CRS Center Board of Directors

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John Only Greer, FAIA, Wallie E. Scott Professorship
J. Thomas Regan, Dean, College of Architecture
Dr. Mardelle M. Shepley, William M. Peña Professorship
Dr. James C. Smith, Department of Construction Science
Dr. Phillip J. Tabb, Head, Department of Architecture

CRS Center Staff

Jana Gober, Administrative Assistant
Eberhard Laepple, Graduate Assistant
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The original 8 CRS founders. Left to right. Front row: Caudill, Rowlett, Scott. Second row: Nye, Paseur, Lawrence, Bullock, and Peña. This photo was taken on June 4, 1976.

TIB
Education -- TEACHING
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7 February 66       WWC

A good teacher must help the student without letting the student know he is being helped. He must do for the student what the student can't do for himself, but do it in such a way that the student is unaware. He must furnish strength and talent to the student on a gradually diminishing basis until the student can build up strength and talent to go on his own with competence and confidence.
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.
The CRS Center was approved by the Texas A&M System Board of Regents in 1990 and endowed by the architectural/engineering/construction firm CRSS Inc. and Texas A&M University in 1991 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 the Thomas A. Bullock Endowed Chair, since the director of the CRS Center is also the holder of this chair.

2. Income from half the endowments of the Peña and Scott Professorships.

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.

The Center is administered by Director Robert E. Johnson, AIA, D.Arch., who is assisted by an internal advisory Board of Directors consisting of James B. Gatton, FAIA, representative of the founders of CRS; John Only Greer, FAIA, Wallie E. Scott Professorship; Mardelle M. Shepley, D.Arch, William M. Peña 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 ground floor of the Jack K. Williams Administration Building in Suite 006. The space in this new location provides offices for the director, associate director, administrative assistant, PhD students as well as several workspaces that are primarily used by the CRS Center student workers. The CRS Archives, also located in this space, consist of the slides, photographs, video and audiotapes, articles, architectural programs, and business and personal records of the firm.
At the June 2, 2004 CRS Center Internal Advisory Board of Directors meeting, Dr. Mardelle Shepley, who had been appointed by the Dean to be the Peña Professor, was invited to join the CRS Center Board of Directors.

Just before the start of the Fall 2004 semester, the CRS Center was relocated from the fourth floor of Building C to Suite 006 on the ground floor of the Williams Administration Building. This relocation was part of President Gates’ faculty reinvestment plan. As part of this plan, the College of Architecture was allocated the entire ground floor to be used for research, classroom and design studio space.
Facility Management Certificate

This past year was the fifth year of operation for the Facility Management Certificate. The members of the Facility Management Certificate Council were Professors David Bilbo, Robert Johnson (chair), Jeff Haberl, Ward Wells and Paul Woods.

The following summarizes FM achievements for 2004.

1. Number of FM Certificates awarded in 2004: 10
2. Total number of FM Certificates awarded: 31
3. Student FM chapter initiated Fall 2000 – membership currently at 25. Last year, IFMA dues were paid by the Houston IFMA chapter. This year students paid their own memberships, with help from the student chapter.
4. Two companies, Aramark and ConocoPhillips attended the Spring 2004 Facility Management Career Fair which was held at Texas A&M University on February 12th and 13th. Despite good student participation, no internships or employment was produced from the event. Both companies provided valuable feedback for the career fair coordinators for use in planning other events in the future.

Our fourth Career Fair was held on February 10, 2005. Five students attended the February monthly meeting of the IFMA Houston Chapter. The entire meeting focused on the Texas A&M FM Certificate Program and the value of student interns. Immediately following lunch and presentations, the students held poster sessions on themselves and visited with FM professionals and distributed resumes.

