

University of Pennsylvania
The Wharton School

REAL 821, REAL 321, & ARCH 768
Real Estate Development
Spring 2022

COURSE DESCRIPTION

Professor Asuka Nakahara
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Office Hours: By appointment only
Teaching Assistant: Sam Lai¹
(206) 818-8386; (305) 744-4629
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Canvas: <https://canvas.upenn.edu/courses/1487145>

Course Objectives. Four objectives will drive this course, helping you:

1. Become better decision-makers and real estate industry leaders.
2. Assess and mitigate the risks in real estate development and investments.
3. Be more productive in your first job.
4. Familiarize yourself with the real estate development process.

Course Topics. This course focuses on “ground-up” development as well as re-development and acquisitions. We will examine traditional real estate products including office, retail, warehouses, lodging, single-family and multi-family residential, mixed use, and land. “Specialty” uses like golf courses, resorts, timeshares, student housing, and senior assisted living will be analyzed. You will learn the development process from market analysis, site acquisition, zoning, entitlements, approvals, site planning, building design, construction, financing, and leasing to ongoing management and disposition. Additional topics - workouts, leadership, running an entrepreneurial company, and the pandemic’s impact on deals and projects - will be discussed.² Throughout, we will focus on risk management, as minimizing risk first results in maximizing long run profits and net worth accumulation.

Course Structure. Cases focused on products – office, industrial, and so forth – are intermixed with lectures/case studies/videos on processes – market analysis, site acquisition, and the like. We will review and contrast products and processes over the course of the semester; expert guest speakers will give a range of views on key development issues. Please note that up to 6 times each semester, we will have additional guest speakers meaning the class may end as late as 7:15 p.m. Please plan accordingly. Besides cases and lectures, we may utilize problem-solving exercises, field trips, student teams, discussion boards, videos, and readings. *Students are expected to attend all classes that are scheduled outside of the normal class times, so please study the syllabus and your other class schedules before committing to this class.*³ Optional classes may be offered in person or on Zoom outside of normal class hours.

¹ Sam will be assisted by fellow TA Ryan Finvarb who will handle certain aspects of our class.

² The course does not cover non-U.S. real estate markets, affordable-housing or public-private partnerships.

³ As of this writing, these classes will end at 7:15 p.m. instead of 6:30 p.m.: February 2, February 23, March 30, April 6, and April 13. This is subject to change so please hold from 3:30 p.m. to 7:15 p.m. on class dates.

Cases & Surveys. This course makes heavy use of the case method, maximizing your decision-making opportunities. You may be called on at any time. If you are unprepared to discuss a case, please let Sam and me know by email before class. Being “caught” unprepared will adversely affect your class participation grade much more. Long-windedness and low-value-add comments (a.k.a. BS) are worse than not speaking at all. Peer evaluations of your discussion contribution may affect your class participation grade. Please bring your name tents to each class. If you feel that I’m not calling on you, please let Sam and me know.

Class surveys are your chance to provide feedback on what did and did not work. They take less than 10 minutes to complete and are posted on Canvas for a limited time; your participation grade will be negatively affected if you do not submit these on time.

Written Memos and Papers. You will be required to write as many as 14 memos – an important skill for any career. Peer evaluation of individual contribution to team papers will be utilized. Peer grading on up to three assignments may be utilized as a learning approach. Some assignments will be graded on a Pass/Fail basis; others will follow an absolute, not curved, grading scale. Written paper grades will be curved at the end of the term. Optional assignments will provide additional learning and grade enhancement opportunities – doing these will ‘move the dial’ on grades. Conversely, not doing these will likely negatively affect your grade.

Neatness, organization, clarity, grammar, punctuation, spelling, and conciseness matter and will impact your grade. You are encouraged to discuss cases in study groups, but assignments are to be individual efforts, unless noted otherwise.

