

KNOW YOUR IREM CODE OF PROFESSIONAL ETHICS

Article 9. Duty to Former Clients and Former Firms or Employers



MARJEAN POUNTAIN, CPM® (MARJEAN@TDS.NET), IS A LICENSED REAL ESTATE BROKER FOR POUNTAIN PARTNERS LLC (WWW.POUNTAINPARTNERS.COM) IN ELKHART LAKE, WIS. SHE CURRENTLY SERVES AS VICE CHAIR OF THE ETHICAL BOARD OF INQUIRY FOR IREM.

A MEMBER shall act in a professional manner when, for whatever reason, relationships are terminated between a MEMBER and a client and firm or employer.

Never burn a bridge in life because you just never know when you might need that bridge again. In the world of real estate management there are many stories of property managers who are eventually employed by former tenants, clients or even employees.

A property manager is privy to financial and other confidential information concerning properties and clients that should not be divulged, especially when the manager ceases to work with the property. A CPM® has a professional duty to exercise caution in not divulging information that could have a negative impact on the property or its owners. For example, one should not share information that cannot be obtained publicly. Lease terms, such as expiration dates and rental rates of commercial tenants, could enable unethical solicitation of business with a competing property, giving unfair advantage that might cause the former client's building to lose rental revenue and face other hardships.

A CPM also has a duty to companies or employers for whom he or she has worked and pledges not to unethically solicit customers or clients. If a property manager has signed a non-compete agreement with an employer, he is bound to the terms of that agreement for whatever time period and terms stated.

In the absence of a non-compete agreement (or once it has expired), a CPM may make his

services known to the public, including former clients, if done in a professional manner and not using information that isn't available from public sources. At no time may a CPM solicit business away from a current employer while still employed as an agent of that company. If a current client learned that the CPM was leaving and asked to follow, it is the CPM's obligation to inform the client that it would be inappropriate to discuss until (a) after the last day of employment, or (b) at the end of any employment contract in place that includes non-compete provisions.

A client may choose to follow a CPM to a new place of business at the expiration or within the terms of any current contract(s) in place at that time. Nothing restricts a CPM from enjoying free trade and normal healthy competition for customers. It is not unusual for a competent CPM to eventually enjoy continuance of client relationships that develop throughout his career. A CPM should always follow the proper protocol of maintaining loyalty and any employment contract terms, written or verbal, throughout a business relationship and beyond, relative to confidentiality and professionalism.

A CPM should always reference the positive aspects of previous jobs and maintain affirmative business relationships with former colleagues going forward. Bridges are expensive and often difficult to rebuild. Under the IREM Code of Professional Ethics, a CPM is directed to protect that infrastructure, regardless of the controversy or personality conflicts that may take place along the way.



VISIT WWW.IREM.ORG/ETHICS

TO VIEW THE IREM ETHICS PAGE

CAREER MOVES



Stephen Donell, CPM®, ARM® and vice president of Jalmor Properties, Inc., AMO®, in Los Angeles, has been appointed to the board of directors of the Los Angeles/Orange County Chapter of the California Receiver's Forum. Donell has more than 20 years of experience in commercial real estate and has administered over 300 receivership cases in the western United States.



Robert M. Dominy, CPM, will serve as president of the newly established Merion Realty Management, LLC, which will provide property management services for CMS Companies in the Southeast and Mid-Atlantic regions of the United States. Dominy previously served as President of PRG Real Estate Management Inc., AMO, in Philadelphia.



Twin sisters Tanya Little, CPM, and Angel Benschneider, CPM, have formed Hart Advisors Group, LLC, a full-service business and real estate advisory company specializing in commercial property, asset management and business advisory services. Based

in Dallas, Hart has a national reach working with owners, institutional clients, venture capital and pension funds, high net-worth individuals and banks looking to outsource management of retail, multifamily, office and industrial properties.



Robert Stark, a 25-year commercial real estate industry veteran, has joined the Global Client Solutions Group at Cushman & Wakefield, AMO®, in East Rutherford, N.J., as senior portfolio manager. Stark is responsible for several major accounts and is currently heading management for Wachovia Bank N.A.'s North East regional portfolio, which includes 30 office and data center locations totaling 3.2 million square feet, as well as properties for TIAA-CREF, USAA and others.



