JAMES A. GRAASKAMP COLLECTION OF TEACHING MATERIALS

III. REAL ESTATE DEPARTMENT ADMINISTRATION

D. Doctoral Program

3. Sample Correspondence with Students Who Completed Their Doctorates or Were Candidates in Process under Graaskamp

Index

UNIVERSITY OF WISCONSIN-MADISON

GRADUATE SCHOOL OF BUSINESS 1155 Observatory Drive
Madison, Wisconsin 53706

April 24, 1976

MEMORANDUM

TO: Dean Robert M. Bock
University of Wisconsin Graduate School

FROM: Prof. James A. Graaskamp

RE: Special Committee Doctoral Program Proposal for James C. Canestero

Mr. Canestero is now completing his first year of residency in the U.W. Graduate School although he has been on campus two years, as he is employed full time as a lecturer in the School of Business. He has course responsibility for Bus. 554, Residential Development; Bus. 555, Commercial Real Estate Development; Bus. 556, Principles of Real Estate Appraisal; and Bus. 559, Construction Enterprise Management. As a result residency had to be completed by depending on summer sessions and no more than one course per semester.

A. Mr. Canestero is a registered architect, has a graduate degree in both city planning and architecture, has taught graphical design but has an unusual bias for those with architectural training. Specifically he believes that buildings should be built to serve the occupant user over time rather than the aesthetic visions of a designer and that the economic parameters of a design over the life span of its use should be the dominant criteria for measuring the success of the original design solution to a building problem.

There are no architectural schools in the country which include intensive research of economic constraints or of design fit to the occupants changing needs. Only in the past year have the leading architectural design schools at Harvard and Berkeley discussed with us the introduction of real estate feasibility and financial pre-programming as significant elements to be added to their curriculum. Only recently has life cycle costing become a significant constraint on public building design programs. Thus there is need of research to establish measures of the degree to which a building project meets original design program requirements and at the same time meets the social and financial constraints of those involved in its continued operation.

The interface between building design and building performance histories requires a combination of backgrounds in design, social science, and financial analysis which does not exist at Wisconsin or at any other school in the country within a single college or program. It is not a problem in land resources and it is not simply a problem of real estate enterprise since the gap between definition of a building problem and redognition of the real measures of success after the fact is found in the design team concept as presently taught in design schools and contracted for in the industry.

B. The exact title of the proposed degree is:

SOCIAL ECONOMICS OF ARCHITECTURAL DESIGN
(A general description of the dissertation topic is enclosed in Exhibit A)

C. The five faculty who are willing to serve on the special committee are:

Prof. James A. Graaskamp, Chairman, Real Estate & Urban Land Economics
118 Commerce - 262-6378
Prof. Richard D. Andrews, Urban & Regional Planning
211 Music Hall, 262-1004
Prof. Bernard Nieman, former Chairman of Landscape Architecture and Environmental Awareness Center (currently on leave)
25 Ag Hall - 262-2677
Prof. Martin Loeb, Department of Social Work and Director of Fay McBaeth Institute on Aging and Adult Life -
425 Henry Mall - 263-4020
Prof. Lee Crandall, Associate Chairman, Structural Engineering
2212 Engineering Building - 262-3491

D. A detailed summary of the academic programs of Mr. Canestero as well as other vita sheet details are included in Exhibit B. Courses taken to date are almost entirely tool courses in accounting, computer science, real estate finance and valuation, and site analysis. Only recently was it decided to use elderly housing as a vehicle for post construction measurement of the operating success and user satisfaction levels of the original design program. Therefore, additional courses are planned in the area of the sociology and psychology of the elderly and in the areas of social research survey and measurement. Further preparation in cost accounting is required but candidates previous work in architectural design, city planning, and regional planning is complete.

E. The committee will provide a written preliminary examination which will test the candidates understanding of the problems of measurement and evaluation to be confronted in the dissertation topic, as these include engineering, social, financial, land planning, and financial indices both prior to construction and following long term (3-10 years) of operating history.

F. The chairman of the special committee and major professor will be Prof. James Graaskamp of the School of Business.

Exhibit A

THE SOCIAL/ECONOMICS OF ARCHITECTURAL DESIGN

The Problem

The design team-client relationship presently establishes a static program to measure intitial design performance and efficiency of capital outlays, but seldom if ever provides for the long term monitoring of the project to provide feedback to succeeding similar functional design problems. There are a variety of reasons for this failure to evaluate the functional, social, envrionmental and economic successes and failures following initial occupancy of the facilities and the simultaneous completion of the construction contract obligations:

1. Most clients are infrequent customers for design services as a result of the excessive capital outlay, the long term suitability of custom designed space and the lengthy useful life of the structure and its mechanical components.

2. More frequently than ever the client is not the ultimate user, but rather an administrative intermediary between the design team and an unidentified user population. Whether the space is built under the guidance of citizen boards or a private speculator, the sensitivity to the long term users needs is often put in a secondary position to the initial economic and administrative concerns of the client.

3. The design team itself is comprised of a group of independent professionals who assemble to confront and solve the client's project needs. When the project is completed, the contractual ties that held the team together are severed and the participants are free to seek out a new project with its own special set of design team criteria. As a result, the design participants are constantly being reassembled into fresh teams that do not have a common background or experience base.

4. The design team relies only on the initial measurement of the design's performance and uses the incomplete conclusions for feedback into succeeding design processes, thus inadvertently the values and aspirations of successions of users and/or owners who utilize the product for the remainder of its life cycle are discarded in the process.

5. The question of who pays for the process of actually profiling the

life cycle expense factors versus the relative functional benefits of the design product for application to other similar design problems precludes this costly approach as a monitoring technique for the envrionmental design process.

A practical technique is needed which can accurately and inexpensively measure the functional design fit to the economic and functional/social factors of long term, life cycle, use. The element of how quickly and efficiently feedback of unsatisfactory product performance, a misfit, can affect the present and possible future design processes is a constantly underestimated concern for the client and his design team, as well as the user who must ultimately confront the architectural design on intimate basis.

The Process

The design team is faced with the problem of how it can more closely link the decision processes of the different disciplines (architecture, engineering, landscape architecture, natural resource planning, and urban planning) into a common methodology that satisfies the specific design program while meeting the general operational needs of the participants. But the constraints are obvious:

1. Different participants in the design process are seeking alternative physical and economic solutions to the human environmental needs.

2. Different criteria exist for the evaluation of long and short term design and performance objectives.

3. The priority rankings for relative aesthetic, functional, social, ecological, and economic considerations are varying continually with the passage of time in the mind of the client and his design team.

Each discipline has particular capabilities and methodologies for achieving an acceptable design solution for both the owner and user. The critical constraint for the team is the common desire by all the participants to design and implement a solution to the project program that satisfactorily meets the client's view of what he thinks the user wants. To achieve a stronger common bond in the team structure, continual input and feedback from the owner and the ultimate users through programming, analysis, design synthesis, as well as project implementation and performance could be very useful in reinforcing the team's common objective.

The Team

There is an apparent absence of feedback and continual sophistication of the design for functionally similar projects whose design teams may be assembled together for only one project and then disbanded. These design teams usually serve a series of clients who may never require similar services again. Obstacles to overcoming this short-sighted team organization are:

1. The variety of operational procedures used by the participants in the creation and implementation of the design solution cannot substain long term interfaces between disciplines.

2. The communications process can become garbled between team members as a result of their individual technical vocabularies and specialized evaluation techniques for measuring the merit of the design solution and its subsequent operational performance.

3. The potential for an adversary relationship between the participants whose professional, technical, and business attitudes and objectives may not mesh and is only amplified with the passage of time.

After the design process is completed, the individual members of the team may disperse to other tasks with no incentive or desire to later evaluate the long term functional and economic results of their labor. The user is ultimately left to face the consequences of the client's original programming decisions and thus there is no strong motivation to forecast the project's life cycle performance. The changes in the client's or user's functional requirements during occupancy are even more difficult to account for without careful pre-planning for flexibility by the design team and the extra initial capital commitment. The client/user might be better served if the feasibility analysis and architectural programming at the inception of the project was linked through process and experience to other clients and users contending with similar life cycle functional and economic needs.

The Participant

In seeking an acceptable solution to his segment of the design problem, the individual design team member views the problem as symtomatic or piecemeal in nature. Seldom is there a motivation on the part of individual participants to attempt an identification of the root causes of the problem situation that might be interdisciplinary in nature. The persuading factors that discriminate against the generalist's approach are:

1. The risk involved in the presentation and implementation of comprehensive solutions coupled with the complexity of the endeavor strongly encourages the participant to fall back on known processes and solutions.

2. The environmental designer must contend with procurement and operations techniques that account for product's initial economic efficiency rather than the performance of the design in meeting the owner's and user's life cycle needs and objectives. The design participants often lose sight of the fact any solution ultimately depends upon the commitment and motivation of a broad variety of long term occupants and owner's to make the design work in practice. We presently have no accounting of these factors in our design process.

3. The contractual and statutory constraints on the design process have evolved through custom and application. The participant may attempt to modify the design process and succeed only in generating higher levels of financial and legal risk for himself and the design team. The contractual relationships that are created at the inception of the design project act to limit and contrain the adaptability of the process later to constructive change.

The creation of common indexes of project design and operational performance might frame programming requirements for the team members in a more interdisciplinary manner. With all team members using a common iterative evaluation process for measuring the design's economic costs against the functional benefits received, the results could be much more sensitive to a broader range of program constraints.