Deadlines are firm. Assignments are typically due before 10:30 a.m. of the class day when the case will be discussed unless noted otherwise. Surveys are typically, but not always, due on the Sunday evening before class. Late papers for *any reason* are given a grade off (ex. “A-” becomes a “B-”) if submitted after 10:30 a.m. of the class day but before 3:00 p.m. of the class day. After class begins at 3:00 p.m., a “No Credit” grade will be given. *There will be no exceptions.* Advice – do not wait till the last minute or cut it close.

Submitted papers must be uploaded to the Canvas course site. Please format as one PDF. Group assignments only need to be submitted once. Please do not submit a memo that you would not feel comfortable sending to your future employer’s CEO.

Grading and Exams

- Class Participation 50%
- Papers 50%

There are no midterm or final exams. ***No students will be allowed to take this course on a Pass-Fail basis.***

Attendance. In part, because 50% of your grade is class participation, you are expected to attend each class in person, prepare thoroughly, and actively participate. Attendance will be taken at the start of class. Please sign in or you will be noted as absent. Punctuality is expected. Any absence, late arrival or early departure will count negatively towards your grade. Please let Sam and me know before class if you plan to arrive late or leave early. More

than 1 unexcused absence⁴, will negatively affect your grade. This will be magnified if no prior written notice is provided. Please note the mandatory classes ending at 7:15 p.m. All classes will be live streamed and recorded for students interested in reviewing a class or viewing a missed class. Students attending via livestream are observers only.

Heavy Workload. Please be sure your schedule can accommodate the time required to excel in this course. Student feedback historically indicated that this course's workload is the heaviest encountered in the MBA program. Assignments that are due prior to the first class will be outlined in a memo to registered students. They do 'count' so please do them.

Class Website (Canvas). Sam and I will post any updates here, including class or assignment changes. Presentations, related readings, and guest speaker bios will be posted. Any in-class presentation not posted on Canvas is typically available to review by appointment.

Office Hours. Individual and group office hours will be available on Zoom by appointment. In person appointments are also available; please allow some lead time if you have a topic with time urgency. I encourage you to reach out to meet this semester to discuss anything of interest.

Other Administrative Matters. Please treat our class session as a board meeting - turn off all cell phones, tablets, laptops, and other devices. Do not text, email, or visit websites during class or otherwise distract others. If you must use an electronic device, please leave to do so; otherwise, you will be asked to leave should you use any electronic equipment, broadly defined, and this won't help your grade or my demeanor.⁵ Be on time. Be focused.

Readings. The primary textbook Professional Real Estate Development should be considered as background material that won't be discussed in class. Other readings are interesting and useful, but, similarly, won't be discussed in class either. The readings and casework are "lumpy," so pacing is important. If you are pressed for time, focus on the case readings.

Class reading materials will be charged to your bursar account. As noted earlier, we will post whatever we can on the web site for downloading or review. The bulkpacks will be available electronically on Study.net (which also offers the option to have a copy printed by Wharton Reprographics). Please contact customerservice@study.net with any website related issues.

Prerequisites. Students are responsible for material covered in Real Estate Investments (REAL 721). The class will be taught assuming you have mastered these topics. This pre-requisite is STRICTLY enforced unless the class is under-subscribed.

Fun & Worthwhile. Real estate is fun and we will endeavor to enjoy ourselves. The fun will come from hard work, intense interaction, and the satisfaction of attaining the next level of learning. It is important that you leave this class feeling that it was well worth the effort and the investment of your valuable time. If we do our jobs, you will hit the ground running as you start your post-Wharton career. It is critical that you and your classmates provide great leadership to the real estate industry.

⁴ Excused absences – personal illness, religious holiday, death in the immediate family. Not excused, however important or reasonable: interviews, honeymoons, weddings, ski trips, other classes, etc. To receive full credit for an excused absence, you must view the class recording or via Livestream and make up work must be completed – it is your responsibility to confirm the make-up assignment with the instructor prior to the missed class.

⁵ An exception will be made when text polling is utilized during class.

