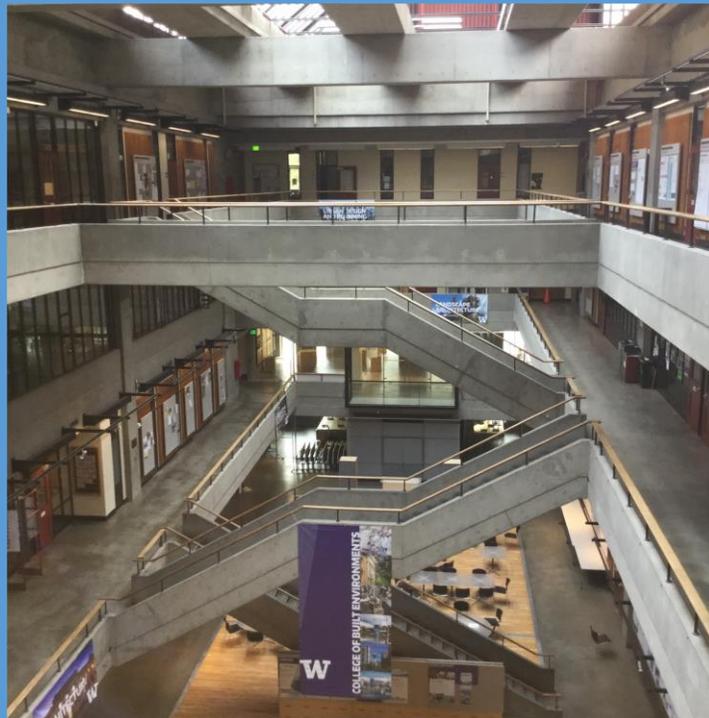


Master of Science in Real Estate (MSRE) Student Handbook 2021-2022



Runstad Department of Real Estate,
University of Washington
<https://re.be.uw.edu/>

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1: Welcome to the Runstad Department of Real Estate

1.1 General Information:

Welcome to the Runstad Department of Real Estate! We are delighted you have chosen this program to pursue your educational and professional goals and we are excited you have joined our community. Our goal is to provide you with the a uniquely interdisciplinary education and equip you with the knowledge, skills, and experience you need for a successful career as a real estate professional. This Handbook contains essential information for MSRE students. In it you will find an overview of the curriculum and program requirements, information on computing and building resources, descriptions of department and college events, connections to career development and mentoring opportunities, and much more. Of course, it is not possible for any one handbook to hold the breadth of information that exists within the University of Washington. We encourage you therefore to refer to other sources of information within the Department, the College of Built Environments (CBE), and the University of Washington. In particular, we invite you to explore classes, certificates, and other opportunities offered through the other CBE departments: Architecture, Construction Management, Landscape Architecture, and Urban Design and Planning.

Although the information in this Handbook was accurate at the time of publication, policies within the university, college, and even department may change, even during the course of time you're in the program. The university or department may modify programs or policies in response to new regulations, opportunities, financial requirements, or other circumstances. Should this happen, we will let you know and post any significant revisions on our website or in updated versions of this Handbook. It is also always good to check in with the department's advisor and the Director of Graduate Programs regularly if you have questions regarding the program or university. Comments are also always welcome. We want this Handbook to be as useful to you as possible, so if there are ways we can improve, please let us know.

Please keep this handbook in a safe place so you can refer to it throughout the program.

1.2 History & Mission

In the mid 1980s the University began offering graduate level real estate courses. These courses raised awareness of an industry that was rapidly developing and helping bring Seattle onto the national stage. The late eighties saw the launch of the non-degree certificate program in commercial real estate.

A cornerstone gift from Jon and Judy Runstad helped to establish the Runstad Center for Real Estate Studies in 2002. The center initially focused upon extending the range of graduate courses and developing both its academic and industry-facing research program. This led to the launch of the Master of Science in Real Estate (MSRE) degree program in 2009.

Since its inception, the MSRE program has seen over 150 students graduate. Combining academic rigor and commercial relevance, the program prepares the real estate leaders of tomorrow through an innovative, interdisciplinary program. Students have the opportunity to learn about development, finance & investment and corporate real estate.

In 2017, the center became the Runstad Department of Real Estate within the College of Built Environments. The attainment of departmental status highlights the commitment and ambition at the University of Washington to develop a world-leading center of excellence in real estate, research, and education.

A major gift from the Jacobi family (founders of Windermere Real Estate) allowed the department to recruit three additional full-time tenure-track faculty in 2017 and establish an undergraduate minor in real estate in 2018.

Our vision:

Leveraging the strengths of the University of Washington and our location in a global hub of innovation, we aspire to be a leader addressing key real estate and built environment challenges.

Our mission is to:

- *educate future real estate professionals*
- *produce research relevant to scholarly and industry audiences as well as the broader society*
- *engage the community in addressing the challenges of creating and sustaining the built environment through real estate investment, development and management.*

To achieve our vision and mission we aim to:

- *provide a globally relevant, interdisciplinary educational experience that combines the rigor and learning experience expected of a world class academic institution with career enhancing applied skills.*
- *produce high impact innovative research that address the challenges facing real estate, the broader built environment and society.*
- *be thought leaders providing an intellectual hub that takes the lead in the examination of developing trends and issues.*

1.3 Runstad Department of Real Estate Faculty and Staff Directory

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2: MSRE Program

2.1 Introduction to the MSRE Program

The MSRE program is designed to facilitate lifelong learning and prepare students for multiple careers paths and opportunities. The program deepens the understanding of core concepts and helps to develop key skill sets. Real estate sits at the center of the built environment. Therefore, real estate professionals need to interact with a spectrum of other professionals including architects, construction managers, urban planners and investors.

a) **Theoretical and Conceptual Context**

The program has at its core a focus on academic rigor. Students will leave the program understanding, from a theoretical and conceptual perspective, the core issues in real estate today. The core modules will provide students a strong foundation. This is then enhanced through the specialist options and elective courses, which allow students to develop their interests in specific areas.

b) **Commercial Awareness**

In both the classroom, and through interaction with the industry, students will develop a heightened awareness and appreciation of how the technical and conceptual skills developed are of relevance and can be applied in a workplace environment. This also includes an appreciation of the complexity and interdisciplinary nature of real estate and its role economically and in society.

c) **Enhanced Skill Sets**

The program will enhance participants' skills in both technical and interpersonal areas. Technically students will further develop their skills in fields such as financial modelling. However, the program also focuses upon areas such as critical thinking and personal effectiveness skills. This is particularly evident in such courses as those in leadership and negotiation.

Forward-thinking research is fundamental to the real estate faculty at the University of Washington. Our faculty are leaders in their respective fields, bringing their groundbreaking research into the classroom in an accessible and applied context, helping students to fully engage with the subject matter and develop analytical problem-solving skills. The Master of Science in Real Estate program combines academic rigor and research-led teaching with industry-facing application.

Students benefit from theoretical and applied approaches to a variety of real estate issues. In addition to our core faculty students are also taught by world leading academics from across the College of Built Environments and the broader University. The UW faculty is augmented by an extensive array of affiliate faculty who are industry leaders in law, asset & portfolio management, corporate real estate, development, and sustainability. The MSRE Program focuses on improving students' knowledge of the fundamentals of data analytics, real estate finance & investment, corporate real estate and development, as well as developing broad business management and leadership skills. It is a demanding program, combining business, legal, construction and planning skills with an understanding of how real estate markets work. The aim of the program is to prepare graduates to become future leaders in real estate by fostering innovative and interdisciplinary critical thinking.

