

JAMES A. GRAASKAMP COLLECTION OF TEACHING MATERIALS  
VII. INDUSTRY EDUCATIONAL COURSES - LONG TERM  
    B. Urban Land Institute (ULI) Summer Courses  
        5. Organizational Work for the 1988 Summer ULI  
           Courses

Canestaro. wp

3-9-88

March 9, 1988

James C. Canestaro  
The Refine Group  
P.O. Box 194  
Blacksburg, VA 24063-0194

Dear Jim:

Delighted you can work with us on the ULI Real Estate Development Process Courses. The exact dates that you are teaching are the afternoon of Wednesday, May 18, and the morning of Thursday, May 19. In June at the conference in Princeton you would be on Wednesday afternoon, June 22, and the morning of June 23. We would also like you to participate in a group talk session Tuesday night, May 17, with John Griffin, Dowell Myers, you and me where the students can have at us any way they choose. (This would be repeated Tuesday night, June 21, at Princeton.)

On Wednesday evening, May 18, we have scheduled an open evening so the students can explore dining in Madison without deadlines. You would have 1:00 until 5:00 on Wednesday (4 hours) and 8:30 until noon on Thursday (approximately 3 1/2 hours).

However, we must stick to the subject areas. Last year the group felt Barbieri had too many slides, so we must limit the slides to four hours, which I realize cramps your style; however, we want you to give your talk on alternative procurement measures - traditional, fast track, etc. - and a good introduction to construction management. Mimeographed materials sound like a good idea, but we would like to produce them here and have them in the notebook. Are you talking about a royalty of some sort? In any event, we need your outline materials by the end of March because ULI needs a full sample manual in mid April.

Call me about what materials you would like to use for construction management and procurement.

Sincerely,

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

JAG:bam

cc: Michael Anikeeff

Berkowitz, WP

3-28-88

March 28, 1988

Richard K. Berkowitz  
Arthur Anderson & Co.  
33 West Monroe Street  
Chicago, IL 60603

Dear Dick:

Thank you for a special trip to Madison with Art Gordon to discuss curriculum development for your real estate consulting division and other possible advisory roles. I believe we could have a good match of goal convergence between Arthur Anderson and Company and the "crusade" for professional appraisal which characterizes the University of Wisconsin Real Estate Program.

With this letter I am sending a number of selected items which you may find useful. First, I have provided resumes on my teaching colleagues and their hourly rates for development and instruction. Each faculty member would be paid by Arthur Anderson and Company directly and, with the exception of Professor Graaskamp and Jean Davis, is not an employee of Landmark Research, Inc.

Brochures on the ULI programs and the American Bankers Association programs are enclosed together with a monograph I did for ULI that provides an introductory statement of the Wisconsin concept of real estate.

I have also enclosed some selected course syllabi for our advanced courses. These are illustrative of subject matter only and courses that would be designed for your purposes would be much less dependent on readings and tied to a broad variety of case problems and sample reports of both good and bad professional work. These materials will provide a point of departure for our discussion of curriculum design. My colleagues are also excited about this opportunity and we would like to reserve a week this summer for the first offering. Such a week will have to fit a complex set of commitments here in Madison, not to mention the scheduling of your spaces in St. Charles.

Again, thank you for doing us the honor of coming to Madison. We look forward to being of service.

FOR LANDMARK RESEARCH, INC.

James A. Graaskamp

Enclosures

cc: Dowell Myers  
Mike Robbins  
Rod Matthews

## ULI Real Estate Development School

### The Development Process

May 15 -20 *Dates appear to be correct here*  
Inntowner Hotel, Madison, Wisconsin *but incorrect below*

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— *Professor James A. Graaskamp died on April 22, 1988* —  
Preliminary Program Outline  
(Incl. D. Meyers Outline)

Sunday, May <sup>15</sup>20

Evening - Graaskamp:

- I. Introduction
- II. Comments on National School for Real Estate Development
- III. The Ethics of Enterprise Management

Monday, May <sup>16</sup>21

Morning - Graaskamp:

- I. Definition of Key Concepts
- II. Major Actors in the Real Estate Development Process
- III. Each Actor as a Cash Cycle Enterprise
- IV. Stages in the Development Process
- V. The Nature of Preliminary Planning and Feasibility
- VI. Development Risk
- VII. Risk Management Methods

Afternoon - Griffin:

- I. Land Use Control Law:
- II. Social Compact Between Developer and Community

Evening - Open

Tuesday, May <sup>17</sup>22

Morning - Griffin:

- I. Web of Contracts
- II. The Contract Between Owner and Architect
- III. General Conditions of the Contract for Construction
- IV. Acquisitions and Leasing

Afternoon - Graaskamp:

- I. Market/Linkage Attributes
- II. Market Research
- III. Research Differences by Types of Projects
- IV. Strategy of Market Research
- V. Site Reconnaissance
- VI. Legal/Political Attributes
- VII. Political Process
- VIII. Litigation vs. Political/Professional Operations
- IX. Negotiating Public/Private Development
- X. Merchandising Research

Evening: Group Discussion; Graaskamp, Griffin, Myers, Canestaro

Wednesday, May 23<sup>18</sup>

Morning - Myers:

- I. Importance of Market Research
- II. Basic Dimensions
- III. Strategy of Market Research
- IV. Sources and Uses of Demographic Trends
- V. Other Secondary Data in Tabulations
- VI. Sources of Data
- VII. The Role of Survey Research
- VI. Research Problem Areas
- VII. Research Differences by Project Types
- VIII. Checklist for Evaluating Market Research

Afternoon - Canestaro:

- I. Office Building Design
- II. Commercial Construction

Evening - Open

Thursday, May 24<sup>19</sup>

Morning - Canestaro:

- I. Commercial Construction
- II. Construction Management

Afternoon - Graaskamp:

- I. Real Estate Finance
- II. The Mortgage Application Process
- III. Source and Function of Equity Finance
- IV. Hybrid Finance and the Developer

Evening - Graaskamp:

- I. Psychology of the Regional Shopping Center

Friday, May 20

Morning - Graaskamp:

- I. Real Estate Development
- II. Real Estate Management
- III. Enhancement of Existing Real Estate Projects
  - A. Property Management Operations
  - B. Public/Private J.V.'s
  - C. Asset Enhancement as Development Path of Future
- IV. City Building as Long Term Urban Compact
- V. Horton Plaza Case

Afternoon - Open



disaggregated data can be checked for accuracy more easily  
but they are hard to come by for local areas:

secondary data are much richer for larger areas

--more money for data

--federal or trade association research staff

--easier to print detailed data for one broad area  
than for a multitude of small places

the trick is to make use of detailed data from broader areas,  
supplementing this where needed by custom survey data

#### B. *The 3 Legs of Real Estate Market Research*

1. See Figure 2

2. Sound market research requires usage of combinations of methods:

Secondary tabulations: indispensable; data of first resort

data already available; cheap and fast; census data are high quality

Survey research: customized to needs; last resort

expensive and time-consuming

"taking a survey" will not automatically provide answers

Regression analysis: powerful inferences;

requires surveys to collect primary data

3. The best, i.e. most elaborate, market studies integrate all three legs of research

C.

### III. **Strategy of Market Research**

#### A. *Looking for Differences or Changes*

1. What gaps exist?

2. What have other suppliers missed?

3. What changes are coming?

#### B. *Clear OBJECTIVE:*

identifying unmet future demand within a definable niche

#### C. *EMPHASIS ON .....*

1. real consumers

instead of trends in the industry

exactly who is the customer?

2. defining market niches

instead of market totals

identifying user groups

understanding subjective preferences

recognizing organizational needs

other ?

3. unmet demand

tracking competition for your targeted segment of demand

finding pockets of unsatisfied demand

4. the future, not today  
it takes time to develop a project  
what will be conditions when it comes to market?
5. make maximum use of available local data  
methods are more adaptable than data  
choose methods appropriate to the available data

*"If the only tool you have is a hammer, every problem is treated like a nail. In fact, some people can only see nails, overlooking the saw cuts that might be more profitable."*

problem: you can't be well skilled in all methods

solution: learn the methods that are best adapted to the data you will find

6. extrapolate more detailed information from other places  
smaller scale places have weaker data resources  
places are unique, but resemble one another

#### D. Tension Between the "Niche" and "Aggregate" Perspectives

1. Both are important
2. Micro Research  
emphasis on survey research  
collection of "primary data"  
custom tailored to research needs  
expensive and time consuming  
used to identify market segments and decisionmaking behavior
3. Macro Research  
emphasis on secondary data analysis  
census data  
economic forecast data  
industry-wide data  
prepackaged: relatively cheap  
used to benchmark aggregate market growth

4.

#### E. The 4-Square Design for Market Research

1. A proposed resolution of the macro/micro debate
2. Here is a method for  
linking aggregate and niche research (micro and macro)  
and for projecting current data to future conditions
3. Refer to Figure 3
4. The four squares are formed by two dimensions  
macro vs. micro

present vs. future

5. Within these squares we define SEVEN STEPS in market analysis:

6.

1. Identify the current property OR one similar to the proposed
2. Decide how far into the future is the time horizon for analysis
  - current conditions only
  - 1-2 years: builder's time frame
  - five years: developer's time frame
  - ten years: investor's holding period
3. Locate and/or construct forecast data for the AGGREGATE market  
appropriate to the selected time horizon
4. Redescribe the current property (or example) in segmentation terms equivalent to those used in the aggregate forecast  
NOTE that only limited information can be forecasted  
—often this is in a different form than current data we use
5. Analyze the property and its tenants in ratio to segments of the current aggregate market  
use primary data collection—surveys, etc.
6. Use aggregate forecasts to scale the current segmented market forward to the desired time horizon in the future  
use marginal scaling techniques
7. Apply the property's CURRENT ratio standing to the forecasted aggregate market  
use capture rates disaggregated by segment  
use sensitivity analysis of alternative forecasts  
for the segmented capture rates themselves

F.

#### IV. Sources and Uses of Demographic Trends

##### A. *Fundamentals of Demographics*

1. There are two basic components:
  1. composition  
the makeup or breakdown of the population into subgroups
  2. behavioral rates or propensities  
these are defined for each subgroup in the composition
2. Change in either factor generates market change  
Market = Composition X Behavior Rates  
Refer to Figure 4

3.

