



CRS Center

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

2001 Annual Report

April 2002

CRS Center Board of Directors

Dr. Robert E. Johnson, AIA, 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

CRS Center Staff

Kathy Waskom, Administrative Assistant
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A TIB By William Wayne Caudill



CRS Values - Senility

27 September 1972 WWC

WHEN IS A FIRM SENILE?

Most people think age is a factor. But I wonder. I have seen relatively young firms on their last legs, so to speak, and I have seen relatively old firms so vital and so dedicated that they literally jump!

It's not a matter of age. It concerns self-renewal. It concerns principles. Dedication plays a part. Self-worth enters in. It concerns the joy of work and pride of professional accomplishment. It concerns all of these things.

I think it concerns mostly this:

THE RIGHT MIXTURE OF IDEAS AND PEOPLE

WHO SOMEHOW CAN GET TOGETHER

AT THE RIGHT TIME IN HISTORY

TO DO A JOB WHICH IS A TRUE SERVICE TO MAN.

CRS CENTER 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, and the Thomas A. Bullock Chair. Professor John Only Greer holds the Wallie E. Scott Professorship, and the Thomas A. Bullock Chair is held by Visiting Assistant Professor Robert Douglass. The William M. Peña Professorship 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 made possible through a grant by the Texas Architectural Foundation (TAF), from the founders of CRS of Houston, Texas, and Mrs. Virginia Rowlett. The original firm was established by William W. Caudill and John M. Rowlett, professors of architecture at Texas A&M in College Station in 1946.

The Center is administered by Director, Robert E. Johnson, AIA, Arch. D., who is assisted by an internal advisory Board of Directors consisting of 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; and Dr. James C. Smith, Head, Department of Construction Science. Board meetings are held three times per year at the start of each semester period (spring, summer, fall).

The CRS 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, associate 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.

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 four 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.

GOAL 4: To provide programs and resources that contribute to faculty development.

In order to achieve these goals, our overall strategy is to help develop the CRS Center into a resource that will become a more integral part of the College and generally more visible and relevant for the design and construction industry. It seems self-evident that the growth (in size and relevance) of the Center cannot be accomplished without the active participation of others. Therefore, our approach has been to identify and develop areas in research, teaching and service for which there appears to be a high potential for an overlapping interest of sponsors (internal or external), faculty and students. As much as possible, we seek to reach out in meaningful ways to organizations and individuals who share our goals so that we may have a larger impact in whatever we try to accomplish.

ADMINISTRATIVE

Mark J. Clayton, Ph.D., was appointed as Executive Associate Dean for the College of Architecture. During his tenure as Executive Associate Dean, Dr. Clayton will be on leave as Associate Director of the CRS Center. He will continue to serve the CRS Center as a CRS Center Faculty Fellow.

Facility Management Certificate

The CRS Center is responsible for managing the graduate Facility Management Certificate Program in the College. The faculty advising committee, known as the Facility Management Certificate Council, includes Professors David Bilbo, Fred Forgey, Robert Johnson (chair), Jeff Haberl, Ward Wells, and Paul Woods. This past year was the second year of operation for the Facility Management Certificate Program. During this year, we initiated our first facility management Career Fair, which was held in March 2001.

The following summarizes FM achievements for 2001.

1. Number of FM Certificates awarded in 2001: 7
2. Total number of FM Certificates awarded: 8
3. Student FM chapter initiated Fall 2000
4. First Career Fair, March 1-2, 2001. Six companies participated.
5. Second Fall FMIAC meeting, Nov 9, 2001. 65 attendees, including 27 from industry.
6. Established first Summer Internship program. Three students (Richa Dayal, Eberhard Laepple and John Dethrow were placed).
7. First election of President (Rick Nelson) and Vice President (Steve Moskowitz) to the FMIAC Executive Committee.
8. \$1,000 scholarships awarded to Richa Dayal (MS ARCH) and John Dethrow (MS COMG). FMIAC representative at the 2001 Spring Awards Ceremony was Steve Moskowitz.
9. First FM research grant (\$8,000) awarded to Prof. John Bryant (COSC) and Prof. David Ford (CIVIL)
10. FMIAC 2001 membership dues collected: \$13,100