James L. Helsel, Jr., CPM, and principal with RSR REALTORS®, was re-elected treasurer of the National Association of REALTORS (NAR®) for a third year. Helsel is also a past president of the Greater Harrisburg and Pennsylvania Association of REALTORS, and has been REALTOR of the Year for both organizations. He has served for nearly 20 years on NAR's Board of Directors, Executive Committee, Finance Committee and, most recently, as chairman of the association's Real Property Operations Committee. He also serves on the newly chartered REALTORS Federal Credit Union board of directors.

IREM Chapters recognized for contributions to IREM Foundation

The following chapters were acknowledged at IREM's Leadership and Legislative Summit in Washington, D.C. in April.

IREM Dallas Chapter No. 14 was recognized as the chapter whose members contributed the greatest amount of support in 2008.

IREM San Joaquin Chapter No. 85 was recognized as the chapter with the greatest percentage of members giving to the Foundation in 2008.

IREM Utah Chapter No. 33 was recognized as the chapter with the highest average gift per member in 2008.

IN MEMORIAM: Irving "Bud" Truitt, Jr., CPM Emeritus



Irving "Bud" Truitt, Jr., CPM Emeritus, of Century 21 Nachman Realty, passed away March 30, 2009. A native of Norfolk, Va., Truitt was active in real

estate for over 50 years. He was a veteran of World War II, having served in the U.S. Army and later in the U.S. Naval Reserve.

Truitt was a member of IREM Virginia Tidewater Chapter No. 39. He served as chairman of the board of the Norfolk Board of REALTORS® in 1966 and remained active until his passing. He was recently awarded Emeritus Membership status by the National Association of REALTORS® (NAR) and was inducted into the Omega Tau Rho fraternity of the Virginia Association of REALTORS® (VAR). Bud will be missed by all who knew him.



Cagan

COMPANY HEADQUARTERS LOCATION **Skokie, Ill.** DATE THE COMPANY BECAME AN AMO FIRM **1/1/2005**
 NUMBER OF EMPLOYEES **60** COMPANY WEB SITE **www.cagan.com**

Michael Daniels, CPM®, is director of asset management of Cagan Management Group, a firm that manages properties in Illinois, Florida, Louisiana, Indiana, and most recently, Texas. Daniels oversees all management functions of the firm and currently manages over 300 buildings in the Chicagoland area. He has been with Cagan for 25 years and is also a member of IREM Chicago Chapter No. 23. *JPM* talked to Daniels about his company and the AMO® accreditation.

WHAT FACTORS HAVE ALLOWED CAGAN TO CONTINUALLY GROW ITS BUSINESS FOR 35 YEARS?

The first, perhaps the most important, is through quality business referrals and word-of-mouth from our existing clients. We pride ourselves on our hands-on property management style and hard work ethic, which lends itself to providing our clients with a broad spectrum of knowledge and expertise in every area of property management.

HOW HAS THE INDUSTRY IN CHICAGO CHANGED?

During the 1980s our primary focus was managing personal assets for various types of investors from attorneys to doctors. In the 1990s the market changed with a financial crisis within the banking industry, which allowed us to work with financial institutions and banks. After the bank-owned assets sold, we continued working with the new owners as the managing agent. At the end of the 1990s, and into the 2000s, the real estate market swung in favor of all the investors, as owners started managing their own assets. This transformation made it especially hard for third-party management firms to take on new business. As the market was changing gears and the rental portfolios were being managed by their owners, we started transitioning into managing homeowner and condominium associations. The most recent change,

which again presents a new opportunity for us, is partnering with financial institutions and bank-owned properties to manage their troubled assets.

WHAT OPPORTUNITIES DOES CAGAN'S RECENT EXPANSION TO HOUSTON, TEXAS OFFER?

The expansion of our overall business, more specifically in Houston, Texas, has provided us with the opportunity to obtain concentrated expertise in the Southwest region and other markets in the United States. We have and will continue to become exposed to new business practices, vendors and clients, which will allow us to broaden our overall property management services and expertise.

