSIONAL INTERNSHIP

Second Year

FALL 2018 17.5 Credits

CRP 5370	Real Estate Seminar Series #3	0.5 Credit
CRP 6580	Commercial & Residential Development	4 Credits
HADM 6870	Real Estate Law	3 Credits
Concentration Elective	Course #3	3 Credits
Concentration Elective	Course #4	3 Credits
Management and Leadership	Course #1	3 Credits

SPRING 2019 13.5/14 CREDITS

CRP 5370	Real Estate Seminar Series #4 (opt)	0.5 Credit
CRP 5590	Legal Aspects of Land Use Planning	4 Credits
CRP 6565	International Cases and Contracting	2 Credits
Free Elective	Course #2	3 Credits
Free Elective	Course #3	3 Credits
Free Elective	Course #1	1 Credit
Management and Leadership	Course #2	1.5 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 distribution requirement 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.

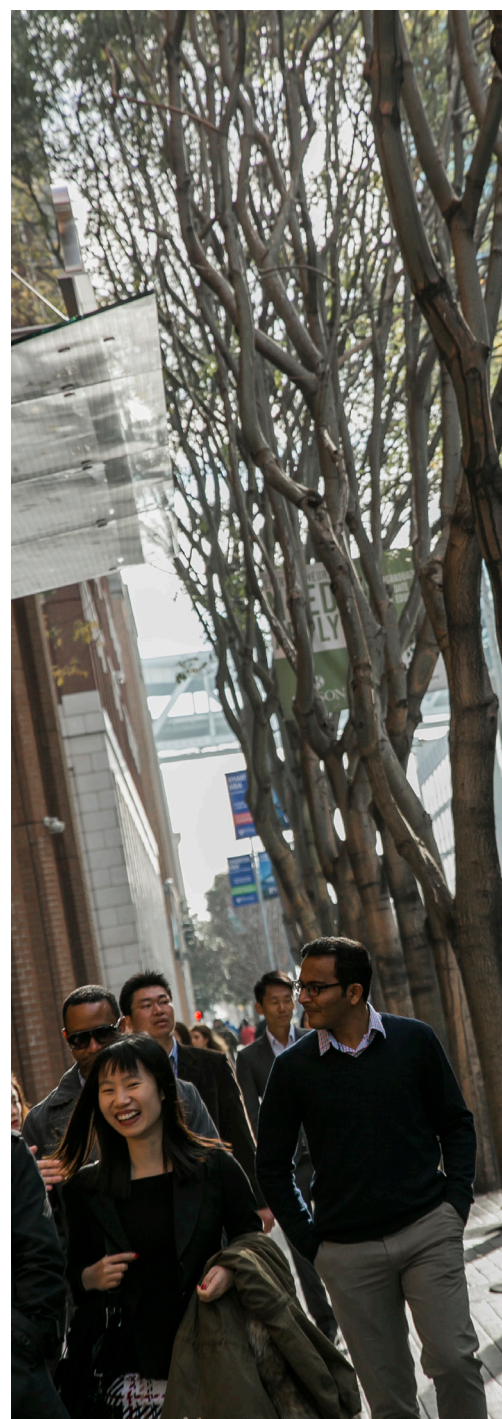
At least 4.5 credits in the area of leadership and management are required. Courses taken to satisfy this requirement may not also be counted as concentration courses. Courses taken for the leadership and management distribution must be graduate level courses, taken for a letter grade if offered, and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

CEE 5900	Project Management	4
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 6130	Women in the Workplace	1.5
NBA 6320	Core Leadership Skills for a VUCA World	1
NBA 6630	Managerial Decision Making	3
NBA 6710	Business Ethics	1.5
NBA 6820	Negotiation Essentials	1.5
NCC 5050	Critical Strategic Thinking	
NCC 5540	Management 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 or more credit hours)

CRP 6504	Comparative Urban Development
Or NBA 5841	Global Business Strategy

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.

NBA 5540	International Finance
HADM 6160	International Management
HADM 6405	International Marketing
CRP 5076	International Planning and Development Workshop
CRP 6710	Seminar in International Planning
AEM 4420	Emerging Markets
NBA 5510	Emerging Markets Finance
NBA 6030	Strategies for Sustainability
ILRHR 6616	Globalization and Human Resource Strategies

“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 (3 or more 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.

