



CRS Center

for Leadership and Management in the Design and Construction Industry
College of Architecture, Texas A&M University

1998 Annual Report

April 6, 1999
(file: 1998 Annual Report to Dean)

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A TIB BY WILLIAM WAYNE CAUDILL



General--ATTITUDES

21 May 1971 WWC

ATTITUDES STEM FROM UNDERSTANDING.

Why are some people so positive about things they do while others are negative? Far be it from me to try to explain human behavior of other people when I cannot explain myself. My attitude changes with the wind (literally since I fly about)--the food I eat, the people I am with, the time of day, whether or not I've had a recent "victory," and so on. Nevertheless, a person's attitude about something or somebody, among other things, relates to his understanding of that something or somebody.

I recall this little story:

A man was on a construction site. He asked one of the masons what he was doing. The mason's reply was:

I'M LAYING STONE.

He asked another mason what he was doing. His reply was:

I'M MAKING A WALL.

He then asked a third mason what he was doing. The reply was:

I'M BUILDING A CATHEDRAL.

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BACKGROUND AND ADMINISTRATIVE STRUCTURE

The CRS Center was established as a university center at Texas A&M in 1991 by the architectural/engineering/construction firm CRSS Inc. and Texas A&M University to focus on issues of leadership and management in the design and construction industry. At the same time, CRSS endowed the Wallie E. Scott and William M. Peña Professorships, respectively held by Professor John Only Greer, FAIA, and Dr. Walter V. Wendler, AIA; and the Thomas A. Bullock Chair, which is currently vacant. Funding for the Center is derived from an annual allocation from the College that consists of \$6,500 and partial funding for a full-time administrative assistant; funding from 50 percent of the endowments of the Bullock Chair and the Peña and Scott Professorships; and funding from external research projects. Funding for the annual Rowlett Lecture Series is provided by the Texas Architectural Foundation (TAF).

The Center is administered by a Director, who is assisted by an internal advisory Board of Directors consisting of Robert E. Johnson, AIA, Arch.D.; Director; Thomas A. Bullock, FAIA, Representative of the Founders of CRS; John Only Greer, FAIA, Wallie E. Scott Professorship; J. Thomas Regan, Dean, College of Architecture; Dr. James C. Smith, Head, Department of Construction Science; and Dr. Walter V. Wendler, AIA, William M. Peña Professorship. (The holder of the Thomas A. Bullock Chair, currently vacant, is also a member of the Board of Directors.) Board meetings are held three times per year in accordance with the three semester periods (spring, summer, fall) that comprise the academic calendar year.

The Center is located on the fourth floor of Building C, Langford Architecture Center, in Suite 418. The space in this location provides offices for the director and administrative assistant as well as several open plan workspaces that are available for use by faculty, researchers and Ph.D. students. The CRS Archives, also located in this space, consist of the slides, photographs, video and audiotapes, articles, and business and personal records of the firm, which divested in 1995.

Equipment Upgrades, 1998

After several years of making due with existing computer equipment and its limitations, the CRS Center recently purchased two PC workstations and one PC notebook for research purposes. The Center also added a Macintosh G3 workstation to allow for the improved graphic/desktop publishing capabilities that will be required in order to expand and enhance Center communications efforts in future years.

MISSION

The mission of the CRS Center, as defined in the original endowment agreement is:

To lead in improving the quality of business practice and management in the planning, design and construction industry through knowledge-generating and educational activities.

In order to achieve this mission, the Center has established three long-term goals:

GOAL 1: To create useful knowledge in innovation, management and leadership;

GOAL 2: To transfer this knowledge to people and organizations in order to create positive change in the industry;

GOAL 3: To integrate this knowledge into the education of the next generation of leaders.

CONTRIBUTIONS TO TEACHING (30%)

CRS Center faculty and members actively participate in the various teaching programs of the College. A list of regularly scheduled teaching activities of faculty affiliated with the Center includes:

SPRING 1998

ARCH 451	6 cr	Strategies in Architectural Management	Robert E. Johnson and Julius Gribou
ENDS 357	3 cr	Specifications and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 405	3 cr	Architectural Design IV	Mark J. Clayton
COSC 479	3 cr	Applications of Construction Law	Nancy J. White

FALL 1998

ARCH 605	6 cr	Collaborative Design Studio	Robert E. Johnson
ENDS 357	3 cr	Specifications and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 305	3 cr	Architectural Design II	Mark J. Clayton
ENDS 270	3 cr	Computer Technologies for Bldg. Design/Anal.	Mark J. Clayton
COSC 463	3 cr	Construction Law & Ethics	Nancy J. White

Required Professional Practice and Management Sequence

John Greer has continued to do an outstanding job in teaching the required courses in the curriculum associated with architectural practice and management in the business, legal and political environment (ENDS 357 and ARCH 657).

Architectural Design IV (Integrating construction methods into studio)

Using the Electronic Design Studio computer facility, Mark Clayton taught a fourth-year design studio this past spring in which students worked intensively using computer methods. Students used AutoCAD and 3D Studio software for 3D modeling, rendering and 2D drafting. A particular focus was upon commercial construction methods. Students created 3D computer models of wall sections derived from those described in the *Building Systems Integration Handbook*, a text that benefited greatly from the contributions of CRS founder Bill Caudill. The students also animated their models to study and illustrate the construction sequence.

Computer Technologies for Building Design and Analysis

In the fall of 1998, Mark Clayton introduced students to a wide range of computer methods in a required sophomore course. The course makes heavy use of the World Wide Web for delivering content written by Professor Clayton. Students learn techniques of project management using spreadsheets, architectural design using CAD, rendering and animation, presentation using the Web, and computer programming. Research into Web methods conducted by Professor Clayton at the CRS Center provides a basis for many of the exercises in the course.

Architectural Design II

Also in the fall, Mark Clayton taught a third year design studio focused upon modernism in residential design. The course also emphasized construction and cost management. Students learned about project management by keeping track of their time spent on the course. The timesheets that they produced are being compiled and analyzed to provide a deeper understanding of student design methods and how best they may be improved.

Strategies in Architectural Management Course

During the Spring 1998 semester, Robert Johnson and Julius Gribou co-taught the spring seminar course “Strategies in Architectural Management” to approximately 18 undergraduate and graduate students using the Harvard Business School case method of teaching. The course featured several invited guest speakers, including Elton Abbott, Principal, Arkitex Studio, College Station; Thomas A. Bullock, FAIA, Retired Chairman of the Board, CRSS Inc.; Alan B. Colyer, Senior Vice President, HOK Inc., Houston; and Alan Fleishacker, Corporate Attorney, 3D/International Inc., Houston. Material from the CRS Archives is incorporated into the course.

Collaborative Design Studio

This past fall, Robert Johnson collaborated with Graeber Simmons & Cowan (GSC) and Applied Materials to offer a studio that focused on the design of advanced technology facilities. The studio began with a short project in collaboration with the Texas A&M Center for Distance Learning Research featuring the design of an architect’s workplace. Students later visited Applied Materials and SEMATEC in Austin for a tour of the firm’s headquarters. Throughout the semester, representatives from GSC participated in several design reviews and a review of proposed architectural programs, providing the students with the invaluable experience of one-on-one, in-class design critiques from actual field professionals. Collaborators from GSC included Al Simmons, Tom Cornelius and Chris Macon.