WHAT ARE THE BENEFITS OF BEING AN AMO FIRM?

One of the primary advantages of being partnered with a nationally recognized and acclaimed property management institution is the high quality of educational resources offered to us and our employees. IREM has a large repository of information which lends itself to superior training, seminars and courses, and in return allows us to incorporate learned skills and traits that ultimately benefit our clients. Another benefit is that our clients recognize we are partnering with a proven property management institution, which allows us to gain the trust of future clients.

WHAT IS YOUR OUTLOOK FOR PROPERTY MANAGEMENT IN THE CHICAGO AREA?

Even though the current economy has put certain stresses on the property management business, our outlook is positive. The necessity for homeowner and condominium association property management continues, allowing our business to grow at a steady rate. At this time we do not foresee any downturn in demand. ■

To earn the ACCREDITED MANAGEMENT ORGANIZATION (AMO) designation from IREM, a company must demonstrate a high level of performance, experience and financial stability, and have a CPM in an executive position. AMO firms must meet high ethical standards and other stringent requirements, proving their value to the industry.

ETHICS BOARDS ACTIVE AT 2009 IREM LEADERSHIP & LEGISLATIVE SUMMIT

The **Board of Ethical Inquiry** reviewed six new complaints. Three of the complaints were dismissed as the issues raised were not ethical violations. Three of the complaints will be investigated to determine whether there is reasonable cause to forward them for hearing.

1. A CPM® Member evicted a tenant who was also a former employee. The eviction was allegedly in retaliation for the tenant's alleged reporting of problems with the property to the health department.
2. A security deposit dispute brought by a tenant leasing a house from a CPM Member in which required receipts allegedly were not provided.
3. A complaint filed by the board of directors of a cooperative against a CPM Member whose firm managed the cooperative. The complaint alleged the firm gave lists of renters, including personal contact information, to unit owners who solicited those renters directly.

The **Ethics Hearing and Discipline Board** conducted one hearing. The Complainant, a condominium owner whose main residence is in another state, alleged negligence and lack of fiduciary responsibility on the part of the CPM Member whose firm managed his property. The Complainant received a call from the AMO® firm requesting permission for a plumber to enter his condo to search for a water leak to the unit below. The Complainant then heard nothing from the AMO firm until he returned to the condo, finding the kitchen pipe had burst, flooding the condo. The Complainant telephoned the plumber, who had repaired the pipe and had reported the leak to the AMO firm, advising that the condo needed immediate drying and cleaning. According to the Complainant, he and the community association officers made repeated attempts to resolve the matter, which the executive CPM ignored. Due to the CPM Member's lack of response, the condominium owner fired him.

The Hearing Board found the CPM in violation of the IREM Member pledge and three articles of the IREM Code of Professional Ethics having to do with loyalty to client, managing the assets of a client, and the duty to protect the health and safety of tenants (Articles 1, 8 and 12). The CPM Respondent will be issued an unpublished letter of censure and will be required to successfully complete the IREM Ethics 800 course in the next year, or membership status will be suspended until the course is completed.

Awards & Recognition

Levin Management Corporation, AMO®, was named "Firm of the Year" by the IREM New Jersey Chapter No. 1, in recognition of its outstanding performance and contributions to the field of retail leasing and management.



ON THE ROAD

JULY 6

Alaska Chapter No. 97

Location: Anchorage, Alaska

Visiting Officer: Pam Monroe, President

JULY 10

Rochester-Western New York Chapter No. 58

Location: Rochester, N.Y.

Visiting Officer: Pam Monroe, President

JULY 21

Idaho Snake River Chapter No. 107

Location: Boise, Idaho

Visiting Officer: Randy Woodbury,
President-Elect

JULY 23

San Diego Chapter No. 18

Location: San Diego, Calif.

Visiting Officer: Ron Goss, Secretary/
Treasurer

AUGUST 18

California Central Coast Chapter No. 102

Location: Santa Barbara, Calif.

Visiting Officer: Pam Monroe, President

AUGUST 19

Greater Los Angeles Chapter No. 6

Location: Los Angeles, Calif.