AEM 6120	Applied Econometrics
ILRST 6100	Statistical Methods I
CRP 5080	Introduction to Geographic Information Systems
ECON 6190	Econometrics I
ECON 6200	Econometrics II
CRP 4040	Urban Economics
NBA 5060	Financial Statement Analysis
NBA 5090	Advanced Financial Statement Analysis
NBA 5420	Investment Portfolio Management
NBA 6390	Data Driven Marketing
NBA 6780	Advanced Private Equity: Negotiations and Structuring
NBA 6950	Game Theory and Business Strategy

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



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 (3 or more credit hours)

HADM 6220 Hospitality Asset 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.

DEA 6500	Programming Methods in Design
HADM 4080	Introduction to Casino Operations
HADM 6050	Revenue Management
HADM 6020	Spa and Spa Hotel and Resort Development and Management
HADM 6033	Operations and Planning of Senior Living and Related Facilities
NBA 5470	The Short End of Alpha
NBA 5530	Accounting and Financial Decision Making

“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, urban and physical planning.

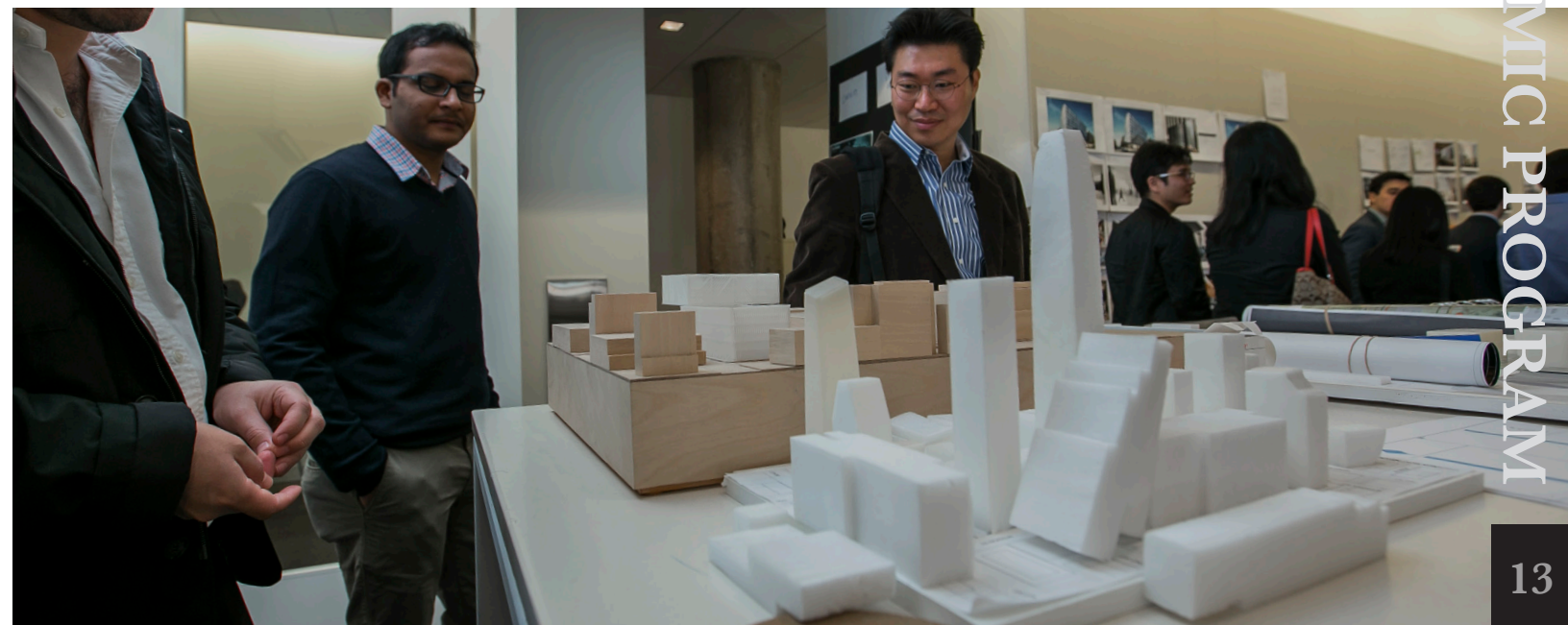
Required Course (3 or more credit hours)

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 5562	Zoning, Entitlements and Subdivision Regulations
CRP 5563	Real Estate Project Workshop
CRP 5840	Green Cities
CRP 6430	Affordable Housing Policy and Programs
LA 6180	Site Construction (highly recommended)
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 (3 or more 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 6271	Investment in Real Estate Securities
HADM 6240	Analysis of Financial Statements
HADM 6250	Securitization and Structured Financial Products
HADM 6270	Fixed Income Analysis
HADM 6290	Investment Analysis and Portfolio Management
NBA 5540	International Finance
NBA 6560	Valuation Principles
NBA 5640	Entrepreneurship (highly recommended)

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.