5. The Fourth Fall FMIAC meeting was held on Nov 9, 2004. There were 31 attendees, including 13 from industry.
6. President, Steve Moskowitz, and President-elect, Norm Erlandson will continue in the second year of their terms. At the Fall 2005 FMIAC meeting there will be an election for a new Vice President.
7. Scholarship recipients for 2004 were Loveleen Saxena (MS COMG) and Woo Sung Chung (MS COMG). Rick Nelson represented the FMIAC and presented the scholarships at the 2004 Construction Science Spring Awards Ceremony.
8. In 2004 the Houston IFMA Chapter and other members of the FMIAC contributed a combined contribution of $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 2005. The IFMA Austin Chapter also became a member in 2004 at the $1,000 Individual Partner level.
10. Enrollment in the required course, COSC 670, Introduction to Facility Management, was as follows: Spring 2004 – 15 students, Summer 2004 – 8 Students, Fall 2004 – 9 students. Dr. Paul Woods teaches this course.
11. As of November 2004, the Houston chapter of IFMA has completed its commitment of $25,000 to fund a facility management scholarship endowment. The scholarship will be used to fund graduate student scholarships for those seeking the Facility Management Certificate. The first scholarships to be paid from this endowment will be awarded for the 2005-2006 academic year.

Loveleen Saxena (May 2005, COMG) and Woo Sung Chung (May 2005, COMG), were awarded FMIAC Scholarships for the 2004-2005 year. From left to right: Dean Regan, Loveleen Saxena, Rick Nelson, Woo Sung Chung, James Smith. Both students will receive Facility Management Certificates upon graduation in May 2005.
In conjunction with the Rowlett lecture series, a 3 credit hour graduate seminar focusing on HKS was conducted during the Fall 2004 semester. HKS contributed personnel for presentations each week of this seminar. Approximately 40-60 students attended the Monday HKS lectures and 10 students were enrolled for the seminar.

Ron Skaggs of HKS lectures about the business of architecture before a college-wide student audience in Robert Johnson's class "A Case Study of an Architectural Firm: HKS".

**Informal Research Seminar**

In 2004 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 McPeek, Carlos Nome, Inchul Soh, Atre Umesh Vinayak and Jeong Han Woo.

In the Spring of 2004, special guests and research presentations included:
- Tour of TTI Simulator: February 11, 1004

In the Fall 2004 semester, special guests and research presentations included:
- 4D Construction presented by Rudy Ramirez III, Application Engineer, Zachary Construction Corp: October 12, 2004
- Automation and Robotics presented by Jeong Han Woo: October 19, 2004
- SQL demonstration by Stephanie Zhang: October 26, 2004
- N6 software demonstration by Eberhard Laepple: November 2, 2004
**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 directly with the Center includes:

*Spring 2004*

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<td>3 cr</td>
<td>HKS: A Case Study</td>
<td>Robert E. Johnson</td>
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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 listerv 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 under 1,200. Our TIBs listerv 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. In response to a suggestion by the Board of Directors, the Dean’s Advisory Group was asked if they would like to become subscribers. There were several positive responses to this. Advisory Council members added to the TIBs listerv include: Harold Adams, Preston Bolton, Alan Colyer, Chuck Greco, Brenda McDonald, Rick Mobley, Raymond Post and Jimmy Tittle.

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 keeping a log of all requests for information from the archives in 1997 (see Appendix A for complete list for 2004). We have found that material from are archive are valuable not only to faculty and students within the College, but also to outside professionals.
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. During 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 in 2004. To date we have exceeded our original expectations and have completed our “Records” and EFL documents. In 2005 our efforts will be focused on digitizing the “People” documents.

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. Upon completion, scanned data is then entered into the archive database which is linked directly to the website. In addition, each document is scanned and posted as a searchable Adobe Acrobat PDF that can be downloaded from the CRS Center web site. Most of these materials are available directly from our website, but due to data storage limitations, large files such as videos cannot be access through our website. See the table below for a summary of the project status.

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* 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.

2004 Archives Scholars:

Despite our nation-wide publicity efforts to encourage scholars to apply for this award, no new proposals were accepted for 2004.

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 Schermker, 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 2004, Texas A&M University Press had sold approximately 540 books since the October 2002 release. In an effort to increase sales of the book, in the Spring of 2004, the CRS Center mailed sample copies of the book to all ASCA member schools in hopes that the book would be adopted for use as a required text in architectural courses across the country. It does not appear that the book was adopted by any faculty because book sales did not increase, and as of December 2004 Texas A&M University Press had approximately 580 copies remaining.