Guest Lectures

Robert Johnson guest-lectured for various College of Architecture faculty colleagues in 1998, presenting “Design Teams,” a discussion with Dr. Malcolm Quantrill’s seminar group, in the spring as well as “Ethics in the Design Profession,” a teaching case offered as part of Professor Rodney Hill’s ENDS 101 course, in both the summer and fall. In November, Johnson participated in a roundtable on architectural research sponsored by the Architectural Research Centers Consortium (ARCC) and the American Collegiate Schools of Architecture (ACSA).

CONTRIBUTIONS TO KNOWLEDGE GENERATION (30%)

Archives Activities

Information, Please. One of the goals of the CRS Center is to promote the use of the CRS Archives. In order to help measure progress toward this goal, we began logging requests for information from the archives beginning in 1997 (see Appendix B for complete list for 1998). To our pleasant surprise, we found that this material is valuable not only to faculty and students within the College, but to the outside world as well. A couple of names of note and their requests in 1998: Jack DeBartolo Jr., FAIA (hospitals, colleges, etc., 1960s, '70s); James B. Gatton, FAIA/Charles E. Lawrence, FAIA (Jones Hall); James B. Thomas, FAIA (interior design); Chuck B. Thomsen, FAIA/John W. Focke, FAIA (school systems building); Jack Yardley, FAIA (Caudill speeches).

And Then There Was One. Volunteer Archivist Barbara Anderson has nearly completed the process of cataloguing the CRS Archives. The major remaining item is the infamous Caudill bulletin board. We are considering options for putting this on permanent display, allowing for a possible design that can be packaged and sent to other places for exhibit if requested. A very special thanks to Barbara for all her hard work and dedication, as well as her enthusiasm and genuine love for both CRS and the CRS Center!

Cataloguing Caudill. This past fall, Jay Baker, AIA, and Barrie Scardino submitted a formal proposal to the Texas A&M University Press regarding their book on the life of William W. Caudill which features many items from the CRS Archives. In addition to this proposal, the duo teamed up to write "Flying High and Fast: The Genesis of CRS," which appeared in the Spring 1998 issue of *Cite* magazine, where Scardino formerly served as editor. The article represented the second piece in as many years about CRS. The first, entitled "CRS Serene," was published in the Spring 1997 edition of *Cite* and featured the CRS White House.

CRS Archives Scholar Program

Goal

To encourage scholars to make use of the CRS Archives and to support the publication of their scholarship.

Background

The CRS Archives Scholar Program was initiated in 1997 to encourage scholars of architectural and business history to make use of the business archives, slide archives, publications and architectural program library of the architectural/engineering/construction firm CRS and its successor, CRSS Inc. The award is intended to help offset living and travel expenses incurred in visiting the CRS Center, as well as other expenses related to the support of research, scholarship and publication that makes use of the archives.

Any faculty member, graduate student, doctoral student or post-doctoral student in architecture, engineering, business or a related discipline is eligible for this award. Successful applicants are assigned a workspace in the CRS Center and are classified as a visiting scholar for the duration of their stay at the Center.

Each year, the CRS Center Board of Directors evaluates the merits of all submitted proposals. If no proposals are deemed acceptable, the Board reserves the right to not make any award. Selections are generally announced by February 1.

The first year, we advertised by sending posters to all ACSA member schools. The second year, we advertised in the *ACSA NEWS* and also sent an e-mail solicitation to all members of the Society of Architectural Historians. This year, we sent posters to all ACSA member schools as well as all national schools of construction science and again advertised in the *ACSA NEWS*.

Summary of CRS Archives Scholars and Results to Date

Summary of Archives Scholars

1996, Dr. Hashim Sarkis, Adjunct Assistant Professor, Harvard University
1997, Robert Young, Assistant Professor of Architecture, University of Utah
1997, Brian Schermer, Ph.D. Student in Architecture, University of Michigan
1998, Kent Spreckelmeyer, Professor of Architecture, University of Kansas
1998, Dr. Paolo Tombesi, Assistant Professor of Architecture, University of Melbourne

Results to Date

Hashim Sarkis: Adjunct Assistant Professor, Harvard Graduate School of Design. Produced an exhibit of school facilities which has been displayed at Harvard, Rice and Texas A&M. An exhibit is planned at the Graham Foundation in Chicago and for the upcoming Rowlett Lecture on Educational Facilities. Sarkis is completing a book on schools designed in the 1950s. Award information is not available, since this is before this program was formalized.

Robert Young: Assistant Professor, Graduate School of Architecture, University of Utah. We do not know of any publications since his visit in the summer of 1997. A recent communication from him apologized for his lack of productivity and said that he hoped to produce something in the near future.

Award date:	6/10/97
Award:	\$2,500.00
Dates of visit:	8/1/97-8/12/97
Actual expenditure:	\$2,294.00

Brian Schermer: Assistant Professor, Washington State University. Schermer has not visited and has not produced any results. A recent communication indicated that he still intends to follow through.

Award date:	2/2/98
Award:	\$2,000.00
Dates of visit:	Has not visited; no visit currently scheduled.
Actual expenditure:	\$0.00

Kent Spreckelmeyer: Professor of Architecture, University of Kansas. Spreckelmeyer plans to visit in Spring 1999.

Award date: 3/3/98
Award: \$2,000.00
Dates of visit: Visit currently scheduled for Feb 1999.
Actual expenditure: \$0.00

Dr. Paolo Tombesi: Assistant Professor, University of Melbourne. Tombesi visited the Center in December 1998 and plans to write two papers. The first one will be on the promotional function of research at CRS. Tentatively, the title will be: "This Won't Kill That: The Role of Research at CRS." The second paper will explore CRS's acquisition and specialization strategies, from the firm's beginning to its final sale. It will examine how CRS's growth brought about different kinds of specialization; how it reflected the industrial paradigm of the time; and how it was affected by various historical contingencies. Tentatively, the title for this second paper will be: "Capitalism by Design: CRS's Path to Growth." During his visit, Tombesi visited all the CRS-designed buildings in Bryan-College Station and also participated in design reviews at UT-Austin and Rice.

Award date: 3/3/98
Award: \$2,500.00
Dates of visit: 12/1/98-12/18/98
Actual expenditure: \$2,437.27

CRS Oral History

In December 1998, the CRS Center contracted with Philip Langdon to complete work on the CRS Oral History initiated by Professor Jonathan King, former Center director and board member who passed away in November 1997. After a comprehensive search, we determined that Langdon was uniquely qualified to complete this specialized task. An award-winning writer and editor, Langdon possesses a very strong background and interest in architecture. He has written four books on design subjects and co-authored two others. In addition, he was a senior writer/editor at a major architecture magazine and has written for a number of national magazines including *Architectural Record*, *Progressive Architecture*, and *Atlantic Monthly*. Most recently, Langdon was a senior writer/editor for the Connecticut Conference of Municipalities, associate editor of *The American Enterprise* magazine, and a frequent contributor to *Architectural Record* and other magazines. He is now a freelance writer.

