



# CRS Center

*for Leadership and Management in the Design and Construction Industry*

*CRSC Newsletter, Vol. 1, Fall 1998*

## **Publish or Perish: CRS Center Newsletter Rides Again**

Here's to the constants in life: death, taxes and . . . junk mail? While we acknowledge that it's been a long time between editions of the CRS Center Newsletter, we hope you'll find your patience well rewarded with a quality product worth forwarding to your friends instead of File 13.

The CRS Center was endowed in 1991 by the firm of CRSS Inc. and Texas A&M University with a mission to improve the quality of business practice and management in the design and construction industry. The initial years involved the organization of the Center and its archives, and with that process now complete, our focus turns toward that mission of improvement.

During the past year, we have made a concentrated effort to broaden the identity and influence of the Center, both internally within the College of Architecture and Texas A&M University and externally. As a result, the Center is currently involved in some very intriguing projects which make the prospects for the future look even more promising.

### **CRS Center 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:

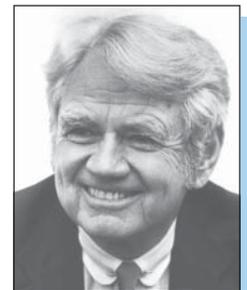
- Goal 1: To create useful knowledge in innovation, management and leadership;*
- Goal 2: To transfer this knowledge to people and organizations in order to create positive change in the industry;*
- Goal 3: To integrate this knowledge into the education of the next generation of leaders.*

Likewise, this same potential exists for an interesting newsletter series, which will consist of two editions per year to be published in spring and fall. Here's hoping you're as excited about it as we are. Happy reading!

## **Coming Soon to a Virtual Mailbox Near You: The Caudill TIBs!**

The CRS Center and the Texas A&M College of Architecture are pleased to announce plans to unveil the **TIBs LISTSERV**, an innovative project due out this fall which seeks to merge past and present and directly involve you!

Within the CRS Center Archives are some 1,500 TIBs, or "This I Believe" statements written by Bill Caudill, the "C" in CRS and in large part the inspiration behind one of the industry's leading worldwide firms for more than three decades.



Caudill wrote his first TIB on April 2, 1964, and continued writing them until his death in 1983, circulating them throughout the firm on a weekly basis. Categorized broadly in subject areas ranging from general to architecture to philosophy, these TIBs were meant to communicate ideas, encourage responsiveness and illustrate concepts that Caudill and the larger firm believed in and sought to promote to employees and outsiders alike.

Though the firm no longer exists as a result of its divestiture in 1995, we believe there is inherent value in circulating these TIBs to architecture firms, schools of architecture and the general public. For Caudill, the method was the memo, but for the Center, the means will be e-mail.

**Please help us spread the word about TIBs! If you are interested in receiving the TIB of the Week via e-mail, send us a message today!**

[crscenter@archone.tamu.edu](mailto:crscenter@archone.tamu.edu)

### **From The Archives: A Sample TIB**

Education—Specialization, April 1, 1968

*As a kid, I worked for grocery stores during the summer and on Friday afternoons and Saturdays during the winter. Having a little artistic talent, I sometimes was given the task of decorating the windows. I loved to build pyramids with No. 1 cans—just great until the cat would knock one down! I learned an everlasting lesson: In building pyramids with cans of tomatoes, one must lay a broad base to achieve maximum height. The greater the base, the greater the height.*

*Stacking tomato cans is like building a professional specialty. To go up high, you have to go out wide. On the other hand, just to go wide with a broad, liberal education is not enough. There are too many professors and architects who have plenty of breadth, but because they primarily lack motivation, they cannot go up. It is surprising how high one can stack tomato cans with only four cans on the base—but it is an exhilarating experience to build the ultimate pyramid from a base of 10 cans. This is a life lesson.*

## ROWLETT ROUNDUP

Mark your calendar for the next Rowlett Lecture, *Transitions to Schools of the Future*. Co-sponsored by the College of Education, the two-day event is scheduled for February 12-13, 1999, and will focus on trends in the planning, design and construction of K-12 educational facilities.

