

CRS Center

for Leadership and Management in the Design and Construction Industry

CRSC Newsletter, Vol. 5.2, Fall 2004

CRS Center Director Robert Johnson appointed to Bullock Endowed Chair in Leadership and Innovation

Robert E. Johnson, director of the CRS Center at Texas A&M University, was recently appointed to the **Thomas A. Bullock Endowed Chair in Leadership and Innovation at the College of Architecture**.

The position, which honors **Thomas A. Bullock**, former chairman and partner of the influential architectural firm **Caudill Rowlett and Scott (CRS)**, is awarded to an individual who has demonstrated insight, originality and extraordinary management skills in the design and construction industry.

"As a scholar, teacher and astute practitioner of the design and construction industry's best practices, Dr. Johnson has been a valuable mentor to students and professionals alike," said J. Thomas Regan, dean of the College of Architecture. "His appointment to the Thomas A. Bullock Chair in Leadership and Innovation will further enable his efforts to advance leadership and management practices."

Johnson, a registered architect and member of the American Institute of Architects (AIA), joined the architecture faculty at Texas A&M in 1995 and was appointed director of the CRS Center for Leadership and Management in the Design and Construction Industry in 1996.

The CRS Center, named after the architecture, engineering and planning firm CRS, was established at Texas A&M University in 1990 to advance innovation and leadership in the design and construction industry. The Center houses the archives of CRS and its successor CRSS (Caudill Rowlett Scott and Serrine) and administers the College's Facility Management Certificate Program.

"The CRS Center is a bridge between the profession and the students," Johnson said. "Through the Center's programs and resources, students can develop an understanding of the design and construction industry."

Bullock, the chair's namesake, graduated with an architecture degree from Texas A&M in 1949. Bullock joined CRS in 1948 while still enrolled as an undergraduate at Texas A&M University. He became the firm's fifth partner in 1954 and served his entire professional career at CRS. **For forty years Bullock was the leading management voice in CRS.** He served as managing partner/president in 1957 until the firm went public in 1971, after which he was board chairman until his retirement in 1989.

(story continued on next page)



Robert Johnson (right), CRS Center director, was appointed to the Thomas A. Bullock Endowed Chair in Leadership and Innovation in May 2004. Bullock (left) visited the CRS Center in June 2004 when he was presented with the Upjohn Medal from the Texas Architectural Society for his service to the AIA. For more information on the Upjohn Medal awards, see the full story on page 5.

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Bullock held the position of chairman of the CRSS Executive Committee until 1995. Widely recognized as a leader in the profession, he was named an AIA Fellow in 1970, received the Llewelyn Pitts Award from the Texas Society of Architects in 1976 and in 1998 was named an Outstanding Alumnus of the Texas A&M College of Architecture.

Bullock's personal records, including correspondences, published articles, photographs and even audio and video tapes, are part of the 47-year history of CRS archived at the CRS Center. The Center is currently in the process of digitizing the archives and making them available online, a project implemented by the Center's staff.

Before coming to Texas A&M, Johnson was a member of the architecture faculty at the University of Michigan. Johnson holds a doctoral degree in architecture from the University of Michigan. He completed his master's and bachelor's degrees in architecture at Syracuse University and earned a bachelor of arts in economics from Colgate University.

Johnson has taught design studio, theories of architectural research, building economics, infor-

mation technology and architectural management. His current research concentrates on the impact of information and communication technologies on the design and construction industry. He has written numerous academic and professional papers as well as a book, "The Economics of Building," published by Wiley in 1990.

In the classroom Johnson employs a "student-centered, active learning process," and he strives to "develop students' appreciation for the difficulties of applying textbook theories to everyday practice."

Johnson finds particular value in teaching courses that explore the organizational and management practices of professional design and construction firms. "Many students think a firm that designs great projects is a great firm to work for," Johnson commented, "but that is not necessarily true. I try to provide a framework for students to understand the variety of firms that exist and help them develop an understanding of their unique personal strengths and weaknesses so they can determine what type of firm will better fit their personal and professional goals."

The CRS Center Newsletter is published twice each year to promote the programs and activities of the CRS Center, one of eight research centers and laboratories within the Texas A&M University College of Architecture.

