



# CRS Center

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

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## 2006 Annual Report

### **CRS Center Board of Directors**

Dr. Mark J. Clayton, Professor and Interim Head, Department of Architecture  
Dr. Charles W. Graham, Professor and Interim Head, Department of Construction Science  
John Only Greer, FAIA, Wallie E. Scott Professorship  
Dr. Robert E. Johnson, AIA, Professor of Architecture, Bullock Endowed Chair and Director, CRS Center  
Dr. Sarel Lavy, Assistant Professor of Construction Science and Associate Director, CRS Center  
Thomas McKittrick, FAIA, Representative of the Founders of CRS  
J. Thomas Regan, Dean, College of Architecture  
Dr. Mardelle M. Shepley, William M. Peña Professorship

### **CRS Center Staff**

Susie Billings, Administrative Assistant  
Carlos Nome, Graduate Assistant

## Table of Contents

<b>A TIB BY BILL CAUDILL .....</b>	<b>2</b>
<b>MISSION .....</b>	<b>3</b>
<b>CRS CENTER BACKGROUND.....</b>	<b>4</b>
<b>CRS CENTER ADMINISTRATIVE STRUCTURE.....</b>	<b>5</b>
<b>ADMINISTRATIVE CHANGES.....</b>	<b>6</b>
<b>CONTRIBUTIONS TO TEACHING (25%) .....</b>	<b>7</b>
Facility Management Certificate .....	7
Informal Research Seminar .....	7
Faculty Teaching.....	8
<b>CONTRIBUTIONS TO KNOWLEDGE GENERATION (25%) .....</b>	<b>9</b>
TIBS Listserv.....	9
Archives Activities .....	9
CRS Center Digital Library and Archives Project.....	10
CRS Archives Scholar Program.....	11
CRS Center PhD Scholar Program.....	12
King Memorial Student Research Endowment .....	12
ARCC King Student Research Medal .....	12
Facility Management Scholarship .....	13
Caudill Research Fellowship .....	13
Caudill Research Fellowship Past Recipients .....	14
IFMA Foundation Scholarships .....	15
Lectures .....	15
Publications.....	16
Research .....	16
<b>CONTRIBUTIONS TO SERVICE/OUTREACH (25%) .....</b>	<b>17</b>
The Rowlett Distinguished Firm Lecture Series .....	17
CRS Center Newsletter.....	18
<b>CONTRIBUTIONS TO FACULTY DEVELOPMENT (25%) .....</b>	<b>19</b>
Faculty Participation.....	19
CRS Center Fellows Program.....	20
CRS Center Faculty Fellows.....	20
Student Support .....	21
<b>2007 CRS CENTER GOALS AND PRIORITIES .....</b>	<b>22</b>
GOALS .....	22
FACULTY/STUDENT DEVELOPMENT .....	22
RESEARCH .....	23
TEACHING & SERVICE/OUTREACH TEACHING .....	23
SUPPORTS ALL GOALS.....	24
SERVICE/OUTREACH .....	24
TEACHING .....	24
<b>APPENDIX A: 2006 CRS ARCHIVES REQUESTS.....</b>	<b>25</b>
<b>APPENDIX B: JOHN MILES ROWLETT LECTURE SERIES.....</b>	<b>27</b>

## A TIB BY BILL CAUDILL

Hello, I'm not sure who will be receiving and reading this reply to this week's TIB, but I wanted to say how much I enjoy and am inspired by Bill's words of wisdom. Thank you.

This week's message about the past, present and future reminds me of something I heard many years ago that is aligned with Bill's thoughts. 'Yesterday is past, tomorrow is yet to come, today is a gift, which is why it is called the 'present'.

Regards,

Steve L. Wintner, AIA  
(CRSS, Director of Architecture and Interior Architecture, 1986-1989)

-----Original Message-----

From: Bill Caudill's TIBs [mailto:TIBS-L@listserv.tamu.edu] On Behalf Of CRS Center

Sent: Saturday, July 30, 2005 1:13 PM  
To: [TIBS-L@listserv.tamu.edu](mailto:TIBS-L@listserv.tamu.edu)  
Subject: Your Weekly TIB from the CRS Center

TIB  
Personal - Looking Back

-----  
8 December 1964            WWC

There is an old granddaddy saying that is a takeoff on one of the Methodist hymns that goes something like this:

It's not the sweet by-and-by,  
it's the nasty now-and-now.