Activities will kick off Friday, Feb. 12, at Texas A&M's Rudder Theater with an all-day program featuring speakers from the national educational and architectural scenes. Conference activities will conclude Saturday, Feb. 13, with a design charette hosted by the College of Architecture at the Langford Architecture Center. For complete registration details or more information on the Rowlett Lecture Series in general, please contact the CRS Center.

One additional item of note: The complete transcript and monograph of the proceedings from the 1998 Rowlett Lecture, *Vision and Leadership in the Creation of the George Bush Presidential Library Center*, will soon be rolling off the presses and available through the CRS Center. To order your copy, please call (409-847-9357) or e-mail us (crscenter@archone.tamu.edu).

## ARCHIVES SCHOLAR SELECTIONS

Established in 1996, the CRS Archives Scholar Program carries a maximum \$2,500 award used to reimburse expenses associated with research that utilizes the CRS Center Archives. In January, the board awarded two stipends, selecting Drs. Paulo Tombesi and Kent Spreckelmeyer. Tombesi, an Assistant Professor of Architecture at the University of Melbourne, plans to visit the Center in November to conduct research on the role of technological innovation at CRS. A Professor of Architecture at the University of Kansas, Spreckelmeyer will visit the Center in the spring to research the effects of electronic media in the architectural design process and then compare the way in which its use affected practice methods and design processes in CRS and similar firms.

## CALLING ALL PROSPECTIVE PH.D.S

In keeping with its tradition of assisting relevant scholarship and research, the CRS Center recently unveiled plans for the CRS Center Ph.D. Scholar Program. Though currently in the initial development stage, this program will be geared toward the recruitment of high quality Ph.D. students whose backgrounds are relevant to externally funded research being conducted through or planned by the CRS Center. Pending further program approval, applications will be solicited for one-year appointments (renewable for an additional year) beginning in the fall of 1999.

## THE RESEARCH REPORT

During the past year, the CRS Center's focus has been getting research sponsorship in the area of facilities management. One particularly fruitful relationship has been formed with USAA Inc., headquartered in San Antonio. USAA is currently funding its second research project through the Center entitled "Delivery of Information to Support Operational Documentation." This project builds on previous research conducted in 1997 on as-built drawings.

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 organizations.

## NOTES FROM THE CLASSROOM

For the third consecutive year, Bob Johnson is offering a collaborative design studio this fall for first-year graduate students. Highlights include projects involving the Texas A&M Center for Distance Learning Research, as well as Austin architectural firm Graeber Simmons & Cowan. Representatives from GSC will be visiting the campus approximately every two weeks to gauge the progress of students, who will be working on factory designs for Applied Materials Inc., headquartered in Santa Clara, Calif. An added feature of the class is a related web-site produced through the Center which will allow on-line discussions between students, firm representatives and clients.

This past spring, Bob co-taught the seminar course, "Strategies in Architectural Management" along with Julius Gribou. As in years past, the course incorporated use of the CRS Archives, including a case study on marketing involving a class session featuring CRS founding partner Thomas A. Bullock, FAIA, and a field trip to HOK/Houston.

Bob also guest-lectured for various faculty in 1997-98, 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 the summer and fall.

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## CRS: CENTER RESEARCH SERIES

As a throwback to the glory days of the CRS “publish or perish” mentality, the CRS Center recently launched a research report series which showcases current Center publications and research projects. The debut issue of the CRS Center Research Series was released in October. 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.

## ARCHIVES ANGLES

One of the goals of the CRS Center is to promote the use of the CRS Archives. This past year, we began logging requests for information from the archives. 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: 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). Please let us know what we can research for you!

## IN REQUIEM

The CRS Center continues to miss two outstanding board members and colleagues: Jonathan King, HAIA, who passed away in November following a brief illness, and Dr. Walter P. Moore Jr., P.E., who passed away in June as a result of injuries suffered in an April automobile accident.