LONG TERM MEASUREMENT OF FUNCTIONAL & ECONOMIC SUCCESS OF ELDERLY HOUSING DESIGN

The Research Proposal

The need for a survey of the "state of the art" applications of life cycle social and economic analysis in architectural design has practical applications for all the involved professional disciplines. At present, there has been little effort to establish the range of relevance for this new technique in the design process. An appraisal of efforts at the professional and academic level could set a bench mark to measure present proficiencies and future performance. The common ground covered by all specialized fields in their analysis could provide insight into the adoption of a satisfactory universal set of indices along with the techniques necessary for their application to measure project performance for all types of architectural design.

To achieve this goal it is envisioned that there are six essential steps:

Application

1. Select a particular product category of architectural design which has been formulated through an interdisciplinary team approach serving a client/user group which may never or infrequently require similar professional design services.

2. Establish the frequency of use for life cycle economic forecasting techniques at the outlet of the design process by the design-construction team.

3. Identify the types of data inputs as well as the indexes used in later stages to measure long term economic performance by owners and users.

4. Rank the degrees of overlap as well as conflict between different techniques and different professional approaches to the common problem of economic parameters analysis.

Accuracy

5. Analyze the procedures used to evaluate the life cycle economic and functional performance aspects of the design solutions for the case study project type.

   a. Measure the forecasts against actual long-term project type performance as delineated by the users and/or owner.

   b. Establish the method of design and operations information feedback to similar design problems that do not share a common association of client or design team.

6. Develop a statement covering the most efficient and effective manner to implement the successful techniques economic and functional/social analysis in the present and future context of architectural design techniques. Emphasis in this statement concentrates on overcoming the process, team, and participant deficiencies previously presented with an analysis techniques that reinforces the interdisciplinary nature of the design team.

Step #1 - The Research Subject

Publicly funded housing for the elderly has been selected as the functional design category as a result of its high current interest to the general public, design professions, and the federal and state government. This design category was selected to demonstrate the remaining five research steps of the study of the economic and functional/social analysis in the life cycle of an architectural design because:

1. Publicly funded housing for the elderly involves the design talents of an interdisciplinary team (from architects to geriatric physicians), a client whose main long term function will be to administer and operate the facility, and the user who will be a permanent resident with a brief tenure.

2. Initially, the buyer of the facilities will not be the user or perceivor of the completed architectural design product. Only the resident will contend with the functional/social, aesthetic, and economic consequences of the design on a full time basis. There is no escaping the misjudgments of the designers or client for the elderly inhabitant of the project. Poor housing design can actually contribute to the sense of social alienation and physical deterioration of its elderly inhabitants.

3. The ultimate users are seldom consulted during the preliminary design stages which may be more concerned with initial capital invested than in long term functional or economic performance. As time passes, the initial design concept offered by the client may not meet the expectations of the initial user and certainly will be less successful in meeting the needs of succeeding generations of users with their changing life style and broad spectrum health service demands.

4. The concept of funded housing for the elderly is a recent addition to the urban infrastructure and offers a capsulized impression of the changes in programming and performance criteria since its popular acceptance in this country as an alternative form of housing for the elderly. There are considerable amounts of state and federal tax revenues being spent in the State of Wisconsin to provide all sizes of communities with these subsidized housing facilities for the elderly.

5. The sequence of state and federal housing programs for the elderly dating back to the 1950's offers an excellent research opportunity to assess the relationship of different functional and economic

modifications and concessions to the architectural design over a time as a result of state and federal agency directives and client/user feedback.

6. Finally, with the demographic crest of the post war baby boom advancing constantly, it is estimated by the year 1990, nearly one-quarter of our population will be over the age of fifty and very much concerned with the public and private sector's capacity to provide suitable housing alternatives for their special needs. This population group will have special social, medical and supportive needs that must be accommodated in a manner and on a scale untested in today's housing market. As a nation and a state, we must begin to gear up in the coming decade to meet the special needs of this major emerging housing and service market sector.

Subject: Appeal Arguments for Committee Degree Application by James Canestaro

Date: August 6, 1976

I. WHY A COMMITTEE DEGREE WITH AN EMPHASIS IN ARCHITECTURE?

A. Lack of PhD. level programs in Architecture

If a student wishes an academic degree in one of the associated fields of architecture, he has a choice of 79 accredited schools of which 51 offer masters degrees. In pursuit of a PhD. with a concentration in Architecture, the potential doctoral candidate is offered the choice of only four accredited programs; at Berkely, Michigan, Pratt, and Princeton.

None of the four Ph.D programs offered in this country can even come close to replicating the faculty and academic resourses that are present here at the University of Wisconsin for meeting my objectives.

B. Lack of an established Architectural program at U.W.-Madison

In the state of Wisconsin only the U.W.-Milwaukee has an accredited architecture program. The U.W.-Madison campus has no faculty or programs that are directly related to the field of Architecture. To my knowledge, I am one of only a couple faculty members on this campus who are registered architects.

However, there are many courses on this campus which can benefit a student working on an advance degree in architecture. Of the many faculty members in varied programs whose interest, teaching, or research centers on some aspect of the architectural building product, I have selected five committee members who could most competently and successfully guide me to the completion of a Committee Degree with a concentration in Architecture. No better committee could be established at any of the existing PhD. programs in Architecture to meet my special interests and intentions. The committee is composed of:

Prof. Richard D. Andrews, Urban and Regional Planning
211 Music Hall, 262-1004
Prof. Lee Crandall, Assoc. Chairman-Struct. Engineering Dept.
2212 Engineering Building, 262-3491
Prof. James A. Graaskamp, Chairman-Real Estate and Land Economics Dept., 118 Commerce Building, 262-6378
Prof. Martin Loeb, Dept. of Social Work and Director of the Fay McBaeth Institute of Aging and Adult Life, 425 Henry Mall, 263-4020
Prof. Bernard Nieman, former Chairman of the Landscape Architecture Dept. and Environmental Awareness Center, 25 Ag. Hall, 262-2677

C. Strong committment and outstanding credentials in Architecture:

I have twelve years of work experience in architecture and its allied areas of finance and real estate. I have been a registered architect in the state of Wisconsin for two years and am a corporate member of the American Institute of Architects. I hold a bachelors degree from the Univ. of Notre Dame and a master's degree from the Univ. of Illinois in Architecture.

I have been a past member of the faculty of the Dept. of Architecture at the University of Illinois, teaching architectural programming and design. I have also lectured to many accredited schools of Architecture throughout the country during the past several years on the factors of architectural Economics.

II. WHY THE USUAL Ph.D PROGRAM WILL NOT MEET MY SPECIAL INTENTIONS:

A. I would lose the critical guidance of at least two of my proposes committee members if I pursue a PhD. degree in the School of Business. PhD. committee membership requirements state that four of the five committee members must be from the School of Business - with the three readers being selected from this group. I do not feel a committee with such a strong concentration in one of the areas of my disseration research and academic studies could replace the broad expertise of my proposed interdepartmental committee.

A Ph.D program in an area such as Business or Urban Planning would not provide the academic concentration or faculty perception of the issues I am trying to confront.

I was brought to the Univ. of Wisconsin as a faculty member in Real Estate to provide an architectural viewpoint to the real estate development process and thus hopefully broaden the understanding of my students. My expectations, as a result of my education and training, are different then the students that I teach. It would be counterproductive to be placed in a program which dilutes that difference and reduces my opportunity to continue my committment to architectural education after graduation.

B. No Business or Urban Planning Degree can offer the same academic concentration or faculty committee imput that the proposed committee degree. It is not a degree in pure Business, Architecture, or Urban Planning that I seek. It is the interdisciplinary nature of the degree that will make it so highly prized - so valuable in moving back and forth between Architecture and the other related fields.

C. Acceptance into this unique committee degree program would enhance and utilize much of the special knowledge and experience that makes my teaching so valuable to the university.

III. APPLICATION OF THE COMMITTEE DEGREE AFTER GRADUATION:

A. It is my intention to return to the teaching of architecture at the graduate level. At present, the majority of my teaching exposure has been in architectural programming, design, and development feasibility. It is my hope too create a special graduate program concerned with the economics of architectural development for students with an architectural background.

There is presently an intense demand for interdisciplinary faculty to expand the curriculum of graduate architectural programs. With the architectural discipline unable to educate the necessary PhD. graduates for their own programs, architecture schools have been forced to accept PhD.s from other academic disciplines even though they lack a broad architectural background. The other alternative is to accept lower academic credentials, such as a master's degree or professional registration. My proposed degree would bridge the gap between interdisciplinary background and broad architectural experience.

B. My research capacities in architecture will be greatly enhanced by the experienced gained in the proposed committee degree disseration topic, the social-economice of elderly housing design.

The architectural design process for housing has long held a bias for the aesthetic and functional considerations of the building project to the exclusion of the economic and social factors. Intergration of these social and economic factors into the building process has been neglected with economically damaging and socially negative results.

My understanding of the building design process and my interdisciplinary understanding of the allied areas of urban planning, real estate and the phychology of spatial design provides a the necessary foundation to begin research on potential alternative building design approaches that satisfy present and future economic and social constraints.

C. With the knowledge of architecture, planning, real estate, and social work and the research experience obtained in the committee degree disseration, I can act as a liaison between the different disciplines comprising the building design team. The understanding of each discipline's concepts, perceptions, vocabulary, and design techniques will be helpful in the implimenting of a new intergrated design team concept for the design of housing for the elderly, specifically, and all building design problems in general.

