



CRS Center

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

2002 Annual Report

March 2003

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

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Jana Gober, Administrative Assistant
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Table of Contents

A TIB By William Wayne Caudill	2
Mission	3
CRS Center Background	4
Administrative Structure	4
Administrative Changes	5
Contributions to Teaching (25%)	6
Facility Management Certificate	6
Informal Research Seminar.....	7
Faculty Teaching.....	7
Peña Professorship.....	8
Contributions to Knowledge Generation (25%)	8
TIBS Listserv	8
Archives Activities	8
CRS Center Digital Archives Project	9
CRS Archives Scholar Program.....	9
CRS Oral History.....	10
CRS Center Ph.D. Scholar Program.....	10
King Memorial Student Research Endowment.....	11
ARCC King Student Research Medal	11
Research Development Activities.....	11
Publications.....	12
Contributions to Service/Outreach (25%)	12
The Rowlett Lecture Series.....	12
CRS Center Newsletter.....	13
Contributions to Faculty Development (25%)	13
Faculty Participation.....	13
CRS Center Fellows Program.....	14
Faculty Support.....	14
Student Support.....	15
2003 Goals & Priorities	16
Appendix A: 2002 CRS Archives Requests	17
Appendix B: John Miles Rowlett Lecture Series	18

A TIB By William Wayne Caudill



TIB

General - CRS History

24 June 1966

WWC

Why waste time thinking about what CRS has done? I've asked myself this question many times. I'm not a look-backer. The good old days are not for me. But I find myself having to dig in CRS history. I don't particularly like it, but you can't find the roots without digging. And I'm looking for CRS roots.

There's another point in favor of digging. It's imprudent, if not ridiculous, to throw away the experiences of twenty years.

We find the TIB above to be very relevant for our most important accomplishment this year: the CRS Center was very pleased that Texas A&M Press published "The CRS Team and the Business of Architecture" in October 2002. This project involved many people over more than 10 years. We are indebted to all those who made the book possible, with special thanks to Jonathan King, who conceived of the original book of interviews, Phil Langdon, who wrote the introductions for each chapter, and Ron Skaggs, who wrote the foreword.

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.

CRS CENTER BACKGROUND

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, FAIA, holds the Wallie E. Scott Professorship, and the William M. Peña Professorship was held by Visiting Professor Steve Parshall, FAIA, in the Fall 2002 semester. The Thomas A. Bullock Chair is currently vacant, but a search committee has been formed and a search is underway to fill the position for the Spring Semester of 2004.

Funding for the CRS Center is derived from several sources:

1. Income from 50 percent of the endowments of the Bullock Chair and the Peña and Scott Professorships.
2. An allocation from the College that is used for operating expenses and a separate allocation that provides partial funding for a full-time administrative assistant.
3. 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. William W. Caudill, FAIA, was awarded the prestigious AIA Gold Medal posthumously in 1985.
4. The Jonathan King Student Research Award is awarded from income made available from the King Memorial Student Research Endowment.
5. Funding is also provided from external research projects.

CRS CENTER ADMINISTRATIVE STRUCTURE

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.

ADMINISTRATIVE

In the Summer of 2002, Kathy Waskom, our administrative assistant, was selected for a position in the Dean's Office to help with research in the College. After a short search, Jana Gober was invited to join the CRS Center as our new administrative assistant. Jana has had previous experience with archives at the Institute of Nautical Archaeology at Texas A&M University. At INA, she was instrumental in developing a digital archive. Jana began at the CRS Center in August 2002. We are looking forward to having Jana work with us as we continue to develop the CRS Digital Archive. As one of her first tasks, Jana redesigned, updated and republished a new CRS Center brochure.

CONTRIBUTIONS TO TEACHING (25%)

Facility Management Certificate

This past year was the third year of operation for the Facility Management Certificate. Early in the 2002 Spring semester, we held our second facility management Career Fair. Members of the Facility Management Certificate Council are Professors David Bilbo, Robert Johnson (chair), Jeff Haberl, Ward Wells and Paul Woods.