I like that because it contains the reality of living. We shouldn't always dream of better days or look back to the "good old days." The "good old days" contain no nostalgia for me. I can remember the "good old days" in school when I was a nervous wreck because I couldn't talk. I could only shake. I can remember the "good old days" when I was so shy I couldn't walk across the room.

I became a man when "prosperity was just around the corner." Only it did not show up for years. And I can remember how I nearly decided to wait until "the war was over" before I married Edith. What a mistake that would have been! The past and the future are fine, but I like the present. It's the now-and-now for me, even if it is a bit nasty.

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## 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 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; the William M. Peña Professorship is held by Professor Mardelle M. Shepley; and the Thomas A. Bullock Chair is held by 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 50 percent of 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.
4. The Jonathan King Student Research Award is awarded from income made available from the King Memorial Student Research Endowment.
5. External research projects.

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.

To our knowledge, the CRS Center is the only archive of the firm CRS and is the only archive of the business records of any architectural/engineering firm in the country.

## 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 Tom McKittrick, FAIA, representative of the Founders of CRS, who replaced James Gatton effective November 2006; John Only Greer, FAIA, Wallie E. Scott Professorship; Dr. Sarel Lavy, Assistant Professor, Department of Construction Science and Associate Director, CRS Center; J. Thomas Regan, Dean, College of Architecture; Dr. Mardelle Shepley, William M. Peña Professorship; Dr. Charles W. Graham Interim Head, Department of Construction Science who replaced Dr. James Smith in May 2006; and Dr. Mark Clayton, Interim Head, Department of Architecture. Board meetings are held three times per year at the start of each semester (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 location provides offices for the director, associate director, administrative assistant, PhD students, and several workspaces 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, and business and personal records of the firm.

## **ADMINISTRATIVE CHANGES**

In May 2006, the CRS Center Board of Directors voted and agreed to ask Dr. Sarel Lavy, Assistant Professor in Construction Science, to serve as the Associate Director of the CRS Center for a three-year term, replacing Dr. Mark Clayton, who stepped down in 2006. Dr. Lavy began his term on June 1, 2006.

### Facility Management Certificate

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

The following summarizes FM achievements for 2006:

1. Number of FM Certificates awarded in 2006: 3 in Spring '06 and 1 in Summer '06.
2. Total number of FM Certificates awarded: 36 as of 8/31/06.
3. Student FM chapter membership is currently at 17. The students paid their IFMA membership fees with help from the Facility Management Industry Advisory Council (FMIAC).
4. In Summer 2006, Shriram Joshi was hired for an internship with TAMU's Office of the Vice President for Facilities.
5. The sixth annual Fall FMIAC meeting was held on Nov. 9, 2006. Sixteen industry professionals, seven faculty and staff and 20 students attended.
6. President Norm Erlandson will continue in this office through 2007. At the annual meeting, Joe Denton, Director of Facilities, Halliburton, was voted as Vice President and President-Elect for a two-year term beginning January 2008.
7. FMIAC 2006 membership dues collected: \$3,600.00
8. Enrollment in the required course, COSC 670, Introduction to Facility Management, taught by Dr. Sarel Lavy, was as follows: Fall 2006, six students; Spring 2007, 16 students in Spring 2007.
9. The FMIAC scholarship recipient for 2006-2007 was Soolyeon Cho. Norm Erlandson, FMIAC President, represented the FMIAC and presented the scholarship at the 2006 Department of Architecture Awards Ceremony held in April 2006.

### Informal Research Seminar

In the spring of 2006 the CRS Center continued hosting a weekly informal research seminar. That semester, the seminar was offered as a formal "for credit" seminar to graduate students. It was taught by Dr. Robert Johnson as an ARCH 681 seminar. There were nine students enrolled in the class. Each week faculty and students met to discuss research issues, methods, ideas and proposals.