APPEAL OF THE GRADUATE SCHOOL DECISION ON THE APPLICATION
FOR A COMMITTEE DEGREE PH.D. PROGRAM
BY JAMES C. CANESTARO

September 15, 1976

The opportunity to utilize the committee degree format for course studies and dissertation research, in the area of social and economic implications of architectural design, offers an architect many unique and beneficial advantages that are not duplicated by any other established Ph.D. programs on this or any other university campus. With only four universities in the nation offering Ph.D.'s in architecture and few academic institutions pursuing research in architectural economics or the design of social housing environments there is great potential for me to generate new, innovative, and meaningful research.

Great advances in building technology now provide architects with the necessary flexibility and capability to design for human needs and purposes. We are lacking accurate knowledge about people's perceptions and behavior in architectural space and the associated costs of these environments over time. Research into complex areas of housing design with the purpose of developing design theorems to resolve the inadequacies in the architectural design process would have immediate implications. Financial and political institutions who are involved in the capital construction and long-term operation of buildings would be able to seek increased economic efficiency at the same time as more adequately meeting the needs of the user.

To achieve a comprehensive understanding of the housing design process and resolve the outlined research objectives, it is necessary to tap the resources of many departments on this campus. The fact that no Ph.D. architectural program exists on this campus or in the state only reinforces the need for my interdisciplinary program. The interdepartmental faculty committee that has agreed to supervise this proposed Ph.D. program represents all the critical imputs to the housing design process.

PROCESS:	User/Client Needs Defined ⇒	Development of Social & Economic Design Theorems ⇒	Modification of Institutional Delivery System
DISCIPLINE IMPUTS:	Social Work (Gerontology) & Consumer Science	Programming & Design Theory	Planning & Real Estate
FACULTY COMMITTEE:	Prof. Martin Loeb, Dept. of Social Work & Fay McBeath Institute on Aging & Adult Life Prof. Rbt. Barthalomew School of Family Resources & Consumer Science	Prof. Bernard Nieman Landscape Architecture Department, Center for Environmental Awareness	Prof. Richard Andrews Urban Planning Dept. Prof. James Grasskamp Real Estate Dept.

It would be impossible to encompass all these discipline areas and benefit from the guidance of this committee under the conventional School of Business Ph.D. program because:

(1) The major and minor requirements limit and highly structure the possible areas of course work appropriate to the degree;

(2) Only one Ph.D. committee member may be selected from outside the School of Business;

(3) A concentrated course program and faculty committee within the School of Business by its very nature could only concentrate on the economics portion of total housing design problem.

The committee degree program would act, on the other hand, to unify all the involved disciplines committed to the research of economic and social implications of architectural design as it relates to housing. (With a concentration research topic of housing for the elderly--refer to appendix exhibits). With my extensive academic, professional, and research background in architecture; the expert guidance of this interdisciplinary committee; and the contemporary and perplexing problem of housing for the elderly there will be a combination capable of advancing the fundamental theory of architectural design with the immediate impact of more successfully meeting the physical, social, and economic needs of the elderly as they relate to their physical environment. In addition, the interdisciplinary degree with an emphasis on architecture would be more in tune with my intention to return to the teaching of architecture at the graduate level.

To accomplish the objectives of providing exposure to all the crucial imputs to housing design, setting the ground work for the dissertation research, and establishing a basis for later research projects in related areas of architectural design for the elderly, I am proposing the following curriculum leading to the doctoral prelims. These courses will act to cap off the previous 102 graduate credits of work completed for masters in Architecture and Urban Planning as well as the advanced courses completed on the Madison campus in preparation for this application for special committee degree standing (please refer to course outline in personal resume).

FALL, 1976	SOCIAL WORK 999: Social Problems of Aging & Old Age, 2 cr. BUSINESS 704: Statistics, 2 cr.
SPRING, 1977	SOCIAL WORK 918: Seminar in Development and Socialization in Later Adulthood, 2 cr. URBAN PLANNING 999: Public Policy Planning Problems in Housing for the Elderly, 2 cr.
SUMMER, 1977	CONSUMER SCIENCE 940: Consumer Behavior, 2 cr.
FALL, 1977	SOCIAL WORK 918: Seminar in Aging and the Environment, 2 cr. CONSUMER SCIENCE 990: Directed Studies in the Environment for the Aging, 2 cr.

In conclusion, there is no formal program or department structure that provides the university and faculty resources or problem perception that is possible with a committee Ph.D. As a registered architect with strong backgrounds in planning and real estate, to fit neatly into a business Ph.D. program involves the discarding of the multiple viewpoints that have concerned me in academic studies, teaching, and professional practice for years in favor of a one dimensional definition of the research problem. The profession of architecture has always suffered from a distinct weakness in doctoral studies or advanced analytic research into the theory of architectural design. We live in and with the results of the architectural logic system, but fail to encourage its sophistication and enlightenment in the same manner as the more hard edged and quantitative sciences. I am appealing for the opportunity to be recognized as an architect committed to an architectural problem which can be solved only with the most enlightened of multi-disciplinary approaches.

Canestaro

UNIVERSITY OF WISCONSIN-MADISON

GRADUATE SCHOOL OF BUSINESS 1155 Observatory Drive
Madison, Wisconsin 53706

MEMORANDUM

September 29, 1976

TO: Robert M. Bock, Dean of the Graduate School

FROM: Prof. James A. Graaskamp, Chairman - Real Estate & Urban Land Economics

RE: Appeal of James C. Canestaro for Committee Degree Program

On April 24, 1976, I submitted a request to form a special committee doctoral program for James C. Canestaro which was promptly rejected by your office on the grounds that the same thing could be achieved through a Ph.D. in Business.

Further discussion with the faculty in various departments with whom Jim Canestaro is working indicates that the same result cannot be achieved through the School of Business degree and that the situation appears so well suited to the committee degree program, that the Graduate School apparently failed to understand the content and objective of the Canestaro proposal.

The objective is to prepare James Canestaro to teach in a School of Architecture from a new perspective wherein the design program is structured to include the life cycle context of the occupant as well as a financial life cycle context of the supplier within which it must operate. That is radical stuff for architectural training at any level and a Business Ph.D. would be significantly out of proportion to this thrust in architectural design and education.

Apparently I failed to communicate these elements properly in my memorandum. Therefore, Mr. Canestaro should be entitled to clarify his objectives to your office. His mentors in the behavioral field and the design theory field should have the opportunity to state the case more knowledgeably than I, the Philistine in real estate and a minority component in Mr. Canestaro's education.

Therefore I must request reconsideration of your judgment in the spring of 1976.

University of Wisconsin Madison

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

Graduate School of Business
Office of Associate Dean

December 20, 1976

Mr. James C. Canestaro
16 Pine Oak Trail
Madison, Wisconsin 53717

Dear Mr. Canestaro:

This letter is to advise you officially that the School of Business has approved a joint Ph.D. program where Social Work will be the adjunct major.

In addition to the proposal filed with the Graduate Studies Committee of the School of Business, you will be required to complete Economics 390, Economics of the Older Workers in Contemporary America. As with all Ph.D. candidates there will be a written Ph.D. preliminary examination in your major field in Business, Real Estate & Urban Land Economics. Professor Graaskamp will be responsible for coordinating this prelim at whatever time you choose to write.

In order to properly codify the joint Ph.D. program, I would like to have a letter similar to this one, for our files,which will indicate the scope of work you are required to complete in the Department of Social Work. I am providing you with an additional copy of this letter which you may choose to deliver to the professor you are working with in the Social Work Department. When I receive confirmation from that department of your approved program, I will formally advise the Graduate School.

Sincerely yours,

E. J. Blakely, Associate Dean
Director-Graduate Program

EJB:rf

xc: Professor J. A. Graaskamp, Major Professor
Adviser, Social Work

University of Wisconsin Madison

School of Business
1155 Observatory Drive
Madison, Wisconsin 53706

Graduate School of Business

January 26, 1977

MEMORANDUM

TO: Ph. D. Dissertation Committee for James C. Canestero
Prof. Richard Andrews - 211 Music Hall
Prof. Robert Bartholomew - 234 Home Ec
Prof. Martin Loeb - 425 Henry Mall
Prof. Bernard Niemann - 25 Agr Hall

FROM: Prof. James A. Graaskamp

RE: Degree Status

The enclosed memos will bring you up to date on the saga and current status of the Ph.D. program for James C. Canestero. As you may recall, an application for a special committee degree was turned down in the early spring of 1976, was appealed, and was turned down again after a great amount of procrastination with the banal explanation attached hereto in the memo dated November 17, 1976.

At that point, Dean E. J. Blakely of the Graduate School of Business suggested that the same result could be accomplished by a joint Ph. D. program involving the School of Business and the School of Social Work. This approach effectively eliminated the need for many busy work prerequisites in the School of Business and has been approved by the School of Business Graduate Studies Committee as indicated by the memo dated December 20, 1976.

Now the adjunct major in the School of Social Work has been defined and approved in the memo from Prof. Martin Loeb dated January 26, 1977.

Therefore, we are back on track and you may expect that during the late spring or early part of the summer semester we will reassemble to sharpen the dissertation proposal in order to initiate a search for funding of the dissertation.