REAL 821, REAL 321, & ARCH 768

Real Estate Development

Spring 2022

COURSE OUTLINE

1/19

Course Administration	Asuka Nakahara
Introduction	Asuka Nakahara
<ul style="list-style-type: none"> 22203 Aquila Street (A) Shady Grove (A) Kip Nicklaus 	
PROCESS:	Denise Olsen, <i>Senior Managing Director</i>
Market Analysis	GEM Realty Capital

READINGS:⁶

Course Administration

- Course administration videos, podcasts, and survey on Canvas (5 clips, ~ 53 minutes)
- “It is Recommended That You Write Clearly” by Blake, [Wall Street Journal](#)^{BP}
- “Why Can’t MBA Students Write?” by Middleton, [Wall Street Journal](#)^{BP}

Introduction to Real Estate Development

- Case: 22203 Aquila Street (A) ^{BP}
- Case: Shady Grove (A) ^{BP}
- Kip Nicklaus Podcast and survey on Canvas (1 clip ~ 9 minutes)
- NAIOP Online Course / Developing for the New Century – Dr. Norm Miller, Real Estate Director, University of Cincinnati (optional – available on Canvas ~ 60 minutes)⁷
- “Learning by the Case Method” by Hammond, [Harvard Business School](#)^{BP}
- “Harnessing the Science of Persuasion” by Cialdini, [Harvard Business Review](#)^{BP}
- “Real Estate Test” ^{BP}
- Teaching Note: The Ultimate Question^{BP}
- “Why Some Teams Are Smarter Than Others” by Woolley, Malone & Chabris, [NY Times](#)^{BP}
- Teaching Note: Financial Analysis of Real Property Investments^{BP}
- Real Estate Financial Analysis Workbook^{BP}
- Cap rate video and survey on Canvas (optional - 1 clip, ~11 minutes)⁸
- *The Real Estate Game* by Poorvu, Chapter 2: “Using Numbers in Real Estate” ^{BP}
- *Professional Real Estate Development* by Peiser, Chapter 1: “Introduction”
- *The Real Estate Dictionary* by Talamo (optional)
- *Real Estate Finance & Investments* by Linneman, Chapter 26: “There Are A lot of Right Ways To Do It”

Market Analysis

- Market Analysis Readings ^{BP}
- *Professional Real Estate Development* by Peiser, Chapter 3: “Land Development”, pages 62 – 64 & 69 – 71.
- *Real Estate Market Analysis* by Schmitz and Brett, Chapter 1: “Understanding Real Estate Market Analysis”
- *Real Estate Market Analysis* by Schmitz and Brett, Chapter 2: “Basic Approach to Real Estate Market Studies”

⁶ Please focus your efforts on the cases that will be discussed in class. All other readings are optional; they should be helpful and provide context for the day’s case. Some readings are intended for students with minimal or no real estate background. If you are familiar with any reading’s content, please feel free to skim or skip altogether. Readings with the “BP” superscript are available in the bulkpack and study.net. Those not so noted are available at Lippincott Library on reserve.

⁷ Optional assignment – to received credit, the survey is due by Sunday, January 23, 11:00 p.m.

⁸ Optional assignment – to receive credit, the survey is due by Sunday, January 23, 11:00 p.m.

PRODUCT: Industrial Development	Jim Mazzairelli, <i>Regional Leasing & Acquisitions Officer – Exeter Property Group</i> ⁹
<ul style="list-style-type: none"> • 201 New Jersey Parkway (A) • 203 New Jersey Parkway (A) • Five Below Build-to-Suit (A) 	

READINGS:

Industrial Development

- Case: 201 New Jersey Parkway (A) ^{BP}
- Case: 203 New Jersey Parkway (A) ^{BP}
- Case: Five Below Build-to-Suit (A) ^{BP}
- Five Below Build-to-Suit (A) videos and survey on Canvas (3 clips ~ 30 minutes)
- *Professional Real Estate Development* by Peiser, Ch. 6: “Industrial Park and Building Development”