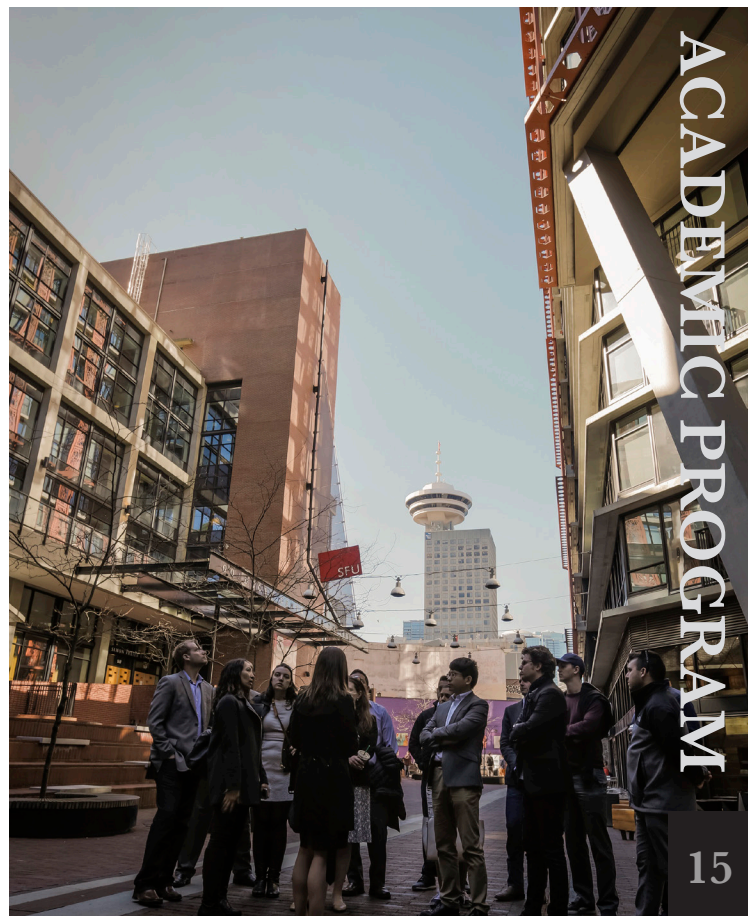
PROCEDURE FOR THE INDEPENDENT CONCENTRATION:

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 10 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 2017 – 2018" 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)
Languages	Eg. SPAN 1210 Elementary Spanish I
CRP 5080	Introduction to GIS
CRP 6430	Affordable Housing Policy & Programs
CRP 6593	Introduction to Green Real Estate
HADM 6770	Advanced Business Modeling
HADM 6210	Hospitality Real Estate Finance
HADM 6220	Hospitality Asset Management
HADM 6250	Securitization & Structured Financial Products
HADM 6271	Investment in Real Estate Securities and Funds
NBA 5060	Financial Statement Analysis

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 maximum of 1 credit to be used as a free elective credit.

- Altus
- 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.

CORNELL REAL ESTATE REVIEW

Students may earn a maximum of 1 credit for submission of an article of publishable quality to the Cornell Real Estate Review. If you currently have an editorial appointment all writing must be completed outside of your contracted work hours. Please speak with the associate director for more information.

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

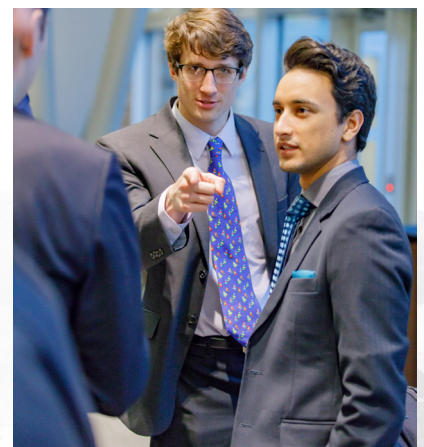
The Associate Real Estate Council (AREC) represents Cornell University students, staff and faculty interested in the real estate industry. AREC’s goal is to develop and promote Cornell’s contact with the real estate industry by hosting guest lecturers, promoting student research and organizing trips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

CREW

Cornell Real Estate Women (CREW) is primarily graduate and professional students dedicated to the promotion and advancement of women in real estate. CREW 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 the Baker students representation within the SC Johnson Business School of Cornell University; 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.