Informal Research Seminar

During the Fall Semester the CRS Center initiated an informal research seminar. This seminar met weekly to discuss research issues, methods, ideas and proposals. Faculty attending this seminar include: Mark Clayton, Chris Ellis and Julian Kang. Students attending included Carl Ford, Sang Woo Lee, Richa Dayal, Jeong-Han Woo, Chun Mau Cho, Leena Mulye, Neelu Shah, Ge Xia and Aparna Varadharajan. Guest speaker, Professor Ken Reinschmidt (CIVIL), presented his research on 4-D CAD at one of the sessions. Due to the encouraging involvement from the faculty and students, it is expected that this informal seminar will continue during the Spring semester

Teaching of Faculty

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

Spring 2002

ARCH 451	3 cr	Strategies of Architectural Management	Robert E. Johnson
ARCH 405	6 cr	Architectural Design IV	Mark J. Clayton
ARCH 689	3 cr	Special Topics: Management of Information Technology	Mark J. Clayton and Robert E. Johnson
ARCH 457	3 cr	Specs and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 606	6 cr	Architectural Design II	Brian MacKay-Lyons

Fall 2001

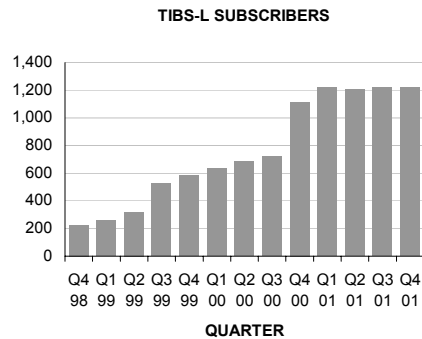
ARCH 305	6 cr	Architectural Design II	Mark J. Clayton
ENDS 270	3 cr	Computer Techniques of Design Analysis	Mark J. Clayton
ARCH 457	3 cr	Specs and Conditions	John O. Greer
ARCH 607	6 cr	Architectural Design III	Robert E. Johnson
ARCH 657	3 cr	Professional Practice	John O. Greer

CONTRIBUTIONS TO KNOWLEDGE GENERATION (25%)

TIBS 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 Bill Caudill's TIBS, the listserv is also an excellent way to advertise other Center activities.

During this past calendar year, the number of TIBs listserv subscribers has stabilized. To date, there are approximately 1,200 subscribers. The TIBs listserv continues to serve as a useful tool in keeping the Texas A&M name in front of a significant number of professionals and former students. Through the TIBs, we are also able to announce upcoming CRS and College events such as the Rowlett Lectures. Additional TIBs were discovered this past year and we are in the process of inputting and adding them to our searchable database. We continue to distribute one TIB each week via e-mail to our subscriber base.



Subscriber Comment

The following is a comment that we received regarding the weekly TIBS service.

From: JAMIEGC@aol.com <JAMIEGC@aol.com>
 To: crscenter@taz.tamu.edu <crscenter@taz.tamu.edu>
 Subject: Re: Your weekly TIB from the CRS Center
 Date: Saturday, March 31, 2001 12:35 PM

It may be that you are not set up to receive comments to the idea of publishing the TIBs of Bill Caudill. This note is written in case you are.

There is more wisdom and good sense in each of these short notes than in a single issue of the current architectural press and posturing architects. Years ago someone at CRS sent me a copy of the published book of TIBs and it has been read and re-read many times, not only by me, but by my son and one of his architect friends. I can read them all on the Internet and I'm most grateful. Whoever is responsible has done a very good deed for architects everywhere.

Jamie Cannon, FAIA
 St. Louis

Archives Activities

One of the goals of the CRS Center is to promote the use of the CRS Archives. In order to help measure progress towards this goal, we began logging in all requests for information from the archives in 1997 (see Appendix A for complete list for 2001). To our surprise, we have found that this material is valuable not only to faculty and students within the College, but to outside professionals as well.

CRS Center Digital Library

As we have increased our digital library materials throughout the last several years, the CRS Center's current web site has become inadequate to organize and distribute the increased diversity of documents in our digital library to our users. Therefore, we have begun developing a new CRS Center web site. We plan to have the new site available to our users by the end of 2002.