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 continued as the CRS Center PhD Scholar Award for the year 2004. Born in Germany, Eberhard graduated from the University of Stuttgart receiving a Diplom Ingenieur (equivalent to a Master’s Degree) in Architecture with an emphasis on construction and building design.

Eberhard first came to Texas A&M University’s College of Architecture as a Fulbright Scholar and is pursuing a PhD in Architecture with an emphasis on Facilities and Project Management. He expects to complete his studies in August 2005 and is currently seeking employment.
**King Memorial Student Research Endowment**

In 2004 the fourth annual award of the $1,000 King Memorial Student Research Endowment was made to Divyam Shah, masters student in the Department of Construction Science and was announced at the 2004 Rowlett Lecture. There were 8 applicants for the 2004-2005 scholarship. Divyam completed his Master’s degree in Construction Management in December 2004.

![Divyam Shah (Dec. 2004, COMG) was awarded the King Memorial Research Scholarship for the 2004-2005 year. From left to right: Dean Regan, Robert Johnson, Divyam Shah, James Smith.](image)

**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.

Atch Sreshthaputra was awarded the 2004 ARCC King Student Research Medal for his PhD Dissertation: “Building Design and Operation for Improving Thermal Comfort in Naturally Ventilated Building in a Hot-Humid Climate.” Atch received a PhD from Texas A&M College of Architecture in the Spring of 2003.
Caudill Research Fellowship

Eberhard Laepple (left) and Hazem Rashed (right), both PhD students in the Department of Architecture were awarded the Caudill Research Fellowship for the 2004-2005 Academic year.

Publications

Publications and Presentations, Juried:


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.

2004 Program – RTKL: The Pursuit of Great Projects

With over 400 professionals, students and faculty attending, the 2004 Rowlett Lecture Series was very successful. The lecture, held February 6, 2004 at the Presidential Conference Center on the Texas A&M Campus, was hosted by RTKL. The lecture, titled “RTKL: The Pursuit of Great Projects,” explored the firm’s history and evolution.


The half-day conference began at 12:45 pm on Friday, February 4 at the Presidential Conference Center. The program featured a number of distinguished HKS members: Ron Skaggs, HKS Chairman and an Outstanding Alumnus of the University; H. Ralph Hawkins, President and CEO; Nunzio De Santis, Executive Vice President; and Jesse Corrigan, Senior Vice President. This series is funded by income from the endowed John Miles Rowlett Lecture Series at the Texas Architectural Foundation. Additional funding for the 2005 lecture was provided by the CRS Center and the Texas A&M University System Facilities Planning and Construction Department. The TAF contribution for the 2005 lecture was decreased again this year to $6,000. TAF funding for the Rowlett Lecture has decreased rapidly in the last few years, and if funding continues to decrease, the nature of the lecture program will undoubtedly be forced to change.

This year’s conference had a companion exhibit of HKS work at the J. Wayne Stark Galleries, Texas A&M University, Memorial Student Center. The Stark Galleries exhibit opened on January 20, 2005 and ran through March 6, 2005.
At the lecture, members and friends of HKS reviewed the history of how the company arrived at its position today and outlined their plans for the future. Topics presented include:

- The Legacy of Harwood K. Smith.
- Success Begins with Strategy.
- Building the Firm on Specialization.
- People Driving the Process
- Looking Forward

An estimated 300 students, faculty and professionals attended this year’s dynamic lecture.

**CRS Center Newsletter**

The CRS Center has continued to publish a newsletter during each academic semester. The Fall 2004 issue of the CRS Center Newsletter was mailed in December 2004. The issue featured a cover story about Robert Johnson being appointed as the Bullock Endowed Chair and the inside story featured Mardelle Shepley serving as the Peña Professor. Additional stories told of the TSA Richard Upjohn Fellow Medals being presented to Tom Bullock and John Greer, and the addition of Jim Gatton to the CRS Center Board of Directors as well as the upcoming 2005 Rowlett Lecture Series hosted by HKS, Inc. The newsletter also contained two short announcements: “Thank You, Tom Bullock” for serving on the CRS Center Board of Directors from Robert Johnson, our regular TIBs Listserv promotion and our regular column “From the TIB archive.”