PROCESS: Site Acquisition & Due Diligence	Asuka Nakahara
PROCESS: Site Planning & Building Design	Asuka Nakahara
PROCESS: Construction	Doug Carney ¹⁰ , <i>Senior Vice President Brigham Health – Real Estate, Facilities, and Operations</i>
PRODUCT: Main Street Mixed Use <ul style="list-style-type: none"> • The Lovelace Building 	Steve Burke, <i>Founding Partner Madison Valley Partners</i> Weston Fricke, <i>Managing Partner Madison Valley Partners</i>
FIRESIDE CHAT	Steve Burke, <i>Former Chairman & CEO NBCUniversal</i>

READINGS:

Industrial Review

- Industrial Review video and survey on Canvas (1 clip ~ 31 minutes)
- “Last Mile: The User May Not Be That Discerning, But The Investor Needs To Be”, *PREA Quarterly* ^{BP}

Site Acquisition & Due Diligence

- Site Acquisition & Due Diligence videos and survey on Canvas (3 clips ~ 90 minutes)
- *Professional Real Estate Development* by Peiser, Ch. 3: “Land Development”, pages 64 - 69.

Site Planning & Design

- Site Planning & Building Design videos and survey on Canvas (1 clip ~ 50 minutes)
- Sustainability & Green Development – Selected Readings ^{BP}
- “Breakthrough in Sustainability in CRE,” *Deloitte* ^{BP}
- “Why CRE and PERE Investors Should Reconsider Their Roles in the Climate Tech Development Process,” *Forbes* ^{BP}
- *ABC of Architecture* by Gorman
- “Nine Ways to Approach Office Design” by Fran Ferrone, *National Real Estate Investor* ^{BP}
- JLL Chart Energy Star Certifications Add Extra Green to Asking Rents in the Philadelphia Suburbs”, *JLL* ^{BP}

Construction

- Construction video and survey on Canvas (2 clips, ~85 minutes)
- “Gotcha: 10 Key Clauses in Construction Contracts” – Goldenberg, Rosenthal, LLP newsletter ^{BP}
- Turner Construction Company: Project Management Control Systems – HBS Case ^{BP 11}
- Integrated Project Delivery: A Guide ^{BP}
- CBRE Construction Case Study ^{BP}
- ENR – 3D Reality Capture for Construction Presentation ^{BP}

Main Street Mixed Use

- Case: The Lovelace Building ^{BP}

⁹ Former Senior Vice President, Liberty Property Trust¹⁰ Former Senior Vice President – Facilities, Real Estate, & Construction Management, Children’s Hospital of Philadelphia.¹¹ Please treat the Turner Construction Company case as background reading only. We will not be discussing this case in class.

2/9

PROCESS: Development Financing	Tom McNearney, <i>Former Executive Managing Director</i> <i>Transwestern Commercial Services</i>
PRODUCT: Resort/Condo/Timeshare Development • Four Seasons Jackson Hole (A)	Jeff Sussman, <i>President</i> <i>Property Group Partners</i>

READINGS:

Development Financing

- “Structuring Development Joint Ventures”, Development Magazine^{BP}
- “Prospering in a Turbulent Economic Climate” by Rand, Development Magazine^{BP}

Resort/Condo/Timeshare Development

- Case: Four Seasons Jackson Hole (A)^{BP}
- “Your Hybrid Home”, Conde Nast Traveler^{BP}
- “The Future of Resort Development” by Kaufman & Ducker, Urban Land^{BP}
- “What is WHOOPPEE?” interview video and survey on Canvas (1 clip, ~21 minutes)¹²
- “WHOOPPEE App Tour” – video and survey on Canvas (1 clip, ~4 minutes)

2/16

PRODUCT: Single Family Housing Development • Woodside (A)	Jason Duckworth, <i>President</i> , <i>Arcadia Land Company</i>
WHOOPPEE / CASE WALK THROUGH	Asuka Nakahara
PROCESS: Zoning, Entitlements & Approvals	Denise Yarnoff, <i>Partner</i> <i>Riley Riper Hollin & Colagreco</i>

