



CRS Center

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

2003 Annual Report

March 2004

CRS Center Board of Directors

Dr. Robert E. Johnson, AIA, Director and Thomas A. Bullock Chair
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
Phillip J. Tabb, Head, Department of Architecture

CRS Center Staff

Jana Gober, Administrative Assistant
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Eberhard Laepple, Graduate Assistant

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A TIB By William Wayne Caudill



Seven of the original 8 CRS founders. Front row, left to right: Nye, Rowlett, Lawrence. On the staircase, left to right: Peña, Caudill, Bullock, Scott. This photo was taken around 1960 in the courtyard of the CRS Office at the Dow Center, 3636 Richmond Avenue in Houston, TX. Paseur, the 8th original founder, became partner in the Summer of 1961 shortly after this photo was taken.

TIB
CRS Team - Bullock

14 November 1968 WWC

Things go by us, some very important happenings, without us realizing the full significance. For example, none of us ever really had a keen awareness of what had happened in the architecture profession, specifically in Houston, when Tom Bullock was elected president of the AIA Houston Chapter. Tom was the first president who did not have his name on the door. He proved, among other things:

LEADERSHIP IS NOT IN NAME BUT IN ACTION.

I see this as a trend. Names of architectural firms will be like trademarks. Leaders of architectural teams will be highly individualistic people. It takes a lot more strength to be a leader without being a "name partner" than it does to be on the letterhead. But that's the way it's going to be. And Tom is living proof that it can be done.

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 is now held by Professor Mardelle M. Shepley. Late this year the Thomas A. Bullock Chair was awarded to Professor Robert E. Johnson, CRS Center Director.

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, D. Arch., 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; Dr. James C. Smith, Head, Department of Construction Science; and Dr. Phillip J. Tabb, Head, Department of Architecture. 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 PhD 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

Early in 2003, the CRS Internal Advisory Board of Directors asked Dr. Phillip J. Tabb, Head of the Department of Architecture, to assist them in the guidance of the CRS Center by joining the Board of Directors. As Department Head of Architecture, it is fitting to have Dr. Tabb on the Internal Advisory Board of Directors for the CRS Center.

Facility Management Certificate

This past year was the fourth year of operation for the Facility Management Certificate. Early in the 2004 Spring semester, we held our third 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 2003.

1. Number of FM Certificates awarded in 2003: 7
2. Total number of FM Certificates awarded: 21
3. Student FM chapter initiated Fall 2000 – membership currently at 30. In the fall of 2003, the student chapter was presented with their IFMA Student Chapter charter. IFMA dues were paid again by the Houston IFMA chapter.
4. In 2003 the Facility Management Career Fair was held in conjunction with Construction Science and Architecture during the Spring semester. Very few companies participated for Facility Management recruiting, and holding a combined career fair was considered unsuccessful. In 2004, the Facility Management student chapter once again hosted their own career fair. Two companies participated, but we expect at least one student to receive a job offer and several students will likely receive summer internships as a result of the career fair.
5. The Fourth Fall FMIAC meeting was held on Nov 7, 2003. There were 43 attendees, including 19 from industry. At this meeting, goals for 2004 were discussed 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) Furthering the FM curriculum within the College.
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 104 subscribers.
7. New officers were elected to the FMIAC Executive Committee. President, Steve Moskowitz, and Vice President, Norm Erlandson. Each will serve two year terms.
8. Scholarship recipients for 2003 were Ranjeet Mohandas (MS COMG), Isilay Civan (PhD ARCH) and Nitin John Abraham (MS COMG). Rick Nelson (COSC) and Steve Moskowitz (ARCH) represented the FMIAC at the 2003 Spring Awards Ceremonies.
9. In 2003 the Houston IFMA Chapter and other members of the FMIAC contributed a combined \$10,000. Of this money, \$8,000 was added to a scholarship endowment fund. A commitment has been made to contribute these amounts again in 2004.
10. FMIAC 2003 membership dues collected: \$12,300.

11. Spring 2003 and Fall 2003 – during both semesters twenty (20) students enrolled in the required course, COSC 670, Introduction to Facility Management. Dr. Paul Woods teaches this course.
12. 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 Aramark ServiceMaster Facility Services.
13. RTKL Seminar: In conjunction with the Rowlett lecture series, a 3 credit hour graduate seminar focusing on RTKL was conducted during the Fall 2003 semester.