The normal course of study for full-time students is 6 quarters for the regular standing and 3 for the advanced standing MSRE. Students can however opt to lengthen this by studying part-time in either the regular or advanced standing of the MSRE. An overview of the academic calendar for 2021-22 can be seen in Table 1.

Table 1. Academic Calendar 2021-22

	Instruction Begins	Last Day of Instruction	Final Examination Week
Autumn Quarter 2021	Sep 29, 2021	Dec 10, 2021	Dec 11-17, 2021
Winter Quarter 2022	Jan 3, 2022	Mar 11, 2022	Mar 12-18, 2022
Spring Quarter 2022	Mar 28, 2022	Jun 3, 2022	Jun 4-10, 2022
Summer 2022 (A-Term)	June 20, 2022	July 20, 2022	
Summer 2022 (B-Term)	July 21, 2022	August 19, 2022	

Details can also be found here; <https://www.washington.edu/students/reg/2122cal.html>

2.2 Course Credit Requirements

The MSRE has different overall minimum credit requirements depending on the standing (Regular or Advanced) students are admitted in. These differentiations are due to the additional courses needed to be mastered by those in the regular standing to allow them to be better prepared for their more advanced quantitative coursework. As shown in Table 2, beyond the differences, all MSRE students are required to take 10 credits of electives (in real estate or any other area) and one capstone course – 4 credits.

Table 2. MSRE Program overview (Regular and Advanced standing)

	Regular standing	Advanced standing
Total credits	70	41
Length – Full-time	2 years (6 quarters)	1 year (3 quarters)
Length – Part-time	Advisor/student coordination	2 years (6 quarters)
Courses (credits)		
- Business skills	15	6
- Technical & Software skills	14	4
- Real Estate Core	27	17
- Capstone	4	4
- Electives*	10	10

* Elective credits: Students can select either real estate (RE prefix) or interdisciplinary credits (non-RE prefix) Descriptions of the individual courses are available here: <https://re.be.uw.edu/programs/msre/curriculum/course-descriptions/>

MSRE students who are pursuing the program full-time (min 10 credits per quarter) are expected to graduate in 6 quarters under the Regular standing or 3 quarters under the Advanced standing. The University of Washington also allows students to take a maximum of 18 credits per quarter without paying any additional fees if they are full-time. Elective courses will need to be at least at the 400 level to allow them to count towards the MSRE based on the Graduate School's requirements. Students are required to receive the academic advisor's or Director of Graduate Program consent in their selection of elective courses (see Appendix A for forms).

Additionally, Graduate students at the University of Washington are required to maintain an overall GPA of 3.0 each quarter, however, the minimum passing grade for courses is 2.7. Students who do not receive a passing grade in any of the required courses will need to repeat them. Elective courses which need to be repeated can be replaced by others. The university does not allow a course to be repeated more than twice(<https://registrar.washington.edu/curriculum/repeat-policy/>), and if a student chooses to do so, departmental approval is required.

2.3 MSRE Curriculum

2.3.1: Detailed MSRE Curriculum

MSRE students under both regular and advanced standing are required to take certain courses in each of the four areas outlined in Table 3 (Business Skills, Technical/Software skills, Real Estate Core and Capstone. Courses which are not required among the four outlined areas above can count as a student’s elective providing significant flexibility among those interested in real estate courses, although non-real estate courses can be selected as well.

Table 3. Detailed MSRE curriculum (Regular and Advanced Standing)

University of Washington MSRE curriculum						Regular	Advanced
	Unit	Code	Course Title	Credits	Quarter	Required	
Business skills	RE	552	RE Careers & Professional Development or COM576	3	Winter	all required	512+514
	RE	400	Accounting for Real Estate	3	Autumn		
	RE	512	Leadership in the Built Environment	3	Autumn		
	RE	514	Negotiations & conflict resolution	3	Winter		
			Appropriate elective	3			
Technical/software skills	RE	506	Quantitative methods/Basic statistics	4	Autumn	506+519+508+597	597
	RE	519	Data analytics & Visualization	3	Autumn		
	RE	508	Financial Modeling for Real Estate I - EXCEL	3	Autumn		
	RE	532	R.E. Project Management	3	Autumn		
	RE	597	Real Estate Data Modeling	4	Autumn		
		Appropriate elective	3				
Real Estate Core	RE	510	Introduction to Real Estate	3	Autumn	510+511+513+515+516+540+541+566	515+516+540+541+566
	RE	413/513	Introduction to Real Estate Finance	4	Autumn		
	RE	511	Real Estate Valuation and Appraisal	3	Spring		
	RE	515	Real Estate Law	3	Winter		
	RE	516	Introduction to Real Estate Economics/Market Analysis	4	Spring		
	RE	540	Adv. R.E. Finance & Investment	4	Winter		
	RE	541	Real Estate Capital Markets	3	Winter		
	RE	550	Real Estate Development	4	Spring		
	RE	563	Housing Markets and Policy	3	Spring		
	RE	564	Affordable Housing	4	Winter		
	RE	566	RE market evolution/disruptions (proptech)	3	Autumn		
		Appropriate elective					
Capstone experience or any other course	RE	600	Independent Study	2		Min 1	Min 1
	RE	530	Corporate R.E. & Facilities Management	4	Spring		
	RE	531	Risk & Portfolio Management	4	Spring		
	RE	551	Real Estate Dev Studio	4	Spring		
	RE	565	Advanced Housing Studies	4	Spring		
		Comporable elective with academic advisor & Director of Graduate Programs approval	4				
Groups						Regular	Advanced
Business skills - required						15	6
Technical/software skills - required						14	4
Core Courses - required						27	17
Capstone experience or any other RE elective - required						4	4
Electives: students can take electives in any group						10	10
Total credit hours						70	41
Graduate Certificate in Housing Studies							

2.3.2: MSRE capstone course

The four capstone courses, from which the students are required to choose one, will allow them to integrate the knowledge they obtained from various courses while applying them to specific projects and/or case studies. These courses should be taken at the last quarter of the student’s study. Specifically:

- **Corporate real estate & Facilities Management:** Comprehensive case studies. The course is built around case studies of organizational structure for a corporate real estate group, workplace strategies and financial reporting.

Objectives:

- Understanding the customer motivation (e.g. public or private company) and what drives them (e.g. financial statements, production line etc.)
- What reports does a real estate professional need to generate and how is the industry evaluated?
- What are the various business models?
- How are corporate real estate organizations structured and why
- Why do F500 & other companies outsource to corporate real estate
- What problems do corporate real estate professionals solve
- What skillsets are required (e.g. relationships, presentation skills, how to report to clients?)
- Understanding how a facility and appropriate management can maximize the objectives of the corporate user.

Outcomes:

Students will be mainly assessed on the following three critical elements with papers and presentations:

- **Organizational structure:** Develop an organizational structure for a corporate real estate group for a corporation. Students will need to determine how to set up the organization, what roles should be outsourced/insourced, should the organization be centrally located or dispersed and how they should engage with the corporation to best understand the real estate needs.
 - **Workplace** – Identify a workplace strategy or trend that could change how the traditional workplace is constructed and/or used. Students will need to persuasively demonstrate why this strategy or trend will benefit the corporation.
 - **10-K Filings** – Students will research 10-k filings for three different corporations from 2017 and select related to properties. Take note of the description and information in each filing and how they differ.
- **Risk & Portfolio Management:** Comprehensive case studies. The course is built around case studies which focus on real estate capital allocations while considering different risk level tolerances and property types.

