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UNIVERSITY OF WASHINGTON
COLLEGE OF BUILT ENVIRONMENTS
224 GOULD HALL
BOX 355726
SEATTLE, WA 98195-5726

OFFICE OF THE DEAN

May 25, 2011

George Rolfe
Greg Johnson
Runstad Center for Real Estate Studies
College of Built Environments
University of Washington
Seattle, WA 98195

Dear George and Greg,

Congratulations to you, the Executive Committee, the board, and the department for an exemplary strategic plan. Please accept this message as my unequivocal endorsement, in gratitude for your continuing vision and leadership.

Sincerely,



Daniel S. Friedman, Ph.D., FAIA
Dean



**RUNSTAD CENTER
FOR REAL ESTATE STUDIES**

COLLEGE OF URBAN DESIGN UNIVERSITY
BUILT AND OF
ENVIRONMENTS PLANNING WASHINGTON

26 May 2011

Greg Johnson, Chair
Runstad Center Advisory Board
424 Gould Hall
University of Washington
Seattle, WA 98195

Dear Greg:

I am pleased to have been involved in efforts to develop the Strategic Plan to guide the work of the Center over the next five years. I have found the process to stimulate a lot of great thinking about what we want to accomplish and have learned a good deal about how to successfully manage such a process. The resulting Plan is well worth the effort.

The Plan is clearly intended to support concrete actions which the Advisory Board is on record as wanting Center faculty and staff to accomplish. The fact that it contains target dates for accomplishing elements of the Plan gives a clear sense of priorities in accomplishing our common vision.

Perhaps more importantly, it gives students a clear sense of what they can expect from their education at the University of Washington. The hallmarks of our educational program focus on the interdisciplinary nature of real estate, emphasizing a balance of practical and theoretical knowledge. It balances core learning skills with specializations, and encourages students to gain practical experience as preparation for entry as productive members of the real estate industry. The faculty of the Center and the Department of Urban Design and Planning have a clear set of goals to focus on as we strive to be a nationally recognized program.

Thanks to all the board members, faculty, staff, and students who have contributed time and ideas to creating this Plan. I am personally pleased to endorse this Strategic Plan and strongly urge its adoption.

Respectfully,

George R. Rolfe, Associate Professor and Director
Runstad Center for Real Estate Studies



UNIVERSITY *of* WASHINGTON

DEPARTMENT OF URBAN DESIGN AND PLANNING

College of Built Environments

May 24, 2011

Greg Johnson
Chair, Advisory Board
Runstad Center for Real Estate Studies
College of Built Environments
University of Washington

RE: Five-Year Strategic Plan 2011/12 – 2015/16

Dear Greg,

I am pleased to write this brief letter to formally endorse the Runstad Center's Five-Year Strategic Plan that has been developed under your leadership. In reading the Strategic Plan I can feel the strong drive for excellence, which is essential for the continued success of the Center. I can also see from the Strategic Plan a clear vision that is consistent with the values of UW, CBE and UDP, a great deal of careful thinking, and a well-defined set of objectives, anticipated outcomes and proposed initiatives. It is truly impressive that all the strategic elements are proposed with specific completion dates! I strongly support the Strategic Plan, and look forward to working with you and other colleagues to support the implementation of the plan.

I would like to take this opportunity to express my great appreciation for the hard work of you and others involved in developing the Strategic Plan.

Sincerely,

Qing

A handwritten signature in black ink, appearing to read 'Qing Shen'.


Qing Shen, Professor and Chair
Department of Urban Design and Planning

Memorandum

To: Runstad Center Advisory Board

Topic: Endorsement of Strategic Plan

From: Jim DeLisle



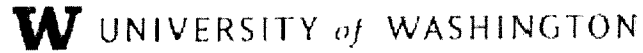
Date: May 25, 2011

The objective of this memo is to provide a personal endorsement of the draft Strategic Plan (Plan) that will be presented to the Advisory Board of the Runstad Center for Real Estate Studies (Center) for approval. Before getting into details, I would like to thank the ad hoc committee who worked on the various drafts of the Strategic Plan as well as other reviewers who have provided input along the way. Appropriately, the final product reflects the collaboration among a variety of parties from various fields who epitomize the diversity that is embedded in the interdisciplinary Real Estate Program (Program) at the University of Washington. The final product, which is really a work in process that will be periodically updated, benefits from this collaboration.

The Strategic Plan is organized around the three key metrics against which academic programs are typically evaluated: teaching (i.e., academic), research, and service (i.e., Industry Connection and Community Outreach). That organizational structure provides a very useful framework that can be used to guide the Center and the academic Program as they evolve to help discharge their individual but related missions. In general I endorse the overall spirit and goals promoted by the Plan. To position that general endorsement, I will discuss some of the elements of the Plan that I thought were noteworthy:

- **Vision and Mission.** The Plan establishes a high target for the Center and Program; top-tier and/or preeminent status. That goal is both appropriate and achievable if the resources and commitment envisioned in various components of the Plan are realized.
- **Academic Program.** One of the more significant strategic elements is the goal that the Program produces students who are “action-oriented critical thinking and preparation for contributions to interdisciplinary teams as both leaders and key members.” Creating industry leaders is a challenge we embrace and believe can provide a much-needed supplement to the professional industry.
- **Research.** The goal of supporting both “practical and sustainable solutions to issues facing the real estate industry” as well as to “Support individual faculty research initiatives” will help the Center and academic program make a difference in the industry and help achieve the top-tier status and preeminence envisioned in the Vision Statement.
- **Service (Industry Connections).** The general strategy of linking the academic and professional worlds through the outreach of the Center can help achieve the goal of creating students who can become leaders as well as help elevate best practices; a target that can only be achieved along the “lifelong learning opportunities” articulated in the plan.

The addition of metrics and deadlines throughout the balance of the Plan help ensure that the Center achieves its goals and objectives. Finally, the addition of a commitment to developing additional resources to help support the efforts of the Center and the academic Program will go a long way in helping achieve the laudable goals laid in the recognition of the importance of “lifelong learning opportunities” as well as the Vision and Mission Statements. I endorse these efforts and welcome the continued input to the Program.



May 25, 2011

Advisory Board
Runstad Center for Real Estate Studies
College of Built Environments
University of Washington

RE: Student Endorsement of the Five-Year Strategic Plan (2011/12 – 2015/16)

Dear Advisory Board,

The MSRE students endorse the Five-Year Strategic Plan for the Runstad Center for Real Estate Studies. We believe the mission statement resonates strongly to why students come here. Both the Academic and the Industry Connection and Community Outreach components are especially relevant to us. The plan sets specific goals and benchmarks for the program, which are within reasonable reach if the program continues with its momentum. We appreciate the Advisory Board's commitment to the program and for including the students in the process.

A handwritten signature in black ink that reads 'Julia Desmond'.

Julia Desmond
Real Estate Club President
MSRE Class of 2012