Rowlett Lecture Seminar

In conjunction with the Rowlett lecture series, a 3 credit hour graduate seminar was taught by Robert Johnson. The class, a case study on RTKL, was conducted during the Fall 2003 semester to give graduate students an in depth understanding of the host firm for the 2004 Rowlett Lecture. Due to the success of this seminar, another one is planned for Fall 2004 that will focus on HKS, the 2005 Rowlett host firm.

Informal Research Seminar

In 2003 the CRS Center continued hosting a weekly informal research seminar. Each week this seminar met to discuss research issues, methods, ideas and proposals. Faculty attending this seminar included: John Bryant, Mark Clayton, Neil Eldin, Chris Ellis, Bob Johnson, Julian Kang and Andrew Seidel. Students attending included Jiwon Choi, Farouk Daghistani, Aldouri Firas, Carol Ford, Jin Su Jeong, Young Kim, Eberhard Laepple, Sunku Lee, Tom McPeck, Carlos Nome, Fred Parke, Inchul Soh, Atre Umesh Vinayak and Jeong Woo.

In the Spring of 2003, special guests and faculty research presentations included:

- Don House, NSF research proposal: January 21, 2003
- Julian Kang, 4-D research with Korea: January 28, 2003
- José M. Urea, Head of Civil Engineering Department, University of Castilla-La Mancha, Ciudad Real, Spain. Project-based learning with immediate immersion in computer simulation/visualization: February 20, 2003

In the Fall 2003 semester, special guest and faculty presentations included:

- Fred Parke, visualization demonstration: October 1, 2003
- Aldouri Firas, presentation of current research: October 8, 2003

Faculty Teaching

CRS Center faculty 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 2003

ARCH 451	3 cr	Strategies of Architectural Management	Robert E. Johnson
ARCH 457	3 cr	Specs and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 660	3 cr	Design Programming	Mardelle M. Shepley
ARCH 689	3 cr	Management of Information	Mark J. Clayton

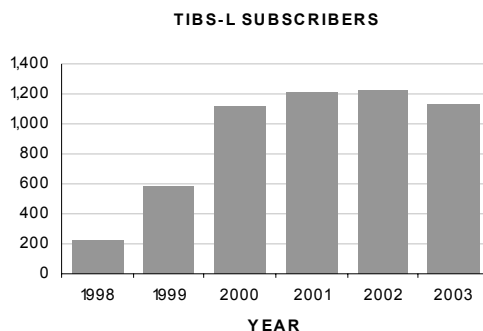
Fall 2003

ARCH 453	3 cr	Professional Practice	John O. Greer
ARCH 457	3 cr	Specs and Conditions	John O. Greer
ARCH 607	6 cr	Architectural Design III	Mardelle M. Shepley
ARCH 607	6 cr	Architectural Design III	Robert E. Johnson
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 689	3 cr	RTKL: A Case Study	Robert E. Johnson

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 decreased slightly to just under 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 2003). 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 and Archives Project

A primary goal of the CRS Center is to increase the availability of the CRS Archives to researchers and other interested individuals. In 2001 we developed a data-driven web site through which the CRS digital archive documents are available. In 2002 we began a major project to put all CRS Archives text materials (excluding those that are copyrighted) on the CRS Center web site. The effort continued full-force in 2003, and currently almost half of the CRS business records are available in the on-line database and are downloadable in Adobe PDF format.

The digital archives project goes hand-in-hand with the Digital Library and is the main effort by the CRS Center to digitize all of its physical documents to be available in the Digital Library. 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 continue to be 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. In addition each document is saved in Adobe PDF that can be downloaded from the CRS Center web site. Currently the process of digitizing all of the CRS Center's documents with the exception of the slides is estimated at two years.

Current Digital Archive Project Status

Archive Progress Update

4/1/2004

Estimated Percent Completion of Digitization Process.

Section	Est Total Items	Items Complete	% Complete
Article*	N/A	N/A	N/A
Audio	141	6	4.3%
EFL	15900	0	0.0%
Oral History	41	41	100.0%
Photograph*	Unknown	Unknown	Unknown
Program*	N/A	N/A	N/A
Publication	22980	0	0.0%
Record	18480	8895	48.1%
People	39780	11460	28.8%
Slide*	45184	0	0.0%
TIB	3960	3960	100.0%
Video	31	31	100.0%
Total	146497	24393	16.7%

Note: All percentages are based upon an estimate of the total number of documents located within the archives.