##### B. *Convenient Rules of Market Segmentation*

1. Detailed data required for segmentation
2. Build off the more reliable data  
--more reliable geographies

- more reliable variables
- 3. Borrow detailed tables from larger geographies  
scale these down to the local area by  
using the more limited local data
- 4. Recommended order of variables in breakdown: age/income/attitudes  
refer to Figure 5: schematic  
refer to Figure 6: elderly example

## V. Other Secondary Data in Tabulations

### A. *The Top-down Structure of Data Availability*

- 1. Much more data is available for larger geographic areas  
Nation/region/state/MSA/county/city/census tract/block
- 2. More detail is reported for the larger geographies
- 3. More frequent updates are performed for larger geographies

### B. *Methods of Scaling Data*

- 1. [see Scaling Data Notes]
- 2.

## VI. Sources of Data

### A. *Federal Data Sources*

- 1. Retail data available  
Consumer Expenditure Survey--U.S. annually  
Census of Retail Trade--MSA's every 5 years
- 2. Housing data available  
American Housing Survey--U.S. biannually  
Current Population Survey--U.S. annually  
Housing Vacancy Survey--U.S. annually  
American Housing Survey--selected MSA's every 4 years  
C-40 Construction Reports--MSA's and localities monthly
- 3. Office data available  
SIC code information  
proprietary data
- 4. Industrial data available  
SIC code information  
proprietary data

### B. *Local Planning Studies*

- 1. More detailed local data are available from local government sources
- 2. These data are updated irregularly
- 3. The data are not produced in a standard format across localities

### C. *Private Data Firms*

- 1. Standardized local data—updated by projection—are available
- 2. These data are estimated from a baseline of the last census
- 3. They are much skimpier than the census, but provide basic info
- 4. The data are reasonably priced
- 5. Some drawbacks:  
The data have uncertain reliability  
reference the ICSC *American Demographics* article  
The data are standardized and not customized to the user's needs

## VII. The Role of Survey Research

- A. *Strategy is to Link Custom Surveys to Secondary Data*
  - 1. Choose same sample base as for secondary data
  - 2. Choose same variable definitions and categories
- B. *Consumer Questions*
  - 1. Choosing the Right Sample
  - 2. Preferences
    - what do they see missing from the market?
  - 3. Expected Behavior
    - plans to upgrade
  - 4. Tie to Secondary Data Tabulations
    - (that's what the demographics at the back are for)
- C. *Supplier Questions*
  - 1. Choosing the Right Sample
  - 2. Market Targeting
    - who are the current tenants
  - 3. Vacancy Rates
    - leased or occupied?
    - double counting tenants?
    - at what time of year?
    - what is the normal VR?
  - 4. Months of Supply Alternative
    - divide vacancies by monthly absorption
    - gross or net absorption?
    - how to measure current absorption rate?
    - don't be fooled by last year's data
- D. *Sample Selection*
  - 1. A Good Sample is Better than a Poor Complete Survey
    - samples are less time consuming
    - don't survey only largest projects
    - danger of low response rate
  - 2. Random = representative
    - goal is to extrapolate from a sample to whole market
  - 3. Advantages of a stratified sample
    - better look at some smaller categories
    - more efficient comparisons
    - sample weights correct for sample fractions
  - 4. Alternative Bases for Samples
    - Inside vs. Outside samples
      - inside = current tenants or customers
      - outside = whole market area

## VIII. **Sticky Problems**

- A. *Defining Market Area*
  - 1. Every real estate type is different
    - Retail: smallest scale
    - Depends upon size of center:
      - smaller centers have area of 1 mile radius
      - larger centers may reach 5 miles or more
      - superegional malls reach 15-20 miles

GOAL: *to find the seams between other stores' trade areas*

Methods

gravity model

Huff probability model of retail patronage

other factors

1. natural barriers segmenting space
2. trapping point effect based upon traffic flows
3. relative image of competing centers
4. tenant mix, parking, amenities, etc.

End result: draw a line on a map

don't draw a circle!

don't assume 100% patronage inside the line

Housing: medium scale

Key principle is "substitution"

sometimes the market is a single neighborhood

but consumers compare units over wide range:

e.g. all of north suburbs or all of close-in westside

substitution linkages lead many to view housing market  
as entire MSA

larger cities lead to stronger spatial divisions in markets

Methods

interview brokers and leasing agents

interview tenants or prospects to see where is  
their search field for housing

Office: medium scale

demand may be segmented by downtown vs. suburbs

but firms have choice of moving

so many evaluate market at MSA level

overall, much like problem of defining housing market areas

Industrial: resembles office

*B. Capture Rates*

1. Defined as the share of market to be captured by new project
2. Importance of the capture rate is its impact on vacancy levels and rent levels
3. Probably the greatest source of error in market studies
4. Wild card in the market study: can't be directly estimated
5. Rule of thumb is the **equal share method**:  
Share = % of square footage  
Share = proposed addition / (current supply + proposed)

Of course, the true capture rate will be higher/lower  
Never *bank on* exceeding an equal share

6. Judgment is required to assess whether a project can make its assumed equal share
7. Statistical forecasts are possible:
  - An analogue or regression model can be estimated that is useful for predicting share to be captured by the new project
  - Many factors can affect the capture rate, and these must be included in the data base
  - Given a large data base of similar properties
    - with data on market shares
    - with data on market characteristics (i.e. demand)
    - with data on competition's characteristics (i.e. supply)
  - This method is used by chain stores
  - It is expensive and difficult to get right, but improves over guess work

C.