Visiting Officer: Pam Monroe, President



ROSE EVANS, CPM® AND VICE PRESIDENT OF PROPERTY MANAGEMENT (LEFT), ACCEPTS THE AWARD WITH HER LEVIN COLLEAGUES.



INSIDE IREM COURSE LISTINGS

JULY

RES201	July 14-16, 21-23	Las Vegas
CID201	July 17-19, 24-26	Honolulu
ASM603	July 27-28	Omaha, Neb.
ASM603	July 27-28	Portland, Ore.
ASM604	July 29-30	Omaha, Neb.
ASM604	July 29-30	Portland, Ore.
ASM605	July 31	Omaha, Neb.
ASM605	July 31	Portland, Ore.
RES201	July 27-August 1	St. Louis

AUGUST

FHS201	August 5	Cranberry Township, Pa.
RES201	August 5-7, 12-14	Houston
ETH800	August 11	St. Louis
ASM603	August 17-18	Addison, Texas
MKL405	August 17-18	Oakbrook, Ill.
ASM604	August 19-20	Addison, Texas
HRS402	August 19-20	Oakbrook, Ill.
ETH800	August 20	Cleveland
ASM605	August 21	Addison, Texas
MPSAXM	August 24-27	New York
MPSAXM	August 24-27	Portland, Ore.
RES201	August 24-29	Memphis, Tenn.
ETH800	August 25	Phoenix

CPM001	August 28	New York
CPM001	August 28	Portland, Ore.
CPMEXM	August 28	New York
CPMEXM	August 28	Portland, Ore.
ASM603	August 31- Sep 1	San Francisco

INTERNATIONAL

MKL405	July 3-4	Sao Paulo, Brazil
ETH800	July 12	Kiev, Ukraine
REM001	July 12	Kiev, Ukraine
ASM603	July 13-14	Kiev, Ukraine
ASM604	July 15-16	Kiev, Ukraine
ASM605	July 17	Kiev, Ukraine
BDM602	July 23-24	Shanghai, China
ETH800	July 25-26	Osaka, Japan
MPSA01	July 25-26	Shanghai, China
ETH800	July 28-29	Fukuoka, Japan
CPM001	July 28	Shanghai, China
CPMEXM	July 29	Shanghai, China
ETH800	July 31-August 1	Tokyo, Japan
MNT402	August 8-9	Fukuoka, Japan
MNT402	August 14-15	Sao Paulo, Brazil
MNT402	August 22-23	Tokyo, Japan
MNT402	August 29-30	Osaka, Japan



FOR THE MOST UP-TO-DATE COURSE LISTINGS, PLEASE VISIT WWW.IREM.ORG/EDUCATION.

COURSE CODES KEY

- ARMEXM** // ARM Certification Exam
- ASM603** // Investment Real Estate Financing and Valuation - Part One
- ASM604** // Investment Real Estate Financing and Valuation - Part Two
- ASM605** // Investment Real Estate Financing and Valuation - Part Three
- BDM601** // Maximizing Profit: Growth Strategies for Real Estate Management Companies
- BDM602** // Property Management Plans: The IREM Model (international only)
- CPMEXM** // CPM Certification Exam
- CPM001** // CPM Certification Exam Preparation Seminar
- ETH800** // Ethics for the Real Estate Manager
- EE800** // Real Estate Professional Ethics (international only)
- FIN402** // Investment Real Estate: Financial Tools
- HCPEXM** // HCCP Exam
- HRS402** // Human Resource Essentials for Real Estate Managers
- LTC401** // Housing Credits: Compliance Challenges and Solutions
- MKL404** // Marketing and Leasing: Retail Properties
- MKL405** // Marketing and Leasing: Multifamily Properties
- MKL406** // Marketing and Leasing: Office Buildings
- MNT402** // Property Maintenance and Risk Management
- MPSAXM** // Management Plan Skills Assessment
- RES201** // Successful Site Management

RVP CORNER

Troubled Times/ Troubled Properties



In RVP Corner, JPM shares the thoughts and opinions of an IREM Regional Vice President on a single topic covered in the current issue of JPM and how it affects the region he or she oversees.