* copyright constraints may apply

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.

2003 Archives Scholars:

No new proposals were accepted for 2003. Dr. John Russell Groves, Jr., Associate Professor, University of Kentucky, College of Architecture continued in his position with his proposed research project: "Leadership in Architecture." At the end of this year, we received tragic news from Dr. Groves' wife who informed us that in late October, Dr. Groves died suddenly in the crash of a small plane.

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, PhD 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, PhD Student in Architecture, Texas A&M University
2001, Linda Cain Ruth, Assistant Professor, Auburn University
2002, Dr. John Russell Groves, Jr., University of Kentucky
2003, Dr. John Russell Groves, Jr., University of Kentucky

CRS Oral History

The CRS Oral History was published by TAMU Press in October 2002. As of December 2003, Texas A&M University Press had sold approximately 300 books since the October 2002 release. In an effort to increase sales of the book, the CRS Center is developing a marketing list for faculty in U.S. Universities teaching courses in Architectural Management and Architectural Business. Sample copies of the book will be mailed courtesy of the CRS Center to the marketing targets in hopes that the book will be adopted for use as a required text in architectural courses across the country.

The Architecture Week.com web site features an article titled "Schoolhouse modernism." The article incorporates photos and information from *The CRS Team and the Business of Architecture*. This article can be found at the following url address: [http://www.architectureweek.com/2004/0114/culture_1-1.html] This link is posted on the home page of the CRS Center.

CRS Center PhD Scholar Program

The CRS Center initiated the CRS Center PhD Scholar Program in 1999. The goal of the program is the recruitment of highly qualified PhD 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 construction project management.

Eberhard Laepple was granted the CRS Center PhD Scholar Award for the year 2003. Born in Germany, Eberhard arrived at Texas A&M University in August 2000 as a Fulbright Scholar. He is now completing his PhD in Architecture and plans to graduate in 2004. Eberhard's research examines the effectiveness of web-based project management systems.

King Memorial Student Research Endowment

Eberhard Laepple was awarded the third King Memorial Research Award. Eberhard is a PhD student in the Department of Architecture and is also the CRS Center PhD Scholar. The award was announced at the 2003 Rowlett Lecture. As mentioned above, Eberhard's dissertation focuses on the effectiveness of web-based project management systems.

This year the awarding of this scholarship was formalized and incorporated into the application procedure for all College scholarships. Eberhard was selected for the award from a total of 14 applicants.

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 Christina Haaser for her thesis research titled "Automatic Real-Time Lip Synchronization Using LPC Analysis and Neural Networks." Christina graduated from the College of Architecture with a MS in Visualization Studies in 2003, and she currently is a technical director / lighting specialist with Pixar Animation Studios in Emeryville, California.

Publications

Special CRS Publications

1. Johnson, Robert E. and Eberhard S. Laepple. "Digital Innovation and Organizational Change in Design Practice." *CRS Center Working Paper No. 2*. December 2003.
2. Woo, Jeong-Han, Mark Clayton, and Robert Johnson. "Case Study of Tacit Knowledge Sharing in a Distributed Design Studio." *CRS Center Working Paper No. 1*. December 2003.

Publications and Presentations, Juried:

1. Johnson, Robert E. and Eberhard S. Laepple. "Digital innovation and organizational change in design practice," presented at ACADIA 2003: Connecting – Crossroads of Digital Discourse. Indianapolis, Indiana.

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. Please refer to Appendix B for a list of Rowlett Lectures from 1980 to the present.

2003 Program — 3D/International: The Pain and Pride of Change

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 2003 lecture, *3D/I: The Pain and Pride of Change* (7 Feb 2003) was the second in this series and featured panel discussions and presentations by 3D/International. Planning for the lecture took place during the 2002 Fall semester and was facilitated by an executive committee consisting of Chuck Thomsen (3D/I), Gary Boyd (3D/I), William Turner (3D/I), Tom Regan (Dean, CARC), Jim Smith (Head, COSC), Phill Tabb (Head, ARCH) and Bob Johnson (Director, CRS Center).