## IX. Research Differences by Types of Projects

### A. Office

1. Focus on employment growth  
number of added workers X sq. ft./worker
2. Consumer is executive in charge of leasing
3. Measuring sales potential by also considering lease expirations in competition
4. Segmented by class of space: A, B, or C  
and by location: downtown, west or east suburbs  
and by type: R&D, medical, clerical, business services, etc.

### B. Residential

1. Focus on household growth  
number of added people by age&sex X demand parameters
2. Consumer is the household
3. Measure sales potential by also considering move-up in market
4. Segmented by owner/renter; size; price; and location

### C. Retail

1. Focus on localized expenditures  
 $SP = HHs \times Income/HH \times Budget \text{ Share}$
2. Consumer is either the household or the individual
3. Emphasis on the capture rate vis-a-vis other centers
4. Segmented by different size centers, specialty/nonspecialty, and flavored by quality of the anchor

X.

## XI. Checklist for Evaluating Market Research

### Scoring:

#### Each Item

- a---0 points
- b---2 points

#### Total Score

- < 10 points---terrible
- 10-15 points---fair

c---4 points  
d---6 points

16-24 points---good  
over 25 points---great

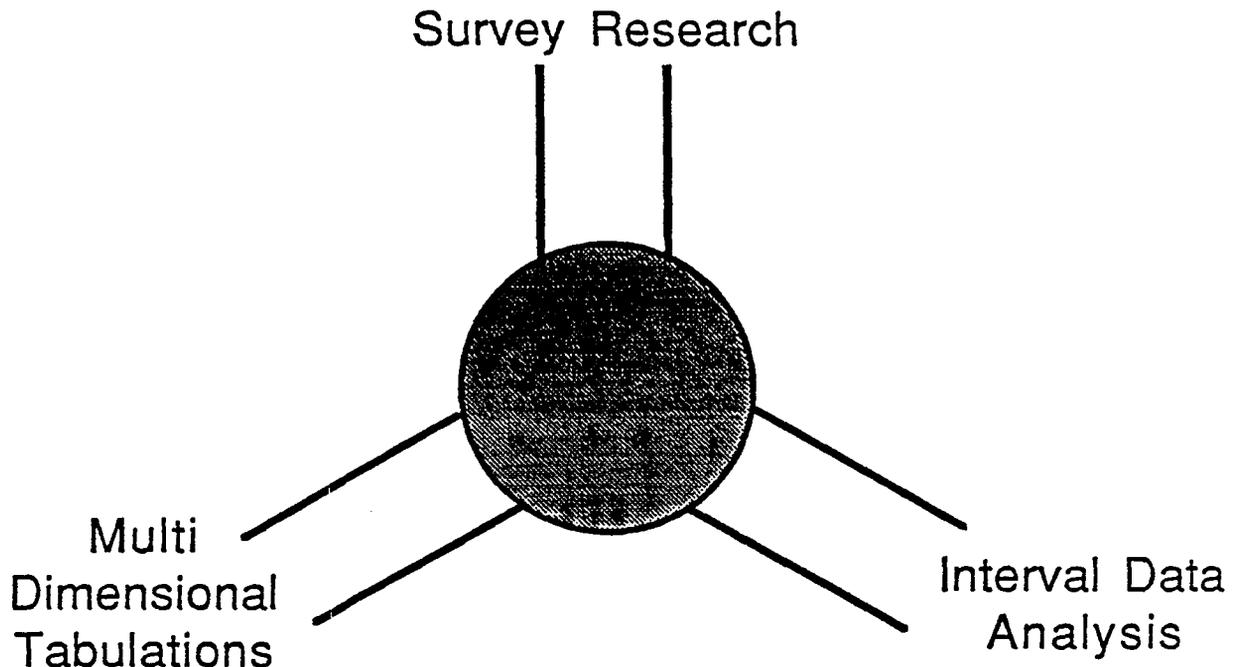
- A. 1. *Boiler plate check: are exhibits just padding or a smoke screen?*
1. a) Some exhibits are not discussed by a single sentence
  2. b) Some exhibits never enter into the final analysis
  3. c) All exhibits build cumulatively to the market conclusion
  - 4.
- B. 2. *Is the market analysis oriented toward future conditions?*
1. a) No exhibits are presented of future data except for the conclusion
  2. b) Less than one-third of exhibits contain future data
  3. c) Most of the exhibits involve forecasted market variables
  - 4.
- C. 3. *What kind of economic & population forecasts are used?*
1. a) Analyst makes up own
  2. b) Analyst adopts one forecast from expert source
  3. c) Analyst considers forecasts from more than one expert source
  - 4.
- D. 4. *Is the market analysis "stepped down" from a larger area's control totals to geographic subareas?*
1. a) Individual subareas are extrapolated independently (bottoms up view)
  2. b) Analyst takes a "top down" view of the subarea's share of total growth
  3. c) Analyst modifies top-down conclusions based on local area's capacity for growth
  - 4.
- E. 5. *Is the analysis focused excessively on market totals, or is it disaggregated, and how so?*
1. a) Analyst relies mostly on total figures of population, housing units, etc.
  2. b) Analyst breaks down totals by applying ratios that are assumed and not well documented (e.g. percent homeowners)
  3. c) Analyst utilizes detailed breakdowns updated from earlier surveys or census
  4. d) Analyst utilizes detailed breakdowns derived from current survey
  - 5.
- F. 6. *Does the analysis focus in depth on the intended niche for the project?*
1. a) Niches are not identified
  2. b) Niche is identified but not surveyed
  3. c) A niche is selected, its tenants surveyed, and its future analyzed
  - 4.
- G. 7. *Are market trends cross-referenced (networked) with one another, or are factors extrapolated independently?*
1. a) Market factors are discussed independently and ratios between them are ignored
  2. b) Analyst discusses linkages and analyzes how they have changed over time
  3. c) Analyst uses a detailed model (econometric or other) that explicitly forecasts linked factors
  - 4.
- H. 8. *Are methods explained sufficiently?*
1. a) Analyst leaps from a jumble of unrelated exhibits to a conclusion