Approved in 1990 by the Texas A&M University System Board of Regents, the Center's mission is to improve the quality of business practice and management in the planning, design and construction industry. Though CRS is no longer in existence as a result of the divestiture of its various components in 1995, the firm's goals are being carried forward at the CRS Center.

In addition to serving as an archive for the slides, photographs, video and audio tapes, articles, business and personal records of the firm, the CRS Center also conducts external research and sponsors various programs benefiting faculty, students and researchers.

The CRS Center

Robert E. Johnson.....Director
Barbara Anderson.....Volunteer Consulting Archivist
Jana Gober.....Administrative Assistant
Eberhard Laepple.....PhD Scholar
Steven Broussard.....Student Assistant
Whitney Ferguson.....Student Assistant
Mili Shah.....Student Assistant

CRS Center Board of Directors

Dr. Robert E. Johnson, AIA, *Bullock Endowed Chair, Director*
James B. Gatton, FAIA, *Representative of CRS Founders*
John Only Greer, FAIA, *Wallie E. Scott Professorship*
J. Thomas Regan, *Dean, College of Architecture*
Dr. Mardelle M. Shepley, *William M. Peña Professorship*
Dr. Jim Smith, *Department of Construction Science*
Dr. Phillip J. Tabb, AIA *Head, Department of Architecture*

Bill Caudill's words of wisdom delivered weekly to your inbox

Did you know that the Caudill TIBs are available at a virtual mailbox near you? The CRS Center and the Texas A&M College of Architecture invite you to participate in the TIBs LISTSERV.

Caudill wrote his first TIB on April 2, 1964, and continued writing them until 1983. Each was distributed to company leaders and displayed on office bulletin boards. TIBs communicated ideas, encouraged responsiveness and illustrated concepts Caudill and the firm believed in and sought to promote.

Though the firm no longer exists, interest in Caudill's TIBs continues. We are sending one TIB each week to our list of subscribers.

To receive your free TIB every Monday, send a one line e-mail message (subject not required) to <LISTSERV@TAMU.EDU>. Type the following command in the first line of your message:

SUBSCRIBE TIBS-L firstname lastname
(example: SUBSCRIBE TIBS-L John Doe)

You may also request a subscription by sending an email message to <crscenter@archone.tamu.edu>. Please include your first and last name.

Mardelle M. Shepley appointed as Peña Professor of Architecture

For scholarship and inspired teaching in the area of architectural programming, **Mardelle McCuskey Shepley**, associate dean of student services at the Texas A&M College of Architecture, was recently **named the William M. Peña Endowed Professor** for Information Management.

“As a professor of architecture, **Dr. Shepley has earned a reputation for integrating research in the classroom and stimulating the discovery process by engaging her students in meaningful projects,**” said J. Thomas Regan, dean of the College of Architecture. “She is also an award-winning scholar who has contributed significantly to her field, and a humanitarian whose compassion is reflected in her works as well as those of her students.”

A member of the Texas A&M faculty since 1993, Shepley specializes in architectural design, social architecture, health care facility design, applied research and environmental psychology. In addition to her administrative duties as associate dean of student services, she serves as assistant director of the Center for Health Systems and Design at the College of Architecture. In 2001, Shepley received a Texas A&M University Faculty Fellowship, an honor awarded for demonstrated excellence in research, scholarship and leadership.

The **Peña Professorship was created in 1990 by the CRS Center** for Leadership and Management in the Design and Construction Industry. **The endowment honors Willie Peña**, a founding partner



Mardelle M. Shepley, associate dean of student services at A&M's College of Architecture, was recently named the William M. Peña Endowed Professor for Information Management.

of the architectural firm Caudill Rowlett and Scott. **Peña is credited with pioneering the development of** the innovative architectural programming process called “**Problem Seeking,**” which is also the name of the widely used textbook Peña co-authored with John Focke and William Caudill. The professorship is awarded to an individual who has demonstrated a capacity to teach and conduct scholarly research in the area of information management.

“**I am very honored to serve as Peña Professor** for the College of Architecture,” Shepley said. “**Mr. Peña**, through his professional practice and the development of ‘Problem Seeking,’ made a huge contribution to architecture and is widely considered the father of architectural programming. He **has been a wonderful mentor and leader.**”

Shepley teaches a graduate course in architectural programming each spring and directs a graduate architecture-for-health design studio, “Healing Environments,” in the fall.

“**I strive to instill in my students an increased awareness of their social responsibility to clients,**” Shepley said. “This responsibility is the core of architectural programming.”