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.

2001 Archives Scholars:

Two Archives proposals were accepted this year: 1) Duk-Su Kim, Ph.D., Texas A&M University for his proposed research project: "Environmental Changes and their Effects on Organizational Change in the Architectural/Engineering/Construction Firm CRS," and 2) Linda Cain Ruth, AIA, Professor of Architecture at Auburn, for her research project whose goal is to understand if prevalent cultural attitudes and expectations have influenced the design of buildings in which children were the primary users.

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

1999, No Award
2000, Lan-Ying Ip, Graduate Student, Harvard Graduate School of Design
2001, Duk-Su Kim, Ph.D. Student in Architecture, Texas A&M University
2001, Linda Cain Ruth, Assistant Professor, Auburn University

Results to Date

Kent Spreckelmeyer: Professor of Architecture, University of Kansas. Proposal title: "The Effects of Electronic Media in the Architectural Design Process." Completed paper on "The Value of Making Space in Environmental Education" was presented at the Ecospheres Conference in Lincoln, Nebraska, on June 11, 2001.

CRS Oral History

The CRS oral history was accepted for publication by the TAMU Press. Our top priority for the summer was to prepare the manuscript for final delivery to the TAMU Press by August 31. Preparation tasks involved selecting an individual (Ron Skaggs) to write a foreword, compiling a complete bibliography and list of publications that were written by members of the firm; constructing a chart that showed the major milestones of the firm, preparing a list of all major projects and awards; editing original text to eliminate repetition (completed by Phil Langdon); selecting photos for insertion into the text; and suggesting jacket ideas to the TAMU Press. We expect the manuscript to be published in the Fall of 2002.

CRS Center Ph.D. Scholar Program

The CRS Center initiated the CRS Center Ph.D. Scholar Program in 1999. 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.

Again, Ge Xia was granted the CRS Center Ph.D. Scholar Award for the year 2001. Born in South China, Xia graduated from Toanghi University in Shanghai in 1998 with a bachelor's degree in architecture.

He received his master's degree in May of 2001 and expects to receive his doctorate in May of 2004. Currently, Xia is focusing on redesigning the CRS Center website. After graduation, he hopes to continue his research and begin a career in higher education.

King Memorial Student Research Endowment

The first award was made to Bruce Bockhorn, AIA, a Ph.D. student in the College of Architecture. The award was announced at the 2001 Rowlett Lecture. Bruce's dissertation focuses on the projected shortfalls in meeting architecture workforce demands on both national and regional levels. His research will help to understand the reasons that young men and women choose architecture as a college major, with particular emphasis on the process of career selection by female and minority students entering the state's seven accredited architectural programs. Bockhorn is currently working on his doctorate in architecture at Texas A&M University.

ARCC King Student Research Medal

Established in November 1998 by the Architectural Research Centers Consortium (ARCC), this award was named in honor of the late Jonathan King, co-founder and first president of the ARCC. As a final tribute to Professor King's life-long commitment to the advancement of architectural research, this medal is awarded annually to one deserving student from each ARCC member school and is intended to recognize current research and scholarship at either the undergraduate or graduate level. Each school is responsible for determining its own selection procedures.

This year, the College of Architecture awarded the medal to Debra Harris for her Ph.D. dissertation entitled "Environmental Quality and Healing Environments: A Study of Flooring Materials in a Healthcare Telemetry Unit." This study investigated the impact of flooring finish materials on the environmental quality of hospital patient rooms. Dr. Harris is currently consulting on design projects and building a consulting practice based on her experience as a healthcare planner and researcher on environmental quality in healthcare environments.

Visits to Firms

Professor Johnson made visits to the following firms: RGA Associates (New York), RTKL (Baltimore office), Ray Bailey Architects (Houston), Graber Simmons Cowan (Austin) and Ben Boettcher Associates (Brenham).

Research Development Activities

During 2001, Ge Xia, the CRS Center PhD Scholar, completed his Masters Thesis titled: "E-Business and Organizational Partnerships in Corporate Real Estate: A Case Study." This thesis has been incorporated into the CRS Center Research Series.