Objectives:

- Critically assess how real estate management can add value;
- Conceptualize key issues facing real estate portfolio managers and evaluate how these issues impact on practice in different sectors and from different perspectives;
- Identify and explain the main theoretical concepts relating to investment strategy, portfolio selection and performance measurement and be able to apply such concepts to real estate markets;
- Apply investment strategy and portfolio management principles to practical real estate problems;
- Analyze investment data using quantitative techniques, to identify portfolio strategies and assess manager performance.

Outcomes:

- **Portfolio allocation paper/presentation:** Acting as advisors to an institutional investor, students will determine strategies for (i) real estate capital allocations, (ii) levels of risk to be undertaken, (iii) property type and geographic/economic diversification parameters and (iv) implementation and timing of investment initiatives. Through this project, students will be responsible for conducting geographic/economic market and property sector research, formulating portfolio composition by investment style and managing the decision-making process for the real estate asset class.

- **Real Estate Development studio:** The comprehensive study of a site for a new development with the utilization of various capital stack structures, tax incentives and design aspects.

Objectives:

- Learn to work in a team to accomplish complex and diverse tasks
- Apply site analysis techniques focusing on: physical, zoning and market evaluation
- Develop a development proposal for a site including design, project economics, sponsor objectives, underwriting, risk and sensitivity analysis, phasing, absorption and exit strategies
- Work in an interdisciplinary environment with students from colleges and departments across the university

Outcomes:

- **Report and presentations on developing a specific site:** Student will prepare material for 3 presentations:
- The first will focus on both analysis of the site from a physical and zoning perspective and market evaluation and analysis. Issues to be examined include any legal requirements, physical site conditions as they impact development, zoning constraints and opportunities, soil conditions, design considerations with particular reference to the neighborhood, views and surrounding properties, FAR and lot coverage, the entitlement process key steps and timeline, parking requirements and any broader neighborhood planning considerations.
- The second presentation will cover a preliminary development proposal including project economics, sponsor objectives, underwriting, risk and sensitivity analysis, phasing, absorption and exit strategies.
- If this is a competition, the third presentation will be the basis for deciding which team will present. Preceding the presentation, each team will be required to submit a preliminary draft prospectus on which you will receive comments and a final draft report which will be distributed to the outside reviewers that will advise us on which team to select.
- The final report will be submitted to the agency sponsoring the competition or only to the instructor if it involves a project rather than a competition.

- **Advanced Housing Studies:** Comprehensive case study. The course analyzes housing policies and needs of a community and ways various financial incentives can be utilized in meeting those needs.

Objectives:

- Students will develop a deep understanding of a particular element of the housing field through a quarter-long project.
- Students will develop a broad understanding of housing by reading and discussing key articles and texts.

- Students will develop an understanding about how a range of forces (public policy, economics, finance, social preferences) interact to produce the residential built environment.
- Students will study the historical trajectory of housing in the U.S.
- Students will consider housing in an international context and learn how history, policy, finance, and tenure preferences shape the housing systems in different countries.

Outcomes:

- The course has a quarter-long project with students selecting a specific housing-related topic. Students have broad latitude to select a topic that holds personal interest or that is applicable to the student's current or future professional interests.

2.3.3: Electives

MSRE (Regular or Advanced Standing) students are required to complete 10 credits of elective courses. These 10 credits can be taken as part of any of their non-required courses specified in Table 3 or non-real estate courses. Students are required to receive their academic advisor's consent in their selection of interdisciplinary elective courses. All elective courses will need to be at least at the 400 level to have them count towards the MSRE degree.

MSRE students are allowed to take one non-real estate elective with a max of 4 credits as satisfactory/non-satisfactory rather than graded. All other non-real estate and real estate elective courses taken are required to be graded.

2.3.4: Independent Studies

MSRE students can register for a RE 600 Independent Study. This involves a project undertaken in conjunction with, and under the supervision of, a real estate instructor. It is the student's responsibility to both propose an appropriate project and to find a suitable faculty supervisor if an independent study option is pursued. Both the respective instructor and the department Chair are required to approve and sign off on the proposed course of study. This form can be obtained from the Assistant to the Chair.

MSRE students are not allowed to take more than one Real Estate Independent study and total credits cannot exceed 2. Students can take an independent study from another UW department, however, likewise, the credits cannot exceed 2.

2.3.5: Waiver of Required Core Classes

Incoming MSRE students can petition the Director of Graduate Programs and Department Chair to waive RE510 (Introduction to Real Estate) and replace it with another real estate course. Incoming students may qualify for the waiver on the following grounds:

- Five to ten years of appropriately broad real estate professional experience (exclusively internship experience will not be counted towards professional experience) and a relevant undergraduate degree (e.g. business, engineering, architecture, planning etc.) or
- A certificate in a real estate related field from a US accredited institution (submission of documentation is required)

A course waiver will not be granted based on the following professional experience:

- Internship experience
- Real estate professional experience in the following fields: public relations, front desk duties, logistics etc.

- Unrelated to real estate professional experience

Other course waivers (e.g. previous student academic background) will be assets on a case-by case basis in coordination with the academic advisor and the Director of Graduate Programs.

2.3.6: Transfer Credits

A maximum of 6 credits of graduate level coursework taken at another recognized academic institution and not applied to another degree may be approved for use in fulfilling the MSRE degree credit requirements. See UW Graduate School policies: <https://grad.uw.edu/policies-procedures/masters-degree-policies/transfer-credit/>

2.3.7: Internship

The MSRE does NOT have an internship requirement. If students wish to pursue such opportunities, they can do so but the program does not provide any internship matching or recruitment assistance aside from general recommendations or letters of support to aid any internship applications. Students are encouraged to reach out to the UW internship resources for Graduate Students (<https://careers.uw.edu/graduate-students/>).

2.3.8: Graduate Non-Matriculated (GNM) Credits

Graduate Non-Matriculated (GNM) students who are admitted to the MSRE program may apply a maximum of 12 applicable GNM credits towards the MSRE degree. These credits include both real estate and interdisciplinary coursework. See UW Graduate School policies: http://www.nondegree.washington.edu/nondegree/faq/#gnm_credits

2.4: Concurrent, Joint Programs and Certificates

2.4.1: Concurrent MS in Real Estate and Construction Management

The Departments of Real Estate and Construction Management are launching in Winter 2022 a formal concurrent degree. Through this formal degree, real estate students will be able to develop a deeper understanding of the construction industry so that they can better represent their firms, and construction management students will be able to develop a deeper understanding of the drivers and motivation of their clientele. Students admitted to the concurrent degree program will be able to complete the requirements for both degrees in approximately two years (RE Advanced Standing), or three years (RE Regular Standing). We anticipate that advising with respect to course selection will be individualized to maximize efficiencies and fully realize the synergies of the two programs. Figures 1 and 2 highlight the different scenarios students can explore.

RE Advanced Scenarios (See Figure 1):

- A1. Concurrent degree for student in RE advance standing and pursuing CM professional track (PT)
- A2. Concurrent degree for student in RE advance standing and pursuing CM professional track (PT) under competency building admission standing
- A3. Concurrent degree for student in RE advance standing and pursuing CM research paper track (RTP).
- A4. Concurrent degree for student in RE advance standing and pursuing CM research paper track (RTP) under competency building admission standing
- A5. Concurrent degree for student in RE advance standing and pursuing CM research thesis track (RTT)
- A6. Concurrent degree for student in RE advance standing and pursuing CM research thesis track (RTT) under competency building admission standing.