2. b) Analyst presents logical argument with one or two leaps
3. c) Analysts presents logical argument, explains where leaps are necessary,
4.       and provides at least a cursory explanation of technical procedures
- 5.

*1. Comments, suggestions and additions are welcomed!*

# Three Legs of Market Research

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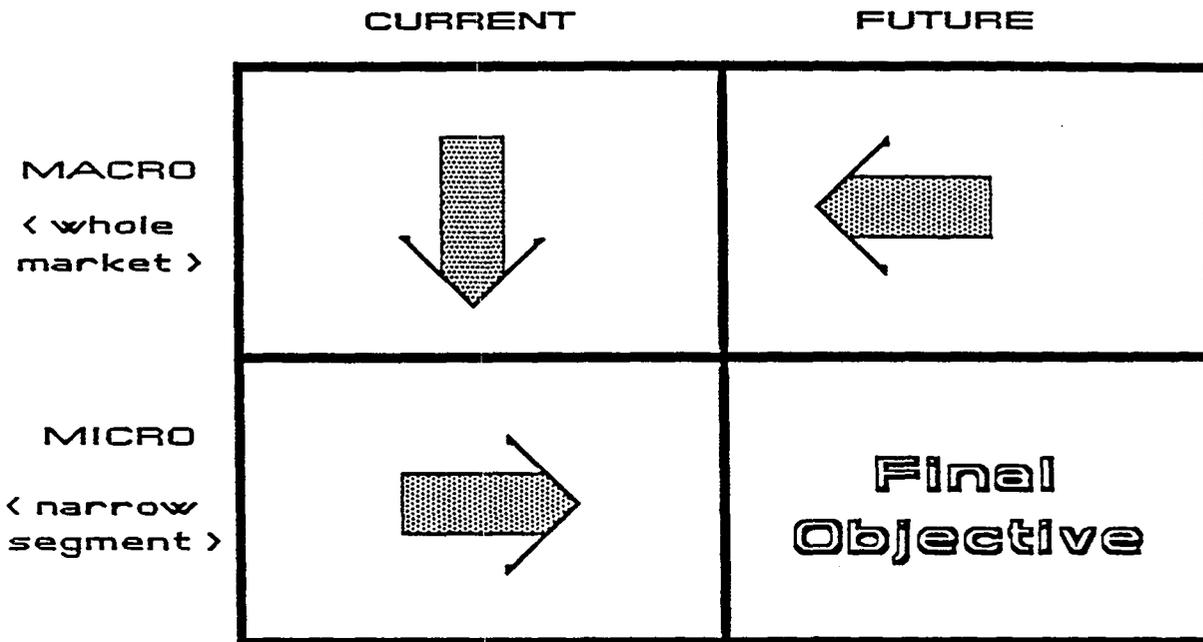


## NOTES:

- Survey research must precede all other research, but many tabulations are available as secondary data
- Good procedure dictates exhausting these secondary sources first: much faster and cheaper
- Some studies may proceed solely on the basis of tabulations from these data
- Better studies integrate secondary tabulations with custom survey design
- Interval data analysis of local market questions almost always requires custom survey work first
- The best, i.e. most elaborate, market studies integrate all three legs of analysis

**ULI**  
**REAL ESTATE**  
**DEVELOPMENT**  
**SCHOOL**

# 4-SQUARE MARKET RESEARCH DESIGN



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## Design of Checklist to Check Quality of Market Research

1. broken plate deck of Clapp's
2. alternative flip/renn presents discussed
- 3.

fits  
boxes

**IMPACT OF DEMOGRAPHY ON MARKETS**

presentation by Dowell Myers, University of Wisconsin-Madison

Population	X	Compositional Shares	X	Purchase Rates	=	Market Impact
<b>(BASELINE CONDITION)</b>						
		Income Levels				
		low	up-M	high		
1000	X	0.14	0.10	0.06	0.02	7.00
		0.06	0.15	0.15	0.10	3.00
		0.08	0.08	0.04	0.02	1.60
						15.00
						30.00
						3.20
						48.20
						40.40
						133.40
						45.00
						78.00
						10.40
						11.60
						33.20
						48.20
						40.40
						133.40
<b>(CHANGED COMPOSITION)</b>						
		low	up-M	high		
1000	X	0.10	0.08	0.04	0.01	5.00
		0.06	0.16	0.17	0.14	3.00
		0.08	0.08	0.06	0.02	1.60
						12.00
						34.00
						4.80
						48.80
						48.40
						138.00
						31.00
						95.00
						12.00
						9.60
						31.20
						48.80
						48.40
						138.00
<b>(CHANGED COMPOSITION and BEHAVIOR RATES)</b>						
		low	up-M	high		
1000	X	0.10	0.08	0.04	0.01	3.00
		0.06	0.16	0.17	0.14	3.00
		0.08	0.08	0.06	0.02	4.00
						9.60
						12.00
						42.50
						6.00
						60.50
						63.50
						164.40
						29.10
						117.50
						17.80
						10.00
						30.40
						60.50
						63.50
						164.40