Shepley holds both a doctorate in architecture and a master of arts degree in psychology from the University of Michigan. She also earned a master of architecture and bachelor of arts from Columbia University.

Since joining the College of Architecture faculty, Shepley has served on 133 doctoral and master’s



Through work with A&M's Project GRAD, Mardelle helped these future Aggies complete their first design project — their ideal dorm room modeled using Lego building blocks.

committees. She has also directed numerous student service projects in the Bryan-College Station area and throughout the state and nation.

Two projects recently tackled by Shepley's Healing Environments studio were supported by a 2003 Social Justice Award from Adaptive Environments, a Boston-based international non-profit organization dedicated to enhancing the experiences of people of all ages and abilities through excellence in design.

In one project for the residents of Sabine County, Texas, Shepley's students designed a memorial honoring the fallen astronauts of the Space Shuttle Columbia. The East Texas community, which was deeply affected by the shuttle disaster, is raising funds for the memorial to be constructed near the site where the shuttle's nose cone was recovered.

The other award-winning project was a rehabilitation center in Kemp, Texas, for the Lewis and Clark Foundation, a non-profit organization dedicated to providing quality care alternatives to traditional nursing homes. The students designed a multi-facility campus that would eventually include a 24-bed assisted living center, a multi-family complex, a rehabilitation center, and a hospital and research facility. 

FROM THE TIBS ARCHIVE

General - Importance of Architecture

6 August 1964

WWC

Architecture is too important to entrust to one person. Even the prima donnas shouldn't be allowed to practice in isolation.

Why is architecture so important? Like the air around us, it is "owned by everyone." I built a house. It is mine. But it also belongs to my neighbor across the street. He owns "a vista of my house." If by building my house I destroyed precious space and created an eyesore, I have done a great disservice to my neighbor. If I foul up his view, it is no different than if I built a rendering plant and fouled up his air with the scent of burnt horses. View - like air - is precious. View is architecture. Architecture is view.

Again, I say architecture is too important to be entrusted to one person. In some respect, architecture is public domain.



From the Director — "Thank you, Tom Bullock"

Firstly, I would like to give a sincere "Thank you" to Tom Bullock for his service on the CRS Center Board of Directors and for the support and guidance he has given the CRS Center for more than a decade.

I first met Tom when I was interviewing for the CRS Center director position in the Summer of 1995. Tom, Jonathan King and I met for breakfast at the Hilton. In what I later learned was his characteristic directness, he asked me my age even though he knew that was one of those questions you were not supposed to ask. I guess I must have given him the correct answer.

During our periodic Board of Directors meetings, Tom would often preface his remarks with a humble statement of how little he knew about today's industry, and then he would proceed to make a point that proved he obviously knew quite a bit about modern industry trends. In addition to his

evident qualifications, Tom's humor made those meetings both memorable and useful.

In June when Tom broke the news to me that he intended to step down from the CRS Center Board of Directors, I was disappointed, naturally. Tom's influence on the Center will be felt for many years to come. He was a major reason that the CRS Center was initiated in 1990 during the capital campaign, and he has been instrumental in the Center's guidance since its inception. Tom's enchanting presence will certainly be missed at our board meetings, but at the same time, we are looking forward to having Jim Gatton participate in his place.

Bob Johnson, D. Arch, AIA
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Thomas A. Bullock Endowed
Professor of Architecture

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Bullock and Greer presented with Upjohn Medals

In a short ceremony on June 2, 2004, Tom A. Bullock, FAIA, and John Only Greer, FAIA, were presented with Richard Upjohn Fellow Medals for service to the AIA. Texas Society of Architects (TSA) President, Jeff Potter, AIA, presented the medals and thanked Tom and John for their years of service to TSA and AIA. David Lancaster, TSA Executive Director, and Shelly Potter accompanied Jeff for the presentation of the Medals at the CRS Center, College of Architecture, Texas A&M University.

The designation “Richard Upjohn Fellow,” and the privilege of wearing the Richard Upjohn Fellow Medal, is intended to honor and bestow thanks on the persons who have contributed their time and dedication to the Institute and the profession through their term of service on the National Board of Directors.