The following summarizes FM achievements for 2002.

1. Number of FM Certificates awarded in 2002: 6
2. Total number of FM Certificates awarded: 15
3. Student FM chapter initiated Fall 2000 – membership currently at 15. This fall the student chapter became an official IFMA Student Chapter. IFMA dues will be paid by the Houston IFMA chapter.
4. Second Career Fair was held from February 28-March 1, 2002 – five companies participated. This spring, the FM career fair will be held in conjunction with Construction Science and possibly Architecture. The combined COSC-FM career fair will be held February 10-11, 2003.
5. Third Fall FMIAC meeting was held on Nov 8, 2002. There were 34 attendees, including 18 from industry. At this meeting, goals for 2003 were developed in four categories: a) Ideas for the Student Chapter, b) Ideas for future research projects, c) Ways to improve the FM Student Internship Program, and d) Developing a distance education program.
6. A listserv has been established: FACMAN-L, to help keep the program's name and activities in front of students and professionals. There are currently 79 subscribers.
7. One undergraduate student obtained a student internship during summer 2002.
8. Second year of a two-year term for President (Rick Nelson) and Vice President (Steve Moskowitz) to the FMIAC Executive Committee.
9. Scholarship recipients for 2002 were Marissa Vasquez (MS COMG), Isilay Civan (PhD ARCH) and Eberhard Laepple (PhD ARCH). Rick Nelson represented the FMIAC at the 2002 Spring Awards Ceremony.
10. 2002 FM research grant (\$8,000) awarded to Dr. Mark Clayton (ARCH).
11. FMIAC 2002 membership dues collected: \$11,150.
12. Spring 2002 – twenty (20) students enrolled in the required course, COSC 670, Introduction to Facility Management. Dr. Paul Woods teaches this course.
13. Intern survey: This fall a web survey on student FM interns was completed in collaboration with Steve Moskowitz. Information from this survey will be used to

help reorganize the internship program for the coming year.

14. The Houston chapter of IFMA has committed \$25,000 over the next three years to fund a Facility Management Scholarship Endowment. The scholarship will help fund graduate students seeking the Facility Management Certificate. Other development opportunities are in progress with Wal-Mart, Amarak, and Kellogg Brown and Root (KBR).

Informal Research Seminar

During the Fall Semester the CRS Center continued hosting 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, Bob Johnson, Julian Kang and Andrew Seidel. Students attending included Farouk Daghistani, Aldouri Firas, Carol Ford, Young Kim, Eberhard Laepple, Sachin Lakhani, Sunku Lee, Tom McPeck, Ray Mullican, Carlos Nome, Amitava Ray, Atre Umesh Vinayak and Jeong Woo. In the Fall of 2002, Don House gave a special presentation to the seminar group about research proposal preparation. Due to the encouraging involvement from the faculty and students, this informal seminar has continued during the Spring 2003 semester as well.

Faculty Teaching

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 457	3 cr	Specs and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 652	3 cr	Facility Information Technology	Mark J. Clayton, Robert E. Johnson

Fall 2002

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
ARCH 689	3 cr	Client/Team Communications	Steve Parshall

Peña Professorship

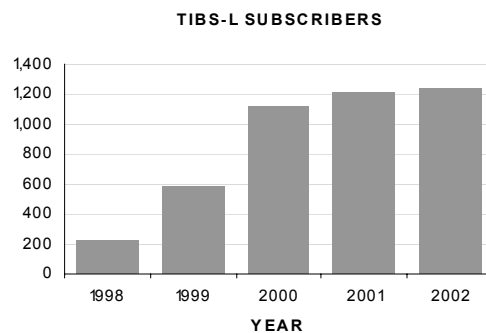
Steven Parshall, FAIA, was selected to be the William Peña Visiting Professor of Information Management for the Summer & Fall Semesters of 2002. In the Fall of 2002, he, together with graduate student Eberhard Leapple, taught a course entitled: *Client/Team Communication Methods*. The course explored communication techniques for clients and project team effectiveness in different modes of interaction: face-to-face, virtual, synchronous and asynchronous.