10-8-81

James A. Graaskamp
Department of Real Estate
and Urban Land Economics
University of Wisconsin

Dear Professor Graaskamp,

As an undergraduate I studied architecture and construction engineering before majoring in economics. This year I'm completing work on the Master of Arts in Finance at the Univ. of Iowa. I would like to next pursue the Ph.D. in Urban Land Economics. The multidisciplinary approach at the Univ. of Wisconsin matches the approach I favor in education, that of an inquiry into all relevant and related disciplines in order to broaden the framework of analysis and increase the depth of understanding. For example, I feel that my knowledge of architectural design and construction practices assists me in making sound real estate decisions as much as my knowledge of economics and business administration. In this regard I recently read Tom Wolfe's From Bauhaus to Our House for pleasure and to absorb a critical appraisal of post-modern architecture.

The career goals I am pursuing are to qualify as a college professor of real estate and urban land economics and to develop a practice as a real estate market analyst. In achieving the latter goal I plan to develop computerized economic models of urban real estate markets. As necessary I also hope to expand real estate portfolio theory to assist in investment optimization. These are lofty goals that I find to be challenging and worthwhile.

I'm somewhat familiar with the sequence of required courses at the Univ. of Wisconsin. The real estate courses that make-up the M.S. specialization more or less serve as a foundation for advanced study toward a Ph.D. As a consequence most students

complete the M.B.A. or M.S. in real estate before being admitted to the Ph.D. program. Am I correct? As far as completing another Master's degree en route to a Ph.D. goes, it's fine with me as I'm looking forward to taking the courses in real estate analysis and urban dynamics. However, in order for me to afford attending the Univ. of Wisconsin I will need a half-time assistantship and in-state tuition. I have some research experience in urban planning and this year I am teaching two sections of introductory finance. I'd be happy to teach introductory finance at the Univ. of Wisconsin as well as assist in teaching undergraduate real estate courses or conduct research. (It is probable that finance will be my internal minor.) If funds are too limited to provide full assistance I'll understand, but I'll also have to forego attending the Univ. of Wisconsin.

I'm enclosing an accurate but unofficial copy of my most recent grade report and graduate test scores. If you could advise me of my chances of receiving full financial assistance I would appreciate your frankness. If the outlook is good, then I'll get the ball rolling on submitting a formal application. Thank you for your time and this opportunity to briefly introduce myself.

Sincerely,

Daniel P. Guenther

Daniel P. Guenther

1110 N. Dubuque St., Apt. 728D

Iowa City, Iowa 52240

JAMES C. CANESTARO, AIA
ARCHITECTURAL CONSULTANT

post office box 194
blacksburg, virginia 24060

(703) 552-3000

December 10, 1981

Professor James Graaskamp
202A Breeze Terrace
Madison, WI 53706

Dear Jim:

I have received the copy of the self-study questions for the prelim, plus your correspondence of December 1. I will be prepared to take my prelims before May 1, 1982. I would like some additional information on the length of the prelim, i.e. number of questions, total duration time of test, etc.

I was upset to hear that I would be required to answer one (1) of Stanley's questions. As you know, I was exempted from taking Stanley's courses since it was not in my area of concentration. To study for one of Craig's questions means I must study all of his material. This would demand a majority of my study time for the prelim. I would appreciate your revising your opinion on this matter so that I can concentrate all my energies on the real estate and urban land economics issues.

I am beginning to get a little anxious about the Federal Reserve job. I hope that I will be hearing the results of our proposal in the next few weeks!

Sincerely,

James C. Canestaro

JCC:aeg

Marion Wolfe -
Please return
to Chief 8/26/82

May 4, 1982

To: Jim Graaskamp

From: Max Kummerow

Subject: Prelims, etc.

In every degree there is a highest hurdle. For Robbins its the dissertation. For me I think it's prelims. I just don't want to know about shopping centers and certain other aspects of the field. As an educator you can say either: you must know a little about everything, or, if you were me, you would say, the guy has shown he can learn stuff if you beat it into his head, and we are all specialists, lets demonstrate competence in a reasonable hunk of the field and make sure he knows what building the library is in for the rest. The question is whether to insist that all the information in storage is instantly accessible or not. I maintain you screw up your processor by loading too much memory into it and not enough computing capacity. I suspect that it is hard to get creative people to go through university s when jumping hoops is made too uncreative an excercise.

Moreover, it would be nice to try for product. A main activity of academics (may god protect me) is publishing. Why not make prelims a bit more of a test of ability to produce publishable papers? Specifically, I'd make the following suggestions within the framework of the present real estate department prelims procedure:

a. keep the present list of questions, except that about half a dozen might best be revised or replaced because of the rapid change in the field and the changing nature of concerns. (Maybe Rod should look at the planning type questions, I expect Andrews questions could stay about the same, it seems to me real estate finance, appraisal, equity investment are the fastest changing, as well as perhaps the issues of economic growth, "economic recovery" and so on which underlie real estate (for example environmental issues also).

b. give the student a bit more leeway in choosing, eg. write on 2 out of 6 rather than 2 out of 3 which means the student can specialize a bit more and do a more thorough job of preparing certain questions. I think we have got to all specialize, its too big for mortals to handle all of it. Chemists specialize, botanists specialize, probably accountants specialize, why not us, our field is just as big or bigger.

c. let the student write on one "wild card" question of his/her own creating. (What's good for the NFL can't be all bad.) This would let the student demonstrate creativity and that there is an ability to move onward not just parrot what's been done before. Mine would, I think, be on chinese philosophy.

Actually that's an exaggeration--I don't know any chinese philosophy. However, I'd like to try to write something on the philosophy of science as applied to real estate. In three sentences: The methods of inquiry used are the key to obtaining useful results. Best historical example: for 1500 years, Aristotle was examined without reference to the natural world--the world was the center of the spheres and you cured people of diseases by bleeding them, and turned lead into gold by alchemy. Smart people did all this. They didn't get far. Then somebody said, why don't we look at reality and let nature tell us the answer instead of imposing our Aristotelian knowlege on nature. Wham--scientific method. Incredible payoffs. Proposition: the methods of physical science (experiment, analysis, isolation of causal variables) aren't so useful in social science (including real estate) where the situations we are interested in are inherently complex, historical (that is what is true today isn't true tomorrow--everything evolves and changes historically), and under partial control by humans (as opposed to being controlled by natural laws or the nature of physical reality). I think this means that research has to be a part of the process--that to know real estate you have to run a consulting firm or some other business or be involved in the process somehow. Also that some things are unknowable in advance and you have to proceed step by step, with feedback corrections. The book by Gerald Weinberg (I gave you a copy, my wife used it as a text in a course on systems concepts she taught in IES) talks about the "used car law" where you patch up the old theory until it doesn't work anymore, then trade it in on a new one. Some of those kinds of ideas are relevant. Essentially I think a lot of university people are off in a little world of their own while the world goes to hell around them and its a waste of the world and of their talents. They need to quit working on alchemy and start working on what's happening. You are one of the best demonstrators of the more pragmatic approach to research that I'm advocating. Obviously when you are talking philosophy the stuff gets a mite deep on the floor, but I think there is something here worth pursueing. The germ of all this came from my dislike of what the sociologists were doing back when I studied that and was reinforced by a feeling that Craig Stanley's approach to modelling the world was too simplistic and doomed to fail. I may be completely off the wall with this stuff, but I think that grundfrage (ground questions) or the philosophical assumptions that underly methods of inquiry are an important topic and a good foundation to put into place. Also relevant to real estate. You are really building a different kind of model of the world than many other fields have done. You are being opportunistic, historical, and dealing with the complexity of situations with many relevant variables. This philosophy of science stuff amounts to saying: we are on the right track and here is why.

d. Let the student write one question on his/her proposed dissertation research. Many departments include the students research as part of the prelim exam. Why not have one of the 6 or so questions the student writes on be: Describe your proposed dissertation research and why it is an advancement of the field. (Or words to that effect.) Forcing a student to organize thoughts about a dissertation might save years for the average real estate grad student or stimulate him/her to quit and get a decent job while there is still time and youth remaining. It would also give you a clue as to what kind of drivel you will have to put up with reading later on.

e. A couple of specific changes in questions have occurred to me, but I'm sure you could do a much more fiendish job of updating the questions than I can, and also I don't know where I filed them. I think maybe something like:

1. alternative mortgage instruments and their implications for risks in lending. Future of long term financing in general.
2. assume a no growth or declining economy and zero or negative population growth (both quite concievable in this century and declining economies a reality already on a regional basis). What are the implications for the real estate game?
3. (And one for Lee Shilton although he no longer needs it:) Discuss "public-private partnerships", quasi-public development corporations, use of IRB financing and similar strategies for urban redevelopment. What problems are they addressing, how effective are they, are there other alternatives that would work better to revitalize cities?

I think the above suggestions amount to an improvement in the department's prelim process and that some kind of evolution of the questions will be necessary sooner or later. In summary:

1. more choices--allowing more in depth preparation on fewer issues--a recognition that specialization is necessary if us mortals are to produce much. (write on 2 out of 6 instead of 3 out of 4)
2. wild card and dissertation questions.
3. update a few of the questions.

Also: Please explain to me again why when a 22 year old can go out and get $30,000/year and have fun, why would anyone intelligent enough to get a PhD bother to do so?