Most of the research activities this year focused on preparing the CRS Oral History for publication. It is anticipated that future research activities will increasingly focus on investigations related to the Rowlett Lecture Distinguished Firm Series.

PUBLICATIONS

Publications and Presentations, Juried:

1. Johnson, Clayton, Xia and Woo. (April 8-10, 2001) "E-Commerce: How It Is Affecting Facility Management," ARCC 2001 Annual Conference. Virginia Tech.
2. Johnson, R. (Sep 23-25, 2001) "Research on E-Business and Facility Management Practice." World Workplace 2001, Kansas City, MO.

Publications and Presentations, Not Juried:

1. Johnson, R. (Oct 11-14, 2001) "How Could Informatics and Telecommunications Revolutionize the Design and Construction Industry." ACADIA Annual Convention, SUNY at Buffalo.
2. Johnson, R. (Nov 8, 2000). Survey Results: E-Commerce and Facility Management. Invited presentation, IFMA/Illinois Chapter Annual Meeting, Chicago, IL

3. Xia, Ge. (August 2001) "E-Business and Organizational Partnerships in Corporate Real Estate: A Case Study." CRS Center Research Series. CRS Center, Texas A&M University.

CONTRIBUTIONS TO SERVICE/OUTREACH (25%)

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.

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 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.

2001 Program — The Legacy of CRS

The 2001 Rowlett program was a specially organized combination conference/ reunion entitled *The Legacy of CRS*. Approximately 300 registered students, faculty, professionals and CRSers of all generations attended this event on Friday, February 16, 2001 at the Bush Conference Center on the Texas A&M University campus. By all accounts this was a very successful event, which explored the impact of CRS on today's profession through its unique innovations and culture. The following quote from James Wright, participant at the conference, sums up the event, "I went to the conference anticipating something just this side of a surreal experience, and I certainly wasn't disappointed. It was an exceptional event, and I am so very pleased that I attended...Hopefully there will be another Legacy conference in the future..."

A video-tape was constructed of the event and a booklet of legacy statements is in preparation. For further information, refer to the Rowlett web site: <http://rowlett.tamu.edu/>.

2002 Program — Three Firms, Three Strategies: Successes and Failures

The success of *The Legacy of CRS* led to the idea of organizing a conference series so that selected, distinguished firms may critically examine their history and consider their future through a series of case studies (presentations and panel discussions). The Rowlett Lecture would provide a forum to share these ideas with students and faculty at Texas A&M University as well as with members and former members of participating firms. This idea became known as the "Distinguished Firm Series." The Rowlett 2002 lecture (8 Feb 2002) will be the "kick-off" for this series, and will incorporate presentations by 3D/International, RTKL and HKS. Planning for this lecture took place during the Fall semester and was facilitated by an executive committee consisting of Harold Adams

(RTKL), Ron Skaggs (HKS), Chuck Thomsen (3D/I), Tom Regan (Dean, CARC), and Bob Johnson (Director, CRS Center).

CRS Center Newsletter

The CRS Center Newsletter was published in the fall of 2001 with a special issue devoted to Jonathan King in celebration of the awarding of the first Jonathan King Student Research Award to Bruce Bockhorn. Additional copies are available. Please contact the CRS Center at (979) 847-9357 for requests.

CONTRIBUTIONS TO FACULTY DEVELOPMENT (25%)

FACULTY PARTICIPATION

The CRS Center's focus on facility management has increased the general level of faculty interaction and therefore the integration of Center activities within the College. We expect this to continue and expand in the next year.

Faculty who currently have a substantial affiliation with the Center include the following members of the CRS Center Board of Directors:

John Only Greer	Scott Professorship and Board Member
J. Thomas Regan	Board Member
James C. Smith	Board Member

Faculty who are members of the Facility Management Certificate Council include:

Robert E. Johnson (chair) – Professor and Director, CRS Center
David L. Bilbo – Asst. Dept. Head and Assoc. Professor of Construction Science
Fred A. Forgey – Assoc. Professor of Landscape Architecture and Urban Planning
Jeff S. Haberl – Assoc. Professor of Architecture
Ward V. Wells – Professor of Architecture
Paul Woods – Assoc. Professor of Construction Science