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 continued at just over 1,200. Our TIBS listserv continues to be a useful way to keep the Texas A&M name in front of a significant number of professionals and former students. We continue to distribute one TIB each week via e-mail to our subscribers. The chart below shows the growth of the TIBS-L since 1998.



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 2002). 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 Archives Project

A primary goal of the CRS Center is to increase the availability of the CRS Archives to researchers and other interested individuals. During 2002 we have begun a major project

to put all CRS Archives text materials (excluding those that are copyrighted) on the CRS Center web site.

The digital archives project is the main effort by the CRS Center to digitize all of its physical documents. During 2002 this project was split between the digital library at Evans Library and the center itself. Thus far Bill Caudill's TIBs, the oral history audio tapes, the CRS video recordings, and most of Bill Caudill's speeches have been transferred to digital formats.

Recent efforts have been focused on the scanning, formatting, and review of CRS business records. Upon completion, scanned data is entered into the archive database which is linked directly to the website. At this time the process of digitizing all of the CRS Center's documents with the exception of the slides is estimated at three to four years.

Current Digital Archive Project Status
Archive Progress Update

3/24/2003 9:26

Section	Archive Database Percent Completion			
	Items Entered	Items Remaining	Item Total	% Complete
Article	1,107	0	1,107	100.0%
Audio	6	135	141	4.3%
EFL	0	265	265	0.0%
Oral History	41	0	41	100.0%
Photograph	3	172	175	1.7%
Program	935	0	935	100.0%
Publication	0	383	383	0.0%
Record	0	266	266	0.0%
People	102	493	595	17.1%
Slide	0	1,370	1,370	0.0%
TIB	3,960	0	3,960	100.0%
Video	0	31	31	0.0%
Total	6,154	3,115	9,269	66.4%

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.

2002 Archives Scholars:

Two Archives proposal were accepted this year: 1) Dr. John Russell Groves, Jr., Associate Professor, University of Kentucky, College of Architecture for his proposed research project: "Leadership in Architecture," and 2) Robert Douglass, FAIA, for his proposal to generate educational materials drawn from the CRS Archive as well as other sources. However, in November of 2002 Douglass withdrew from the program. He has found it difficult to find the time necessary for this project.

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
2002, Dr. John Russell Groves, Jr., University of Kentucky

CRS Oral History

The CRS Oral History was published by TAMU Press in October 2002. Thirty-six review books have been sent by TAMU Press to potential reviewers. As of February 2003, Texas A&M University Press has sold approximately 250 books since the October release. Additionally, the CRS Center recently mailed promotional flyers offering the book at a discounted rate to a targeted audience of about 450 people.

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 2002. 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. In the Summer of 2002, Xia completed the redesign of 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 second King Memorial Research Award was made to Bruce Bockhorn, AIA, a Ph.D. student in the College of Architecture. The award was announced at the 2002 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 completed his doctorate in architecture at Texas A&M University in Summer 2002. He is currently working for Ben Boettcher Associates of Brenham, Texas and is a visiting professor of architecture in the School of Architecture at Prairie View 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 Ge Xia for his M.S. in Architecture thesis titled "E-business and Organizational Partnerships in Corporate Real Estate: A Case Study."

Research Development Activities

Most of the Center's research activities this year focused on completing the CRS Oral History for publication. A number of research proposals were submitted as indicated below.

