Underwriting Intensive I
How to Underwrite Income Producing Real Estate from a Lending Perspective

Wed, Oct 24, 2018 – Wed, Dec 5, 2018

Course Description
The course will cover all major facets of underwriting stabilized, income-producing commercial real estate from a lending perspective. Students will learn how to effectively underwrite office, retail, industrial, multifamily and hotel properties. Topics and estimated timeframes are below. Timeframes may change slightly depending on class participation which is strongly encouraged.

<table>
<thead>
<tr>
<th>Class</th>
<th>Location</th>
<th>Time</th>
<th>Topics to be Covered</th>
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</table>
| Class 1 | 113 Avery | Wed, Oct 10, 1-3pm | • Course Introduction  
• Industry terms and definitions  
• Where does underwriting fit into the acquisition process  
• Underwriting timeline  
• Anatomy of Real Estate Cash Flow  
• Underwriting guidelines for each asset class  
• Transaction Strengths & Weaknesses  

Hotel Case Study  
• Understanding the opportunity  
• Sponsorship |
| Class 2 | 113 Avery | Wed, Oct 31, 6-8pm | Hotel Case Study (continued)  
• Loan Application  
• Sizing & Underwriting the cash flow  
• Analyzing the competitive set & demand generators  
• Seasonality  
• Franchise Agreements & Property Improvement Programs (PIPs)  
• Site Inspection  
• How to write an Investment Committee Memo |
| Homework Assignment 1 – Each student will be given a hotel broker/deal package, market information and a loan application. Each student will be required to underwrite the transaction, write an Investment Committee Memo and compile an underwriting model (model to be provided). |
| Class 3 | 113 Avery | Wed, Nov 7, 6-8pm | • Turn in Hotel Investment Committee Memo and model  
• Take Exam 1 – Open Book – Hotel Concentration (1 hour)  
• Q&A second hour |
Class 4  
Wed, Nov 14  
113 Avery  
6-8pm  
**Retail Case Study**  
- Understanding the opportunity  
- Loan Application  
- Competition  
- Lease Rollover

Class 5  
Wed, 28  
113 Avery  
6-8pm  
**Retail Case Study (Continued)**  
- Occupancy Cost Analysis  
- Co-tenancy  
- Sizing & stress testing the cash flow

**Homework Assignment 2** - Each student will be given a retail broker/deal package, market information and a loan application. Each student will be required to underwrite the transaction, write an Investment Committee Memo and compile an underwriting model (model to be provided).

Class 6  
Wed, Dec 5  
113 Avery  
6-8pm  
- Turn in Hotel Investment Committee Memo and model  
- Take Exam 2 – Open Book – Retail Concentration (1 hour)  
- Q&A second hour

**Grading**

Homework Assignment 1 ............. 25%  
Exam 1 – Hotel Concentration ........ 25%  
Homework Assignment 2 ............ 25%  
Exam 2 – Retail Concentration .......... 25%

**Required Textbook / Materials**

The class materials will be posted on the university’s web site at [courseworks2.columbia.edu](http://courseworks2.columbia.edu). There is no required textbook, but strongly recommend reading all materials posted to Courseworks prior to class.

**Instructors**

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