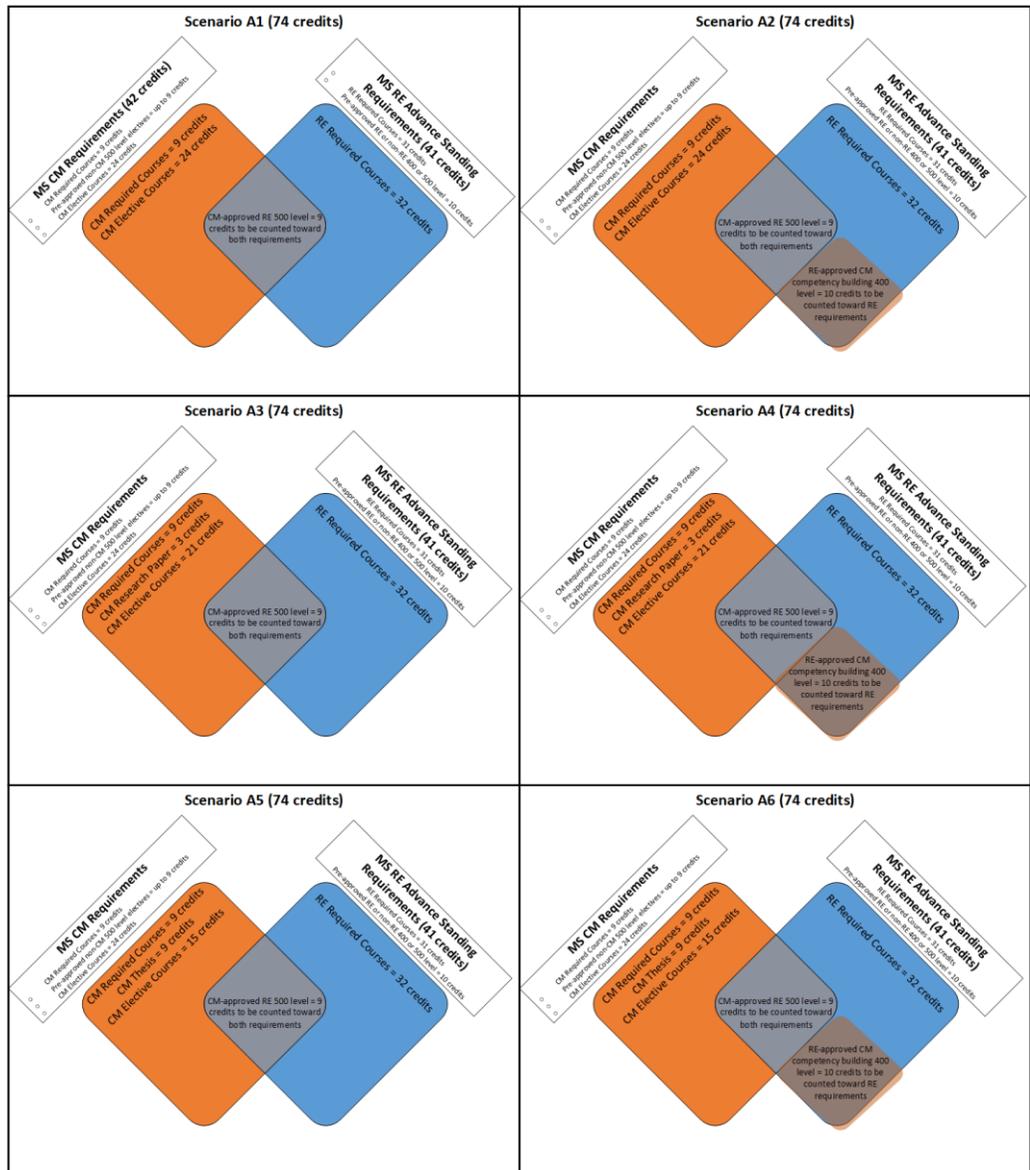


FIGURE 1: SCENARIOS FOR STUDENTS PURSUING RE ADVANCED

RE Regular Scenarios (See Figure 2):

- R1. Concurrent degree for student in RE advance standing and pursuing CM professional track (PT)
- R2. Concurrent degree for student in RE advance standing and pursuing CM professional track (PT) under competency building admission standing
- R3. Concurrent degree for student in RE advance standing and pursuing CM research paper track (RTP).
- R4. Concurrent degree for student in RE advance standing and pursuing CM research paper track (RTP) under competency building admission standing
- R5. Concurrent degree for student in RE advance standing and pursuing CM research thesis track (RTT)
- R6. Concurrent degree for student in RE advance standing and pursuing CM research thesis track (RTT) under competency building admission standing.