## 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 2006*

ARCH 451	3 cr	Strategies in Architecture Management	Robert E. Johnson
ARCH 457	3 cr	Ethics and Professional Practice	John O. Greer
ARCH 652	3 cr	Facility Information Technology	Mark J. Clayton
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 652	3 cr	Emerging Methods of Architectural Management	Robert E. Johnson
ARCH 660	3 cr	Design Programming	Mardelle M. Shepley
ARCH 681	1 cr	Seminar in Built and Virtual Environment Research	Robert E. Johnson
COSC 275	4 cr	Estimating I	Sarel Lavy

### *Fall 2006*

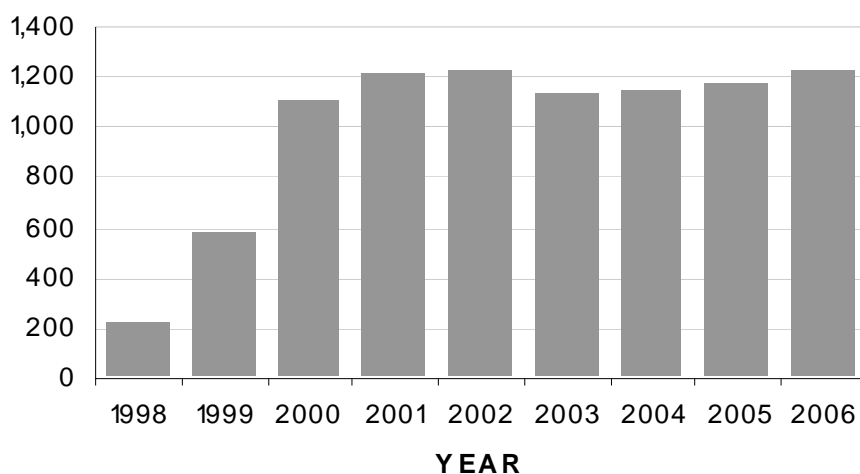
ARCH 457	3 cr	Ethics and Professional Practice	John O. Greer
ARCH 605	6 cr	Architectural Design I	Robert E. Johnson
ARCH 657	3 cr	Advanced Professional Practice and Ethics	John O. Greer
COSC 275	4 cr	Estimating I	Sarel Lavy
COSC 670	3 cr	Facilities Management	Sarel Lavy

**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 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 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.

**TIBS-L SUBSCRIBERS**



**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 2006). 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. 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 has continued and, to date, we have digitized all EFL documents. In 2006 our efforts 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 as an Adobe Acrobat PDF that can be downloaded from the CRS Center web site. See the table below for a summary of the project status.

### Current Digital Archive Project Status

#### Estimated Percent Completion of Digitization Process

Section	Est Total Items	Items Complete	% Complete
Article	1108	15	1.4%
Audio	140	140	100.0%
EFL	14671	14591	99.5%
Oral History	41	41	100.0%
Photograph	Unknown	3	N/A
Program	Unknown	6	N/A
Publication	22980	3	0.0%
Record	12867	12868	100.0%
People	39780	16473	41.4%
Slide	45184	349	0.8%
TIB	3960	3960	100.0%
Video	31	31	100.0%
Total	140762	48480	34.4%

\* 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 make 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. A successful applicant is assigned a workspace in the CRS Center and is 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.

### *2006 Archive Scholar*

The 2006 award was presented to Avigail Sachs, a PhD student in Architecture at the University of California at Berkeley. Her proposal was titled *Research, Science and Environmental Design: Modernizing American Architecture Education 1946-1968*. She visited the CRS Center in 2006 to do research using the Center's archives.

### *Summary of CRS Archives Scholars and Results to Date*

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  
2004, No Award  
2005, No Award  
2006, Avigail Sachs, PhD Student in Architecture, University of California at Berkeley

## **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.

Carlos Nome replaced Eberhard Laepple as the CRS Center PhD Scholar in 2005. Eberhard graduated in August 2005 and is currently working for HOK Advance Strategies in Houston, Texas. Carlos has continued as the PhD Scholar in 2006 for the CRS Center.