In addition to impressive credentials and considerable expertise, Langdon boasts an equally extensive array of awards. A partial list of the honors includes: Journalist-in-Residence at the University of Michigan (1979-80), National Endowment for the Humanities Professional Journalism Fellowship (1979-80), New York State Council on the Arts Architecture Fellowship (1982), Graham Foundation for Advanced Studies in the Fine Arts grant (1989), National Endowment for the Arts USA Fellowship (1990), Lincoln Institute of Land Policy Short-Term Fellowship (1993), and the National Association of Home Builders Golden Hammer Award for best magazine coverage in housing published in 1984.

CRS: Center Research Series

As a throwback to the glory days of the CRS “publish or perish” mentality, the CRS Center launched a research report series that showcases current Center publications and research projects. Debuted in 1997, the series currently features five issues, four of which focus on the Center’s ongoing collaborative research with USAA Inc. The remaining issue in the series, authored by Texas A&M Professor of Landscape Architecture Michael D. Murphy, offers an in-depth analysis of CRS’s trademark team approach to design.

In addition to increasing awareness of the Center’s existence and relevance, the collection is intended to serve as a quick reference for all Center research efforts and related publications.

Summary of Current Reports

Clayton, M., R. Johnson, Y. Song and J. Al-Qawasmi, “A Study of the Information Content of As-Built Drawings for USAA,” CRS Center Research Series, January 1998.

Murphy, Michael D. “Design Teams and Leadership,” CRS Center Research Series, October 1997.

Al-Qawasmi, J., M. Clayton, R. Johnson and Y. Song, “Collaborative Facility Management Using Intranet Technology,” CRS Center Research Series, October 1997.

Johnson, R. and M. Clayton, “Best Practices of Facility Management Organizations,” CRS Center Research Series, October 1997.

Johnson, R. and M. Clayton, “The Impact of Information Technology on Facility Management Practice: Research Report of a Survey of Fortune 500 Facility Managers,” CRS Center Research Series, January 1997.

Summary of Reports In Progress

Clayton, M., R. Johnson and Y. Song, “Delivery of Information to Support Operational Documents,” CRS Center Research Series, 1999.

CRS Center Ph.D. Scholar Program

In order to better assist relevant scholarship and research within the College at the student level, the CRS Center initiated the CRS Center Ph.D. Scholar Program. The goal of the program is the recruitment of highly qualified Ph.D. students whose backgrounds are relevant to externally funded research being conducted through or planned by the CRS Center. Current funded research is exploring the uses of information technology in design and construction, with a specific reference to the use of information technology in facility management.

Applications will be solicited for one-year appointments (renewable for an additional year) beginning in the fall of 1999. The CRS Center Ph.D. Scholar will be awarded a research assistantship as well as a fellowship to cover educational expenses. To be eligible for the award, candidates must apply for admission to one of the Ph.D. programs within the College and forward a copy of all application materials to the CRS Center for further consideration.

King Memorial Student Research Endowment

This past summer, the paperwork regarding the *Jonathan King Memorial Student Research Endowment*, established through the College of Architecture in honor of Jonathan King in Fall 1997, was signed and made official. The endowment is on schedule to reach the \$20,000 mark by the year 2000. Donor thank-you letters were sent out in July, resulting in several additional donations to the fund. Per Jonathan's wishes, this money will be used to finance student research through the CRS Center.

ARCC King Student Research Medal

While the King Endowment continued to mature toward its eventual goal of \$20,000 in 2000, the CRS Center was pleased to see its former director honored in another significant way in 1998. In late fall, the Architectural Research Centers Consortium (ARCC) announced the establishment of the ARCC King Student Research Medal in honor of King, who served as the organization's first president in 1976. The medal, similar in concept to the AIA Gold Medal, will be awarded on an annual basis to one deserving student from each ARCC member school. Each school is responsible for determining its own selection procedures. The first medals will be awarded in 1999.

Presentations, 1998

Johnson, Robert E., "Organization of Research at the Texas A&M University College of Architecture," Roundtable on Architectural Research, 1998 Architectural Research Centers Consortium Annual Meeting, Washington, D.C., November 13-14, 1998.

Johnson, R. and M. Clayton, "Facility Management in the Information Age," Conference presentation, World Workplace '98, Chicago, October 18-20, 1998.

Johnson, R. and M. Clayton, "Facility Management in the Information Age," Conference presentation, 1998 Texas Association of Physical Plant Administrators Conference, College Station, April 27, 1998.

Reviewed Publications, 1998

Clayton, Mark J., "Digital Representations of Construction for Design Studios," Conference proceedings, 1998 ARRC/EAAE Conference, May 1998.

Clayton, M.J., M.A. Fischer and J.C. Kunz, "CAD Prototype Testing: Worked Examples, Demonstrations, Trials and Charrettes," 1998 International Computing Congress/American Society of Civil Engineers Annual Conference, Boston, October 18-21, 1998.

Clayton, M., R. Johnson and Y. Song, "Distributed Design Knowledge Using Form, Function and Behavior," Conference proceedings, 1998 International Conference on the Application/Implications of Computer Networking in Architecture, Construction, Design and Urban Planning, November 1998.

Clayton, M., R. Johnson, Y. Song and J. Al-Qawasmi, "Facility Operations Documents Using Intranets," Conference proceedings, 1998 International Computing Congress/American Society of Civil Engineers Annual Conference, Boston, October 18-21, 1998.

Clayton, M., R. Johnson, Y. Song and J. Al-Qawasmi, "Delivering Facility Documentation Using Intranet Technology," Digital Design Studios: Do Computers Make a Difference?, Conference proceedings, 1998 Association for Computer Aided Design in Architecture Annual Conference, Québec City, Canada, October 22-25, 1998.

Johnson, R. and M. Clayton, "Facility Management in the Information Age," Conference proceedings, World Workplace '98, Chicago, October 18-20, 1998.

Johnson, R. and M. Clayton, "The Impact of Information Technology on Design and Construction: The Owner's Perspective," Automation in Construction, 8: 3-14, May 1998.

Johnson, R., M. Clayton, Y. Song and J. Al-Qawasmi, "The Impact of Information Technology on Facility Management Practices," CRS Center Research Series, October 1997. (*cited in David G. Cott's 1998 revision of "The Facility Management Handbook," American Management Association, pg. 321.*)

White, Nancy J., "River of Law," Conference proceedings, 34th Annual Conference of the Associated Schools of Construction, April 1998.

White, Nancy J., "River of Law," Journal of Construction Education, Spring 1998.

Vasquez, G. and M. Clayton, "Integracion de Cursos de Computacion y Talleres de Diseno Electronicos," Conference proceedings, SIGRADI 1998, October 1998.

Vasquez, G. and M. Clayton, "Integrating Introductory CAAD Courses and Upper Level Electronic Design Studios," Conference proceedings, 1998 EAAE-ECAADE International Workshop, October 1998.