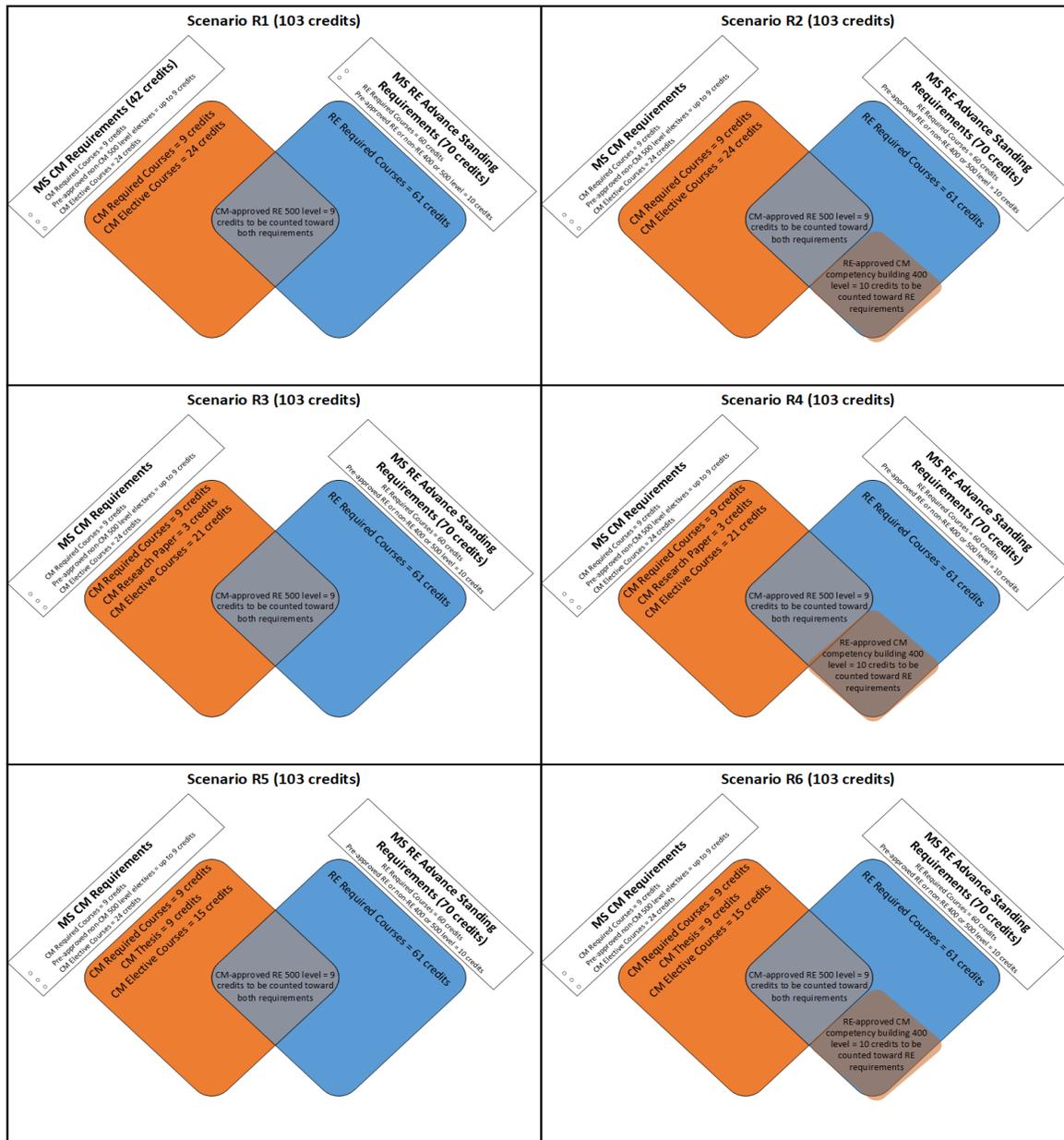


FIGURE 2: SCENARIOS FOR STUDENTS PURSUING RE REGULAR

2.4.2.: University of Washington-University of Regensburg Dual MSRE/DMSRE Degree

The Department of Real Estate at the University of Washington has an agreement with the University of Regensburg’s IREBS for the selection of students for a Dual MSRE through a process outlined in the agreement of both universities. Regensburg students study in Germany in their first year and after their successful completion of their studies in Germany and admission to the MSRE, they study their second year at UW before returning to Germany to complete their thesis. The agreed course requirements for these students while at UW are outlined in Table 4. The Director of Graduate Programs serves as the primary academic advisor for all DMSRE students however, they can seek the advice of relevant faculty while at UW.

Table 4. Dual MSRE Student Requirements

DMSRE - Autumn					Equivalent IREIBS MsRE, University of Regensburg	ECTS
Unit	Code	Corporate R.E Option	credits	Quarter		
RE	508	Financial Modeling I - EXCEL	2	Autumn	Practice Seminar	3
RE	531	Risk & Portfolio Management	3	Autumn	Corporate Finance	6
RE	541	Real Estate Capital Markets	3	Autumn	Real Estate Banking	6
		Elective Course	3	Autumn	Elective Course	3
		Elective Course	3	Autumn	Elective Course	3
Required subtotal - Autumn			8		Required subtotal - Autumn	15
Elective subtotal - Autumn			6		Elective subtotal - Autumn	6
Total - Autumn			14		Total - Autumn	21
DMSRE - Winter					Equivalent IREIBS MsRE, University of Regensburg	ECTS
Unit	Code	Corporate R.E Option	credits	Quarter		
RE	509	Financial Modeling II - ARGUS	2	Winter	Practice Seminar	3
RE	518	Best Practices in Sustainable R.E.	3	Winter	Sustainable Real Estate	6
		Elective Course	3	Winter	Elective Course	3
		Elective Course	3	Winter	Elective Course	3
Required subtotal - Winter			5		Required subtotal - Winter	9
Elective subtotal - Winter			6		Elective subtotal - Winter	6
Total - Winter			11		Total - Winter	15
DMSRE - Spring					Equivalent IREIBS MsRE, University of Regensburg	ECTS
Unit	Code	Corporate R.E Option	credits	Quarter		
RE	550	Real Estate Development	4	Spring	Real Estate Development II	6
RE	540	Adv. R.E. Finance & Investment	3	Spring	Real Estate Finance II	6
RE	516	Introduction to Real Estate Economics/Market Analysis	4	Spring	Real Estate Economics III	6
Required subtotal - Spring			11		Required subtotal - Spring	18
Elective subtotal - Spring			0		Elective subtotal - Spring	0
Total - Spring			11		Total - Spring	18
Required total - All quarters			24		Required total - All quarters	42
Elective total - All quarters			12		Elective total - All quarters	12
Overall Total - All quarters			36		Overall Total - All quarters	54

Notes:

- 1) IREIBS students will determine the 12 elective DMSRE credits and their quarter allocation with their academic advisor. A max of 6 interdisciplinary non-real estate elective credits is allowed.
- 2) In addition to the 36 overall credits allocated above, UW recognises 24 credits IREIBS students received at IREIBS totaling the DMSRE credits to 60.
- 3) DMSRE students will qualify for RE 600: Independent study in real estate 1-3 credits.

2.4.3: Graduate Certificate in Real Estate (non-MSRE Students only)

The Runstad Department of Real Estate offers a Graduate Certificate in Real Estate (GCRE) exclusively for non-MSRE graduate students across all UW campuses. Graduate students are required to successfully complete the courses specified in Table 5, which can be completed in two quarters or more. The GCRE allows for the substitution of RE513 with FIN579, however space availability in the latter can be challenging. Students who take RE510 before applying will be able to count it towards the certificate if accepted into the program. More details can be found at: <http://www.realestate.washington.edu/programs/graduate-re-certificate/>. The Director of Graduate Programs serves as the primary academic advisor; however, students can seek the advice of relevant faculty.

Table 5. Graduate Certificate in Real Estate (GCRE) – Non-MSRE students only

Code	Course Name	Credits	Quarter
RE 510	Introduction to Real Estate*	3	Autumn/Winter
RE 513	Real Estate Finance & Investment**	4	Autumn/Winter
RE 516	Introduction to Real Estate Economics/Market Analysis	4	Spring
RE 550	Real Estate Development	4	Spring

* RE 510 is also offered in the autumn quarter and students have the option of taking it in either the autumn or winter quarter.

**RE513 can be substituted by: FIN 579 Real Estate Finance & Investment (offered in the autumn quarter at Foster).

2.4.4: Graduate Certificate in Housing Studies

The Runstad Department of Real Estate offers a Graduate Certificate in Housing Studies (GCHS), which is open to both MSRE and non-MSRE graduate students across UW. The certificate can be completed in two quarters. Although several substitutes are offered, students may substitute a maximum of two courses.

The Director of Graduate Programs serves as the primary academic advisor, although faculty members with expertise in housing markets will serve as secondary advisors.

Table 6. Graduate Certificate in Housing Studies (GCHS)

Code	Course Name	Credits	Quarter
RE 563	Housing Markets and Policy	3	Autumn/Spring
RE 597	Spatial Analysis of Real Estate and Housing Markets*	4	Autumn/Spring
RE 564	Affordable Housing (currently offered as RE 598)**	4	Winter
RE 565	Advanced Housing Studies***	4	Spring

* RE597 can be substituted by: URB DP 520; URB DP 522; GEOG 561.

** RE564 can be ideally taken by first year MSRE students. It can also be substituted by: PUBPOL 564; ENV H 443; GEOG 445; URB DP 553; SOC 415; SOC 530; T URB 480.

*** RE565 should ideally be taken by MSRE students in their second year.

2.5: Registration and Student Status

2.5.1: Course Registration

MSRE students entering the program should participate in an advising session with the academic advisor and the Director of Graduate programs to determine the courses/schedule through the first two quarters. All real estate graduate level courses have add codes which can be obtained from the academic advisor. It would be useful for students to request meetings on a quarterly basis with both the advisor and the Director of Graduate programs to make sure their course schedule is on track for their graduation.

2.5.2: Full or Part Time Student Status

Students need to inform the academic advisor the first week of registration if they will be full or part-time the following quarter. Graduate students are **full-time** by taking at least 10 credits per quarter. The normal course load for full-time graduate students is 12-14 credits per quarter. Students can take up to 18 credits a quarter without any additional cost. MSRE students who are pursuing the program full-time with the normal course load are expected to graduate in 6 quarters under the Regular standing or 3 quarters under the Advanced standing.