Ellis, PI; Clayton, Johnson, Kang, Co-PIs. (2 April 2002) "A Research Infrastructure for Informatics in Buildings," Telecommunications and Informatics Task Force, \$249,361. Submitted: 2 April 2002; Status: Not awarded

Johnson, PI. "A Comprehensive Case Study of a Workstage Project" Workstage: Texas, Inc. Submitted: 13 May 2002; Status: Not awarded

Texas A&M University-Robert E. Johnson; American University of Cairo-Ahmed Sherif. "Implementation of E-Business Strategies in the Construction Industry."

U.S. – Egypt Joint Board on Scientific and Technological Cooperation. \$60,000.
Submitted: 4 November 2002; Status: This has undergone a preliminary review in
Egypt and will be submitted for further review to NSF by Jan 15.

PUBLICATIONS

Special CRS Publications

1. King, Jonathan and Phillip Langdon, *The CRS Team and the Business of Architecture*. College Station, TX: CRS Center, 2002. This book is available from TAMU Press.
2. -----, *CRS: A Firm and Its Legacy*. College Station, TX: CRS Center, 2002. This monograph is available directly from the CRS Center.
3. -----, *The Legacy of CRS*. Video tape of the 2001 Rowlett Conference (set of 2). Available from the CRS Center, 2002.

Publications and Presentations, Juried:

1. Johnson, Clayton, Xia, Woo, Song. “The Strategic Implications of E-commerce in Design and Construction,” in Engineering Construction and Architectural Management June 2002, Vol 9, No 3.
2. Johnson, Robert. “Successes and Failures of CRS,” Presentation at the 2002 AIA National Convention, Charlotte, NC, May 9-11, 2002.

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.

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 provides 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) was the “kick-off” for this series and incorporated presentations by 3D/International, RTKL and HKS. Planning for the lecture took place during the 2001 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).

2003 Program – 3D/I: The Pain and Pride of Change

Most of the planning for the 2003 Rowlett Lecture took place in the summer and fall of 2002. The Rowlett 2003 Distinguished Firm Lecture, titled 3D/I: The Pain and Pride of Change, was planned to be a series of panel discussions that told the story of how demographic, technical and economic changes have shaped 3D/International as well as the lives and careers of the people who built the firm.

CRS Center Newsletter

The last 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.

An upcoming CRS Center Newsletter is in progress. Planned feature stories include “New Degree Program for A&M in the Works,” “Focus on a Faculty Fellow: Chris Ellis,” and “Architecture Executive, Steve Parshall named as Peña Professor.” The newsletter will also contain a number of updates and announcements such as the release of *The CRS Team and the Business of Architecture*, the latest ARCC King Medal and King Memorial scholarship recipients, status of the Archive digitizing project, and much more.

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
Jeff S. Haberl – Associate Professor of Architecture
Ward V. Wells – Professor of Architecture
Paul Woods – Associate 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., Associate Professor of Architecture
Jeff Haberl, Ph.D., Associate 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, Professor of Architecture
Ward V. Wells, 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.

John Bryant, Mark Clayton, Chris Ellis, Julian Kang and Andrew Seidel continued as CRS Faculty Fellows for 2002.

Faculty Support

During this past year, the CRS Center contributed \$800 as part of the cost sharing that enabled Assistant Professor Chris Ellis to attend a grant-writing workshop.

Student Support

During 2002 the CRS Center continued its tradition of supporting students through work at the CRS Center. Graduate student, Mike Lyssy, has been working on the digital archives project with student workers, Lindsey Kirkpatrick, Helen Boostrom and Niki

Manning. Eberhard Laepple has been a graduate assistant for Visiting Professor Steve Parshall, and has been named the CRS Center PhD scholar beginning Spring, 2003. In that capacity, Eberhard will work with the center to develop research proposals and work on research projects.

SUMMARY OF 2003 GOALS & PRIORITIES

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

Priority: Focus on developing research proposals

1. Continue to develop a research specialization in information technology for facilities management; visit at least 4 potential sponsors this year and follow up as appropriate; be open to other research opportunities that may appear.
2. Rowlett 2003 Lecture: *3D/I: The Pain and Pride of Change*. Rowlett 2004 Lecture: RTKL.
3. CRS Center Ph.D. Scholar for 2003: Eberhard Laepple
4. Change timeline for advertising the CRS Archives Scholar in the ACSA Newsletter.