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.

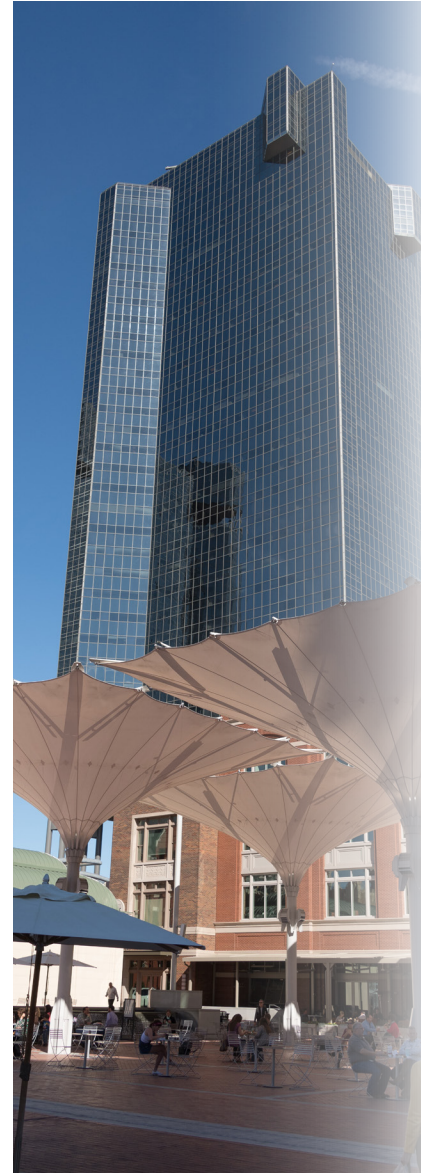
THE FOLLOWING ACTIONS MAY BE TAKEN:

- **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 teaching 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.

All international graduate students are required to participate in an International Teaching Assistant Language Assessment (ILA) before beginning any teaching assistantship. The purpose of the 30-minute assessment is to determine an ITA's level of English proficiency and, once determined, inform ITAs and their departments of required CTE-ITA course work and appropriate teaching assignments.

For more information on the process and to schedule an assessment, visit the following site:

cte.cornell.edu/programs-services/international-teaching-assistants/language-assessment.html.



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 GA position. This supercedes the GPA policy on page 25
- Submit weekly progress reports of GA 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 of 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 2017

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 expected to consult with the appropriate faculty member immediately and, if necessary, seek additional assistance through the Baker Program in Real Estate.



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 21;
8:30 a.m. - 12:00 p.m.,
Barton 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 fall 2017 courses by the Baker Program in Real Estate. 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.

2017 - 2018

Significant Academic Dates:

August 22	Classes begin
October 13-14	35th Annual Cornell Real Estate Conference in New York City
October 7 - 10	Fall Break at Cornell University
November 23 - 26	Thanksgiving Recess
December 1	Last scheduled day of classes
December 14	Last scheduled day of exams
January 25	Spring 2017 classes begin
February 17 - 20	February Break
March 31- April 8	Spring Break
May 9	Last scheduled day of classes
May 22	Last scheduled day of exams

2018 - 2019

August 21	Classes begin
October 6 - 9	Fall Break at Cornell University
November 21 - 25	Thanksgiving Recess
November 30	Last scheduled day of classes
December 13	Last scheduled day of exams
January 23	Spring 2019 classes begin
May 26	Commencement

GENERAL PROGRAM INFORMATION

MEET THE BAKER PROGRAM IN REAL ESTATE DIRECTORS AND STAFF



**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.



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



Beth VanDine, Associate Director of Admissions; Student Services

Address: 180 Statler Hall

Email: beth.vandine@cornell.edu

Phone: (607) 255-8369

Beth coordinates admissions and student services.