Students are considered **part-time** if they take less than 10 credits per quarter. Students who want to attend the program part-time need to discuss their course plan with their academic advisor and inform the assistant to the chair and the graduate program coordinator of the pace they plan on taking the courses each quarter.

2.5.3: On-Leave Policy

If a student is not going to enroll during any quarter they need to be “on-leave”, by filling a petition, which requires the approval of the Department chair. A student may go on leave for a maximum of one quarter unless the circumstances are exceptional. Students requesting on-leave status must submit an online Request for on-leave status via MyGrad Program. For a given quarter, students can submit the request as early as two weeks prior to the first day of instruction and must submit payment of the non-refundable fee.

Please review carefully the UW policies on on-leave status at:

<https://grad.uw.edu/policies-procedures/general-graduate-student-policies/graduate-on-leave-status/>

and Memo 9:

<https://grad.uw.edu/policies-procedures/graduate-school-memoranda/memo-9-on-leave-policy-to-maintain-graduate-student-status/>

2.6: Grades and Grading

2.6.1: Grading Requirements

A 3.0 cumulative Grade Point Average (GPA) is required for good standing and graduation. The Graduate School requires students to achieve a minimum of 2.7 as an individual course grade to allow the course to be counted towards graduate credit.

Memo 19

<https://grad.uw.edu/policies-procedures/graduate-school-memoranda/memo-19-grading-system-for-graduate-students/>

Table 7. Grading System for Graduate students

GPA Equivalent	Letter Grade
4.0	A
3.9	
3.8	A-
3.7	
3.6	
3.5	
3.4	B+
3.3	
3.2	
3.1	
3.0	B
2.9	
2.8	B-
2.7	
2.6	
2.5	
2.4	C+
2.3	
2.2	
2.1	
2.0	C
1.9	
1.8	
1.7	
1.6 – 0.0	E

If a student's GPA falls below 3.0 the student will be reviewed quarterly and a written explanation of the performance expectations and a timetable for the correction of deficiencies will be provided with actions spanning from warning- probation (two stages) to dismissal.

Memo 16

<https://grad.uw.edu/policies-procedures/graduate-school-memoranda/memo-16-unsatisfactory-performance-and-progress/>

2.6.2: Graded versus Non-Graded Courses

MSRE students are required to take all real estate courses graded and for credit. One interdisciplinary elective with a maximum of 4-credits can be taken as Satisfactory/Not-Satisfactory (S/NS).

2.6.3: Incomplete Grades

A student may request an “Incomplete” which may be given only when they have been in attendance and done satisfactory work within two weeks of the end of the quarter, while furnishing proof to the instructor for the reasons (illness or other circumstances beyond the student’s control) they cannot complete the required work [Memo 19 (<https://grad.uw.edu/policies-procedures/graduate-school-memoranda/memo-19-grading-system-for-graduate-students/>)]. To obtain credit for a course, a student must complete the work and the instructor must convert an incomplete into a passing grade by the last day of the next quarter in residence. Incompletes cannot be converted to passing grades after two years or more.

2.6.4: Grade Appeal Process

The policies for grade appeal follow those of the University of Washington and are outlined at the following link: https://www.washington.edu/students/genecat/front/Grading_Sys.html Specifically, if a student believes that an instructor erred in an assignment grade or believes a grade recording error or omission occurred he/she needs to document in detail the concern and discuss it first with the instructor before reaching out to the Director of Graduate Programs and the Department Chair, which is a more formal process. The student should reach out to the Director of Graduate Programs and the Department Chair with a detailed memo of the concern. The memo needs to be submitted to the Department’s administrators no later than ten days after his/her discussion with the instructor if the instructor’s response is unsatisfactory. Within ten calendar days, the Director of Graduate Programs and the Department Chair will consult with the instructor to ensure that the evaluation of the student’s performance has not been arbitrary or capricious.

Should the Department Chair believe the instructor’s conduct to be arbitrary or capricious and the instructor declines to revise the grade, the Chair, with the approval of the voting members of the faculty, shall appoint an appropriate member, or members, of the faculty to evaluate the performance of the student and assign a grade. The Dean and Provost should be informed of this action.

2.7: MSRE Degree Completion

2.7.1: Requirements and Graduate School Procedures

The MSRE has a 70-credit requirement under the Regular standing or 41 under the Advanced standing; within these requirements there are set credits and coursework students need to complete as highlighted in Tables 2 and 3.

Students must be enrolled for a minimum of 2 credits during the quarter in which they intend to graduate and the application for graduation should be made during the first two weeks of the graduating quarter via the web at: <https://apps.grad.uw.edu/student/mastapp.aspx> If the student does not graduate during that quarter, she/he must register for the following quarter and again submit a master’s degree request to the Graduate School.

All students should check with the academic advisor their credits two quarters before they graduate to make sure they will have the time to make-up any missing credits.

2.7.2: Credit Audit

All student transcripts are audited at the beginning of the quarter before graduation and the quarter of graduation by the academic advisor and the Graduate Program Coordinator. It is also the student's responsibility to check their credits every quarter and coordinate with both aforementioned administrators two quarters before their graduation on the credit requirements for the degree to minimize any missed credits before their graduation.

2.7.3: Academic Advising

Upon entering the MSRE program all students are required to hold a meeting with the academic advisor and the Director of Graduate Studies. This meeting which typically takes place before the beginning of the academic year focuses on course schedule advising based on the student's interest as well as insight on the professional area of interest to help the program align them with an appropriate mentor.

All students are free to consult with the Director of Graduate Programs for administrative and general curriculum questions throughout their studies even though they might not be their designated academic adviser.

The academic advisor has all graduate and undergraduate course add codes and will help students with any registration issues. Students are required to meet with the Director of Graduate Programs or the academic advisor the first two weeks of each quarter to make sure they are on track with the program requirements for each quarter. The program also offers a fifth week check-in with all MSRE students to assess any issues and receive program feedback.

3: Student Conduct and Affairs

3.1: Code of Conduct and Plagiarism

The student conduct code requires students to practice "*high standards of academic and professional honesty and integrity*". Students who are suspected of cheating or plagiarism will be confronted directly by the instructor, who will inform the appropriate parties within the Department, College, and University to determine if the student's actions warrant disciplinary action, which may include probation or dismissal. If you have any doubt about whether a specific use of material constitutes plagiarism or whether it is appropriate to work with others on a project or assignment, please ask.

The University's Student Conduct Code can be found at: <http://www.washington.edu/cssc/for-students/student-code-of-conduct/> Additional information can be found at the Washington Administrative Code 478-120 (<http://app.leg.wa.gov/WAC/default.aspx?cite=478-120>).

It is important for students to understand the meaning of plagiarism, which "occurs whenever someone uses the ideas or writings of another as their own without giving due credit" (<https://depts.washington.edu/pswrite/plag.html>) Additional resources can be found at: <https://depts.washington.edu/grading/pdf/AcademicResponsibility.pdf>

3.1.1: Respectful Environment-Email Etiquette-Event Attire

It is important for students to be respectful of the opinions of their classmates, other students, faculty, staff and others in the UW community and beyond. The University of Washington values and honors diverse experiences and perspectives and strives to create welcoming and respectful learning environments and promotes access and opportunity. If students experience bias they should report it to

the Director of Graduate Programs and the Department Chair. Students are also free to use the UW bias reporting resources as a second step: <https://www.washington.edu/bias/>

It is important for MSRE students to exercise professional email etiquette when contacting staff, faculty, advisors, mentors, speakers, industry professionals, internship liaisons etc. Please make sure you check your emails for spelling, grammar errors and be concise on the information you want conveyed to have your question answered. UW/Seattle and UW Bothell offer an outline of a respectful email we suggest you review: <https://www.washington.edu/research/or/office-research-central-intranet/email-netiquette-guide/>, <https://www.uwb.edu/it/learning/netiquette-guidelines>

MSRE students participate in various events with professionals and it is important to project an image of professionalism by wearing the appropriate attire during events or individual meetings. Students should consider these interactions as an opportunity to extend their network and should dress according to the occasion. For additional details UW offers suggestions on how to dress for success: <https://careers.uw.edu/resources/dress-for-success/> select view resource.