Research Development Activities

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|---------|--|
| 1998 | Clayton, M., Principal Investigator, and R. Johnson, Co-Principal Investigator, "Delivery of Information to Support Operational Documentation," USAA Inc. (\$14,000) |
| 1997 | Clayton, M., Principal Investigator, and R. Johnson, Co-Principal Investigator, "Information Content of As-Built Drawings," USAA Inc. (\$10,000) |
| 1997 | Johnson, R., Principal Investigator, and M. Clayton, Co-Principal Investigator, "Collaborative Facility Management Using Intranet Technology," partnership with USAA Inc. |
| 1997 | Johnson, R., Principal Investigator, and M. Clayton, Co-Principal Investigator, "Information Technology: Best Practices of Selected Facility Management Organizations," partnership with USAA Inc. |
| 1996-97 | Johnson, R., Principal Investigator, and M. Clayton, Co-Principal Investigator, "The Impact of Information Technology on Facility Management Practice," |

International Facility Management Association (IFMA) Foundation and Hayworth Discovery Institute. (\$1,000)

- Visits to NIST, NIH, CSI. In November, Bob Johnson and CRS Center Faculty Fellow Mark J. Clayton, Ph.D., traveled to Washington, D.C., to meet with institutions interested in current CRS Center research on information technology and facility management. Personnel and institutions visited included Kent Reed, National Institute of Standards and Technology (NIST); Bill Brodt, National Institute of Health (NIH); and Gregory Cunningham, Construction Specifications Institute (CSI). By visiting these groups, we hope to foster potential for collaborative research relationships similar to the Center's current partnership with USAA.
- Research Partnerships. During the past year, the CRS Center has focused on getting research sponsorship in the area of facilities management. One particularly fruitful relationship has been formed with USAA Inc., headquartered in San Antonio. In 1998, USAA funded its second research project through the Center, tentatively entitled "Delivery of Information to Support Operational Documentation." This project, which builds on previous research conducted in 1997 on as-built drawings, is under the direction of CRS Center Faculty Fellow Mark J. Clayton and involves a grant of \$14,000. As part of a larger, more extensive investigation into the implications of information technology on how building information is acquired, stored and used in facility management, this partnership may hold the potential the Center has been seeking for future projects in collaboration with other interested parties.

Sarkis Exhibit

This past spring, the CRS Center hosted the official unveiling of Dr. Hashim Sarkis's exhibit, "When Schools Were Modern." The exhibit, which consists of 17 six-foot panels mounted on foam core, was displayed in the Rudder Tower first-floor exhibit hall in conjunction with the College's spring awards ceremony held on May 1.

Sarkis, now an adjunct assistant professor at Harvard Graduate School of Design, based this presentation on a schools research project sponsored in part by the CRS Center. It features eight schools, including four by CRS (Industry, Norman, PS219, Belaire), and encompasses eight themes: roofs, structural systems, school types, classroom types, fallout shelters, demographics, school districts and racial desegregation. In addition to Texas A&M, the exhibit has been featured at Rice, Harvard and the Graham Foundation.

Sarkis, whose thesis "Democracy in Architecture" included a chapter on CRS, visited the CRS Center in the fall of 1995 to research the firm's early work with schools during the 1950-60 period—specifically, CRS's programming techniques which encouraged user participation.

The Center also plans to feature the exhibit at the upcoming 1999 Rowlett Lecture/Educational Facilities Symposium, "Transitions to Schools of the Future."

CONTRIBUTIONS TO SERVICE/OUTREACH (30%)

CRS Center faculty have contributed in a variety of ways to the growth of the College and the profession, intermingling the two through leadership in research in the design and construction industry and sponsorship of College activities such as the Rowlett Lecture Series.

In Memory of Walter P. Moore, Ph.D., P.E.

The CRS Center continues to mourn the loss of an outstanding colleague, board member and friend in Dr. Walter P. Moore Jr., P.E., who passed away in June 1998 as a result of injuries suffered in an April automobile accident in Houston.

In addition to his duties as a professor of both architecture and engineering at Texas A&M, Walter served as board chairman and president of Walter P. Moore & Associates Inc., a firm responsible for the structural design work on various sports facilities, high-rise buildings, convention centers and hospitals across the country, as well as in 11 foreign countries. The firm engineered many award-winning Houston landmarks, such as Miller Outdoor Theater, the Summit, First City Tower, the Astrodome, AstroWorld and Space Center Houston while consulting on countless other projects of note, including the George Bush Presidential Library and Museum. As holder of the Thomas A. Bullock Endowed Chair, Moore had served on the CRS Center Board of Directors since 1994. He is survived by his wife, Mary Ann; his children, Walter P. Moore III, Melissa Moore Magee and Matthew Moore; and his brother, Robert Moore.

As with Jonathan King, Moore will be forever remembered at Texas A&M with an endowed scholarship through the Department of Civil Engineering. For contribution information concerning the *Walter Parker Moore Jr. Memorial Foundation Fund*, please contact the CRS Center.

The Rowlett Lecture Series

Background

The John Miles Rowlett Lecture Series was created in 1980 to bring speakers of national and international significance to the schools of architecture at Texas A&M University and the University of Texas. The original endowment was established with the Texas Architectural Foundation (TAF) through support from the Founders of CRSS Inc. of Houston, Texas, and Mrs. Virginia Rowlett. After reviewing proposals by each school for the inaugural lecture, Texas A&M was chosen and subsequently given control over the series by TAF because of its enthusiasm and the quality of the program prepared for the first lecture.

1998 Program—Vision & Leadership in the Creation of the George Bush Presidential Library Center

On February 10, 1998, the CRS Center, the College of Architecture, the Bush School of Government & Public Service and the Bush Library and Museum hosted the 18th annual Rowlett Lecture—a symposium which focused on the vision and leadership behind the planning, design and construction of the George Bush Presidential Library Center. The day-long event was introduced by President Ray M. Bowen and featured an impressive line-up of notable speakers from Texas A&M University, the firms of CRS/HOK and Manhattan Construction, and the

Bryan/College Station community. At the conclusion of the symposium, a reception for presenters, faculty and other invited guests was held in the Library rotunda. Both a complete transcript and a shorter monograph of the proceedings were published in December 1998.

Based on comments we received immediately afterward, it is apparent that the Bush Library Symposium was very successful. Partnering with the Bush School and the Bush Library made this more of a university event which, together with the introduction by President Bowen, helped to increase the exposure of the College and its successful former students in the community. In addition, the recent publications (transcript and monograph) have also received very favorable comments. The quality of these documents is primarily due to the very professional work of Shana Hutchins, who was responsible for writing, designing, editing and overseeing the production of both of these documents. Michel Halbouty has ordered an additional 60 copies of the monograph, while Preston Geren requested an additional seven. Tom Bullock has sent copies to HOK's Jerry Sincoff, George Hellmuth and Gyo Obata. The Bush School and the Bush Library and Museum received 15 and 12 copies, respectively. Also, copies of both publications were sent to the various members of the Bush family. President George Bush even sent us a letter of thanks (see Appendix E).

It is abundantly clear that excellent staff are required to plan and implement these major events. As mentioned before, this symposium would not have been possible without the expertise of Shana Hutchins. Bobby Bernshausen is also to be commended for his work in preparing the poster, which was later adapted for use as the cover for the monograph and transcript.

1999 Program—Transitions to Schools of the Future

Plans are well underway for the 19th Rowlett Lecture Series, which will focus on a critical national problem: the design and construction of K-12 educational facilities. The two-day program will consist of a symposium on February 12, 1999, at Rudder Theatre followed by a design charette on February 13 at the Langford Architecture Center. Nationally known speakers will participate.