9/16/82

To: Graaskamp, Wolfe

From: Kummerow

Subject: More Prelim questions

Marian and I had a couple of interesting conversations about prelim questions and format, which stimulate the following addendum to my memo on the questions:

1. Marian is interested in discussing format. Ideas include: a 72 hour take-home as a part of the exam and perhaps a two part exam with one part being to prepare a subject area within the field in depth, which could become the basis for teaching a course on the subject. This recognizes the need for specialization within a field. I probably have garbled this, but at any rate, exam format is an agenda item.

2. Marian asked about methodology questions. One view would be that this is a real estate not a quantitative analysis exam so methods aren't the subject. But on the other hand, there are some methods that could be covered: a) survey research, b) real estate computer software, c) statistics, especially regression as applied to appraisal. There may be others that don't occur at the moment. Possible questions:

a. Describe the methodology of a detailed feasibility study for a site in search of a use and for a use in search of a site and for capital in search of an opportunity.

b. Using documentation such as the Manske manual as a reference, discuss the inputs and outputs of the MRCAP model. Discuss how this and similar models are used in the real estate decisionmaking process, as well as pitfalls to be avoided.

3. I've got the bit in my teeth on the issue of an optimum set of philosophical assumptions for real estate research. Marian says: a) big deal, everybody knows about these platitudes like my statement that we are concerned with historical questions--eg ones unique in time and space--rather than with universal generalizations like the laws of physical science. (My response: a big part of the work done is social science wastes its time looking for universal laws when what they really could find is merely how consumers are behaving this year in Poughkeepsie.) She also says: b) Don't throw the baby out with the

bathwater. That is, if you insist that problems are complex and that a new model has to be built for each problem, rather than an abstract model to apply to all problems, how does knowlege cumulate, how can you really start from scratch, don't you really have to build the model out of the work of those pepple making generalizations (that you have been scorning so). Good points. Marian used the epithet "journalism" to describe how by being too caught up in the complexities of a specific problem, one can deviate from the orthodoxy of scientific method (as those who misuse scientific method call it says the heretic).

How did I get so crazy on this subject? An historical explanation:

1. As a sociology graduate student (after an undergraduate degree in chemistry) I became highly sceptical of the utility of generalizations derived by statistical analysis of sophomores sorting tiddlywinks in cubicles in the basement of the social science building. I knew that I behave differently than a molecule of CO_2 for example. You can't express any meaningful behavior of mine with a simple equation. Like in real estate the answer always depends on the context and the price.

2. Craig Stanley seemed to me to be on a blind alley with the multi-variate models he was playing with. Too simplistic oddly enough, even after you added 40 variables. And of course, by the time you get all those variables the statistical assumptions have been destroyed. Moreover, the model isn't cost effective to use. Stanley I think felt he could know things and make useful generalizations using his methods as implied by his question added to the prelims lists in pen for ORourke and Shilton:

> "Describe and critically evaluate the role played by empirical research in the construction and corroboration of urban land economic theories. Contrast this logical positivist approach with the general descriptive approach advocated by such writers as Andrews, Ratcliffe, Graaskamp, Wendt, and others."

But what did Stanley's models ever turn up? That the prison in Green Bay didn't have any effect on property values of nearby homes? As my wife (who is a heavy duty modeller and a person who I always listen to carefully) remarked cynically "Is that before or after the prison riot?" So much for discovering the laws of society through statistics.

I have a lot of respect for the intelligence and perseverence of Stanley, Andrews, sociologists, and the alchemists of the middle ages. It seems to me a reasonable hypothesis to examine whether the fact that these brilliant people didn't come up with more that seemed useful is a result of asking the wrong questions or asking them in unanswerable ways.

3. Andrews said things like "later on, after we get a lot more data, we will be able to construct a general theory of situs and structure." I doubt it. Moreover, I can think of some epistomological problems which strongly militate against such a theory: free will, infinite complexity and very large numbers of relevant variables, technology change and innovation which are by definition unforseeable, the existence of evil (the rational answer is usually not chosen), and so on. We operate, with respect to the problems addressed in real estate in an indeterminate not a determinate world. I realize that such a notion is as distressing to the social scientists who are mimicing physical science as the idea that the earth is not at the center of God's perfect spheres was to Gallileo's pope. We like things to be orderly and to feel that we understand how to control them. Witchcraft and superstition didn't start with econometric models.

4. My wife taught a course on systems methods application to ecological programs and I attended a conference on ecological modelling. These people make models, but the smart ones don't take them too seriously. The number of variables has to be kept reasonably small and a new model has to be constructed by looking at a specific situation and observing what variables and relationships seem to be most important. For example, one might find that the factors promoting downtown decay in central Houston in 1982 aren't the same as those in Madison, 1982, or even the same as in Houston, 1976. The most interesting paper to me at the modelling meeting said "don't ignore anything you know." We know about a lot more than the 35 variables in Stanley's Green Bay data base. Why be mindless about methodology?

5. In the reverse mortgage research, Ken Scholen consciously decided to mix into the process and be part of it, rather than stand outside the process as observers. I believe that we learned more by doing than we could have by watching. Only when I sat down with a little old lady and talked with her about taking out a RAM loan was I able to find out how she would react to the fact (as opposed to a hypothetical question) and to focus my thinking on the real issues that came up and that I could not have anticipated. And of course we humans have the option of creating reality as well as observing it. Again a horrible thought for the conventional scientist: You mean I might be responsible for what happens? Have an ethical standard applied to my work? Worst of all, somehow associate with some political decision? You see, its ok if I invent something and give it to some people who use it to maim, torture, and pillage. I didn't do it. But to invent something and say I won't let this be used for pillage, is a crime against the scientists objectivity and a threat to the research budget.

4. Lo and behold there is a fair sized literature on these sorts of issues. History of science books almost all contain a phrase like "The hard part was asking the right question, reformulating the conventional wisdom so as to break out of the preceeding dead end avenues of inquiry." C.P. Snow wrote about the "two cultures" and worried that the divorce of science from humanism would cause a decline and fall. Jonathan Schell talks about "not being able to experiment with the earth." There is only one and we are real concerned about what happens to it. You can't apply scientific generalizations to questions like nuclear war, nor for that matter to real estate developments. They only happen once.

5. Graaskamp's work, which I do think some people have found to be of practical use (and therefore of course, academically suspect--not detached enough) is an example of the approach which I'm advocating. What I'm trying to do, therefore, amounts to explaining how the underlying philosophical assumptions of Graaskamp's research differs from that of many social scientists. Graaskamp has avoided the grandiose generalizations of theory in favor of a painstaking data grubbing analysis of specifics. The question isn't how to make shopping centers work, the question is how to make this shopping center work. That difference is as important as the difference between the abstractness of fair market value and the specificness of the most probable price. Its the same issue generalized from appraisal to social science.

"Applied research" or "journalism" may be putdowns to the pure academic, but in my opinion the pure academic approach has about as much chance of offering useful information about the grubby real world issues that are of central concern to social sciences as Aristotle did to 16th century physics. You have to wade in the mud to know how cold it is.

So, how about a question like:

> Real estate analysis generally involves the construction of models consisting of variables and relationships between them. Discuss the underlying assumptions of modelling and methods to use in constructing models. You may want to create a broad philosophical foundation for real estate research or contrast real estate research with the modelling done in other fields.

THE UNIVERSITY OF WISCONSIN
Graduate School of Business
1155 Observatory Drive

To Jim Graaskamp 5/25/83

From Jim Blakely Subject

The Real Estate Department is to be congratulated for your high standards as evidenced by the dissertation competition and the results achieved by your candidates. Please let me know if Robbins wins next year's competition.

rf

997

Georgia State University

university plaza
atlanta, georgia 30303

May 12, 1983

Dr. Richard Marcis, President
AREUEA
Dallas Federal Savings and Loan
Headquarters Office
8333 Douglas Avenue
Dallas, Texas 75225

Dear Richard:

I am pleased to report that the judges for the Sixth Annual AREUEA - Homer Hoyt Dissertation Competition have announced the results of their deliberations:

FIRST PRIZE - $1,000

Barry A. Diskin - "The Condominium Conversion Process - A Study of Market Characteristics, Physical Factors, and Location Attributes Contributing to the Rate of Tenant Absorption."

Supervisor: Joseph Rabianski, Professor of Real Estate and Urban Affairs, Georgia State University, Atlanta, Georgia.

(Dr. Diskin's current position is Assistant Professor in Real Estate and Risk Management at Florida State University, Tallahassee, Florida).

SECOND PRIZE - $750.00

James R. DeLisle - "Toward a Formal Statement of Residential Real Estate Appraisal Theory: A Behavioral Approach."

Supervisor: James A. Graaskamp, Professor of Real Estate, University of Wisconsin at Madison.

(Dr. DeLisle's current position is Assistant Professor in Real Estate and Risk Management at Florida State University, Tallahassee, Florida).

HONORABLE MENTION - None

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The choice was difficult to make. I am pleased to ask President Richard Marcis to formally award the prizes indicated at a ceremonious pause during the AREUEA-Mid-Year Luncheon meeting. Arrangements should be made with program director Dr. Kevin Villani.

Further, I ask that you formally announce the 7th Annual AREUEA Dissertation Competition for Real Estate and Urban Economics dissertations granted and deposited between July 1, 1982 and June 30, 1983 as now open for competitive meritorious nominations under the sponsorship of the Homer Hoyt Institute. The prizes are the same, $,1000.00; $750.000; and $250.00.

This letter is being forwarded to Secretary-Treasurer James Gaines, with a request that he prepare the checks and mail them to either you, Dr. Marcis, or to Dr. Kevin Villani so they will be on hand for the presentation.