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# Three Levels of Segmentation

◇ recommended order ◇

*Demographics*

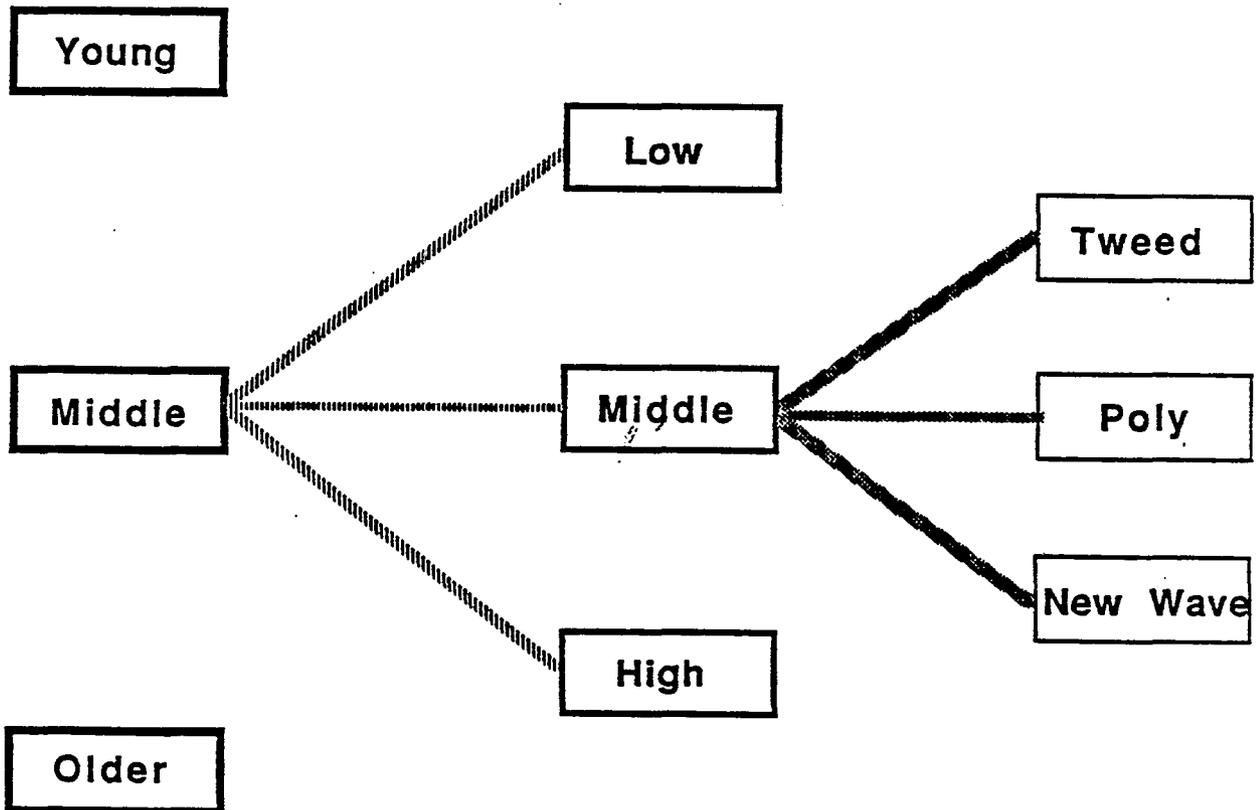
*Economics*

*Psychographics*

**AGE**

**INCOME**

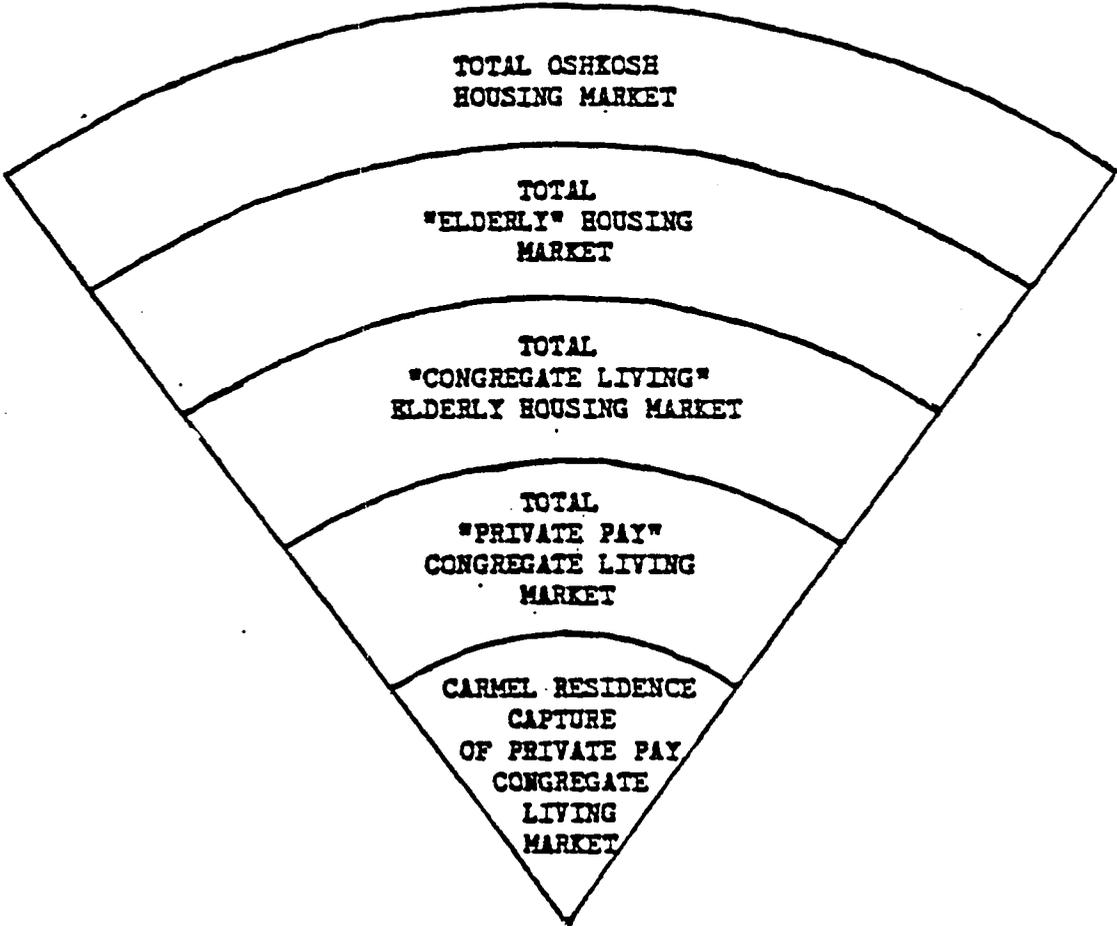
**ATTITUDES**



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**ULI**  
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**SCHOOL**

SEGMENTATION OF OSHKOSH  
HOUSING MARKET



**ULI**  
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**DEVELOPMENT**  
**SCHOOL**



EXTENSION CONFERENCE CENTER  
 SCHEDULING DEPARTMENT  
 702 LANGDON STREET  
 MADISON, WISCONSIN 53706  
 (608) 262-0881

EXFSR03

\* \* \* SIX MONTH CONFIRMATION NOTICE \* \* \*

DATE 11/04/87

PAGE 1

PROGRAM: 88-02218 ULI COMPUTER SEMINAR

COORDINATOR: GRAASKAMP, JAMES  
 118 COMMERCE BUILDING  
 SCHOOL OF BUSINESS  
 MADISON, WI  
 TEL: 608-238-8452

FROM 05/22/88 THRU 05/27/88  
 SCHOOL OF BUSINESS  
 REQ # BOOKED 06/22/87  
 UDDS /A122000/  
 LOCATION: WISCONSIN CENTER  
 608-262-0912

CONTACT

NOTES:

Below is a summary of the schedule of events for this program which have been developed from the information you have supplied to us as of this date. It is your responsibility to check it for accuracy and completeness and report any discrepancies to the Extension Conference Center Scheduling Department or the Unit Manager at once.

TENTATIVE ASSIGNMENTS (all room assignments are subject to change):

<u>DATE</u>	<u>FUNCTION</u>	<u>TIME</u>	<u>ROOM</u>	<u>SET</u>	<u>NBR</u>	<u>NOTES</u>