For additional other resources include:

- https://foster.uw.edu/wp-content/uploads/2015/07/Dress-For-Success_-Businesss-Professional-5.pdf
- <http://www.businessinsider.com/how-to-dress-for-work-business-attire-2014-8>

3.2: Disabilities Center

The Runstad Department of Real Estate and the University of Washington are committed to ensuring learning opportunities for students with temporary (e.g. a broken limb etc.) or permanent disabilities. Students are not required to notify their instructors directly of their disability to ensure student privacy. If a student has a disability he/she needs to contact the office of Disability Resources for Students (<http://depts.washington.edu/uwdrs/>) as quickly as possible. DRS will request the appropriate documentation from the student and contact all of the students' instructors informing them of the accommodation required, without notifying them of the type of disability. Instructors will comply with the request and accommodate the students. In case of any miscommunication between DRS and the instructors, the students need to notify their instructors that they will be receiving an email from DRS.

3.3: Diversity

The Runstad Department of Real Estate is committed to promoting an inclusive community and culture that supports faculty, staff and students who collectively reflect the diversity of our society. Diversity, in all of its forms should not only be celebrated but is also necessary in helping us advance our understanding of the built environment via both our teaching and our research. As a department we aim to achieve these goals by recognizing and serving the many types of diversity reflected amongst our community, including, but not limited to, race, ethnicity, nationality, sexual orientation, gender identity, culture, religion, educational and social background, veteran status, age, language and (dis)ability. For more information about diversity resources please see; <https://re.be.uw.edu/about/diversity/>

3.4: Religious Accommodations

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy \(https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/\)](https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/).

Accommodations must be requested within the first two weeks of this course using the [Religious Accommodations Request form \(https://registrar.washington.edu/students/religious-accommodations-request/\)](https://registrar.washington.edu/students/religious-accommodations-request/).

3.5: Student Safety

The safety of the University of Washington community is critical. Students are advised to refer to UW policies and procedures to ensure their safety and security on campus. For more information, go to: <http://www.washington.edu/safecampus/> To report threats, seek advice, or get counseling, dial 206-685-SAFE (7233).

3.6: Counseling Resources

The University of Washington offers counseling services to students who might be dealing with stressful situations due to their studies or personal situations, while exercising full confidence. Students should not be hesitant to reach out to the UW professionals who are ready to help them through short or long-term difficult situations. Students should reach out for counseling at: <https://www.washington.edu/counseling/>

3.7: Writing Centers

The University of Washington can help students who haven't done research before or experience various writing challenges through the Odegaard Writing and Research Center: <http://www.lib.washington.edu/ougl/owrc> Although the center is mainly focusing on undergraduate students it offers resources for graduate students as well.

For students whose first language is not English and who experience challenges in writing, there is the [Targeted Learning Communities \(TLC\)](#) for English Language Learners through the Odegaard Writing and Research Center. The program allows small groups of students who are enrolled in reading or writing-intensive courses to meet weekly with OWRC tutors. Together, they work to decode academic and cultural norms, practice language acquisition, and develop collaboration skills.

TLCs can cover many topics, including:

- Reading difficult course texts
- Participating in class discussions and activities
- Understanding assignments/feedback
- Interpreting classroom and cultural norms
- Finding other resources and support services
- Working collaboratively with instructors and peers

4: Computer Requirements and Facilities

4.1: Student Computer/Calculator Requirements

Students are required to have a laptop for the proper functionality of various software. If students have a Mac laptop it is mandatory for them to install a windows emulator to allow them to work with Microsoft excel.

Students are required to purchase a financial calculator. The HP12C is recommended. Students will be responsible for their own training.

4.2: Building Use Permits and CAAMS Building Access

Building Use Permits are issued annually in autumn to currently enrolled students through the Assistant to the Chair. Students should carry their permit during hours when the building is not open to the public.

Gould Hall utilizes the CAAMS monitoring system. Outside of regular operating building hours, entry is restricted to College students with CAAMS access. Students are programmed into the system each quarter. Should you find that you do not have the access you need, reach out to the Assistant to the Chair. If you lose your Husky Card, you can replace it through the Husky Card Office.

4.3: Mail and Lockers

There are no facilities available for MSRE students' postal mail; either personal or program-related. Students should not use the MSRE office address for their personal mail.

A limited number of lockers are available for MSRE students. Locker assignments are coordinated through the Assistant to the Chair in the Autumn Quarter every year. Students should use lockers assigned to them and may not use unoccupied lockers. Items cannot be placed on top of the lockers due to safety regulations. Students are responsible for cleaning out their lockers at the end of their rental period. Any items left behind in a locker are subject to disposal.

4.4: EMail

The MSRE program staff will correspond with the MSRE students via their UW email address. Students who prefer to use alternate emails should take appropriate measures to ensure the MSRE announcements reach them, such as setting up email forwarding etc. Please keep in mind that as a state university, UW email is considered public record, and may be subject to public records requests so please be professional in your communications.

5: Events

5.1: Student Orientation and Reception

Students are required to attend events organized during Orientation. Orientation balances academic concepts with introduction to the area and the local industry and community.

One of the events during Orientation is a Welcome Reception, which provides students the opportunity to meet members of the Runstad Advisory Board.

5.2: Runstad Leadership Dinner

The Runstad Department of Real Estate hosts an annual Leadership Dinner every autumn. This is a wonderful opportunity for students to network with professionals. For minimal cost students can attend the event and sit with executives at assigned seating as close as possible to their interests. The event requires business attire. Typically, real estate courses accommodate this event allowing students to attend it.

5.3: Graduation Ceremony and Reception

The MSRE students have the option to participate at the spring college graduation ceremony along with all other college students, having the opportunity to walk along the stage and receive their degree. This is an opportunity to be joined one last time with the rest of their class and celebrate with family and friends. Students in the Seattle area are strongly encouraged to attend the graduation ceremonies in June. This will give you an opportunity to wear the traditional cap and gown

(<http://www.washington.edu/graduation/registrationorder-form/>) and represent the program among all other graduating programs in the College. Class photos will be taken at the time with a reception to follow.

6: Career Development and Mentoring Program

6.1: Career Development and External Professional Mentoring

Students should utilize their time while in the MSRE program to establish and/or expand their professional outreach. During orientation students are introduced to a variety of organizations and throughout their students there are various opportunities to engage with industry professionals through course guest speakers, course papers and RE Club lunch & learns.

Students should follow the email etiquette and attire outlined in this handbook when reaching out to their mentors. Students should alert the Director of Graduate programs and the Department Chair of any personal or professional uncomfortable situations immediately to allow the Department to address them. Guidelines for both the mentor and mentee helping manage expectations are outlined in Appendix B. Both parties need to sign the Appendix agreement in addition to the Department Chair. If either the mentor or mentee wish to end their relationship they need to contact immediately both the Director of Graduate programs and the Department Chair.

Additionally, students need to be very proactive and seek help from the University resources, which offer regular seminars and other events aiding students with their resumes, elevator speech etc: (<https://careers.uw.edu/graduate-students/>).

