

JAMES A. GRAASKAMP COLLECTION OF TEACHING MATERIALS

III. REAL ESTATE DEPARTMENT ADMINISTRATION

- A. Selected Graaskamp Correspondence With Other Faculty Members
 - 3. Graaskamp's Correspondence with Dean of Business School Regarding His Salary

University of Wisconsin Madison

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608/262-1553

Graduate School of Business
Dean

May 17, 1982

M E M O R A N D U M

TO: J. A. Graaskamp

FROM: Robert H. Bock
Dean

RHB

The 1982-83 faculty budget for the Real Estate Department is enclosed. Since the Regents have not yet approved the actual salaries, that information is not to be released to faculty members at this time.

The information indicates that your actual FTE is right on the budget. Funds will not allow us to use part of Mr. Shilton's time from URPL. I may get some enrollment funding in the fall semester at which time I will re-evaluate that decision for the spring semester.

Robbins' salary was set without the Ph.D. degree. You were informed of the tentative figure earlier, but this might represent a change of a few dollars. When Robbins has completed the Ph.D. degree, we will discuss his positioning in our salary structure based on his performance to date and the range of responsibilities that he can assume in your department with the Ph.D. degree.

It was good to add Wolfe to your department this year, and I congratulate you on that successful recruiting action.

mjh

Enclosure

Faculty

University of Wisconsin Madison

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608/262-1553

Graduate School of Business
Dean

June 18, 1982

M E M O R A N D U M

TO: James A. Graaskamp
FROM: Robert H. Bock, Dean

RHB

The Board of Regents has delegated the authority to establish certain unclassified personnel salaries so that I can inform you of your 1982-83 academic year salary as follows: \$44,946. Because Chapter 317, Laws of 1981, reduced the 1982-83 compensation plan appropriation, your pay plan increase will be reduced accordingly. This will be accomplished by delaying compensation plan increases until October 1 for annual basis staff and October 29 for academic year staff. This reduction applies in 1982-83 only, and your base salary for determining 1983-84 salary increases will be the 1982-83 rate shown above.

The budgetary process provided for a pay plan increase of 8%, of which 2% was across the board. The remaining 6% was allocated on merit performance with departmental evaluation, Subcommittee recommendation, and a final conference with each department chair. The overall salary structure was improved considerably; however, salary pressure in scarce fields resulted in continued compression especially in the lower ranks. This compression will be eliminated as rapidly as possible.

The department chairs have a summary of the input evaluations and final salaries. Your cooperation for the continuing improvement of the School of Business is appreciated.

rg

University of Wisconsin Madison

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608/262-1553

Graduate School of Business
Dean

June 11, 1984

M E M O R A N D U M

TO: James A. Graaskamp
FROM: Robert H. Bock, Dean *RHB*

The Board of Regents has delegated the authority to establish certain unclassified personnel salaries so that I can inform you of your 1984-85 salary. The 1984-85 budget provided 3.84% for salary plan increases. The Chancellor advised that the Madison Campus should allocate the entire percentage based upon merit performance. The evaluation process in the School of Business resulted in the following academic salary for you:
\$46,746.

The department chairs have a summary of the input evaluations and final salaries. Your cooperation for the continuing improvement of the School of Business is appreciated.

rg

November 27, 1984

MEMORANDUM

TO: Dean E. J. Blakely
FROM: Prof. J. A. Graaskamp
RE: Salary Enhancement of James A. Graaskamp

This Friday I will be in Seattle, Washington as the guest of the University of Washington School of Business and its Dean, Nancy Jacobs, I will be joined by two other real estate professors, Mark Goldberg from the University of British Columbia and Ron Racster from Ohio State University. Our task is to set up a real estate curriculum for which the real estate industry in the State of Washington will provide a \$2 million endowment. One element of that fund will be an \$80,000 a year chair.

A second chair in search of someone like myself is now available at UCLA. I have already been contacted to learn of my interest or my nomination for consideration. The salary is in the letter attached.

My current salary position at the School of Business is inexplicable given our academic and industry standing for our program, our ability to raise funds nationally, and the salary position of other department chairmen of less seniority and less national recognition.

Including 2/9 supplementary salary, my eleven month base salary should be \$72,000, and my nine month base - \$58-59,000. The base is substantially less than the west coast positions to recognize the psychic income costs and seismic risks for which employers in the west must compensate! Nevertheless, at age 51, I must evaluate my current commitments and tradeoffs carefully as the energies, opportunities, and drives for recognition and accomplishment at another campus could begin to fade.

The opportunity for salary enhancement and equity in 1985 has become a dominant factor in my personal planning.