JESSE HOLLAND, CPM®, OF ALBANY, N.Y., SERVES AS THE 2009 AND 2010 REGIONAL VICE PRESIDENT FOR REGION 2. During his two-year term, he has oversight for the activities of IREM chapters in Delaware, New Jersey, New York and Pennsylvania. Holland is the founder and president of Sunrise Management & Consulting, AMO®, headquartered in Albany.

Holland has been active in IREM both at the local and national levels and is concluding a three-year term as president of IREM New York Capital Region Chapter No. 93. He is a licensed real estate broker in New York, New Jersey and Massachusetts. In addition to earning the CPM designation, Holland is certified as an assisted housing manager and a tax credit specialist.

What are the biggest impacts of the recession on property management in your region.

The housing crisis is in full swing and the impact in commercial real estate is just getting started. Property budgets are tighter, staffs are being cut and there is more scrutiny than ever.

We—the property management community—are the front lines in fixing what has been broken. New value is being placed on ethics and professional designations. One of the biggest positive impacts has been the effect of IREM membership. Several members in our region were laid off but were able to find new employment through IREM networking and contacts.

What are property managers in your region doing differently to continue their businesses?

Property managers are reaching out to the different

players in the real estate market. They are paying more attention to how their property is performing relative to the market and aligning operating metrics with market demands. They are providing more oversight to contractors and vendors, more support and training for key frontline staff, and more relevant reporting to owners.

Many members have expressed a need for property managers to get “back to basics.” Do you think this is important?

It’s more “sticking to the basics.” Professional property managers always work really hard on “the basics,” and that means focusing on people—the tenants, the staff and the service providers.

However, the definition of basics may be expanding. I think that the manager who also understands basic finance, investment theory, regulatory changes, use of social media and a host of other topics will bring much more value to his property than the traditional “tenants and toilets” manager.

What do you think the long-term effects of the recession will be on Region 2?

For the first time, property management is getting a seat at the table. Developers and investors are realizing there is more to real estate investment than the value of brick and mortar, and analysis of financial statements. They are getting their property managers involved at the beginning of the process, instead of as an after-thought.

The reality now is that deals will have to be held for a period of time; and professional property management is a key factor in that long-term investment. There has never been a better time to be in property management.

FOR MORE ON HOW TO HANDLE TROUBLED TIMES AND TROUBLED PROPERTIES, READ “GETTING BACK TO BASICS” ON PAGE 38.





2008 CHAPTER AWARD WINNERS

Congratulations to the IREM 2008 Star Chapters that were acknowledged at the Leadership & Legislative Summit. Eighty-two chapters were recognized as One, Two, Three, Four and Five Star Chapters, demonstrating IREM's focus on growing membership, providing leadership opportunities and getting members involved. The Chapter Star Program reminds us of the importance of teamwork and volunteer leadership to provide worthwhile member services.

Five Star Chapters

- New Jersey Chapter No. 1
- Delaware Valley Chapter No. 3**
- Boston Metropolitan Chapter No. 4
- Michigan Chapter No. 5**
- Greater Los Angeles Chapter No. 6
- Western Pennsylvania Chapter No. 7**
- Greater Metropolitan Washington Chapter No. 8
- St. Louis Chapter No. 11**
- Nebraska Chapter No. 12
- Milwaukee Chapter No. 13**
- Dallas Chapter No. 14
- Kansas City Chapter No. 15**
- Maryland Chapter No. 16
- San Diego Chapter No. 18**
- South Florida Chapter No. 19
- Memphis Chapter No. 20**
- San Francisco Bay Area Chapter No. 21
- Sacramento Valley Chapter No. 22**
- Chicago Chapter No. 23
- Indianapolis Chapter No. 24**
- Greater New York Chapter No. 26
- Western Washington Chapter No. 27**
- Houston Chapter No. 28
- Oregon-Columbia River Chapter No. 29**
- Utah Chapter No. 33
- North Florida Chapter No. 35**
- Central Virginia Chapter No. 38
- Virginia Tidewater Chapter No. 39**
- Western North Carolina Chapter No. 40
- Northern Ohio Chapter No. 41**
- Columbus Chapter No. 42