READINGS:

Single Family Housing Development

- Case: Woodside (A)^{BP}
- “Their Own Acre – Why ‘walkable communities’ don’t fly here” by Mastrull, Philadelphia Inquirer 3-part series^{BP}

Zoning, Entitlements, & Approvals

- Additional materials will be available on Canvas
- *Professional Real Estate Development* by Peiser, Chapter 3: “Land Development”

2/23

FIRESIDE CHAT	Dana Strong, <i>Group CEO</i> <i>Sky Group</i>
PROCESS: Management and Dispositions	Asuka Nakahara
PRODUCT: Hotel Development • Eagleview (C) ¹³	Bob Hankin, <i>President & CEO</i> <i>Hankin Group</i> Michael Hankin, <i>COO</i> <i>Hankin Group</i> Jim Fuller, <i>Vice President - Planning & Design</i> <i>Hankin Group</i> Andrew Tod, <i>Executive Vice President</i> <i>Partner GF Hotels</i>

READINGS:

Management and Operations

- Residential property management video and survey on Canvas (1 clip, ~30 minutes)
- Management video and survey on Canvas (1 clip ~ 60 minutes)
- Dispositions video and survey on Canvas (1 clip ~ 60 minutes)
- Property Management Readings^{BP}

Hotel Development

- Cases: Eagleview Case Book^{BP}
- New Urbanism/Traditional Neighborhood Design/Lifestyle Center Readings^{BP}
- *The New Urbanism* by Katz, “Preface”, “The Region”, “The Neighborhood, the District, and the Corridor”, “The Street, the Block and Building”, and “Planning the American Dream”

¹² WHOOPPEE interviews, videos, and surveys are part of class preparation for 3/18 but are not due on Canvas until 10:30am on 3/19.

¹³ Please read the entire Eagleview Case Book which includes the A, A-1, and B cases. But invest most of your time reading and analyzing the C case, which will be discussed in class. The other cases are just for context.

2/25	<i>REVIEW SESSION I</i> ¹⁴ (Optional)	Asuka Nakahara
3/2	<i>NO CLASS – MBA OPPORTUNITY WEEK</i>	
3/9	<i>NO CLASS – WHARTON SPRING BREAK</i>	
3/16	PRODUCT: Mixed Use/Renovation: <ul style="list-style-type: none"> Victory Building 	Ron Caplan, <i>Founder/CEO</i> <i>PMC Property Group</i>
	PRODUCT: Urban Office Repositioning <ul style="list-style-type: none"> 1271 Avenue of the Americas 	Daniel Rashin, <i>Former President and CEO</i> <i>Rockefeller Group</i> Daniel Moore, <i>President and CEO</i> <i>Rockefeller Group</i>
READINGS: Mixed Use/Renovation <ul style="list-style-type: none"> Case: Victory Building ^{BP} Urban Office Repositioning <ul style="list-style-type: none"> Case: 1271 Avenue of the Americas ^{BP} Additional Readings on Canvas 		
3/23	PRODUCT: Multi-family Residential Development <ul style="list-style-type: none"> Kessler Park Apartments 	Tony Dona, <i>Partner</i> <i>Thackeray Partners</i> Jeff Courtwright, <i>Executive Vice President</i> <i>Lincoln Property Company</i>
	PRODUCT: Student Housing Development <ul style="list-style-type: none"> Roll Tide: The Union on Frank 	Ashley Heggie, <i>Senior Managing Director – Development & Construction Services</i> <i>Greystar</i> Martha Morris, <i>Associate – Development</i> <i>Greystar</i>
READINGS: Multi-family Residential Development <ul style="list-style-type: none"> Case: Kessler Park Apartments ^{BP} <i>Professional Real Estate Development</i> by Peiser, Chapter 4: “Multi-Family Residential Development” Student Housing <ul style="list-style-type: none"> Case: Roll Tide – The Union on Frank ^{BP} Student Housing – Selected Readings ^{BP} 		
3/30	PROCESS: Office Leasing Structures	Neil Jones, <i>Senior Vice President</i> <i>Hines Interests</i>
	PRODUCT: Office Development <ul style="list-style-type: none"> Bayside (A) & (B) 	Asuka Nakahara
	FIRESIDE CHAT	Jack Brennan, <i>Former Chairman and CEO</i> <i>Vanguard Group</i>
READINGS: Marketing & Leasing <ul style="list-style-type: none"> Commercial leasing video and survey on Canvas (1 clip, ~30 minutes) Negotiation Analysis: An Introduction ^{BP} “Seven Simple Ways to Become a Better Negotiator” by Delee Fromm, <i>CREW Newsletter</i>^{BP} Office Development <ul style="list-style-type: none"> Case: Bayside (A) & (B) ^{BP} <i>Professional Real Estate Development</i> by Peiser, Chapter 5: “Office Development” <i>Office Development</i> by Bob Short “Is the Office Capable of a Comeback?”, <i>PREA Quarterly</i> ^{BP} “Forecasting Office Amenities of the Future”, <i>PREA Quarterly</i> ^{BP} Additional materials posted on Canvas 		