## **King Memorial Student Research Endowment**

In 2006, the seventh annual award of the King Memorial Student Research Endowment (\$1,000) was made to Zhipeng Lu, PhD student in the Department of Architecture at the Spring 2006 Department of Architecture Awards Ceremony. There were thirteen applicants for the 2006-2007 scholarship.



(Pictured above, Dean Tom Regan, Zhipeng Lu and Mardelle Shepley, Interim Dept. Head, Architecture)

## **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 the undergraduate or graduate level. Each school is responsible for determining its own selection procedures.

Betina Martins-Mogo was awarded the 2006 ARCC King Student Research Medal for her master's thesis: "An Experimental Setup to Evaluate the Daylighting Performance of an Advanced Optical Light Pipe for Deep-Plan Office Buildings." She received her Master of in Architecture in August 2005.

## Facility Management Scholarship

Norm Erlandson presented the FMIAC scholarship award (\$1,000) to Soolyeon Cho for the 2006-2007 academic year. This award was presented to Soolyeon at the annual Spring 2006 Department of Architecture Awards Ceremony. There were seven applicants for the 2006-2007 scholarship.



(Pictured above, Norm Erlandson, FMIAC President, Dean Tom Regan and Soolyeon Cho)

## Caudill Research Fellowship

Carlos Nome, PhD student in the Department of Architecture, was awarded the Caudill Research Fellowship for the 2006-2007 academic year. The award was presented at the Spring 2006 Department of Architecture Awards Ceremony. There were five applicants for the 2006-2007 scholarship.



(Pictured above, Carlos Nome and Mardelle Shepley, Interim Department Head, Architecture)

### Caudill Research Fellowship Past Recipients

<u>Year</u>	<u>Recipient</u>	<u>Amount</u>
2006-2007	Carlos Nome	\$12,000
2005-2006	Jin Gyu Park	\$10,000
	Xuemei Zhu	\$10,000
2004-2005	Eberhard Laepple	\$8,000
	Hazem Rashed Ali	\$8,000
2003-2004	Gali Zilberstein	\$8,000
	Sopa Visitsak	\$8,000
2002-2003	Jeong-Han Woo	\$8,000
	Kwan Yong Lee	\$8,000
2001-2002	Sunghye Chung (URSC)	\$8,000
	Fernando Nunez Urquiza	\$8,000
2000-2001	Hilal Ozcan	\$8,000
	Verrick Walker	\$8,000
1999-2000	Verrick Walker	\$8,000
1998-1999	Ke-Tsung Han (URPL)	\$8,000
1997-1998	Marie-Andre Fournier	\$8,000
1996-1997	Scott Arvin (VIZA)	\$7,000
	Marie-Andre Fournier	\$7,000
1995-1996	Karen Cordes Spence	\$8,000
1994-1995	Khaled N. Adham	\$8,000
	Anat Geva	\$8,000
1993-1994	Veronica Soeborta	\$8,000
	Elinor Kinsella (VIZA)	\$8,000
	Khaled Al-Sallad	\$8,000
1992-1993	Marcellino Diaz	\$8,000
	Natheer Abu-Obeid	\$8,000
1991-1992	John H. Claassen	\$8,000
	Marcellino Diaz	\$8,000
1990-1991	Morad Atif	\$8,000
	Kyoo Dong Song	\$8,000
1989-1990	Lucia K. DeBauge	\$8,000
	Kim Byungseon	\$8,000
1988-1989	Morad Atif	\$8,000
	Guillermo Andrade	Declined Fellowship
1987-1988	Mohammed Boubarki	\$8,000
	Peerapong Sirikasem	\$8,000
1986-1987	Kang-Soo Kim	\$8,000
	Valerian Miranda	\$8,000
1985-1986	Jae Seung Park	\$8,000
	Valerian Miranda	\$8,000
1984-1985	R. Syd Spain	\$8,000
	<b>Total Awarded</b>	<b>\$326,000</b>

## IFMA Foundation Scholarships

In the Fall of 2006, three Texas A&M students, Isilay Civan, Naresh Kalla and Carlos Nome, were awarded IFMA Foundation scholarships. The scholarships were presented at the 2006 World Workplace Conference and Exposition held in San Diego, CA.