University of Wisconsin  Madison

Faculty

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608/262-1555

Graduate School of Business
Office of Associate Dean

August 21, 1985

M E M O R A N D U M

TO: D. R. Anderson
R. T. Aubey
N. M. Ford
✓ J. A. Graaskamp
D. J. Harmatuck
H. G. Heneman
C. O. Kroncke
J. G. Morris
L. E. Rittenberg
F. X. Siciliano

FROM: Jim Blakely



Enclosed for your record is a copy of the memorandum which was sent to the faculty in your area regarding the 1985-86 salary. I have today delivered the original directly to the faculty members involved.

Should you have any question concerning this data, please let me know.

rg

Enclosure

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
Telephone: 608/262-1555

Graduate School of Business
Office of Associate Dean

M E M O R A N D U M

TO: *Professor Graashamp*

FROM: E. J. Blakely
Acting Dean

DATE: August 21, 1985

I am pleased to inform you of the compensation package approved by the Board of Regents for the fiscal and academic year of 1985-86. The process has been long and included salary recommendations made by the departmental chairs and the subcommittee of the executive committee to me. I reviewed these recommendations and made the final salary submission to the Chancellor for approval by the Regents.

The final compensation package includes both a merit increase and a catch-up factor although the catch-up amount will not be effective until January 1, 1986 for those of you paid on an annual basis and January 9, 1986 (the effective date for the start of the second semester) for those of you paid on an academic year basis.

Because of the late approval of the compensation plan, July and August merit increases for those of you on the annual payroll will be paid on a retroactive basis not later than October 1, 1985.

The merit part of the compensation package for 1985-86 for faculty and academic staff was to average 6% of the 1984-85 base payroll for those employed 50% or more in the University system and who were on the payroll both semesters of the academic year. The 6% was made up of a 2% across the board component and a 4% discretionary component. The discretionary component is distributed selectively in recognition of performance and service (merit).

The first phase of the three-phase salary catch-up for faculty and the teaching academic staff will be implemented as applicable on either January 1 or January 9, 1986. You should draw no inference regarding your total catch-up from the amount awarded to you for phase one. Each of the three phases require independent evaluation and you may receive a greater or lesser proportion of the total catch-up package for phase two or phase three.

Your academic salary base for the first half of the 1985-86 academic year is \$50,466; for the second half \$55,934.

mjh

M E M O R A N D U M

TO: *Jim Graaskamp*
FROM: James C. Hickman *JCH*
Dean
DATE: ~~August~~, 1986

July 2

I am pleased to inform you of the compensation package approved by the Board of Regents for the fiscal and academic year of 1986-87. The process has been long and included evaluations made by departments and salary recommendations made by the Subcommittee of the Executive Committee. Evaluation criteria included your performance in teaching, research and public service, and administration. These were reviewed and recommendations for the final salary were submitted to the Chancellor for approval by the Regents.

The final compensation package includes both a merit increase and the last two catch-up increments. (Catch-up increment #1 was phased in during fiscal 1985-86.) The catch-up amounts will be phased in to begin November 25, 1986 and May 2, 1987.

The merit part of the compensation package for 1986-87 for faculty was to average 5.66% of the 1985-86 base payroll for those employed 50% or more in the University system and who were on the payroll both semesters of the academic year. The 5.66% was made up of a 2% across the board component and a 3.66% discretionary component. The discretionary component is distributed selectively in recognition of performance (merit).

Your academic base salary rate for the 1986-87 academic year will be staged as follows:

August 25, 1986	(merit)	\$ <u>59,753</u>
November 25, 1986	(catchup 2)	\$ <u>62,308</u>
May 2, 1987 (Noon)	(catchup 3)	\$ <u>64,760</u>

March 16, 1987

MEMORANDUM

TO: Dean James C. Hickman and Members of the Subcommittee of the Executive Committee

FROM: Professor James A. Graaskamp

RE: 1987-1988 Salary Standards

In 1986 the Subcommittee made a sincere effort to correct my base salary to a level more comparable with other department chairmen and senior professors. As a result of the Earl stretch-out, I will edge up to \$64,760 for a two semester period as of noon on May 2, 1987. The Real Estate Department is the fifth largest department in the School of Business, and senior members in Accounting, Marketing, Finance, and Management draw as a base salary \$70,210, \$84,230, \$69,860, and \$75,190, respectively, for a two semester period.

The Real Estate Program at the University of Wisconsin is probably the leading program in the United States. Graaskamp and Robbins are in the forefront of applied and theoretical appraisal techniques. Other full professors in Real Estate Departments with Chairs receive \$90,000 to \$100,000 per a two semester year. The University of Wisconsin can not afford a competitive salary and School of Business resources are limited. However, I would respectfully suggest that you and the Subcommittee create a Base Budget Adjustment for 1987-88 at \$80,000 for a two semester period and then indicate that I work for the School of Business 90 percent of the time. The other 10 percent would be funded with Real Estate Endowment Funds, continuing education honorariums, or special assignments to State of Wisconsin agencies such as the State of Wisconsin Investment Board (SWIB). This formula would limit salary impact on School of Business resources and still allow me to be paid for what I do.