2004 Program – RTKL: In Pursuit of Great Projects

Most of the planning for the 2004 Rowlett Lecture took place in the summer and fall of 2003. The Rowlett 2004 Distinguished Firm Lecture, titled *RTKL: In Pursuit of Great Projects*, was planned to be a series of presentations and panel discussions that explored the history, culture and values of the firm. Within that venue, RTKL members openly discussed unique aspects of RTKL’s 50+ years of worldwide success. An open Q&A format turned the lecture into an informative, audience-directed afternoon. The executive planning committee for the 2004 lecture consisted of Harold Adams (RTKL), Lance Josal (RTKL), Thom McKay (RTKL), Tom Regan (Dean, CARC), Jim Smith (Head, COSC), Phill Tabb (Head, ARCH), and Bob Johnson (Director, CRS Center).

CRS Center Newsletter

The CRS Center released a long awaited newsletter during the Fall 2003 semester. This newsletter headlined a story about *The CRS Team and the Business of Architecture*. The feature story detailed Steve Parshall as the Peña Professor, and additional updates in this issue served to inform our readership on recent CRS Center activities. Updates covered the TIBs Listserv, the Facility Management Certificate Program, the Digital Archive Project, the Rowlett Lecture Series, and a call for CRS Archive and PhD Scholar applications. Additional copies are available. Please contact the CRS Center at (979) 847-9357 for requests.

Our next newsletter is slated for a Spring 2004 release. It will headline a story on RTKL's Rowlett Lecture, *In Pursuit of Great Projects*, and feature a story on Chris Ellis' teaching and research in the College of Architecture. Updates will cover our Facility Management Student Chapter, the Jonathan King Research Award, the passing of Russ Groves, and Philip Langdon's invaluable contribution to *The CRS Team and the Business of Architecture*.

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
Mardelle M. Shepley	Willie Peña Professorship
James C. Smith	Board Member
Phillip J. Tabb	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, PhD, Associate Professor of Construction Science
Mark J. Clayton, PhD, Associate Professor of Architecture
Neil Eldin, PhD, Associate Professor of Construction Science
Jeff Haberl, PhD, Professor of Architecture
Nancy L. Holland, PhD, Associate Professor of Construction Science
Robert E. Johnson, D.Arch., Director, CRS Center and Bullock Endowed Chair
Professor of Architecture
Michael K. Lindell, PhD, Professor of Landscape Architecture and Urban
Planning
Valerian Miranda, PhD, Associate Professor of Architecture
David L. Pugh, PhD, Associate Department Head and Associate Professor of
Landscape Architecture and Urban Planning
Andrew D. Seidel, PhD, Professor of Architecture and Landscape Architecture
and Urban Planning
Atef M. Sharkawy, PhD, Professor of Landscape Architecture and Urban
Planning
Mardelle M. Shepley, D.Arch, Associate Director, Center for Health Systems and
Design and Peña Professor of Architecture
Ward V. Wells, Director, Academy of Visual and Performing Arts and 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 2003. Neil Eldin joined the fellows program this year.

Student Support

During 2003 the CRS Center continued its tradition of supporting students through work at the CRS Center. In the Spring of 2003, graduate student Mike Lyssy continued work on the digital archives project with student workers Lindsey Kirkpatrick, Helen Boostrom and Niki Manning. Mike graduated in May 2003, and because two of our three student workers left for the summer break, the center hired two additional student workers to continue project work during the summer, Matthew Harpster and Katie Butler. Matthew and Katie left at the end of the summer term, and Whitney Ferguson joined our team of student workers for the Fall 2003 semester. The Center employs two to three student workers throughout the year to provide continuous work on the Digital Archive Project.

Eberhard Laepple, as the CRS Center PhD scholar, worked with the center to develop research proposals and work on research projects. Eberhard has also contributed significantly to the digital archive project by maintaining and continuing development on the CRS Center data-driven web site. Eberhard works closely with the CRS Center student workers to keep our web site up-to-date with the most recently completed digital archive files. Eberhard will continue in his position as the CRS Center PhD scholar in 2004.