**GOAL 2: TRANSFER THIS KNOWLEDGE TO PEOPLE AND ORGANIZATIONS IN
ORDER TO CREATE POSITIVE CHANGE IN THE INDUSTRY**

Priority: Publish research results

1. Publish research results in academic (peer reviewed) and professional journals.
2. Present at academic and professional conferences.
3. Develop working partnerships with organizations that share research interests.
4. Review and update the CRS Center communications plan.

**GOAL 3: INTEGRATE THIS KNOWLEDGE INTO THE EDUCATION OF THE NEXT
GENERATION OF LEADERS**

Priority: Write proposal for the facility management graduate program

1. Develop proposal for a FM graduate program.
2. Continue the digital CRS archive project without university library assistance.
3. Manage and continue developing the facility management certificate program.
4. Promote the TIBS-L listserv.
5. Integrate knowledge from research and from the archives into courses.

**GOAL 4: PROVIDE PROGRAMS AND RESOURCES THAT HELP IN FACULTY
DEVELOPMENT EFFORTS**

Priority: Focus on development activities for the FM program

1. Pursue development efforts in facility management.
2. Develop new teaching and research possibilities through the FM program.
3. Provide student assistants to faculty as resources allow.

APPENDIX A: 2002 CRS Archives Requests

<u>Name</u>	<u>Material Requested</u>
Laurence Aurbach	General information about the Squatters methodology. Used to develop Timeline of New Urbanism.
Nick Schaefer <i>Engineering Student</i> <i>University of Iowa</i>	1 Program Draft for the Carver Hawkeye Arena (441.001) 2 Magazine articles about the Carver Hawkeye Arena Used for preparation of a class project.
Stuart Allison <i>Architecture Student</i> <i>Texas A&M University</i>	Older Adult Housing. A probe by CRSS and Revere Healthcare (4000.1401). Used for preparation of final study.
Tammy Gendke <i>General Research</i> <i>on school design in Texas</i>	New Elementary Schools Along the Texas Gulf Coast (3000.0077). Used to aid in preservation of school building.
Lindsey Kirkpatrick <i>Construction Science Student</i> <i>Texas A&M University</i>	1992 and 1993 CRSS Annual Reports. Used to prepare a presentation on Construction Financing.
Matias Garza <i>Architecture Student</i> <i>Texas A&M University</i>	United States Embassy (in Riyadh, SA). Final Program (799.1800). Used for general research on Embassies.
Gaurang Sheth <i>Architecture Student</i> <i>Texas A&M University</i>	Schematic design program for Northwest Hospital. 1978 (691.697). Northwest Masterplan. Northwest Hospital, Seattle. Northwest Medical Plaza. Delta Medical Center (393.0010). Used for design project and final study.
Felix Gillett <i>Reporter</i> <i>Washington City Paper</i>	“Gate receipts help pay for synthetic turf” in Schoolhouse, an EFL Newsletter. March 1973, No. 10, p. 1. Used to prepare article on Astro turf.
Gaurang Sheth <i>Architecture Student</i> <i>Texas A&M University</i>	General information on older adult housing. Used for research related to graduate study.
Ambekar Zeel <i>Architecture Student</i> <i>Texas A&M University</i>	Los Angeles County, USC Medical Center. Preliminary Program (563.1000)

APPENDIX B: 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>1999-00</i>	Design Build – The Changing Face of Project Delivery
<i>2000-01</i>	The Legacy of CRS: Conference and Reunion
<i>2001-02</i>	Three Firms, Three Strategies: Successes and Failures
<i>2002-03</i>	3D/I: The Pain and Pride of Change