(Isilay Civan (center) received the Doug Underwood Scholarship/Houston Chapter for \$1,000)



(Naresh Kalla (center) received the George Graves Scholarship/Houston Chapter for \$1,000)



(Carlos Nome (center) received the Philadelphia Chapter Scholarship for \$3,000)

## Lectures

On April 10, 2006, E. Davis Chauviere, AIA, Principal and Chief Information Officer, HKS, Inc., presented "Building Modeling: Redefining the Design Process." Topics included BIM Concepts, BIM History, Why the Sudden Buzz about BIM?, Initial BIM Test Projects, Concerns about the Future.



E. Davis Chauviere



## Publications

### *Special Publications*

*The TIBs of Bill Caudill*. 2005 Edition. CRS Center. Available in print from the CRS Center or as a downloadable pdf file from the CRS Center website.

### *Publications and Presentations, Juried:*

1. Laepple, Eberhard S., Mark J. Clayton, and Robert E. Johnson. 2004. "A methodology for studying the impact of virtual environments on a collaborative design process," presented at the International Conference for Design Computation and Cognition. Cambridge, Massachusetts.
2. Woo, J.-H., Clayton, M., Johnson, R., Flores, B., and Ellis, C. 2004. "Dynamic knowledge map: reusing experts' tacit knowledge in the AEC industry."
3. Woo, J.-H. and Clayton, M., and Johnson, R. 2004. "Synchronous chat for knowledge sharing in a distributed design environment." Proceedings of the ISARC 2004. 676-681, Jeju, South Korea.

### *The CRS Team and the Business of Architecture*

The CRS Team and the Business of Architecture was published by Texas A&M University Press in October 2002. The TAMU Press has sold approximately 516 books since the October 2002 release.

## Research

In 2006, Dr. Mark Clayton, CRS Center Fellow and Interim Head, Department of Architecture, was awarded \$25,000 by the AIA Large Firm Roundtable for his proposal *Downstream of Design: Life Span Costs and Benefits of BIM*. Principal investigators on this project include Dr. Robert Johnson and Dr. Jorge Vanegas. Faculty advisors include: Antonieta Angulo, PhD, Assistant Professor, Department of Architecture; Julian Kang, PhD, Assistant Professor, Department of Construction Science; Yilmaz Karasulu, PhD, Assistant Professor, Department of Construction Science; Sarel Lavy, PhD, Assistant Professor, Department of Construction Science; Guillermo Vasquez, PhD, Professor, Department of Architecture.

## 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 Distinguished Firm 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.

### **The Rowlett Distinguished Firm Lecture Series**

In 2001 the Rowlett Lecture began to focus on distinguished firms of national prominence. This has become known as the Rowlett Distinguished Firm Lecture Series.

#### *2006 Rowlett Distinguished Firm Lecture Series – BECK: Tearing Down the Silos*

The half-day conference was held on Friday, February 3 at the Annenberg Presidential Conference Center at Texas A&M University. The program featured a number of distinguished BECK directors, principals and associates who gave presentations in three panels discussing BECK's integration process. Panel one consisted of Managing Directors, Rick del Monte and Paul Higgins. Panel two consisted of Betsy del Monte, Principal; Joe Flores, Senior Project Manager; Bryan Jones, Associate; Mike Murray, Principal; Gary Pille, Senior Project Manager. Panel three consisted of Peter Beck, Managing Director and CEO; Steve Loneman, Director, Preconstruction Services; Brian Miller, Associate Principal and Stewart Carroll, Director, Beck Technology.