We have continued the successful tradition of collaborating with other organizations so that more can be done with the resources at hand. This year, we are partnering with the Colleges of Architecture and Education and the Center for Distance Learning and Research (CDLR). This augments our original budgeted stipend of \$10,000 from the Texas Architectural Foundation by an additional \$6,000 (\$3,000 contribution from each college). In addition, the CDLR will be sponsoring a post-symposium reception. Additional funding in the amount of \$3,000 was obtained from the firms of 3D/I (\$1,000), HKS (\$500), Corgan (\$500), HLM Design—formerly JPJ (\$500), and Simon Burch Clark Maris (\$500).

In an attempt to increase awareness and participation by other state institutions, we have invited faculty and students from the School of Architecture at Prairie View A&M to attend the symposium and participate in the design charette.

2000 Program—Design-Build

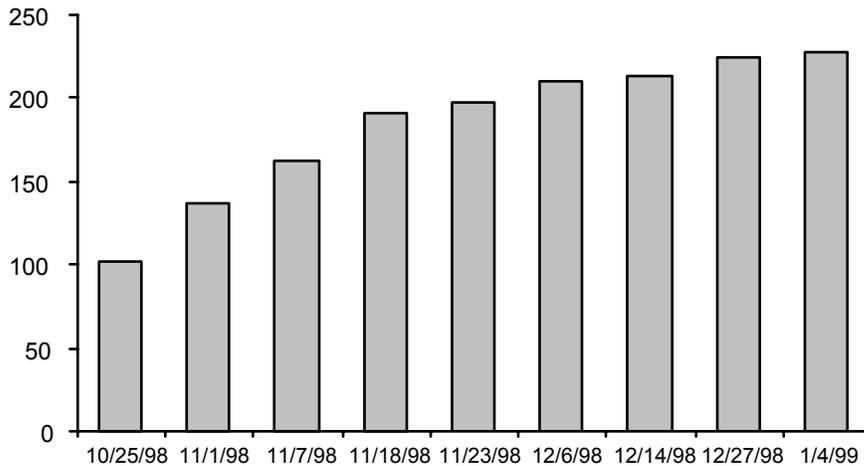
The proposed theme for the 2000 Rowlett Lecture is design-build. Incidentally, this will mark the 20th anniversary of the Rowlett Lecture Series.

TIBS-L Listserv

In October 1998, the CRS Center initiated an e-mail listserv to promote the Caudill TIBs. The goals of this activity were to make use of the archives in service to the profession and to increase the visibility of the CRS Center. In addition to spreading the word about TIBs, the listserv is also an excellent way to advertise other Center activities, such as the upcoming Rowlett Lecture/Educational Facilities Symposium.

Jennifer Kaus, a career change student, has been entering TIBs into a database. As of January 1999, have 239 TIBs entered into this database. If we use one TIB each week, that's about 4 1/2 years worth of TIBs! Since initiating the project in October, we now have approximately 250 subscribers (see chart and associated analyses of our subscriber base on following page). The TIBs were promoted through an article in our fall newsletter, a brief item in the fall edition of the College newsletter and by direct solicitation via e-mail. Since mid-November, there has not been any direct promotion, and subscribers have been signing up on their own.

Subscribers



Subscriber Comments

The following is a sample of comments that some subscribers have made as they have asked to be added to the list:

“Having been part of CRS and read TIBs, my day was made when I received your e-mail [informing me about the TIBS-L]! Thank you. Please add me to your TIBS-L list.”

—Senior Associate and Director of Facilities Consulting, firm in Chicago

“Thanks for signing me up. I was fortunate to work with Bill and read some of the originals.”

—Principal, firm in Houston

“Bill Caudill encouraged me to pursue doctoral studies in architecture at Texas A&M. I was surprised and honored in 1984 to be selected as the College’s first Caudill Fellow and, upon graduation, I worked for CRSS in Houston. I would very much like to be placed on the TIBs listserv.”

—Administrative Intern to the Provost, Auburn University

“Fantastic! As an ex-CRSe, I have often spoken of TIBs and how it served to link the staff throughout the firm at all levels and stimulated useful and fun ideas. Thanks for including me—but I always thought that TIBs stood for ‘Things,’ not ‘This.’ No matter; great idea.”

—Manager, National Institute of Standards and Technology

“Caudill and the CRS legacy have had a profound effect upon my personal approach to architecture and how I have organized my own practice here in Boulder, Colorado.”

—Principal, firm in Boulder

Other Indicators of Success

Chuck Thomsen sent an e-mail to all members of 3D/I suggesting that they subscribe.

Steve Kliment, editor of *Design Firm Management Administration Report*, republished a TIB sent via the TIBs listserv in a recent newsletter.

The March edition of *Columns*, the monthly newsletter for Dallas AIA chapter, mentions Bill Caudill, the TIBs listserv and the CRS Center web site in the President’s Letter by Bob James, AIA. In his message, James “heartily recommends” that readers subscribe.

CRS Center Newsletter

With the process of organizing the CRS Center and its archives largely complete, our focus in 1998 turned toward, among other things, improving Center communications. During the past year, we have made a concentrated effort to broaden the identity and influence of the Center, both internally within the College and the university and externally.

One of the results of that effort was a revival of the CRS Center Newsletter Series, which will consist of two editions per year to be published in spring and fall. The first issue, released in October 1998, was sent to all TSA member firms as well as all national schools of architecture, construction science, planning and landscape.

Firms Visited, 1998

In an ongoing effort to expand the mission and influence of the CRS Center, Bob Johnson and Julius Gribou visited the following firms in 1998: HKS Inc., Dallas; Aguirre Corporation, Dallas; Corgan Associates, Dallas; RTKL Associates, Dallas; PageSoutherlandPage Architects, Dallas; HOK Inc., Houston; Graeber Simmons & Cowan, Austin.

Other Service Activities

CRS Center faculty and directors were involved in such a wide variety of professional and academic service activities in 1998 that there is not enough space to write about all of these activities. What follows is a summary of their service records for 1998:

- Professor John Only Greer, FAIA, has continued to serve as the Intern Development Program (IDP) coordinator as well as teach a seminar on architectural intern development for licensing. He also serves on the Texas Board of Architectural Examiners and is the state representative of the National Council of Architectural Registration Boards. In addition, Professor Greer was the recipient of an Outstanding Alumnus Award at the College of Architecture's spring awards ceremony in May.
- Dr. James C. Smith has been a valuable addition to the CRS Center Board of Directors, most notably for his program ideas regarding both the 1998 and 1999 Rowlett Lectures. In addition, Dr. Smith has done an outstanding job as department head of Construction Science, and his viewpoint continues to be helpful as we seek ways to attract the interest of Construction Science faculty and industry professionals.
- Dr. Walter V. Wendler, AIA, continues his record of outstanding service to both the College and the CRS Center in spite of his numerous duties as Executive Assistant to President Bowen and Chairman of Vision 2020. We are grateful that he has continued to make time to serve on the CRS Center Board of Directors.

CONTRIBUTIONS TO FACULTY DEVELOPMENT (10%)

Faculty Participation

As in the previous year, two brownbag meetings were held in 1998 to bring together College faculty and Ph.D. students who are interested in helping to define and participate in CRS Center activities. Among other issues, the group discussed the state of the College's Ph.D. program and the potential positive impact of the proposed CRS Center Ph.D. Scholar Award Program.