Faculty who are listed as participating in the facility management program include:

John Bryant, Ph.D., Assistant Professor of Construction Science
Mark J. Clayton, Ph.D., Assistant Professor of Architecture
Nancy L. Holland, Ph.D., Associate Professor of Construction Science
Robert E. Johnson, D.Arch., Director, CRS Center and Professor of Architecture
Michael K. Lindell, Ph.D., Director, Hazard Reduction and Recovery Center and
Professor of Construction Science and Landscape Architecture and Urban
Planning
Valerian Miranda, Ph.D., Associate Professor of Architecture
David L. Pugh, Ph.D., Associate Professor of Landscape Architecture and Urban
Planning
Andrew D. Seidel, Ph.D., Professor of Architecture and Landscape Architecture
and Urban Planning
Atef M. Sharkawy, Ph.D., Professor of Landscape Architecture and Urban
Planning
Mardelle M. Shepley, D.Arch, Associate Professor of Architecture
Louis G. Tassinary, Ph.D., Director, Environmental Psychophysiology Laboratory
and Associate Professor of Architecture
David G. Woodcock, Director, Historic Resources Imaging Laboratory and
Professor of Architecture
Paul Woods, D.E.D., Associate Professor of Construction Science

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.

In 2001, the CRS Center added three new faculty members as CRS Faculty Fellows. They were: Assistant Professor Julius Kang, Ph.D. (COSC), Assistant Professor Chris Ellis, Ph.D. (LAUP), and Assistant Professor John Bryant, Ph.D., (COSC). Andrew Seidel and Mark Clayton continued as CRS Faculty Fellows for the year as well.

Faculty Support

In support of faculty, the CRS Center contributed \$1,000 toward the purchase of a new computer for Professor Chris Ellis, a CRS Center Faculty Fellow. This dual-processor computer was significantly more expensive than traditional models. Additional funds were also provided by the College of Architecture and the Department of Landscape Architecture and Urban Planning to enable Professor Ellis to purchase this computer and continue his research.

Student Support

During 2001, the CRS Center continued its tradition of supporting students through work at the CRS Center. Susan Wagner and Mike Lyssy have been helping to digitize TIBs for our TIBs Listserv and Caudill's lectures for our digital archives. Graduate Assistants in 2001 included Ge Xia (CRS Center Ph.D. Scholar), Seong-Hyeak Won (M. Arch.), and a recent graduate of the M. Arch. program, Alexander Ling. Seong-Hyeak and Alexander were very helpful in preparing the posters for Rowlett 2001, *The CRS Legacy*. Mike Lyssy became a graduate assistant in the fall of 2001 because of the excellent quality of his work as an undergraduate student worker.

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

APPENDIX A: 2001 CRS Archives Requests

<u>Name</u>	<u>Material Requested</u>
Eric Connell	Schematic Design Program: St. John's School (Houston, TX)
Jeff Haberl Ray Mullican <i>Professors</i>	Architectural Research at Texas A&M College Engineering Experiment Station – CRS Archives (2 copies reproduced)
B.J. Novitski <i>Professional Architecture Week</i>	10 representative building photos
Frank Kelly <i>Professional SHW Group</i>	EFL Profiles
Jay Caddell & Miquel Botello <i>M. Arch Students</i>	Programming: Education Elementary Schools High Schools
Duk Su Kim <i>Ph.D. Archive Scholar</i>	Info from visit as Archives Scholar.
Herman Arroyave <i>Professional Burger King Corp.</i>	Copy of "The Early Learning Center
Mike Bergman <i>M. Arch Student</i>	Material on CRS houses in preparation for Master's thesis
JooHyun Her <i>M.Arch. Student</i>	Various slides for the CRS Archives in preparation for Master's project
Blake Godkin <i>4th Year Student</i>	"Space for Teaching"
Texas A&M Foundation	Perused archives in preparing story on the CRS firm for its annual report. Used various pictures.
Bob Douglass <i>Bullock Chair Visiting Professor</i>	Reviewed archives for use in class preparation.
Ray Bowen, <i>President, TAMU</i>	Rowlett '98: Vision and Leadership monograph

Name

Material Requested

Bush School of Government
and Public Services

Rowlett '98: Vision and Leadership monograph

Steve Makarsky
McAdams Technologies

Information Technology: "Best Practices" of Facility Management
Organizations

Chuck Klunker
3D/International

Building Design and Construction, Oct. 1975
American School and University, May 1973

Julian Kang & Graduate
Students

Used the CRS Center facilities in order to conduct an experiment to see
how well people understand the construction scheduled when 4D
visualization is available.