Topics of discussion were:

- What makes BECK a different kind of company?
- Benefits and challenges of integration:  
How integration works: Case studies
- What's next for integration:  
Future challenges, new tools and initiatives

This series was funded by income from the endowed John Miles Rowlett Lecture Series at the Texas Architectural Foundation. TAF funded \$6,000 this year, and additional funding in the amount of \$1,400 came from the Texas A&M University System Facilities Planning and Construction Department.

The 2006 conference included a display of student work from a College of Architecture interdisciplinary studio taught by Professors Anat Geva, Charles Graham and Charles Culp.

An estimated 350 students, faculty and professionals attended this year's lecture.

### **CRS Center Newsletter**

The Spring 2006 CRS Center newsletter was renamed *Probe* and included the following articles:

Firm of the Century award

Annual Facility Management Meeting

2006 Rowlett Lecture

AIA grants awarded

From the Director

TIBs book now available

Meet Susie Billings

A&M students win FM scholarships

Faculty Fellow Focus: Joe Horlen

Facility management student chapter

CRS Archive Scholar

The next issue will be published in the Spring of 2007.

**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	Wallie E. Scott Professorship
J. Thomas Regan	Dean, College of Architecture
Mardelle M. Shepley	William M. Peña Professorship
Charles W. Graham	Professor and Interim Head, Department of Construction Science
Mark J. Clayton	Professor and Interim Head, Department of Architecture
Sarel Lavy	Assistant Professor of Construction Science and Associate Director, CRS Center

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

Robert E. Johnson (chair) – Professor of Architecture and Director, CRS Center  
David L. Bilbo – Clark Endowed Professor of Construction Science  
Jeff S. Haberl – Professor of Architecture, Associate Director of Energy Systems Laboratory  
Ward V. Wells – Professor of Architecture, Director of Academy of Visual and Performing Arts  
Paul Woods – Associate Professor of Construction Science

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

Maura Belliveau-Assistant Professor of Management  
Liliana Beltran-Assistant Professor of Architecture  
John Bryant-Associate Professor of Construction Science  
Richard A. Burt-Associate Professor of Construction Science  
David Claridge-Professor of Mechanical Engineering  
Mark J. Clayton-Professor of Architecture and Interim Head, Department of Architecture  
Richard Haney-Professor of Real Estate and Finance  
Nancy L. Holland-Associate Professor of Construction Science  
Dawn Jourdan-Assistant Professor of Landscape Architecture and Urban Planning  
Julian Kang-Assistant Professor of Construction Science

Teow Kwa-Lecturer of Landscape Architecture and Urban Planning  
Sarel Lavy-Assistant Professor of Construction Science and Associate Director,  
CRS Center  
Chanam Lee-Assistant Professor of Landscape Architecture and Urban Planning  
D. Scott Lee-Associate Professor of Finance  
Andrew Seidel-Professor of Architecture & Landscape Architecture and Urban  
Planning  
Atef M. Sharkawy-Professor of Landscape Architecture and Urban Planning  
Mardelle M. Shepley-William M. Peña Professor of Architecture  
James C. Smith-Professor of Construction Science  
Robert Strawser-Professor of Accounting  
W. Dan Turner-Professor of Mechanical Engineering and Director of Energy  
Systems Laboratory  
Ben Welch- Director, Center for Executive Development and Clinical Associate  
Professor  
Ward V. Wells-Professor of Architecture and Director, Academy of Visual and  
Performing Arts  
David G. Woodcock-Professor of Architecture and Director, Center for Heritage  
Conservation

### **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.

### **CRS Center Faculty Fellows**

David Bilbo, 2006-09  
Professor – Clark Endowed Professorship, Department of Construction Science

Bruce Bockhorn, 2004-07  
AIA, Associate Professor – Director-Architecture, Prairie View A&M University

John Bryant, 2004-07  
Associate Professor – Department of Construction Science

Mark Clayton, 2004-07  
Professor and Interim Department Head – Department of Architecture

Chris Ellis, 2004-07  
Associate Professor – Department of Landscape Architecture and Urban Planning

John Only Greer, 2005-08  
FAIA, Professor, holder of the Wallie E. Scott Professorship in Architecture Practice and Management, Department of Architecture