I have contacted the prize winners and both have indicated they will make every effort to attend. They are seeking travel funds. If they are unable to attend, please designate surrogates to receive the prize envelopes for them and have the checks mailed to them at Florida State University.

I ask that President Marcis make special note of the invaluable contribution of the Homer Hoyt Institute. Without the Homer Hoyt Institute's support the competition could not be continued. The prize winners, supervisors, and judges are also receiving a copy of this letter.

Finally, President Marcis, please acknowledge the indefatigable and superior work of our judges: Donald Epley, George Gau, Hugh Nourse, and Larry Wofford who joined your Chairman in judging these dissertations. It is not an easy task and their service to AREUEA should be recognized.

Dr. Marcis, please treat this letter as a request that you act in your official capacity to appoint a Chairman and four (4) judges for the 7th Annual Competition. Dr. George Gau will be on sabbatical and therefore is unavailable. Of course, you have the perogative to appoint any real estate professor you choose. I don't know whether or not the other judges are willing to serve after a tough year. However, Dr. Epley and Dr. Wofford did indicate they would do so sometime ago.

I have also used this letter to request that Dr. Donald Nielsen and Drs. Kau and Sirmans (1) announce the winners of the 6th Annual Competition and (2) announce the 7th Annual AREUEA - Homer Hoyt Dissertation Competition in the AREUEA Newsletter and the AREUEA Journal as soon as possible which has been the custom in the past.

I thank one and all for their cooperation and participation in the 6th Annual Dissertation Competition. It is appreciated.

Respectfully submitted,

James R. Cooper

James R. Cooper
Chairman of AREUEA 6th Annual
Dissertation Competition

JRC/hb

cc: Dr. Gaines
Dr. Nielsen
Dr. Kau
Dr. Sirmans
Dr. Diskin
Dr. DeLisle
Dr. Rabianski
Dr. Graaskamp
Dr. Epley
Dr. Gau
Dr. Nourse
Dr. Wofford
Dr. Villani

May 20, 1983

To: JAG

From: Max K.

Re: Program Improvements

I am, as Garrison Keillor says on Prairie Home Companion, happy to be here. Wisconsin's real estate department is a stimulating place and provides the opportunity for a great education. But, I deduce from the fact that it seems to take two weeks to get an appointment with you, and nine months to get a pre-lim question revision (3 due to my procrastination and 6 due to yours) that the PhD is not a high priority product here at the education factory.

Motivations for PhD production:

1. The exponential cloning argument. If a professor turns out 2 PhD's per year, and each of these in turn produces 2 per year, after 15 years there will be 32,768 Graaskamp clones. To produce the same number by direct education each year's class would have to be 2184 students. If your goal is to influence the field, produce queen bees, as well as worker bees. (note that I assume you are a megalomaniac who wants to take over the world. I realize this does not do justice to your humane and wise perspective and that you are probably just joking when you say "achtung" in class and otherwise display an affinity for the old fashioned values of the third reich.)

2. The Jesus Christ argument. Without disciples, Jesus would have been just another damn fool Hebrew agitator who ended up nailed to a tree.

3. The they will do all the work argument. Every professor in the world except you knows that"exploitation"of graduate students is the name of the game in academia. How it works: they come up with ideas, or you do, they do all the work, you give them a little sound advice (which makes their lives miserable because it means more work), they write up something, you edit it and voila--you both get to put your names on something to publish. Very fair and productive I think--lets you be five places at once intellectually. The kid gets a start in the world. Good system. The work will be less even in quality than if you did it yourself, but it will also be more broad-ranging. Everything with your name on it doesn't have to be a Mona Lisa.

Now that you are motivated, what should you do differently:

1. Try to upgrade the quality of students. Why become a PhD student now? Someone so stupid, afraid of the real world, or crazy they will undertake to buy a product costing something like $75000 (three years earnings plus expenses, at least), which offers as product benefits a likely permanent reduction in earnings and maybe a little more intellectual stimulation. There is no guarantee the product will work (the student may not get through and may not get a job if he does). A PhD is a very risky purchase. To get better students, lower the monetary and non-monetary costs and try to increase the benefits. In Ag. Econ. here, in real estate at Austin and in many PhD programs, there is a committment to entering students of

a degree of financial support. Here we get one year of TA experience (a lot of work, but excellent experience). Would it be impossible to add to that a one year internship (½ time job), perhaps doing work related to a dissertation or area of interest. And a one year dissertation fellowship after passing pre-lims? That would greatly reduce the cost and risk of a PhD program. Then you might try to work on job placement, although that might not be helpful if there are no jobs.

2. Work with students a bit more along the way. I personally love neglect. But coaching does make a big difference. (Under Buck Rogers the Brewers were bums, under Harvey Kuehnn they are heros.) I have personally squandered at least a semester, possibly more, and perhaps gotten less out of the effort than might have been possible due to poor decisions about how to allocate time, which courses to take, etc. The combination of high expectations and vague standards is very hard on people. Sort of like an officer saying to the men-"we expect you to take that hill" without laying out the plan of attack or whether there will be air support. A good officer worries about losses among the troops. You've had a few casualties amongst us, maybe more than absolutely necessary. People making that big risky decision to go for a PhD deserve periodic contact and guidance designed to help them through.

I hope the above doesn't come off as complaining. That isn't my point. There would be real benefits to the program from more emphasis on PhD level research. Papers co-authored by professors and PhD students are one of the components of a department's reputation and an area where we may be relatively weak. What this department does now better than anywhere is turn out a high quality masters student. Your publications are regarded as high quality, but few, I think. Your reputation in industry is very high. So the trick is to keep up the good areas and improve the others. One area to improve is probably support and supervision of the PhD's.

509 Daly
Missoula, MT 59801
4/26/85

Prof. James Graaskamp
School of Business
University of Wisconsin
Madison, WI 53706

Dear Chief,

Recent memo stimulates poorly researched reply. Am mortified at my ignorance after all these years. Enclosed are:

1. Some comments pencilled on your appraisal paper. Since it is pretty long for a journal article and covers so much ground, perhaps it could be split into two pieces. A series of sermons.

2. An attempt at your question IV, "unresolved conceptual issues in appraisal and prospects for resolution of same."

3. A short fragment on risk management for lenders.

Sorry to drivel on so long about appraisal, "if I had time I'd have written a shorter letter" as the lady said. But why be apologetic about assigning some reading to a man whose packets retail for $38.75.

More seriously, I am not very familiar with the appraisal field and would appreciate any guidance you could provide regarding issues I've completely missed, totally botched, etc. Thanks.

Your humble slave and devoted disciple,

Max Kummerow

ps. My students think the A.I. text (8th ed.) is terrible, and most seem to think Ratcliff makes more sense. Since I give a completely unbiased presentation, this must indicate the intrinsic merit of the ideas.

pps. Missing from the world is a written version of "appraisal according to Graaskamp." Three media come to mind: a) a three ring binder reader (sold nationwide through the mail for $50 and updated annually for $20 more), b) a brief (ULI monograph type) summary of major ideas, and c) a text, co-authored with somebody like Dilmore called Appraisal of Investment Real Estate, which would be destined to be a classic in the field.

The School of Business
University of Wisconsin-Madison

Graduate School of Business
1155 Observatory Drive
Madison, WI 53706
608/262-0391

August 22, 1985

Dear Jim,

Greetings from the West Coast! I'll spare you the details of the inconveniences of the move. However, I have not yet reached the point where I can say I am glad we have moved. Enough said on this subject.

I am sending you a question for the second part of Max Kummerow's prelim exam. Max had requested that I send it to him before he left Madison, but I told him that I preferred that he receive his question at the same time that Dan and Fred received theirs. I want to keep things as fair as possible. So, I leave it to you to look it over - and then send it on to Max at the appropriate time. The question is fairly general, since at this time, Max has not decided on many of the specifics for his dissertation. For example, will he focus on rental housing or owner-occupied housing? Is he concerned with family housing or with elderly housing? If you have any questions, please do contact me at home: 415-843-4193. I have an office at Berkeley, but do not yet know how often I will be going to it.

I hope all is well with you.

Best regards,

Marian Wolfe

THE REFINE GROUP
FACILITY MANAGEMENT CONSULTANTS

post office box 194
blacksburg, virginia 24060

(703) 552-3000

February 7, 1986

Professor James Graaskamp
202A Breeze Terrace
Madison, Wisconsin 53706

Dear Jim:

Thank you for being so candid during our recent telephone conversation. I found it very reassuring, but sobering nonetheless. I feel that time is really running out on the dissertation and that I must get to it next year or it will never be done. I am currently battling with the best way to disengage from the software project in the fall so that I can get into the writing of the dissertation.

On another subject, I have enclosed copies of our academic resumes for your reference. Nancy and I are beginning to recognize that the most fertile ground for the intermingling of architectural planning and design, business management, and real estate economics is in the evolving area of facility management. We are holding tight until the right positions open up in this area. We are confident that our combined credentials and the professional networks we are beginning to build will be an asset to a university interested in this new discipline.

Our conversations with board of directors and presidents of several facility management associations indicate that they are currently suffering from a lack of academic and continuing education credibility. These organizations are searching for academic partners to develop accredited university and short course programs, undertake critical research projects, begin professional publications, and develop computer simulation tools for professional practice.

Also, major corporations are currently beginning to examine their need for staff facility management training programs. The cost effectiveness of creating in-house programs, relying on professional accreditation, or enrolling their staff in university-sponsored short courses is at issue.