05/22/88	MEETING	12:45P-09:00P	210		44	COMPUTER LAB
	MEETING	12:45P-09:00P	211		44	
	MEETING	12:45P-09:00P	212		44	MEETING ROOM
	SLEEPING	08:00P	LHSR		12	WOULD LIKE MORE SLP. RMS. WHEN AVAILABLE.
	SLEEPING	08:00P	S113		1	SUITE 113
05/23/88	MEETING	08:30A-09:00P	210		44	COMPUTER LAB
	MEETING	08:30A-09:00P	211		44	
	MEETING	08:30A-09:00P	212		44	MEETING ROOM
	LUNCHEON	12:00P	MDR		44	
	SLEEPING	08:00P	LHSR		12	WOULD LIKE MORE SLP. RMS. WHEN AVAILABLE.
	SLEEPING	08:00P	S113		1	SUITE 113
05/24/88	MEETING	08:30A-09:00P	210		44	COMPUTER LAB
	MEETING	08:30A-09:00P	211		44	
	MEETING	08:30A-09:00P	212		44	MEETING ROOM
	LUNCHEON	12:00P	MDR		44	
	SLEEPING	08:00P	LHSR		12	WOULD LIKE MORE SLP. RMS. WHEN AVAILABLE.
	SLEEPING	08:00P	S113		1	SUITE 113



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EXFSR03

\* \* \*

SIX MONTH CONFIRMATION NOTICE

\* \* \*

DATE 11/04/87

PAGE 2

PROGRAM: 88-02218 ULI COMPUTER SEMINAR

COORDINATOR: GRAASKAMP, JAMES  
 118 COMMERCE BUILDING  
 SCHOOL OF BUSINESS  
 MADISON, WI  
 TEL: 608-238-8452

FROM 05/22/88 THRU 05/27/88  
 SCHOOL OF BUSINESS  
 REQ # BOOKED 06/22/87  
 /A122000/  
 LOCATION: WISCONSIN CENTER  
 608-262-0912

CONTACT

NOTES:

Below is a summary of the schedule of events for this program which have been developed from the information you have supplied to us as of this date. It is your responsibility to check it for accuracy and completeness and report any discrepancies to the Extension Conference Center Scheduling Department or the Unit Manager at once.