Faculty who currently have a substantial affiliation with the Center include:

Mark J. Clayton.....	Faculty Fellow (May 1998-2001); participant in current research
John Only Greer	Scott Professorship
J. Thomas Regan.....	Board Member
Andrew D. Seidel.....	Faculty Fellow (May 1998-2001)
James C. Smith.....	Board Member
Walter V. Wendler	Peña Professorship
Nancy J. White.....	Faculty Fellow (May 1998-2001)

CRS Center Fellows Program

In order for the CRS Center to accomplish its mission, it must build a supportive intellectual environment and research infrastructure for faculty, graduate students and professionals whose interests are compatible with those of the Center. To help create this supportive environment and infrastructure, the Center instituted the CRS Center Fellows Program in 1998.

Membership is open to all faculty, researchers and professionals. Center Fellows are appointed and reviewed by the CRS Center Board of Directors for a maximum term of three years in accordance with College policy. In addition, any faculty member who is the principal

investigator of a research project administered through the Center is automatically eligible to become a Center Fellow, subject to approval of the CRS Center Board.

Members of the Center's inaugural class of Faculty Fellows approved in May 1998 include Dr. Mark J. Clayton, Assistant Professor of Architecture; Dr. Andrew D. Seidel, Professor of Architecture and Landscape Architecture; and Dr. Nancy J. White, Professor of Construction Science.

Ph.D. Scholar in Residence

Last spring, Marie-Andrée Fournier, CRS Center Ph.D. Scholar in Residence from 1996 to 1998, completed her research for her dissertation on design of children's emergency hospital care facilities. Following her marriage to David Murphy, D.V.M., in July, Fournier accepted a part-time position with Flad & Associates in Gainesville, Florida, where Murphy is employed by the University of Florida's College of Veterinary Medicine. In between adjusting to married life and dreaming up designs for family-centered health care facilities of the future, Fournier is quickly completing work on her dissertation. Her preliminary defense is scheduled for April 1999, while the finished product is expected sometime later in the fall.

The Center's first Ph.D. Scholar in Residence, Eric Connell, is currently a visiting assistant professor of architecture at the University of Oklahoma. He has tentative plans to visit the Center in February 1999 while attending the Rowlett Lecture/Educational Facilities Symposium.

Graduate Student Support

During 1998, the CRS Center continued its tradition of providing support for deserving students. Graduate assistant Yunsik Song, who completed his preliminary examinations in December, has proved to be a very important member of the research team in our collaborative efforts with USAA Inc. Brad Hollas, currently a facility planner with Maintenance Design Group in Houston (a venture of Carter & Burgess Inc. and RNL Design), served as a student assistant in the CRS Center during the fall semester and helped with the Rowlett Lecture/Bush Library Symposium monograph as well as the Center web site. Finally, we hired an additional graduate assistant, Jenny Kaus, to help with the TIBs Listserv and the future slide digitization project. Thanks to all these students for helping to continue the work of the CRS Center!

In addition to providing faculty assistance, most Center-affiliated professorships and chairs also provide funds for graduate student support.

Summary of CRS Center Graduate Assistants to Date

1992-94, Melissa Saul, Will Vinton Studios, Portland, Oregon
1995-96, John Star Baxter, La Plata Investments, Colorado Springs, Colorado
1995-97, Scott Kyle, Lord Aeck and Sergeant Architects, Atlanta, Georgia
1996-97, Rhonda Sharkawy, Urban Restorations, New Orleans, Louisiana
1997, Jamal Al-Qawasmi, Ph.D. Candidate, Texas A&M University
1997-Present, Yunsik Song, Ph.D. Candidate, Texas A&M University
1998-Present, Jennifer Kaus, M.Arch. career change student, Texas A&M University

1999 AND BEYOND

Evans Library Slide Digitization Project

Largely through the combined efforts of Brad Hollas and Jenny Kaus, the CRS Center's extensive slide collection was sub-categorized this past summer in an effort to pinpoint those slides that are most worthy for inclusion in a prototype digitization project to be offered through the Sterling C. Evans Library. The library is targeting projects involving 5,000-10,000 slides, which would be scanned into a database and then be made available via the Internet.

Digitizing the CRS slide collection will help to ensure the preservation of the slides, some of which are beginning to fade. An additional benefit will be the increase in their accessibility through the Internet. We expect that this project will take approximately two years.

CRS Center Brochure

To illustrate the somewhat underrated positive connotations of the phrase "one step forward, two steps back," the CRS Center plans to go back to the basics with regard to promotion in 1999.

In order to take that step forward, we must first know where we've been. Then, building on that knowledge, we must tell others where we're going.

In 1999, we intend to return to Step One and the most basic of techniques in the art of promotion: the generic brochure. Envisioned as a "first glance" of sorts at the Center, the brochure will describe the CRS Center at its core—its origins, its mission, its programs, its people, its direction. The publication will be structured along the College guidelines for center and laboratory annual reports.

Facility Management Curriculum

This past fall, the CRS Center was contacted by Charles Claar, Director of Research for the International Facility Management Association (IFMA), regarding the prospect of starting a graduate curriculum in facility management within the college. A committee consisting of Bob Johnson, Dean Regan, Ward Wells and David Bilbo has been appointed to research this issue, which we believe could have a major impact on the direction of the Center as well as the college. A detailed feasibility statement for the initiative appears in Appendix A.

APPENDIX A: FEASIBILITY OF AN INTERDISCIPLINARY, GRADUATE CURRICULUM IN FACILITY MANAGEMENT

College of Architecture, Texas A&M University

January 11, 1999

Background and Purpose

The College of Architecture at Texas A&M University is one of the few colleges in the country with the diversity of disciplines (architecture, construction science, landscape architecture and planning) to offer a truly comprehensive education in disciplines of the built environment. However, the College has no organized curriculum in the field of facility management.

There are a number of factors that indicate the College should consider a facility management curriculum. Some of these factors may include:

- 1) A significant market for graduates and a viable career alternative for our students.
- 2) The shortage of facility management programs in the South and South-Central U.S.
- 3) Industry support for a facility management curriculum.
- 4) A potential source of student internships with the industry.
- 5) Faculty interest as indicated by a large number of existing FM-related courses.
- 6) Improved linkages with owners who are an important part of the building team.
- 7) Research possibilities with large owners.
- 8) Overlap with the current research interests of many faculty, centers and laboratories.
- 9) A means to increase our graduate enrollment, which is a goal of the University.
- 10) The potential for continuing education.
- 11) The potential for both internal and external certificate offerings.
- 12) The potential for distance education.

These items suggest that a facility management curriculum could be a positive addition to the College. However, past attempts to develop a facility management curriculum have not been successful, and the feasibility of a facility management curriculum has not been fully substantiated. The goal of this plan is to develop a rational, incremental approach for testing the feasibility of a facility management curriculum.

Facility Management Working Group

A small working committee will be established and chaired by Dr. Robert Johnson. This working group will be charged with designing, implementing, evaluating and providing recommendations to the dean and department heads at each stage of the development of the curriculum.

Plan

This phased plan is designed so that a facility management curriculum could be developed and evaluated in a rational, step-by-step approach. This incremental approach will allow us to identify and assess the interests of major stakeholders in this curriculum, which include

prospective students, faculty and prospective employers. Approval from the dean will be required before proceeding to each phase.