The Building Owners and Managers Institute International (BOMII) has recently undertaken a survey of a number of architecture and business schools searching for a suitable training site for its anticipated corporate enrollments.

BOMII searched for a university program which had enough elective flexibility to allow introduction of at least four facility management courses along with the necessary business and design requirements. They were frustrated to discover that no business school was flexible enough to accommodate the added curriculum. The design schools which they contacted did not indicate interest in mingling business and architecture together in a common curriculum.

I hope that we will have the opportunity in the near future to meet with University of Wisconsin faculty and administrators interested in facility management. The June presentation of the "Facility Management Maze" simulation game would be the best opportunity to initiate this dialogue. As the time for the presentation approaches, we will have to discuss the logistics of staging this involved simulation game together on the Wisconsin campus. I am sure, once you've had a chance to observe it, you will agree that this one-day simulation is a revelation to the issues that influence facility management.

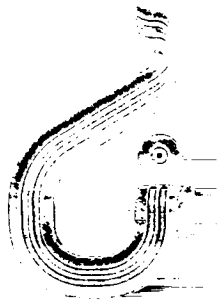
Finally, I have enclosed a draft evaluation of comparable software and a flow chart of the REFINE:ONE analysis process. I will send on additional documentation in a few weeks for your review. I appreciate your continued interest and support of this project. I must admit that sometimes I wonder how I ever got myself mixed up in such a involved and nerve-racking business venture. We will be ready for the presentation in June and look forward to the critique of your students and the ULI participants. The course outline is still a little vague, and we need to discuss how to best use the limited instruction and evening computer lab time.

Sincerely,

James C. Canestaro, AIA

JCC:vwr

Enclosures (4)



7 February 1986

Dr. Jim Graaskamp
202 A Breese Terrace
Madison, WI 53705

Dear Chief:

Howdi from them 'thar Ozark hills,

FIRST, some thoughts to share about my decision to return to teaching,

Going to Europe this December was analogous only to the act of floating candles from a desperate Ghat on India's sacred Ganges. And I was lucky enough to get that brief moment of peaceful inner thought, accidentally attending Christmas Mass at the Sacre Coeur in Paris.

With echoes of the organ music magnified by the power of thousands of candles, present and future and eternity became one for a few moments, as time defied your Real Estate theories and stopped.
There, and then, I saw the footsteps of my mentor in earthly matters---HK, the candles he has blown, and an empire that burns in a hurry following his death.
There, and then, too, I saw the footsteps, (or wheeltracks ?), of my intellectual mentor and the candles he continues to float, and the everlasting lights in each of us.

The choice was mine, and I made it.

SECOND, a very special word of gratitude for your recommendation letter to Dean Watson at Harvard's Graduate School of Design.

I hope you can live with your conscience following such a letter! I truly appreciate it, Chief.

condominium investments, ltd.
box 644, lake ozark, mo. 65049 (314) 365-2343

THIRD, an update on my search back to academia and its symbiosis,

At the upper end, I have applied for the Senior Position in Landscape Architecture at Harvard, and for the Chair of Landscape Architecture at Virginia Polytech.
In the mid-range, I have applied for a "Development" oriented position with Jim Vernon* in Real Estate at Georgia State, for an Associate Position in Architecture at Oregon, and for a Senior or Associate Position in Landscape Architecture at Kansas State.
Last, and least, only for a fall-back position, I am applying for an Associate Position in Landscape Architecture at University of Illinois in Urbana, and a one year similar position at North Carolina.

C attached

I sure hope I can float candles at the upper end---there are more candles and more river.

And again, Howdi from them 'thar hills.

And as always,
with love and respect,

Atef

gb

encl.

P.S. Enclosed is a copy of my Resumé in detail.

WHY I WANT TO RETURN TO GRADUATE SCHOOL FOR A PHD IN REAL ESTATE

A dozen years ago, I had an important decision to make. In the preceding seven years, I had completed all of the course work at Michigan State University for PhD's in both Mathematics and Economics. I was doing preliminary work on a Mathematics Dissertation. I was a teaching assistant at both Michigan State University in math and Lansing Community College in Economics. I had an active Real Estate license and was making sales regularly, both to myself and others. The property under my control was nearing a million dollars in value and I was making new acquisitions rapidly. I managed it all myself. I had a wife, two children, and another on the way. I had extensive church responsibilities. I couldn't do it all.

On the one hand I had always wanted the life of a college professor. An academic life suited me; the world of business still seemed a bit alien. The math PhD had been a goal set long before I got interested in Real Estate. On the other hand, the funding for my graduate work appeared to have run out, I had a family to support, and my successes and enthusiasms were now mostly directed toward Real Estate. I chose to drop out of school and concentrate on Real Estate. In four or five years I would achieve the million dollar net worth and financial independence I was aiming for. Then I would go back to school.

It turned out to be more difficult than expected. I hadn't reconed with a couple of severe recessions, or with the fact that not everything I did would be as successful as my early investments had been. I did eventually build a net worth of about $1.5 million, only to see it shrink substantially in the last couple of years. With the sale in December of my most valuable property, it was clearly time to move on to something different. My wife and I and the children, too, discussed the possibilities and we concluded that we would like to move back to Boise, Idaho, where my parents still live. We prayed for confirmation of that decision and received a wholly different impression. We felt it was time to complete a PhD in Real Estate. We had earlier discarded this possibility because it would mean a double move during the high school years of our older children and would take us far from family and friends during what may well be my parents' last years. But as soon as we felt the inspiration, the reasons were obvious enough.

First, I am still a bundle of unfulfilled idealism and ambition. The dreams of my youth were to earn a great fortune so I could build a city and implant in it my own and the best of others' ideas on unban planning, architecture, governmental organization, entrepreneurial environment, education, freedom and worship. Having failed to achieve great wealth, I am not likely to build a city, but I can still gain the knowledge and credentials to teach and inspire those who will - my own children perhaps. To be a strong influence for good in the world has long been my ambition. I need to be "actively engaged in a good cause" designed to "bring about much righteousness" in order to feel good about myself and the world. These are phrases from the "Doctrine and Covenants" a compilation of revelations and writings of the Mormon prophet Joseph Smith. There is nothing I might do right now which would better fulfill this idealism than earn a PhD in Real Estate.

Second, the role of college professor and expert consultant suits my nature a lot better than the role of business manager. I covet the lifestyle of Dr. Grasskamp.

Finally, there is so much I want to learn. I have felt so frustrated by the incessant mundane demands of running a real estate property management business. I feel like an eagle in the role of a squirrel. The freedom for a couple of years to soar above the trees and with sharp eyes gather in the big picture together with all the details is an opportunity I approach with considerable zest and enthusiasm. Even though I know more than most of my associates in Real Estate, there is so much I don't know -- so very much. I am hungry for that knowledge.

I want to know how to hook up to existing data bases to do market surveys. I want to know how to use the most sophisticated tools -- both hardware and software-- to analyze and construct investment scenarios. I want to be an authority on, though not a specialist at, real estate law, property management accounting, income tax accounting as it applies to real estate, and appraisal theory. I want to know every detail of the development process from land acqiusition and financing to design, construction, and leasing. I need to understand more of the ephemeral arts of marketing and negotiating. I want to become personally well acquainted with the decision makers in the big banks and insurance companies. I want to relearn and sharpen my old mathematical skills in ways calculated to give me analytical tools for real estate investment and development decisions. When it comes to knowledge, I am like a kid in a candy store. I will need help to focus my program; I will not need motivation to learn. The greatest danger is that I will, like before, reach the end of my course work and still not feel like I know enough about a single subject to launch into a dissertation.

As a broker, my largest sale has been a 96 unit complex. My biggest achievement as a developer has been the restoration of a 35 unit burned-out apartment building. I seem to lack the credit, contacts, and credibility to do bigger things. I expect to have more of all three three years from now, but I hope my base of operations then will be an academic office, not a development or management firm.

In spite of the usual reservations about being uprooted, my sweet wife and eight children have been enthuiastic and supportive in this move. They ask only that we not be separated and that they can continue their lessons in music and dance.

I have written this directly without notes or rough draft. There is much more I could say, but I prefer to wait until my arm is out of a sling (I had elective shoulder surgery recently), I can work on a word processor, and I am free of the hassles of running a business. Suffice it to say that in the first months of school I hope to develop a carefully crafted set of objectives concerning the skills, information, and people I would like to know at the conclusion of my graduate program.

Evan D. Harrison

7/9/'86

509 Daly
Missoula, MT 59801
July 14, 1987

Professor James A. Graaskamp
202 Breese Terrace
Madison, WI 53705

Dear Chief,

There aren't many books on housing rehabilitation, people who know about the subject, or programs to examine here in Missoula, Montana. I accomplished more in 4 days in Washington than in the previous six months. My conclusion is that I can finish, if I can get to the information. This implies out of pocket costs.

As a strong believer is markets I ask myself "Why should I do this if nobody cares enough to pay for it?" I also ask whether I should be living on my life savings and what my child will think of me when he gets old enough to understand. I really feel that if my topic isn't fundable, I should look for another topic. I'm open to suggestions. (I once asked my dad, who brought over $12 million in research funds to the University of Illinois, how to choose a scientifically important research topic. He said, "Son, you do what you can get paid for.")