Jeff Haberl, 2006-09  
Professor – Department of Architecture and Associate Director Energy Systems  
Laboratory

Joe Horlen, 2005-08  
Assistant Professor and Associate Department Head – Department of Construction  
Science

Julian Kang, 2004-07  
Assistant Professor – Department of Construction Science

Sarel Lavy, 2006-09  
Assistant Professor – Department of Construction Science and Associate Director, CRS  
Center

Steven A. Parshall, 2005-2008 (Professional Fellow)  
Peña Professor of Architecture (02-03), Senior Vice President, HOK Advance Strategies

Andrew Seidel, 2004-07  
Professor – Department of Architecture & Department of Landscape Architecture and  
Urban Planning

James C. Smith, 2004-07  
Professor – Department of Construction Science

Paul Woods, 2006-09  
Associate Professor – Department of Construction Science

## **Student Support**

During 2005 the CRS Center continued its tradition of supporting students through work at the CRS Center. In the spring of 2006, graduate student Carlos Nome continued work on the digital archives project with student workers Whitney Ferguson, Steven Broussard and Scott Somerville. Whitney graduated in May 2006 and Nema Jhurry was hired to replace her. The Center employs two to three student workers throughout the year to provide continuous work on the Digital Archive Project. In December of 2006, Scott Somerville graduated. The Center began a search to replace him.

## 2007 CRS CENTER GOALS AND PRIORITIES

### MISSION STATEMENT

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The mission of the CRS Center, as defined in the original endowment agreement:

**To lead in improving the quality of business practice and management in the planning, design and construction industry through knowledge generating and educational activities.**

### LONG TERM GOALS

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In order to achieve this mission, the Center has established four long-term goals. Goals 1-3 were adapted from the original endowment agreement.

GOAL 1 (RESEARCH): To create useful knowledge in innovation, management and leadership.

GOAL 2 (SERVICE/OUTREACH): To transfer this knowledge to people and organizations in order to create positive change in the industry.

GOAL 3 (TEACHING): To integrate this knowledge into the education of the next generation of leaders.

GOAL 4 (FACULTY/STUDENT DEVELOPMENT): To provide programs and resources that contribute to faculty/student development.

### GOALS AND MEASURABLE OBJECTIVES FOR 2007

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#### GOALS

##### FACULTY/STUDENT DEVELOPMENT

###### Development

Measurable Objective 1: Add at least one new individual member to the FM Industry Advisory Council.

Measurable Objective 2: Continue to work with Houston and Austin IFMA chapters to provide programs of interest.

Measurable Objective 3: Publish two high-quality newsletters in 2007; distribute them nationally.

###### Faculty/Student Development

Measurable Objective 1: Increase the number of CRS faculty and professional fellows.

Measurable Objective 2: Work with CRS Center faculty fellows and students to conduct a weekly research seminar.

Measurable Objective 3: Award the King Scholarship.

Measurable Objective 4: Award Facility Management Scholarships.

Measurable Objective 5: Award the Caudill Fellowship and Grant.

Measurable Objective 6: Create a CRS Center special publication about the history of the CRS Center.

## **RESEARCH**

### **Projects**

Measurable Objective 1: Help organize the AIA sponsored BIM research roundtables (Dr. Clayton, PI).

Measurable Objective 2: Write at least one research proposal, preferably with the participation of one or more faculty fellows.

### **CRS Digital Archives Project**

Measurable Objective 1: Continue the monitoring and maintenance of the TIBS-L listserv.

Measurable Objective 2: By the end of 2006, about 40% of all catalogued "people documents" were scanned, reviewed and entered in the database. Our goal will be to complete this section of the archives by the end of 2007.

Measurable Objective 3: Develop further the usability of the archives database and web application; begin the transfer from asp to .net or possibly the google search engine.

## **TEACHING & SERVICE/OUTREACH TEACHING**

### **Student Education Enrichment**

Measurable Objective 1: Organize the Spring 2007 Rowlett Distinguished Firm Lecture with GENSLER.