Phase 1. Report on the feasibility of a facility management certificate

The first task will be to assess the feasibility of establishing an interdisciplinary graduate facility management certificate in the College. The outcome from this phase will be a report on the feasibility of a certificate in facility management that will be presented to the dean. This report will follow a format that is similar to that used for certificates in historic preservation and health design. It will include a conceptual framework, list existing courses that would form the basis of a certificate, identify any courses that may be necessary but do not currently exist, list the faculty who will teach these courses, and propose a Certificate Council. It will also estimate the resources that will be necessary to support a certificate and list potential industry advisory members whose companies may be interested in providing those resources. Finally, the committee will recommend whether or not a certificate in facility management is feasible for the College.

This first phase will require modest travel funds to assess the level of potential industry support and the market for potential graduates. This phase should be completed by early Summer 1999.

Phase 2. Certificate in facility management

If the working group returns a favorable recommendation and a positive response is received from the dean, the next step will be to establish a certificate in facility management. This phase will implement and test the interdisciplinary curriculum, organize faculty who will participate and establish an industry advisory committee. At the end of each academic year, the administrator of the certificate will submit an annual report to the dean. Based on these annual reports, the dean will either continue or discontinue the certificate program. At his discretion, the dean may decide to investigate the formation of an interdisciplinary, graduate degree program in facility management.

Phase 3. Report on the feasibility of an interdisciplinary, graduate degree program in facility management

If charged by the dean, a working group will undertake a study to assess the feasibility of establishing an interdisciplinary graduate degree program in facility management. It is recognized that the establishment of a graduate degree program in facility management will be much more difficult to achieve than a certificate in facility management. Some of the issues to be investigated include identifying the resources that may be necessary for this degree (administration, scholarships, faculty positions¹, space, etc.), accreditation issues, and the viability of proposing a new degree program within the decision-making process of the University and the Texas Higher Education Coordinating Board. If the working group recommends the establishment of this degree program and if the dean agrees with this

¹ In general, it can be expected that one additional faculty member is necessary for every ten additional graduate students. Therefore, if this program were to support twenty graduate students, approximately two new faculty positions would need to be funded, either through state allocation or through new endowments.

recommendation, the working group will be responsible for developing a formal proposal from the College to the University and the State Coordinating Board.

Phase 4. Program in facility management.

Assuming that approvals are obtained from College, the University and the Coordinating Board, an administrative structure will be organized by the dean to implement and manage the facility management degree program.

APPENDIX B: 1998 CRS ARCHIVES REQUESTS

<u>Name</u>	<u>Material Requested</u>
Robert Johnson, ARCH 451-S98	Bell & Howell Schools info. (integrating articles from the archives into case study on project delivery written by Jonathan King)
Jack Yardley, HKS Inc.	Bill Caudill Speeches (requested copies from <i>April 1977-November 1978</i> and <i>January 1979-December 1981</i> volumes)
Duk-Su Kim, Ph.D. student	CRS organization-related materials; Chapters 1, 4, 7, 9, 10-CRS Oral History Book
Grace Malave, 3D/I Inc.	“The Cost of a Schoolhouse,” “New proposals to cut school costs,” “School Costs Cut By New Components,” “School Management: The Trend to School Building Systems,” “A Systems Approach to School Building,” “Systems Building Delivers Two Schools in Nine Months”
Chuck Thomsen, 3D/I Inc.; John Focke, Ray Bailey Arch.	“The Cost of a Schoolhouse,” “A Fast Track to Savings in College Building,” “Cost Control...The School Building,” “New Proposals to Cut School Costs,” “Systems Building Delivers Two Schools in Nine Months,” “SCSD: The Project and the Schools,” “The Trend to School Building Systems, Part 1”, “Why Systems Can’t Miss, Part 2”, “Universal Building Systems Research-CRS,” “Systems Approach to Buildings,” “A Systems Approach to School Building,” “Systems: An Approach to School Construction,” “British Prefabricated School Construction,” “School Costs Cut by New Components”
Todd Warmkessel, LA stud, Penn St.	Basic information on CRS Center (boiler plate, CRS Short Story) and Archives (archives organization chart, Program Archive list); IFMA/Fortune 500 survey; “CRS Center Occasional Paper #1: Leadership and Innovation,” “CRS Center Occasional Paper #2: Architectural Education & The Profession”
John Holgren, ARCH student	Programming items related to special event center/entertainment venues: “Schematic Design Program—The Houstonian,” “Schematic Design Program—Cincinnati Convention Center Expansion”
Jim Gatton, FAIA	Slides and Schematic Design Program, Jesse H. Jones Hall for the

CRSS Inc.; Charles Lawrence, FAIA, CRSS Inc.	Performing Arts, Houston, Texas
Barrie Scardino, <i>Cite</i> magazine	CRS-designed B/CS buildings for upcoming issue of <i>Cite</i> (Southside Food Market, Consolidated HS, Andres Clinic, Brazos County Courthouse, Caudill House, Weick House, A&M Nuclear Science Center, Bryan Central Fire Station)
Valerian Miranda, ARCH Faculty	“Schematic Design Program—St. John’s School K-6/Library”
Ron Skaggs, FAIA, HKS Inc.	Table of contents for all six volumes of Caudill Speeches

1998 Requests for CRS Archives (Continued)

<u>Name</u>	<u>Material Requested</u>
Jack DeBartolo Jr., DeBartolo Architects	Various CRS-designed hospitals, university medical centers and office buildings, community college/university master plans, high school and elementary schools. Assorted slides and programs (“School Facilities Study, Long Beach, NY,” “Youngstown State University Planning Study.”) Bill Caudill photo and tribute brochure. (Complete request list filed under <i>1998 CRS Center Correspondence</i>)
Tom Cornelius, Al Simmons; Graeber Simmons & Cowan	“IDEAS”—third in a three-part series on the design of electronic factories, 1982
Kirby Keahey, Watkins Hamilton Ross Architects	Early CRS research on ventilation/air flow, including the following TEEEX reports: “Research Report No. 59, March 1957—Natural Air Flow Around Buildings;” “Research Report No. 36, July 1952—Geometry of Classrooms as Related to Natural Lighting and Natural Ventilation;” “Research Report No. 45, March 1954—Effects of Landscape Development on the Natural Ventilation of Buildings and Their Adjacent Areas”
Clovis Heimsath, Heimsath Arch.	Caudill correspondence pertaining to Heimsath’s study trip to Italy, copies of all related photographs; Caudill tribute brochure
Dr. Paul Van Riper, POLS Faculty	1998 Rowlett Lecture/Bush Library Symposium videotape, in addition to transcript and monograph
James Thomas, ARCH Faculty, Univ. of Houston	Complete slide archive list (seeking general slides on CRS interior design, specifically 1960s, ‘70s periods)
Phil Langdon, ARCH Journalist	Complete draft of CRS Oral History Book, <i>Cite</i> magazine articles on CRS, Caudill tribute brochure, “Architecture By Team,” “TIBs of Bill

ARCH Journalist

Caudill,” “CRSS Stories,” numerous articles regarding the firm and its innovations. (Complete list filed under *Langdon Correspondence*)

APPENDIX C: SUMMARY OF 1999 PLAN

GOAL 1: To create useful knowledge in innovation, management and leadership.

GOAL 2: To transfer this knowledge to people and organizations in order to create positive change in the industry.