- Alabama Chapter No. 43**
- Florida West Coast Chapter No. 44
- Minnesota Chapter No. 45**
- Greater Phoenix Chapter No. 47
- San Antonio Chapter No. 48**
- British Columbia Chapter No. 50
- Southern Colorado Chapter No. 53**
- Edmonton Chapter No. 54
- North Carolina Piedmont Chapter No. 56**
- East Tennessee Chapter No. 57
- Rochester-Western New York Chapter No. 58**
- Kentucky Chapter No. 59
- Central Florida Chapter No. 60**
- Austin Chapter No. 61
- Arkansas Chapter No. 64**
- Wichita Chapter No. 65
- Georgia Chapter No. 67**
- Greater Nashville Chapter No. 71
- Northern Virginia Chapter No. 77**
- Mississippi Chapter No. 80
- El Paso Chapter No. 84**
- Greater Rhode Island Chapter No. 88
- Orange County Chapter No. 91**
- West Central Maryland Chapter No. 92
- New York Capital Region Chapter No. 93**
- Las Vegas Chapter No. 99
- Southern New Jersey Chapter No. 101**
- Kentucky-West Virginia Chapter No. 104
- Eastern North Carolina Chapter No. 105**
- Japan Chapter No. 110

Four Star Chapters

- Greater Cincinnati & Dayton Chapter No. 9
- Louisiana Chapter No. 55**
- West Michigan Chapter No. 62
- Northern Nevada/Tahoe Chapter No. 89**
- Northern Indiana Chapter No. 100

Three Star Chapters

- Northern Colorado Chapter No. 17
- Connecticut Chapter No. 51**
- South Carolina Chapter No. 72
- Poland Chapter No. 108**
- Russia Chapter No. 109

Two Star Chapters

- Inland Northwest Chapter No. 49
- Fort Worth Chapter No. 103**

One Star Chapters

- Tulsa Chapter No. 10
- New Mexico Chapter No. 46**
- Iowa Chapter No. 63
- Tucson-Southern Arizona Chapter No. 73**
- Central Illinois Chapter No. 78
- Southern Calif. Inland Empire Chapter No. 106**
- Idaho Snake River Chapter No. 107
- Brazil Chapter No. 111**
- South Korea Chapter No. 112



TO REGISTER FOR SUCCESS SERIES 2009

VISIT WWW.CCIMIREMSUCCESSSERIES.ORG

SNEAK PEAK AT SUCCESS SERIES 2009

Here is a preview of just a few of the education sessions offered at Success Series 2009 in Hawaii this October! Visit www.CCIMIREMSuccessSeries.com for the full schedule and registration information.

Successful Women in Real Estate

About 36 percent of commercial real estate professionals are now women. Throughout the industry, women are chief executives and financial officers, and of course, brokers and real estate managers. But, as in other industries, fewer than 25 women hold CEO positions within the Fortune 1000. It's clear that women have a long way to go before achieving parity with men at the highest levels of commercial real estate. The panel discussion will include:

- The driving forces behind the progress women have made
- Their ability to create value for their companies
- What must be done to achieve real equality

Bridge Over Troubled Assets

Make money in a weak economy—discover the opportunities! During this session you will learn from expert practitioners on how to be successful with distressed assets in today's market. Understanding how the commercial real estate market got to where it is today is essential for figuring out what to do next. Avoid common risks associated with managing distressed properties. In this session, you will learn how to:

- Restructure debt and find capital solutions
- Reposition the asset to maximize its value
- Obtain new business
- Preserve asset value through effective operations
- Avoid risk and prevent costly legal issues

A Year of Living Dangerously and of Opportunity

Chris Lee and his associates have been actively involved in the real estate industry for more than 30 years. They pride themselves on being current with the emerging trends, innovations and events that will likely impact the real estate industry. Now, more than ever, Mr. Lee's insights are invaluable to helping leaders of this industry plan for future prosperity. While there are few indicators of calm seas ahead, there are incredible opportunities that exist for those organizations with a strategic plan and proactive posture. Attend this session and gain perspective on:

- When the next growth cycle will begin
- Ten cornerstone strategies you must deploy to achieve success
- Why real estate is poised for major growth through the year 2030
- New real estate markets and products that will prosper in the years ahead



IREM Member Honored for Contributions to Real Estate Management Education

IREM faculty member Stephen Cary, CPM®, vice president of NP Dodge Management Company of Omaha, Neb., was recently honored



by the IREM Foundation with its Lloyd D. Hanford Sr. Distinguished Faculty Award. The Hanford award is presented periodically to a member of the IREM faculty who has shown extraordinary dedication to the educational process and the advancement of knowledge in the real estate management profession. It commemorates the direct contributions of Lloyd D. Hanford, Sr., one of the Institute's early presidents and a founder of the IREM real estate management education program.

Cary heads the multifamily management division of NP Dodge Management, a wholly owned subsidiary of the NP Dodge Company, a fifth-generation family business founded in 1855.

IREM Foundation President Robert Click, CPM, in presenting the award to Cary, noted that "he teaches all levels of IREM courses; has participated in a number of ad hoc task forces focusing on curriculum and education; is an IREM faculty trainer; has handled many international teaching assignments; and has served in several other capacities on national committees and boards."

JPM ARTICLES TRANSLATED FOR INTERNATIONAL MEMBERS

IREM translates one article from each issue of *Journal of Property Management* into multiple languages to serve our members throughout the world. You can find the translations of the article "Is Your Tenant Heading for Trouble?" by Shannon Alter, CPM®, from the May/June 2009 issue of *JPM* by going to the foreign language pages of the IREM Web site at www.irem.org.



español (Spanish)

Usted puede encontrar la traducción al español del artículo "¿Esta su inquilino metiéndose en problemas?"; por Shannon Alter en la publicación de Mayo/Junio 2009 de *JPM* yendo a la página de la lengua española del sitio web de IREM: www.irem.org/international/spanish/intro.cfm.



français (French)

Vous trouverez une traduction française de l'article «Votre locataire s'embarque-t-il dans une situation difficile?», de Shannon Alter, tiré du numéro de mai/juin 2009 de *JPM* en visitant la page française du site Web de l'IREM au www.irem.org/international/french/index.cfm.



Русский (Russian)

Перевод на русский язык статьи «Грозят ли вашему арендатору неприятности?» (автор Шеннон Альтер) из выпуска Журнала по управлению недвижимостью (*JPM*) за май-июнь 2009 года можно найти на русскоязычной странице сайта Института IREM по адресу: www.irem.org/international/russian/index.cfm.



wersja polska (Polish)

Polskie tłumaczenie artykułu, Czy twoich najemców czekają kłopoty?" autorstwa Shannon Alter z majowo-czerwcowego wydania *JPM* (2009) znalezc można na polskich stronach internetowego serwisu IREM www.irem.org/international/polish/index.cfm.

português (Portuguese)

Você pode encontrar a tradução do artigo "Seu inquilino esta prestes a encarar dificuldades?" de Shannon Alter referente a edição de Maio/June 2009 do *JPM* na página de Português do site do IREM: www.irem.org/international/Portuguese/index.cfm.



한국어 (Korean)

JPM 2009년 5/6월 호에 게재된 Shannon Alter 씨의 "귀하의 세입자들이 불황으로 어려움을 겪고 있는가?"라는 기사를 IREM 웹 사이트, www.irem.org/international/korean/index.cfm 의 한국어 웹 페이지에서 한국어로 검색하실 수 있습니다.



日本語 (Japanese)

JPM 2009年5-6月号のシャノン・オルター著、「お宅のテナント、大丈夫?」の日本語訳は、IREMウェブサイト www.irem.org/international/japanese/index.cfm でご覧になれます。



中文 (Chinese)

进入IREM网站的中文网页 www.irem.org/international/Chinese/index.cfm), 您可以找到刊登在《资产管理期刊》(*JPM*) 2009年5-6月号上的“您的租户会遇到麻烦吗?”(作者莎嫩·阿尔塔)一文的中文翻译。