The Richard Upjohn Fellow Medal was recently created as an additional way to recognize those who serve on the national AIA Board of Directors. The Richard Upjohn Fellow Medals were first awarded by the AIA in December of 2002. Prior to that time, AIA regional directors had enjoyed the status of having been named a “Richard Upjohn Fellow” and had received a certificate of recognition in appreciation for their term of service on the national AIA Board of Directors. In 2003 TSA’s executive committee decided to present the Medals retroactively to all extant Richard Upjohn Fellows from Texas.

Several other Texas A&M University College of Architecture former students were presented with



Thomas A. Bullock, FAIA, and John O. Greer, FAIA, were presented with Richard Upjohn Fellow Medals this June in a brief ceremony at the CRS Center. Since 2002 the medals are bestowed on those who have served on the national AIA Board of Directors. This year TSA presented the medals retroactively to all extant Richard Upjohn Fellows from Texas. Pictured from left to right are David Lancaster, John O. Greer, Thomas A. Bullock and Jeff Potter.

Richard Upjohn Fellow Medals this year. These included Preston M. Bolton, FAIA; Velpau E. Hawes, Jr., FAIA; Theodore S. Maffitt, Jr., FAIA; Thomas L. McKittrick, FAIA; Ronald L. Skaggs, FAIA, Pat Y. Spillman, FAIA; and James D. Tittle, FAIA. 🦋



This summer, former CRSer, Jim Gatton joined the CRS Center Board of Directors.

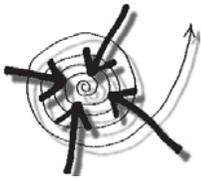
Gatton, FAIA, joins the CRS Center Board

This summer James B. Gatton, FAIA came “on board” with us at the CRS Center. As a Center board member, Jim represents the founders of CRS. We are looking forward to the experience and insight Jim will bring to our mission of improving the quality of business practice and management in the planning, design and construction industry.

A seat on the Center Board of Directors became available in June when Tom Bullock gave up his seat shortly after the June 2nd

meeting, and in doing so Tom suggested his replacement be Jim. At Tom’s insistence Jim agreed to the idea, and we are certainly glad that he did.

Jim began working for CRS in January, 1957, and closed out a long and prosperous career with the firm as a member of CRSS Architects, Inc in 1987. Jim and his wife, Joan, are long-time residents of Houston, Texas. We would like to thank Jim for his commitment to the College of Architecture and the CRS Center.



CRS Center

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Register now for the 2005 Rowlett Lecture featuring HKS, Inc

HKS, Inc., one of the nation's top 10 architectural firms, will serve as **keynote firm at the 2005 Rowlett Distinguished Firm Lecture Series**. The annual event, the 25th since the Rowlett Lecture Series was established in 1979, will be held at noon on Friday, **February 4, 2005**, at the Presidential Conference Center on the Texas A&M campus.

HKS is headquartered in Dallas with eight regional offices throughout the United States and Mexico and alliances in the United Kingdom. The firm has completed projects in 400 cities located in 45 states and 19 foreign countries.

"The lecture, called '**HKS: People Making an Impact in Architecture**,' will feature HKS representatives candidly discussing the makings of a great architectural firm," said Robert Johnson, director of the CRS Center, co-sponsor of the long-running lecture series.

The lecture will feature several presentations and panel discussions led by firm executives including **Ronald Skaggs**, FAIA, FACHA; **Ralph Hawkins**, FAIA, FACHA; **Nunzio De Santis**; **Davis Chauviere** and **Jesse Corrigan**. Topics on the day's agenda include the legacy of HKS founder, Har-

wood K. Smith; the HKS strategy for success; the role of specialization within HKS; and how people, clients and HKS members drive the architectural process.

"HKS is delighted to be participating in this valuable lecture series," said Skaggs. "**This series gives us an opportunity to connect with students and faculty as well as impart to students issues that we feel are important in the profession.**"

"As with all successful firms, the history of HKS has been a continuous search for what works and adaptation when experiencing what doesn't work," said Johnson. "This lecture will be a unique opportunity to learn about the HKS formula for success."

Registration information is available through the CRS Center at (979) 847-9357 or online at <<http://rowlett.tamu.edu>>. Continuing education units will be available to AIA members attending the conference.

The John Miles Rowlett Lecture Series is sponsored by the CRS Center, College of Architecture and the Texas Architectural Foundation, whose generosity makes this educational annual lecture available to students and faculty at no cost.