GOAL 3: To integrate this knowledge into the education of the next generation of leaders.

To Achieve Goal 1:

Priority: Do at least 2 funded projects in 1999

1. *Create new knowledge.* Continue to develop a specialization in information technology in facilities management; support other research initiatives as they may occur and as resources are available; continue to present high-quality Rowlett Lectures in partnership with other organizations.
2. *Developed funded research.* Prepare several mini-proposals and send them to several different organizations in both the public and private sectors.
3. *Attract scholars and researchers.* Initiate the CRS Center Ph.D. Scholars Program to attract the best Ph.D. students. Start a faculty brownbag series that focuses on major issues associated with the application of information technology in design, construction and facility management.

To Achieve Goal 2:

Priority: Write and implement a comprehensive communications plan
Priority: Complete the CRS Oral History (Langdon)

1. *Write and implement a communications plan.* Communications are extremely important to achieving this goal. Our next step will be to maximize the effectiveness of our communications program.
2. *Publish research.* Publish research results in academic (peer reviewed) and professional journals.
3. *Present research.* Present at academic and professional conferences.
4. *Involve prospective users and sponsors.* Develop working partnerships with organizations that share research interests.

To Achieve Goal 3:

Priority: Initiate a certificate in facility management

1. *Develop a facility management interdisciplinary curriculum.* The CRS Center will be responsible for developing a proposal (in conjunction with a college-wide faculty committee) for a certificate in facility management.

2. *Integrate knowledge into teaching activities.* Integrate knowledge from research and from the archives into courses; initiate the digital slide library project with the Evans Library.
3. *Assist in the education of professionals.* Sponsor and participate in targeted conferences and serve the needs of professional organizations; promote the TIBS-L listserv.

GOAL 1: CREATE USEFUL KNOWLEDGE IN INNOVATION, MANAGEMENT AND LEADERSHIP

Strategy: Create new knowledge.

1. Continue to do research and develop specialized knowledge in information technology and facility management. Address other research activities as opportunities may arise. Use the Rowlett Lectures to highlight critical social and professional issues, but review our strategy to insure the economic viability of future lecture formats.
2. Complete one research project by March 1999; obtain funding for one summer project.
3. Maintain support for one Ph.D. GANT during the Spring Semester (info. content of as-built drawings/USAA-related research). Continue to develop USAA research.
4. Initiate CRS Center Ph.D. Scholar Program (Fall 1999).
5. Support faculty interests through visiting lecture series.

Strategy: Develop research funding.

1. Follow up World Workplace presentation to develop other potential research sponsors.
2. Visit the facility management departments of at least six organizations.
3. Write and send mini research proposals to USAA and other sponsors that are identified through visits and contacts.
4. Look for opportunities to partner with other centers and laboratories.
5. Consider writing a proposal to fund the CRS Center digital slide library project.

Strategy: Attract scholars and researchers to the Center.

1. Continue the CRS Archives Scholar Program. Continue relationships with those CRS Archives Scholars who have demonstrated an interest and whose research has resulted in a product.
2. Initiate a CRS Ph.D. Scholar Program to attract the best Ph.D. students to the College and the Center.
3. Refine and expand the CRS Center Fellows Program through the facility management initiative.

4. Review ad-hoc proposals from faculty/students for possible support.
5. Build and maintain the Center's research infrastructure; purchase a wide-format color ink jet printer to enhance publication quality; update software as required.

GOAL 2: TO TRANSFER PRACTICE/MANAGEMENT KNOWLEDGE TO ORGANIZATIONS IN ORDER TO CREATE POSITIVE CHANGE IN THE INDUSTRY

Strategy: Write and implement a communications plan.

During this past year we have developed a number of new communication vehicles, including a newsletter, a brochure and the TIBS-L listserv. Effective communications are extremely important, and our next step will be to organize our communications program (see Appendix D for draft outline).

Strategy: Publish research.

1. Continue to focus on using the summer for doing research, the fall/spring for presenting research, and the spring for developing new research.
2. Oral History Book—support Langdon (contract signed Dec 1998; book to be completed by Dec 1999).
3. Update and revise web site as necessary. Update version of PageMill.
4. Support Jay Baker and Barrie Scardino in their writing of the Caudill book.

Strategy: Present research.

1. Applied to present USAA research results at World Workplace '99.
2. ACADIA Conference: Oct 1999.
3. Other opportunities as they arise.

Strategy: Involve prospective users of research to identify research projects.

1. Develop working partnerships for Center activities—do not work in isolation. One of the best ways to insure that what we are doing is important is to partner with one or more organizations that also believe in what we are doing.
2. Follow up with USAA and develop other prospects to define potential future research projects.

GOAL 3: INTEGRATE PRACTICE/MANAGEMENT KNOWLEDGE INTO THE EDUCATION OF THE NEXT GENERATION OF LEADERS

Strategy: Develop a facility management interdisciplinary curriculum.

Working with faculty and the industry, test the viability of a curriculum in facility management (see Facility Management Plan, Appendix A).

Strategy: Integrate knowledge into teaching activities.

1. Integrate archives into both the Management course and the Design Studio.
2. Guest lectures within the College as requested.
3. Improve archives:

Consider integrating FileMaker Pro with web site

Hire a student worker to help with archives and other Center tasks.

Decide how to display Caudill's bulletin board.

Strategy: Assist in the education of professionals.

1. Participate in professional organizations (AIA, TSA, NCARB, ACADIA, IFMA).
2. Participate in conferences and workshops.

APPENDIX D: CRS CENTER COMMUNICATIONS PLAN

Draft Outline, January 1999

Goals

- To help achieve our goal of transferring knowledge to people and organizations in order to create a positive change in the industry.
- To broaden the name recognition of the CRS Center among a) sponsors and potential sponsors; b) faculty and students in the college; c) peers in other universities; c) students who are interested in the Center; and d) the profession (who may not be direct sponsors).

General Communications Plan

Update web site monthly (start of month).

Increase TIBS-L subscribers to 1,000 (use to communicate other CRS Center activities.)

Update CRS Center Brochure once each year.

Develop media list (print and broadcast) with names of contact persons.

Issue between four and eight press releases and send to media outlets; post on web site.

Send Rowlett Lecture monograph to selected individuals and media contacts.

Send CRS Newsletter twice per year (spring and fall semesters).

Send Annual Report to the Dean and also to the CRS contingent.

Continue to develop reports into a Center Research Series.

Internal Communications Plan (Faculty and Students)

Make the annual plan available to interested faculty for their input and comments.

Guest lecture in courses when requested.

Guest lecture in a research course.

Academic Communications Plan

Prepare a list of academic conferences at which we should be making presentations along with due dates for abstracts and full papers.

Design and submit a poster to the Initiative for Architectural Research (proposal due Jan 15).

Prepare a list of academic journals for which we should be writing articles.

Obtain editorial calendars for all design and facility management publications.

Potential Sponsor Communications Plan

Prepare a list of trade magazines for which we should be writing articles. Obtain subscription rates and number of current subscribers.

Prepare a contact list of all potential facility management organization sponsors.

Visit contact list to discuss as-built research and explore research partnership ideas.

Keep contacts informed of our plans and activities; possibly include on external advisory board.

APPENDIX E: LETTER OF THANKS FROM PRESIDENT GEORGE BUSH