APPENDIX B: Summary of 2002 Goals & Priorities

- GOAL 1:* Create useful knowledge in innovation, management, and leadership.
- GOAL 2:* Transfer this knowledge to people and organizations in order to create positive change in the industry.
- GOAL 3:* Integrate this knowledge into the education of the next generation of leaders.
- GOAL 4:* Provide programs and resources that help in faculty development efforts.

TO CREATE USEFUL KNOWLEDGE (GOAL 1):

Priority: Generate research on the management and leadership of design firms.

1. Research major firms as part of the Rowlett Distinguished Firm Series
2. Continue to develop a research specialization in information technology for facilities management.
3. Rowlett 2002 Lecture: *The Firms, Three Strategies*. Rowlett 2003 Lecture: 3D/I.
4. Continue the CRS Center Ph.D. Scholars program to attract the best Ph.D. students. (Awarding this in 2002 is contingent upon availability of funding.)

TO TRANSFER KNOWLEDGE (GOAL 2):

Priority: Write and publish the first Distinguished Firm Series monograph

1. Publish the first monograph in the Rowlett Distinguished Firm Series.
2. Review and update the communications plan.
3. Publish research results in academic (peer reviewed) and professional journals.
4. Present at academic and professional conferences.
5. Develop working partnerships with organizations that share research interests.
6. Advertise and select a CRS Archives Scholar.

TO INTEGRATE KNOWLEDGE INTO EDUCATION (GOAL 3):

Priority: Continue to improve the certificate in facility management

1. Develop application to coordinating board for a FM graduate program.
2. Launch new web site (under devel); continue the digital library project.
3. Manage and continue developing the facility management certificate program.
4. Promote the TIBS-L listserv; convert Caudill speeches to web site; add audio media.
5. Integrate knowledge from research and from the archives into courses.

TO ASSIST IN FACULTY DEVELOPMENT (GOAL 4):

Priority: Facilitate the development of a chair in facility management

1. Establishment of a chair in facility management.
2. Develop new teaching and research possibilities through the FM program.
3. Provide student assistants to faculty as resources allow.

APPENDIX C: John Miles Rowlett Lecture Series

<i>1979 – 80</i>	Our State: The Present and the Prospect
<i>1980-81</i>	Held at the University of Texas at Austin
<i>1981-82</i>	Money and Monuments: The Impact of Rapid Economic Growth on Architecture
<i>1982-83</i>	The Forces that Shape Society and Architecture
<i>1983-84</i>	International Culture and Regionalism
<i>1984-85</i>	Putting Modernism in Place
<i>1985-86</i>	Technology: Its Role and Image in Architecture
<i>1986-87</i>	The Studio Experience: Reflective Practice and Practical Reflection
<i>1987-88</i>	Constructing Dreams – Building Realities
<i>1988-89</i>	Visualization By Design
<i>1989-90</i>	Leadership Into the Future
<i>1990-91</i>	Design and Practice-Education and Service
<i>1991-92</i>	Architecture of Education
<i>1992-93</i>	The Education of the New Master Builders: Where the Building Professions Need to be in the Future
<i>1993-94</i>	The Education of the New Master Builders: How We Educate Future Building Professionals
<i>1994-95</i>	The Best of Times
<i>1995-96</i>	Design Fundamentals of Neo-Traditional Housing and The New Urbanism
<i>1996-97</i>	The Changing Nature of the Design and Construction Industry
<i>1997-98</i>	Vision and Leadership in the Creation of the George Bush Presidential Library Center
<i>1998-99</i>	Transitions to Schools of the Future
<i>1999-2000</i>	Design Build – The Changing Face of Project Delivery
<i>2000-01</i>	The Legacy of CRS: Conference and Reunion