The upcoming 2005 issue is currently in progress. This issue will feature stories on the 2005 Rowlett Lecture, and Julian Kang, CRS Center faculty fellow and a number of updates including a note from Eberhard Laepple, CRS Center PhD Scholar and recipient of the King Memorial Student Scholarship and the 2004 Caudill Fellowship. The center plans to publish this issue in the late Spring or early Summer.
Other Service Activities

Research and Other Contributions by Faculty Fellows in 2004

John Bryant, Associate Professor, Department of Construction Science:

1. $140,000, American Society of Heating, Refrigeration, and Air Conditioning Engineers - "Comparison of Energy Consumption for Series vs. Parallel Fan-Powered VAV Terminal Units", TEES

2. $200,000, American Society of Plumbing Engineers - "Waste Transport in Piping Systems Served by Ultra-Low Flush Water Closets", TEES

3. Department of Energy - "Waste Transport... Phases III - V", $100,000, TEES


Neil Eldin, Associate Professor, Department of Construction Science:

1. $25,000, Automation of Construction Schedules (Lorantz Bruun Company)

2. $13,000, Construction Automation Topics (CIAC)

3. $7,500, Visualization of construction Robots (CRIC)
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, Peña Professorship and Board Member
- 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 A. Bryant, Associate Professor of Construction Science
- Richard A. Burt, Assistant Professor of Construction Science
- Mark J. Clayton, Associate Professor of Architecture
- Neil N. Eldin, Associate Professor of Construction Science
- Jeff S. Haberl, Professor of Architecture
- Nancy L. Holland, Associate Professor of Construction Science
- Robert E. Johnson, Director, CRS Center and Bullock Endowed Chair Professor of Architecture
- Michael K. Lindell, Professor of Landscape Architecture and Urban Planning
- Valerian Miranda, Associate Professor of Architecture
- Andrew D. Seidel, Professor of Architecture and Landscape Architecture and Urban Planning
- Atef M. Sharkawy, Professor of Landscape Architecture and Urban Planning
- Mardelle M. Shepley, 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 K. Woods, 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.

On June 2, 2004, the CRS Center Board of Directors unanimously approved the request of the following faculty to extend their membership as a faculty fellow for 3 more years: John Bryant, Mark Clayton, Chris Ellis, Julian Kang and Andrew Seidel. Bruce Bockhorn, PhD, AIA, and professor of architecture at Prairie View A&M University was unanimously approved as a new faculty fellow.

On August 24, 2004, the CRS Center Board of Directors unanimously approved to add Dr. James Smith, PE, Professor of Construction Science as a CRS Center Faculty Fellow.

**Student Support**

During 2004 the CRS Center continued its tradition of supporting students through work at the CRS Center. In the Spring of 2004, graduate student Eberhard Laepple continued work on the digital archives project with student workers Lindsey Kirkpatrick, Whitney Ferguson and Mili Shah. The center hired an additional student worker to continue project work during the summer, Steven Broussard. The Center employs two to three student workers throughout the year to provide continuous work on the Digital Archive Project.

Eberhard Laepple, as the 2004 CRS Center PhD scholar, continued his work 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.
SUMMARY OF 2004-05 GOALS & PRIORITIES

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

Priority: Focus on research development

1. Continue to develop a research specialization in information technology for facilities management; visit at least 4 potential sponsors/firms and follow up as appropriate; be open to other research opportunities that may appear.
2. Write at least one research proposal.
4. CRS Center PhD Scholar for 2004-05: 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.