¹⁴ This class is optional, and it will take place on Friday, February 25th, 2022, from 10:30 a.m. – 12 p.m.

<i>SPECIAL TOPIC:</i> Debt • Villa Del Mar	Tony Dona, <i>Partner</i> <i>Thackeray Partners</i>
<i>PRODUCT:</i> Retail Development • Festival at Waldorf (A)	Tony Dona, <i>Partner</i> <i>Thackeray Partners</i>
<i>SPECIAL TOPIC:</i> • Workouts	Tony Dona, <i>Partner</i> <i>Thackeray Partners</i>
<i>FIRESIDE CHAT</i>	Olivia John, <i>Founder & CEO</i> <i>Ossso Capital</i>

READINGS:**Debt**

- Case: Villa Del Mar ^{BP}
- Debt video and survey on canvas (3 clips, ~40 minutes)
- Additional materials posted on Canvas

Retail Development

- Case: Festival at Waldorf (A) ^{BP}
- Retail Readings ^{BP}
- “Retail Leasing” by Martinez ^{BP}
- “Redeveloping the Mall” by Katz & Green, Shopping Center Business ^{BP}
- *Professional Real Estate Development* by Peiser, Chapter 7: “Retail Development”
- *Variations on a Theme Park* by Sorkin, “Introduction” and “The World in a Shopping Mall”
- Workouts
- *A Man in Full* by Wolfe, Chapter 2: “The Saddlebags” ^{BP}

<i>PRODUCT:</i> Senior Assisted Living Facilities Acquisition/Development • Crossings Assisted Living	Chip Douglas, <i>Former Managing Director</i> <i>BayNorth Capital LLC</i>
<i>PRODUCT:</i> Golf Course Acquisition • Revere at Anthem (A)	Tim Schantz, <i>President</i> <i>Troon Golf</i>

READINGS:**Senior Assisted Living Facilities**

- Case: Crossings Assisted Living Portfolio ^{BP}
- Senior Assisted Living Readings (in Exhibits) ^{BP}
- Additional materials posted on Canvas

Golf Course Development

- Case: Revere at Anthem (A) ^{BP}
- Overview: The U.S. Golf Course Development and Ownership Industry ^{BP}

<i>FIRESIDE CHAT</i>	Ann Nevins, <i>President</i> <i>PIDC</i>
<i>SPECIAL TOPIC:</i> Running a Development Company • Stevens Property Company (A)	Asuka Nakahara
<i>COURSE REVIEW</i>	Asuka Nakahara

READINGS:

Running a Development Company

- Case: Stevens Property Company (A) ^{BP}
- Case: Stevens Property Company (B) ^{BP}
- “It’s All Up to You” by Trammell Crow ^{BP}
- “Hail Emmitt”, NFL Insider ^{BP}
- “Vanguard – Do the Right Thing”, Money magazine ^{BP}
- “A Real-Estate King Sees Legacy Unravel As Creditors Move In” by Martinez, WSJ ^{BP}
- “First Fix, Then Grow”, Wall Street Journal ^{BP}
- Leadership Speeches ^{BP}
- “Handling Disappointment” by Bassham ^{BP}
- “Joel Peterson of JetBlue on Listening Without an Agenda” by Adam Bryant ^{BP}
- “The Vanguard Leader” by Vanguard ^{BP}
- *Professional Real Estate Development* by Peiser, Chapter 2: “Organizing for Development”

Course Review

- Materials to be distributed in class and/or posted on Canvas

Notes on Classes:

Cases, speakers, and certain dates are subject to change. Updates will be given periodically in class and posted on Canvas.

Notes on Readings:

Books will be on reserve in the library.

“BP” indicates that selected readings are included in bulkpacks. Readings available in electronic form will be posted on Canvas.

Peiser’s *Professional Real Estate Development* is the primary text. Other books referenced are optional.

SCHEDULE OF WRITING & VIDEO ASSIGNMENTS

Part I: Before Spring Break

DUE DATE	CASE	GROUP
1/16 ¹⁵	Student Profile Survey	All^
1/16 ¹⁶	Course Administration Videos & Podcasts ¹⁷	All^
1/16	Kip Nicklaus Podcast & Survey	All^
1/23 ¹⁸	NAIOP Online Course	Optional^
1/23 ¹⁹	Cap Rate Video & Survey	Optional^
1/26	201 New Jersey Parkway (A)	All
1/26	203 New Jersey Parkway^^	All^
1/26	Five Below BTS^^	All^
1/30 ²⁰	Site Acquisition/Due Diligence Video Survey	All^
1/30 ²¹	Site Plan & Building Design Video Survey	All^
1/30 ²²	Industrial Review Video Survey	All^
2/2	Lovelace Building	Red, Blue, Mauve
2/9	Four Seasons Jackson Hole (A)**	White, Aqua
2/15	Woodside (A)#	All
2/15	“What is WHOOPPEE?” Video & Survey	All^
2/15	“WHOOPPEE Feedback Template Tour” Video & Survey	All^
2/20 ²³	Residential PM Video & Survey	All^
2/20 ²⁴	Management Video & Survey	All^
2/20 ²⁵	Disposition Video & Survey	All^
2/23	Eagleview C**	Red, Blue, Mauve
3/2	No Class – Wharton MBA Opportunity Week	
3/9	No Class – Wharton Spring Break	

Individual Assignments are typically one-page papers with exhibits or short Power Point presentations, unless designated otherwise. Students are grouped by color: “Red”, “White”, “Blue”, “Aqua”, or “Mauve”, and will prepare papers as designated. For example, all students in the Red, Blue, and Mauve groups will write the Four Seasons Jackson Hole (A) assignment individually. All students will prepare the first paper 201 New Jersey Parkway (A), as well as the Woodside and Festival at Waldorf (A) papers. Students must prepare assigned papers and may not ‘switch’. **Team Assignments** are made at least one week prior to assignment due date. If color groups are designated, teams will be formed with students from just those groups. Peer evaluations for team assignments will be due at 9:00 p.m. on the Sunday after the assignment is due. **Weekly Class Surveys** will be due at 11:00 p.m. on the Sunday after each class meeting.

Optional assignments affect grades positively only. Because of the grade curve, not doing them has a negative effect. Schedule and assignments are subject to change; changes will be announced in class and posted on Canvas. Assignments should be submitted well before the deadline. It is advisable not to cut the deadline too closely.

* 2-page limit (all other papers are 1 page typically unless noted differently on the assignment sheet)

^ Pass/Fail grading format

^^ 2-person team response, <200 words

** PowerPoint format – see assignment sheet

Peer-graded – see assignment sheet. Additional materials will be provided. Due the Tuesday before class to allow for the WHOOPPEE process.