A former Center Director, Jonathan began a lifelong career of service to the profession of architecture in 1958 at the Ford Foundation, where he was Vice President and Treasurer of the Educational Facilities Laboratories until 1970. After serving for six years as Senior Vice President at CRS in Houston, he joined the staff at the University of Michigan as Professor of Architecture and Director of the Architectural Research Laboratory, later achieving Professor Emeritus status in 1986. In 1992, Jonathan returned to Texas as the Associate Director and, subsequently, the Director of the CRS Center at Texas A&M, where he taught until his retirement in May 1997. Formerly, he had taught at Michigan, Rice and King Saud University and was the Hyde Lecturer and Visiting Critic at the University of Nebraska-Lincoln. He is survived by his wife, Toni, and two sons, Gordon and Nathaniel.

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.

While King and Moore may be gone, they are by no means forgotten. Endowed scholarships, known respectively as the *Jonathan King Student Research Endowment* and the *Walter Parker Moore Jr. Memorial Fund*, have been set up in their memory at Texas A&M. For more information on contributing to either fund, please contact the CRS Center.

## Center Research Series Publications To Date

- Al-Qawasmi, J., M. Clayton, R. Johnson and Y. Song, “Collaborative Facility Management Using Intranet Technology,” CRS Center Research Series, October 1997.
- Clayton, M., R. Johnson, J. Al-Qawasmi and Y. Song, “A Study of Information Content of As-Built Drawings for USAA,” CRS Center Research Series, January 1998.
- 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.
- Murphy, Michael, “Design Teams and Leadership,” CRS Center Research Series, October 1997.

## FACTS ON FACULTY FELLOWS

Last fall, the CRS Center initiated a brown-bag meeting series for those faculty and Ph.D. students within the College who are interested in helping to define and participate in Center activities. Meetings are again underway this fall, with the expectation that at least one collaborative activity will result.

In this spirit of collaboration, the Center went one step further this spring, instituting a Faculty Fellows Program, approved by the CRS Board in May. In order for the 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. Our goal is to create this supportive environment and infrastructure.

Membership is open to faculty, researchers and professionals. Center Fellows will be appointed and reviewed by the CRS Board 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 that is administered through the Center automatically be eligible to become a Center Fellow, subject to approval of the CRS Board.



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## Spotlight On Faculty Fellows: *Profiling Professor Mark J. Clayton*

A member of the CRS Center's inaugural class of Faculty Fellow inductees in May (Clayton, Dr. Andrew D. Seidel, Professor of Architecture and Landscape Architecture, and Dr. Nancy J. White, Professor of Construction Science), Mark J. Clayton has served as an Assistant Professor of Architecture at Texas A&M since 1995.

Mark's research interests include facility management, information technology, the integration of construction knowledge into teaching, computer-aided design and computer graphics. In addition to his ongoing collaboration with the Center in its research with USAA,

Mark is currently working on other projects involving the Colleges of Architecture, Civil Engineering and Computer Science.

In 1997, Mark enrolled the College of Architecture as an educational registered developer with Autodesk, providing the College with all software produced by Autodesk and its subsidiary, Kinetix, for research use. In addition, he has prepared several computer software programs and techniques for use in architectural design. A co-editor for *Automation in Construction*, Mark recently completed his dissertation in life cycle computer models of buildings at Stanford University.

Mark and his wife, Kim McGrew, reside in College Station and have a three-year-old daughter, Rennie.



**Two Words—Window Office:**  
Mark & Kim celebrate aboard a ship on Lake Geneva during the 1994 Artificial Intelligence in Design Convention.

### Center Sidebars

**Meet Brad Hollas:** Bradley J. Hollas, Texas A&M Class of '98, joined the CRS Center staff as a student assistant in August. While he was initially hired to sub-categorize the Center slide collection, Hollas has proven invaluable in many other areas in the span of a few short weeks. In addition to desktop publishing assistance, his duties also include web-page creation. An accomplished student as well as employee, Hollas was recognized as the 1998 recipient of the Paul M. Terrill Jr. '57 Endowed Scholarship at the College's spring Scholarship and Awards Ceremony held May 1.

**The Anderson Update:** It's time to put an end to the mystery once and for all. For those of you who are wondering, the answer is yes, Barbara Anderson can still be found at the CRS Center—although not for much longer! After volunteering her valuable services within the CRS Archives for the past year and a half, Barbara is down to her **last** boxes, not to mention nerves. However, there is hope for those of us who enjoy her company: Those final boxes *are* Tom Bullock's! Thanks for all you do, Barbara!