During 1986 I was asked to provide emergency assistance to SWIB for at least a year to avoid some potential major real estate losses. At the same time it was determined that I could not receive more than \$600 per month for my time, even though I have spent many hours addressing the problems at hand. In 1986 I completed a major research project for the Pension Real Estate Association while teaching four courses in the fall semester and three in the spring semester. Again there was great debate as to whether I could be paid the research stipend under the State and University overload rules. To this date I have not received the research stipend. The Real Estate Alumni fund raising

Dean James C. Hickman and Executive Subcommittee
Page Two
March 16, 1987

campaign lends me out for a day to corporations that contribute a minimum of \$25,000 a year. Theoretically, I am to receive an honorarium from the Real Estate Endowment Fund via the U.W. Foundation for each day I spend with such corporations or for seminars promoted and sponsored by University Real Estate Alumni. Since my two-ninths salary for the summer is already committed, there is no way in which alumni funds at the U.W. Foundation can be added to my University salary.

At risk of furthering my reputation for arrogance and assertiveness, we have built the best known Real Estate Department in the country and as a result, one of the best headliners for the University of Wisconsin School of Business program. I am not afraid of work; I recognize the School of Business is short of funds. Aside from parity with all of the underpaid senior faculty, I only ask that an equitable Base Salary Adjustment be established and then be modified with the percentage employment factor so that I can be paid for the extra efforts I make for the State system.

I would be happy to discuss with members of the Subcommittee whatever misunderstandings have led to the current salary inequities or the economic imperatives for correcting the salary base and the tolerance for overload required under the State/University system.

faculty



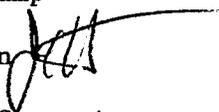
Office of Dean

University of Wisconsin-Madison

1155 Observatory Drive
Madison WI 53706
608/262-1553

March 6, 1987

M E M O R A N D U M

TO: J. A. Graaskamp
FROM: J. C. Hickman 
SUBJECT: 1987 Summer Support

In accordance with policies established earlier, the School of Business will pay 1/9 of your academic year salary during the 1987 summer session. Gift funds will be used to make these payments.

The policy under which this payment will be made is designed to encourage department chairs to be active in research. I am confident that you will have a productive summer.

rg

xc: G. H. Brieske

February 22, 1988

Dr. Kenneth T. Rosen
Chairman
Center for Real Estate &
Urban Economics
University of California, Berkeley
2680 Bancroft Way, Suite A
Berkeley, CA 94720

Dear Ken:

Jean and I have had an opportunity to discuss your stunning invitation to consider a move to Berkeley as a chairholder in the Center for Real Estate and Urban Economics. The great history of real estate and urban economics at Berkeley certainly parallels that of the programs here at Wisconsin, and the industry recognition and support for your program greatly exceeds both current and potential levels of such support here at Wisconsin. It has to be fun to interact with an Advisory Board as dynamic and proven as yours. Nor can the life quality in the Bay area be ignored where many of my lifetime friends reside, and where it is only a few miles to Jean's roots in the San Joaquin.

However, we have decided to continue to hold the fort in Madison for several reasons:

1. It is important to give the Wisconsin Program historical continuity and continued momentum by attracting a young full professor with a national network, academic credentials, and energy to build on the base that we have established. We haven't accomplished that yet.
2. We enjoy intensive involvement in the political process and the nonprofits in Madison, and Jean and I find that involvement in community more sustaining than just a general social circle.
3. The salary differential is significant but pretty much offset by the increases in housing costs given our need for a mortgage when comparing your area with ours and my need to live in immediate proximity to a student labor pool.
4. Jean's children and grandchildren are all established in Madison and Minneapolis, and that is a linkage which doesn't lend itself to hedonistic pricing models.

Dr. Kenneth T. Rosen
Page Two
February 22, 1988

Your inquiry was most flattering and timely in terms of Jean and I articulating what to do with the remaining decade, Lord willing, of our professional lives. Our new Dean of the Business School, Jim Hickman, is supportive of the Real Estate Program, and we are in the process of implementing some exciting adjustments to our curriculum and planning for a new Business School Building with custom crafted space for the Real Estate Department in 1991. The Dean knows I'm not going anywhere but a prophet is without honor in his own academic country, so I wonder if I might have a note from you after the fact indicating my eligibility for the eminent Chair at Berkeley, its general economic value, and industry endorsement of my candidacy so that I might place it in my faculty file as evidence of what must be my most significant honor in 1988.

With sweet/sour regret,

Professor James A. Graaskamp
Chairman, Real Estate & Urban Land Economics

JAG:bam