SUMMARY OF 2004 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. Write at least one research proposal.
3. Rowlett 2004 Lecture: *RTKL: The Pursuit of Great Projects*. Rowlett 2005 Lecture: HKS.
4. Recruit new firms for the Rowlett Distinguished Firm Lecture Series.
5. CRS Center PhD Scholar for 2004: Eberhard Laepple

**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: CRS Digital Archives Project

1. Continue the CRS digital archives project. Goal by end of August 2004: have at least 50% of all catalogued records scanned, reviewed and entered into the database. Revise the website to make it easier to use.
2. Manage and continue developing the facility management certificate program. Goal: add at least one new faculty fellow.
3. Promote the TIBS-L listserv. Goal: increase the listserv to over 1,200 subscribers.
4. 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: 2003 CRS Archives Requests

<u>Name</u>	<u>Material Requested</u>
Shilpa Jain <i>Architecture Student</i> <i>Texas A&M University</i>	Hospital Programs
Yolanda K. Leveridge <i>Architecture Student</i> <i>Texas A&M University</i>	Hospital Programs
Junichi Nakayama <i>Architecture Student</i> <i>Texas A&M University</i>	593.1000 Jackson Memorial Hospital 699.2000 Stanford University Hospital
Myo Boon Hur <i>Architecture Student</i> <i>Texas A&M University</i>	593.1000 Jackson Memorial Hospital 699.2000 Stanford University Hospital
Dr. Larry Toy, <i>President/CEO</i> Spencer Chen, <i>Special Projects</i> <i>Coordinator</i> <i>Foundation for California</i> <i>Community Colleges</i>	Materials to help them develop a proposal on a new way to deliver small scale high schools. 6000.1307 “Listing of schools constructed with a building system,” Building Systems Information. Clearing House, Special Report No. 2 October 15, 1969 3000.0420 Velma Adams, “Trend to School Building Systems,” School Management. August, 1969 6000.1522 SCSD: The Project and the Schools.
Marcel Erminy <i>Architecture Student</i> <i>Texas A&M University</i>	Research on Marcel’s home. Photographs, plan, and description.
Chuck Thomsen, <i>3D/I</i>	3000.0363 Nations Schools.
Ron Skaggs, <i>HKS</i>	What Works and What Fails in School Design.
Frank Kelly, <i>SHW</i>	6000.1328 New Schools for New Education
Vallie Miranda <i>Department of Architecture</i> <i>Texas A&M University</i>	430.4530 St. John’s School K-6 / Library. Use as classroom reference.

<u>Name</u>	<u>Material Requested</u>
Bob Parman <i>Architecture Student</i> <i>University of Texas, San Antonio</i>	2003 Rowlett Lecture Transcript. <i>3D/I: The Pain and Pride of Change</i>
Myo Boon Hur <i>Architecture Student</i> <i>Texas A&M University</i>	699.4000 Stanford University Medical Center 596.3000 Midland Memorial Hospital 741.1000 Pennsylvania Havenford Hospital
Zhe Wang <i>Architecture Student</i> <i>Texas A&M University</i>	Information on older adult housing for final project program “Older Adult Housing: A probe by CRSS & Revere Healthcare, Ltd,” April 1990.
Vincent Zunil <i>Dekker, Perich, Sabatini</i> <i>Albuquerque, NM</i> <i>Architectural Intern</i>	“Squatters Revisited,” <i>Tennessee Architect</i> . Winter 1980, p. 17-20 “Squatters Move In,” Hartford Soars. <i>Education News</i> . 1967. Page 1. “CRS Squatters Sessions Draw Wide Interest,” <i>Hospital Hi-Lites</i> . Norwalk Hospital. Norwalk, CT, April 30, 1971. Page 1.
Michael Ferment <i>Architecture Student</i> <i>Texas A&M University</i>	1020.600 Sports Training Complex
Jim Avant <i>3D/International</i>	6000.1522; 6000.1425; 6000.1329; 6000.1326; 6000.1528; 6000.0612; 6000.1426; 6000.1307; 6000.1301; 6000.0607; 6000.0602; 6000.0603; 6000.0606; 3000.0420; -0450; -0455; -0469; -0513; -0518; -0539; -0565; -0570; -1050
Eddie Maestri <i>Architecture Student</i> <i>Texas A&M University</i>	4000.1401 Older Adult Housing
Deborah Marquardt <i>Hanbury Evans Wright</i> <i>Vlattas + Company</i>	2003 Rowlett Lecture Transcript
Nibu Mathew Samuel <i>Architecture Student</i> <i>Texas A&M University</i>	For preparation of a program and preliminary design for a track and field stadium for KINE 420. 522.31 Football stadium; New Mexico State University. Program Workbook and Football stadium, New Mexico State University. Design Development Manual.

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

Continued APPENDIX B: John Miles Rowlett Lecture Series

2002-03 **3D/I: The Pain and Pride of Change**

2003-04 **RTKL: In Pursuit of Great Projects**