Additionally, students should explore open resources of other schools within UW. They be useful, even if aimed at undergraduate students
e.g. <https://foster.uw.edu/careers/career-services/undergraduate-students/interview-prep/>,<https://www.uwb.edu/careers/job-search-tools>

Appendix A

Master of Science in Real Estate Curriculum – Regular Standing

70 credits (6 quarters)

Student Name	Entry Year	Program	Student Number		
		Regular			
Real Estate Core - (27 credits)			Quarter	Year	Grade
REQUIRED COURSES					
RE 510 Introduction to Real Estate	(3)	Autumn			
RE 511 Real Estate Valuation and Appraisal	(3)	Spring			
RE 513 Real Estate Finance	(4)	Autumn			
RE 515 Real Estate Law	(3)	Winter			
RE 516 Introduction to Real Estate Economics	(4)	Spring			
RE 540 Advanced Real Estate Finance & Investment	(4)	Winter			
RE 541 Real Estate Capital Markets	(3)	Winter			
RE 566 Real Estate Market Evolution & Disruptions	(3)	Autumn			
Business Skills Courses - (15 credits)			Quarter	Year	Grade
REQUIRED COURSES					
RE 400 Accounting for Real Estate	(3)	Autumn			
RE 512 Leadership in the Built Environment	(3)	Autumn			
RE 514 Negotiations & Conflict Resolution	(3)	Winter			
RE 552 Real Estate Careers & Professional Development	(3)	Winter			
Appropriate Elective	(3)				
Technical/Software Skills Courses - (14 credits)			Quarter	Year	Grade
REQUIRED COURSES					
RE 506 Quantitative Methods/Basic Statistics	(4)	Autumn			
RE 508 Financial Modeling for Real Estate I - EXCEL	(3)	Autumn			
RE 519 Data Analytics & Visualization	(3)	Autumn			
RE 597 Real Estate Data Modeling	(4)	Autumn			
Capstone Experience - (min 4 credits)			Quarter	Year	Grade
RE 530 Corporate RE & Facilities Management	(4)	Spring			
RE 531 Risk & Portfolio Management	(4)	Spring			
RE 551 Real Estate Dev Studio	(4)	Spring			
RE 565 Advanced Housing Studies	(4)	Spring			
Elective w/ approval & Director of Graduate Programs approval	(4)	Spring			

ELECTIVE COURSES				
RE 532 RE Project Management	(3)	Autumn		
RE 550 Real Estate Development	(4)	Spring		
RE 563 Housing Markets and Policy	(3)	Spring		
RE 564 Affordable Housing	(4)	Winter		
RE 600 Independent Study	(2)			
Any additional capstone courses beyond the one taken as a requirement	()			
Appropriate Elective	()			

DEGREE REQUIREMENTS	Total Credits
Business skills - required	15
Technical/software skills - required	14
Core Courses - required	27
Capstone experience or any other RE elective - required	4
Electives: students can take electives in any group	10
Total credit hours	70

Adviser Signature	Date
Adviser Notes	

Master of Science in Real Estate Curriculum – Advanced Standing

41 credits (3 quarters)

Student Name	Entry Year	Program	Student Number		
		Advanced			
Real Estate Core - (17 credits)			Quarter	Year	Grade
REQUIRED COURSES					
RE 515 Real Estate Law	(3)	Winter			
RE 516 Introduction to Real Estate Economics	(4)	Spring			
RE 540 Advanced Real Estate Finance & Investment	(4)	Winter			
RE 541 Real Estate Capital Markets	(3)	Winter			
RE 566 Real Estate Market Evolution & Disruptions	(3)	Autumn			
Business Skills Courses - (6 credits)			Quarter	Year	Grade
REQUIRED COURSES					
RE 512 Leadership in the Built Environment	(3)	Autumn			
RE 514 Negotiations & Conflict Resolution	(3)	Winter			
Technical/Software Skills Courses - (4 credits)			Quarter	Year	Grade
REQUIRED COURSE					
RE 597 Real Estate Data Modeling	(4)	Autumn			
Capstone Experience - (min 4 credits)			Quarter	Year	Grade
RE 530 Corporate RE & Facilities Management	(4)	Spring			
RE 531 Risk & Portfolio Management	(4)	Spring			
RE 551 Real Estate Dev Studio	(4)	Spring			
RE 565 Advanced Housing Studies	(4)	Spring			
Elective w/ approval & Director of Graduate Programs approval	(4)	Spring			
ELECTIVE COURSES					
RE 510 Introduction to Real Estate	(3)	Autumn			
RE 513 Introduction to Real Estate Finance	(4)	Autumn			
RE 511 Real Estate Valuation and Appraisal	(3)	Spring			
RE 550 Real Estate Development	(4)	Spring			
RE 563 Housing Markets and Policy	(3)	Spring			
RE 564 Affordable Housing	(4)	Winter			
RE 532 RE Project Management	(3)	Autumn			
RE 600 Independent Study	(2)				

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Any additional capstone courses beyond the one taken as a requirement ()			
Appropriate Elective ()			

DEGREE REQUIREMENTS	Total Credits
Business skills - required	6
Technical/software skills - required	4
Core Courses - required	17
Capstone experience or any other RE elective - required	4
Electives: students can take electives in any group	10
Total credit hours	41

Adviser Signature	Date
Adviser Notes	

APPENDIX B
MSRE – University of Washington
Mentoring form

The Runstad Department of Real Estate at the University of Washington focuses in the wholistic development of the future leaders of real estate and views industry involvement in such development as critical in a student’s comprehensive understanding of the workings of real estate markets. Mentoring and sharing experiences with students is therefore a valuable first step in preparing them to deal with industry challenges upon their graduation. Mentors and mentees can decide on the type of interaction they will have based on the ones mentioned below based on their schedules. The expectation for mentors is to schedule at least 2-3 meetings per quarter with their mentee. They are also expected to cover costs of an event a mentee is invited and lunch/coffee.

Overall Goals:

1. Help students understand the inner-workings of the industry and expand their network
2. Expose students to different projects allowing them to understand the area they wish to specialize
3. Help students make more employable

Student Name	
Preferred Email	
Expected Graduation	
How did you find your mentor?	
Employer Name	
Sector	
Street Address	
City	
State, Zip code	
Country	
Mentor Name	
Mentor Title	
Mentor Phone	
Mentor Email	

Start date _____ End date _____
 Mentoring type (select all that apply): a. breakfast/lunches/dinners___ b. business meetings__ c. office meeting shadowing___ c. invitation to business event___ d. oversight on a project____
 Meeting frequency per month _____

Student Agreement

1. Prepare goals and objectives for the mentor
2. Respect the mentor’s time and be professional in your communications
3. Be open to a mentor’s advice and demonstrate how much you value their opinion
4. Share your professional concerns, challenges and ways you think he/she can be helpful
5. Listen to your mentor rather than talk too much
6. A mentee reserves the right to end the mentoring relationship and provide feedback to the department administration

Mentor Agreement

1. Help your mentee engage in mentoring by reaching out to them and engaging them with you, your employees or organizations
2. Listen to your mentees interests and goals from mentoring
3. Help your mentee in making progress in their individual goals
4. Inform them that you are open to initiatives they might want to take
5. Mentor should not assume that the advice or suggestions will be followed even if the mentee does not openly disagree as it might be a cultural issue
6. Be sensitive to people of different cultures and upbringings
7. A mentor reserves the right to end the mentoring relationship and provide feedback to the department administration

Student Signature	Company Representative	Department Chair
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

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