TENTATIVE ASSIGNMENTS (all room assignments are subject to change):

<u>DATE</u>	<u>FUNCTION</u>	<u>TIME</u>	<u>ROOM</u>	<u>SET</u>	<u>NBR</u>	<u>NOTES</u>
05/25/88	MEETING	08:30A-09:00P	210		44	COMPUTER LAB
	MEETING	08:30A-09:00P	211		44	
	MEETING	08:30A-09:00P	212		44	MEETING ROOM
	LUNCHEON	12:00P	MDR		44	
	SLEEPING	08:00P	LHSR		12	WOULD LIKE MORE SLP. RMS. WHEN AVAILABLE.
	SLEEPING	08:00P	S113		1	SUITE 113
05/26/88	MEETING	08:30A-09:00P	210		44	COMPUTER LAB
	MEETING	08:30A-09:00P	211		44	
	MEETING	08:30A-09:00P	212		44	MEETING ROOM
	LUNCHEON	12:00P	MDR		44	
	SLEEPING	08:00P	LHSR		12	WOULD LIKE MORE SLP. RMS. WHEN AVAILABLE.
	SLEEPING	08:00P	S113		1	SUITE 113
05/27/88	MEETING	08:30A-04:30P	210		44	COMPUTER LAB
	MEETING	08:30A-04:30P	211		44	
	MEETING	08:30A-04:30P	212		44	MEETING ROOM
	LUNCHEON	12:00P	MDR		44	



EXTENSION CONFERENCE CENTER  
 SCHEDULING DEPARTMENT  
 702 LANGDON STREET  
 MADISON, WISCONSIN 53706  
 (608) 262-0881

EXFSR03

\* \* \*

SIX MONTH CONFIRMATION NOTICE

\* \* \*

DATE 11/04/87

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PROGRAM: 88-02218 ULI COMPUTER SEMINAR

COORDINATOR: GRAASKAMP, JAMES  
 118 COMMERCE BUILDING  
 SCHOOL OF BUSINESS  
 MADISON, WI  
 TEL: 608-238-8452

FROM 05/22/88 THRU 05/27/88  
 SCHOOL OF BUSINESS  
 REQ # BOOKED 06/22/87  
 UDDS /A122000/  
 LOCATION: WISCONSIN CENTER  
 608-262-0912

CONTACT

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TENTATIVE ASSIGNMENTS (all room assignments are subject to change):

\*\*\* REMINDER:

COORDINATOR SIGNATURE NOT ON FILE. PLEASE SUBMIT WITHIN 2 WEEKS.

PROGRAM BROCHURE OR OTHER EVIDENCE OF PLANNING NOT ON FILE.

PLEASE CORRECT THE ABOVE DEFICIENCIES WITHIN 2 WEEKS  
 TO AVOID POSSIBLE CANCELLATION OF THIS EVENT.

\_\_\_\_ THIS PROGRAM IS IN THE ACTIVE PLANNING PROCESS, PLEASE  
 CONTINUE TO HOLD THE RESERVATION LISTED ABOVE OR AS AMENDED.

\_\_\_\_ PLEASE CANCEL THIS PROGRAM. REASON: \_\_\_\_\_

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_  
 COORDINATOR

RETURN TO ECC SCHEDULING DEPARTMENT, 702 LANGDON ST.



EXTENSION CONFERENCE CENTER  
SCHEDULING DEPARTMENT  
702 LANGDON STREET  
MADISON, WISCONSIN 53706  
(608) 262-0881

EXFSR03

\* \* \*

SIX MONTH CONFIRMATION NOTICE

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DATE 11/04/87

PAGE 4

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TENTATIVE ASSIGNMENTS (all room assignments are subject to change):

I HEREBY CERTIFY THAT: (1) THIS IS AN OFFICIAL FUNCTION OF MY DEPARTMENT; (2) I HAVE CHECKED THE ABOVE INFORMATION FOR ACCURACY AND AS AMENDED I FIND IT CORRECT; (3) I SHALL BE RESPONSIBLE FOR MAKING ALL ARRANGEMENTS FOR THIS EVENT WITH THE ECC SCHEDULING DEPARTMENT AND THE UNIT MANAGER INVOLVED, AND I SHALL SUBMIT A BROCHURE FOR THE EVENT (OR OTHER EVIDENCE OF CONFERENCE PLANNING) NO LATER THAN 4 MONTHS PRIOR TO THE BEGINNING DATE OF THE EVENT; (4) I SHALL BE RESPONSIBLE FOR THE PROMPT PAYMENT OF ALL CHARGES INCURRED FOR THIS EVENT; (5) I OR MY AUTHORIZED REPRESENTATIVE WILL BE PRESENT AT ALL SESSIONS OF THE PROGRAM.

SIGNED \_\_\_\_\_ DATE \_\_\_\_\_  
COORDINATOR