Fortunately, after the Washington trip, I think looking at the cash flows, marketing, and administrative details of deferred payment repair loans is a fundable topic. Senator Cranston, reportedly, will introduce a housing bill next year which will include new initiatives, so housing research interest is cranking up. To my surprise, housing rehabilitation funding didn't really drop much during the Reagan administration. Communities are choosing the DPL vehicle more often and using them in creative ways. It seems to me the kind of research topic that has potential to save millions of dollars in public funds. One can only be appalled that so much past public money has been misspent tearing down cities, building high rise slums, etc. with so little analysis and understanding. Very few people are better qualified for such research than us UW real estate folks. (Ann Monks and I introduced ourselves to George Sternlieb as Graaskamp grads. He ~~leered~~ grinned sympathetically and said "Oh. Then you've suffered.")

The time has come, for me to get it done or give up. Here is my application: Deferred payment loan. Amount $5000. Source: the vast stockpile of alumni funds, or whatever. Terms: Repayable at zero interest, in five annual installments from my salary as a post PhD professional. Forgivable if I don't become so employed. Kicker: Will deliver seminar on housing rehabilitation financing at UW anytime. Use of funds: Out of pocket costs of PhD research. Matching: Will apply for additional funds to cover salary.

The payoff to the program of a reallocation of limited resources to support PhD research for all post-prelim candidates would probably be substantial. Would include:

1) More departmental publications (because more research would get done faster)
2) Attracting high quality students into the PhD program (although me and Fred are great guys and maybe even smart, wouldn't it be nice if you could pick and choose from even more wonderful people)
3) Attractive to good faculty (any sensible prof. wants good slaves to do research grunt work)
4) Enhances program's influence and reputation (Grissom, Vernor, et al)
5) Potential profit center (why not aim for a few hundred thousand a year in outside research funding)

In other words, if anybody asked me, I'd recommend that in addition to a year of teaching support, all UW real estate PhD candidates receive a year of research fellowship. Couldn't help speeding things up and greatly improving the percentage who finish. Being slow and stupid, I'm embarrassed to make such a request for myself, hence the DPL application. Does this make sense?

Still suffering and glad of the opportunity,

Max Kummerow

1/20/88

Dear Chief,

Ken Scholen called me up recently. He said St. Augustine, before he was a saint, took pains to sin greatly so that God might be the more delighted with his reform.

So far, I have sinned plenty against my German work ethic heritage. I find the dissertation continuing to hang over me beyond all reason. It keeps me up nights and makes me think kindly of easesome death. The only way to get shut of it will be to either finish or find something else to do. I'm going to apply for a cowboy job come calving time, but doubt that this is the right career for one with my weak back, lack of roping skills, and tendency to fall off things. I'm sure that you will suggest actually working on my degree instead of merely worrying. Thank you. Seems obvious to me too. Implementation difficult. Weak character.

Having learned from my dog and horse that positive reinforcement is the best way to get outstanding performance, let me try to find some words of praise for myself: First, I am proud to have remained married and raised a nice 4 year old. If both of us had pursued careers as hard as Vicki has, the relationship and the child would have been casualties.

Secondly, it is a worthwhile enterprise for a Graaskamp student, a true believer in the ideal of efficiency as tested by markets, to critically examine one of government's less than efficient responses to market failure. I have identified a good research topic and I am well prepared to accomplish the task.

Clearly, I'm having the same sort of trouble progressing that Robbins and others have had. Ignoring the swamps of moral and psychological failures which afflict me, for the moment, it seems to me that the practical problems are no money and nobody to talk to, which means no deadlines. Robbins got done when it became a job with pay and money to gather (in his case vast amounts of) data. Also you were, I'm sure, right on his back, because it was your project too.

I think the team is available for the deferred payment rehab loan study. Dowell Myers is a bona fide housing expert and a man with a good sense of academic process and how to move students through it. Ken Scholen and Bill Perkins are two experts of national stature in equity conversion and rehab administration respectively. They like to play poker with me, luckily, and can offer considerable help.

The missing links are my energization and money. These two are mutually interrelated. Please think about the money question. I could probably spend a year looking for funding with less result than a well placed phone call from you. I hope you will take

this on as your role.

I asked you in October why families are so important, suspecting you of feeling remorse about creating workaholics who neglect families with sad results. A better answer than the good one you gave me about "how can you be ethical in business if you aren't ethical with your family" has occurred to me. It is that families recreate humanity each generation. All that we create will be turned over to barbarians and destroyed unless people take the trouble to socialize their children. Also, one's ties with others are the difference between life being heaven or hell.

Now, the next step is to realize that one's family isn't really much different from other people's families, worldwide. (I've checked, its true.) We should feel a bond with every human. If we could all make that ethical jump, there might be some considerable hope for this aggressive, overly ingenious ape.

I hope the new year finds you sitting on a sound foundation, so to speak. (Sorry to hear in your Christmas letter that the leg is still giving trouble.)

Your unworthy disciple,

Max Kummerow

509 Daly
Missoula, MT 59801
January 20, 1988

Professor Dowell Myers
Department of Real Estate and Urban Economics
School of Business
University of Wisconsin
Madison, WI 53706

Dear Dowell:

To an unusual extent, this research topic comes from my own experience, as opposed to literature or faculty advisors. To give insight into why doing this topic this way interests me, let me summarize its origins:

First, I went shopping for cheap rental housing. Try this experiment yourself, if you want a real gut feel for what poor housing means in America: Have a realtor take you on a tour of "junkers", those properties whose price per square foot is lowest. These will represent the problem housing in the local market. As you tour, think about living there.

Second, I bought junk property and also served on the Board of the Madison Mutual Housing Association during its start-up. MMHA and I found the same thing: market rents for property in good condition aren't enough higher than market rents for beat up property to amortize the cost of repairs. Poor folks can't afford a roof over their heads, much less cost of rehabilitation. Their bundle of preferred goods and services faces such a severe budget restraint that other items take priority over repaired housing. The resulting market rent patterns tell the landlord, at least those with a short term perspective, not to repair.

Third, on several occasions, I talked with property owners who had participated in government rehab assistance programs. More than once they said "if I had known how much red tape was involved, I wouldn't have applied." The non-cash costs (time and aggravation) in rehab programs are considerable and result in a major net reduction in benefits delivered. Government has to pay big bribes (low interest or grants) to get people to participate.

These experiences convinced me that market failures in housing are significant and require government intervention, but that government intervention under some programs at least, isn't cost effective. The nub of this dissertation topic is looking at ideas to solve the dilemma of inherent rehab complexity vs excessive administrative costs.

As to how to proceed, a chapter in a book called <u>The Force of Knowlege</u>, by John Ziman was a starting point. Ziman claims that contrary to the scientific paradigm of theory testing, much progress is made by tinkerers. <u>Edison</u> by Matthew Josephson is a

good case study of practice preceeding theory. I'm betting that local variations of rehab programs are too.

And, of course, a Wisconsin real estate education provides frameworks for thinking about housing rehabilitation. In addition to Graaskamp's feasibility framework, teaching residential finance (the loan underwriting process), and a course offered by Mike Rothschild on marketing for government and non-profits seem most helpful.

What is lacking is focus, neatness, and completion. In my opinion, to do the most useful work on this topic, the messiness of the real world should not be assumed away, but instead be made the paradigm of inquiry (as Kuhn defines paradigms). Graaskamp has legitimized this attention to detail in his feasibility framework. I look forward to your comments.

Sincerely,

Max Kummerow

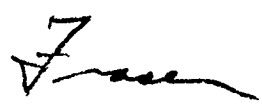
Jim:

As you can see, I am looking for a replacement for Milwaukee. Milwaukee's schedule conflicts with the Image Interpretation course that I have to take with Scarpace in the Fall and would also conflict with a Geographic Information Systems course next Spring. Next year will pretty much finish up my coursework. I have to work, but I also have to knock off the rest of the courses if things are to move ahead.

If you have any suggestions, please let me know.

Other than very busy -- all is well here.

Best regards,



134 G University Village
Ames, Iowa 50010
December 4, 1985

Professor James A. Graaskamp
Room 118, School of Business
1155 Observatory Drive
University of Wisconsin
Madison, Wisconsin 53706

Dear Professor Graaskamp,

Thank you for taking time on November 20th to visit with me about the University of Wisconsin's Real Estate Program and the possibility of a teaching assistant position. I was favorably impressed with the size of your real estate program and the breadth and depth of course offerings.

I'm sorry that Dr. Robbins was delayed at the Chicago airport and I did not get an opportunity to visit with him. Although I did visit with Dr. Robbins briefly this past summer when I was in Madision, it would have been nice to further discuss his specialty of computer applications in the real estate field.

It was also a pleasure visiting with Dan Guenther. Dan provided me with valuable information about your program.

I look forward to hearing from you in regards to a graduate assistantship offer. I will be in touch with you in the future about finalizing my plans to attend the University of Wisconsin in the fall of 1986.

Sincerely,

Dan

Daniel L. Knox

28 March 1988
234 Brookcliff Trace
Marietta, GA 30067

Dr. James A. Graaskamp
202 A Breese Terrace
Madison, WI 53705

Dear Chief:

Just a short note to thank you for recommending me to North Carolina State University's School of Design to head their Department of Landscape Architecture.

I have been asked, and I am enclosing a copy of my response for your information.

Perhaps that will become the home for a Real Estate Development program that goes beyond today's token "Physical" course or two in a Business School, and "Money" course or two in a Design School.

You taught me to think big, Chief!

As always,
With Love and Respect.

Atef

gs
encl

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