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

Priority: CRS Digital Archives Project

1. Continue the CRS digital archive project. Goal by end of August 05: have at least 50% of all EFL documents scanned, reviewed and entered into the database.
2. Continue to revise the website to make it easier to use.
3. Manage and continue developing the facility management certificate program.
4. Promote the TIBS-L listserv and the Digital Archives.
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; support College development efforts with Rowlett Distinguished Firm Series and “firm” seminar in the fall.
2. Career Fair: to take place in Houston this spring; consider expansion to APPA.
3. Start of Fall 2004: Invite all interested faculty to discuss the faculty fellows program
4. Provide resources to support student and faculty research efforts, such as sharing research procedures via the informal seminar and possibly a software site license for N6.
## APPENDIX A: 2004 CRS Archives Requests

<table>
<thead>
<tr>
<th>Name</th>
<th>Material Requested</th>
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<tbody>
<tr>
<td>Jim Saisakorn</td>
<td>4000.0111 Dedication, Maine Township High School South</td>
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<tr>
<td>SPG Architects</td>
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<tr>
<td>Jayson C. Roberts</td>
<td>1025.4000</td>
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<tr>
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<td>785.6</td>
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<td>Jim Saisakorn</td>
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<td>SPG Architects</td>
<td>705.0 Maine North H.S. (Slide)</td>
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<tr>
<td></td>
<td>705.1 Main North H.S. (Slide)</td>
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<td></td>
<td>209.0 Main South H.S. (Slide)</td>
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<td>Byung Hak Han</td>
<td>263.0090 Welton Corp Mixed Use MP</td>
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<td>Land Development</td>
<td>430.5070 Midmac Construction Development Potentials: Voss at Westheimer</td>
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<td>496.1000 North Bank Retail Project</td>
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<td>Hyung-Eun Yoo</td>
<td>196.0300 Cincinnati Convention Center Expansion</td>
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<tr>
<td>Land Development</td>
<td>250.0030 Corpus Christi Convention Center Program</td>
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<td>324.0010 Fort Wayne Civic &amp; Convention Center</td>
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<td>Texas A&amp;M University</td>
<td>439.9000 Radisson Keystone Crossing Hotel</td>
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<td>459.0459 Marina Hotel Complex</td>
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<td>Myo Boon Hur</td>
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<td>622.5000 Hackley Hospital Long Range Program</td>
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<td>863.6000 University Hospital, University of Washington</td>
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<td>Niki Manning</td>
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<th>Name</th>
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<td>Department of Architecture</td>
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<td>562.3000 Norton-Children’s Hospitals, Inc. Coordinator for joint facilities.</td>
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<td>Brandon Sale</td>
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<td>3000.0363 What Works and What Fails in School Design</td>
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<td>3000.0381 University of Miami: no walls – or windows</td>
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<td>2001.1704.15-18 New Ideas for School Construction</td>
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<td>2001.1712.93-95 Elementary &amp; High School Concepts</td>
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<td>Published Articles – 1978 Education Section</td>
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**APPENDIX B: John Miles Rowlett Lecture Series**

1979-80  
Our State: The Present and the Prospect

1980-81  
Held at the University of Texas at Austin

1981-82  
Money and Monuments: The Impact of Rapid Economic Growth on Architecture

1982-83  
The Forces that Shape Society and Architecture

1983-84  
International Culture and Regionalism

1984-85  
Putting Modernism in Place

1985-86  
Technology: Its Role and Image in Architecture

1986-87  
The Studio Experience: Reflective Practice and Practical Reflection

1987-88  
Constructing Dreams – Building Realities

1988-89  
Visualization By Design

1989-90  
Leadership Into the Future

1990-91  
Design and Practice-Education and Service

1991-92  
Architecture of Education

1992-93  
The Education of the New Master Builders: Where the Building Professions Need to be in the Future

1993-94  
The Education of the New Master Builders: How We Educate Future Building Professionals

1994-95  
The Best of Times

1995-96  
Design Fundamentals of Neo-Traditional Housing and The New Urbanism

1996-97  
The Changing Nature of the Design and Construction Industry

1997-98  
Vision and Leadership in the Creation of the George Bush Presidential Library Center

1998-99  
Transitions to Schools of the Future

1999-00  
Design Build – The Changing Face of Project Delivery

2000-01  
The Legacy of CRS: Conference and Reunion

2001-02  
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
2004-05  HKS: People Making an Impact in Architecture