¹⁵ The Student Profile Survey is due by 11:00 p.m. on Sunday, January 16th. The first class will be held on January 19th.

¹⁶ Survey for videos and podcasts are due by 11:00 p.m. on Sunday, January 16th.

¹⁷ Videos, podcasts, and associated surveys are assigned throughout the semester and are available on Canvas. Generally, class videos and related surveys are mandatory assignments (unless noted otherwise) that are due by 11:00 p.m. on the Sunday before the class session. Surveys must be submitted on time to receive credit for the assignment. Surveys are ‘graded’ P/F; completing them is a Pass.

¹⁸ The NAIOP Online Course survey (optional) is due Sunday, January 23rd by 11:00 p.m. to receive credit.

¹⁹ The Cap Rate Survey (optional) is due Sunday, January 23rd by 11:00 p.m. to receive credit.

²⁰ The Site Acquisition/Due Diligence Survey is due by 11:00 p.m. on Sunday, January 30th.

²¹ The Site Plan & Building Design Survey is due by 11:00 p.m. on Sunday, January 30th.

²² The Industrial Review Video and Survey is due by 11:00 p.m. on Sunday, January 30th.

²³ The Residential PM Video and Survey is due by 11:00 p.m. on Sunday, February 20th.

²⁴ The Management Video and Survey is due by 11:00 p.m. on Sunday, February 20th.

²⁵ The Disposition Video and Survey is due by 11:00 p.m. on Sunday, February 20th.

Part II: After Spring Break

DUE DATE	CASE	GROUP
3/16	Victory Building^^	All^
3/16	1271 Avenue of the Americas**	Team (All^)
3/16	Oakview	Optional^
3/16	Midterm Cheat Sheet	Optional^
3/16	Midterm Case Summaries	Optional^
3/23	Kessler Park	Team (White, Aqua)
3/23	Union on Frank**	Team (Red, Blue, Mauve)^
3/27	Leasing Video Survey	All^
3/30	Bayside	Red, Blue, Mauve
4/3	Debt Videos Survey	All^
4/5	Festival at Waldorf*##	All^
4/6	Villa del Mar^^	All^
4/13	Crossings Assisted Living	Team (Red, Blue, Mauve)
4/13	Revere at Anthem	Team (White, Aqua)^
4/17	Crossings Assisted Living Video & Survey	All^
4/20	Stevens Property Company (A)*	Team (All)^
4/20	Cheat Sheet	Optional^
4/20	Case Review	Optional^
4/20	Takeaways	Optional^
4/20	Steel Street	Optional^

Individual Assignments are typically one-page papers with exhibits or short Power Point presentations, unless designated otherwise. Students are grouped by color: “Red”, “White”, “Blue”, “Aqua”, or “Mauve”, and will prepare papers as designated. For example, all students designated “Mauve” will write the Four Seasons Jackson Hole (A) assignment individually. All students will prepare the first paper 201 New Jersey Parkway (A), as well as the Woodside and Festival at Waldorf (A) papers. Students must prepare assigned papers and may not ‘switch’. **Team Assignments** are made at least one week prior to assignment due date. If color groups are designated, teams will be formed with students from just those groups. Peer evaluations for team assignments will be due at 9:00 p.m. on the Sunday after the assignment is due. **Weekly Class Surveys** will be due at 11:00 p.m. on the Sunday after each class meeting. **Optional assignments** affect grades positively only. Because of the grade curve, not doing them has a negative effect. Schedule and assignments are subject to change; changes will be announced in class and posted on Canvas. Assignments should be submitted well before the deadline. It is advisable not to cut the deadline too closely.

* 2-page limit (all other papers are 1 page typically unless noted differently on the assignment sheet)

^ Pass/Fail grading format

^^ 2-person team response, <200 words

** PowerPoint format – see assignment sheet

Peer-graded – see assignment sheet. Additional materials will be provided.

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