Kathy Terry, Program Assistant

Address: 489 Statler Hall

Email: kcr2@cornell.edu

Phone: (607) 255-7110

Kathy assists both the Director, Associate Director, and Program Manager

BAKER PROGRAM IN REAL ESTATE FIELD FACULTY

**Warren Bailey**

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**Jack Corgel**

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**Walter Boudry**

Assistant Professor, Real Estate
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**Jan deRoos**

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**Nancy Brooks**

Visiting Associate Professor,
City and Regional Planning
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**Kieran Donaghy**

Professor, Department Chair
City and Regional Planning
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Phone: (607) 255-4613

**Thomas J. Campanella**

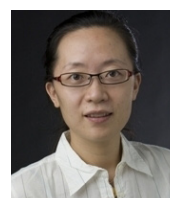
Associate Professor, Director
of Undergraduate Studies
Address: 105 W. Sibley Hall
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**Kenneth Hover**

Professor, Civil and
Environmental Engineering
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Email: kch7@cornell.edu
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**Paul Carr**

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**Ying Hua**

Associate Professor, Design and
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Director of Undergraduate Studies
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**Suzanne Charles**

Assistant Professor, City and
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Email: scharles@cornell.edu

BAKER PROGRAM IN REAL ESTATE FIELD FACULTY



Adam Klausner

Senior Lecturer, Employment Relations, Human Resources and Law
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Daniel Quan

Professor, Real Estate and Finance
Arthur Adler '78 and Karen Newman Adler '78, Director of the Center for Real Estate and Finance
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Daniel Lebret

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Crocker H. Liu

Robert A. Beck Professor, Hospitality Financial Management Real Estate
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Peter Trowbridge

Professor, Landscape Architecture
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Peter Liu

Singapore Tourism Board
Distinguished Professor,
Asian Hospitality Management
Address: 465B Statler Hall
Email: pl333@cornell.edu
Phone: (607) 254-2960



Maria Wolfe

Senior Lecturer,
Management Communication
Address: 346 Statler Hall
Email: mw555@cornell.edu
Phone: (607) 255-8368

OTHER IMPORTANT STAFF AND 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

University Bursar and Registrar – Day Hall

Bursar – First floor, 255-2336
Registrar – basement level

Graduate School

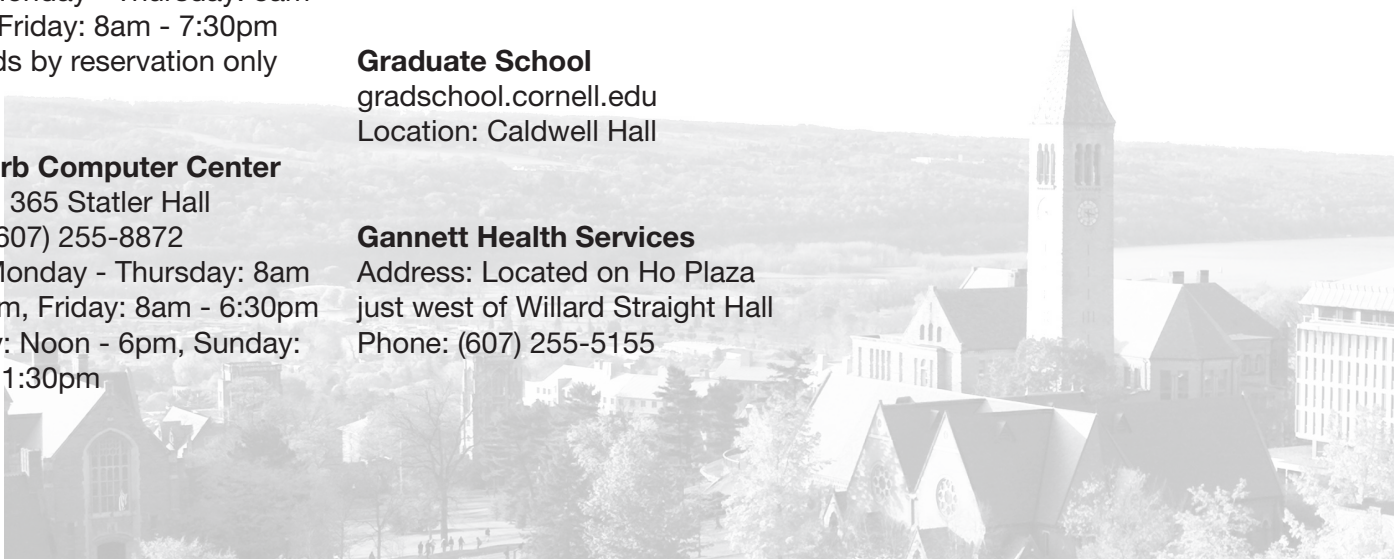
gradschool.cornell.edu
Location: Caldwell Hall

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

Gannett Health Services

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





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