Measurable Objective 2: Develop a program with Linbeck for the Spring 2008 Rowlett Distinguished Firm Lecture.

Measurable Objective 3: Decide on and obtain agreement for Rowlett 2009 presenters.



## **SUPPORTS ALL GOALS**

### **Management and Administration**

Measurable Objective: Continue to provide funding for one graduate student to assist with the development of the digital archive and other projects.

## **SERVICE/OUTREACH**

### **Encourage the Use of the CRS Archives**

Measurable Objective 1: Increase the number of students who are using the archives. At the beginning of each semester, put a flyer in the mailboxes of all graduate students so that they will know about the availability of this resource.

Measurable Objective 2: Increase the number of proposals for the CRS Archives Scholar.

## **TEACHING**

### **Teaching: FM Certificate Program**

Measurable Objective 1: Work with a task force sub-committee of the Facility Management Industry Advisory Council to test several “prototype” ideas for dissemination of FM information.

Measurable Objective 2: Continue to develop a network of FM firms and companies who would consider hiring a student intern or permanent employee.

**APPENDIX A: 2006 CRS ARCHIVES REQUESTS**

<u>Name</u>	<u>Material Requested</u>
<p>Avigail Sachs <i>Department of Architecture</i> <i>UC Berkeley</i></p>	<p>Caudill Papers (Boxes 1-13) CRS Publications-Investigations Research Architecture TEES Reports Rice Faculty Kit</p>
<p>Lei Guo <i>Architecture Student</i> <i>Texas A&amp;M University</i></p>	<p>Problem Seeking an Architectural Programming Primer Patient Care Facility Program Plan.</p>
<p>Leslie Butterfield and Larry Gibson <i>Trellingence Inc</i></p>	<p>641.1000 Norwalk Hospital Master Plan and Program Package 573.3000 UCLA Alumni &amp; Development Center 691.697 The Specialty Center Preliminary Program, Northwest Hospital, Seattle, Washington</p>
<p>Anorea Hill <i>Architecture Student</i> <i>Texas A&amp;M University</i></p>	<p>602.1000 Mission Plan 552.2000 Master Plan for Catholic University of Lima 799.1500 Ministry of P &amp; M Photography Furnishings &amp; Budget 339.0030 University of Florida Mass Seating Fac</p>
<p>Catherine Bull <i>Historian</i> <i>Cultural Resource Consulting Group</i></p>	<p>3000.0075 The School Executive-Magazine Article-pgs. 69-75</p>
<p>Weston Harper <i>Professor Emeritus</i> <i>College of Architecture</i> <i>Texas A&amp;M University</i></p>	<p>Slide Archives 315.0 Vance Air Force Base #170 313.1 Elementary School 1963 185.0 Carlsbad High School 1962 640.6 Norman High School and Auditorium 670.7 Bettles Office Building 227.1 University of Miami Science Bldg. 1968 262.2 Denison College-Dorms 1963 482.0 Kearney Senior High School 1963 360.0 Paul Dunbar Elementary School 520.14 St. Augustine Parochial Convent 804.1 Rocky Ford High School 1961 820.0 Douglas MacArthur High School</p>

<p>Erik Smith  <i>Assistant Research Specialist  Department of Geology  Texas A&amp;M University</i></p>	<p>7000.0116 Weick house</p>
<p>Swati Tyagi  <i>Construction Science Student  Texas A&amp;M University</i></p>	<p>Rowlett Brochure and Program Handout for Beck (2006)  Three Firms, Three Strategies Successes &amp; Failures: HKS, RTKL &amp; 3D/International  Transcript of audio tapes (Rowlett Lecture 2006)</p>
<p>Tom Robson  <i>Chief Administrative Officer  HOK Advance Strategies Worldwide  Houston, Texas</i></p>	<p>7000.0313 Picture of CRS Founders (4)</p>
<p>Bret Carter  <i>Ponca City, Oklahoma</i></p>	<p>7000.0109 Faulkner House, Blackwell, Oklahoma  7000.0123 Huston Elementary, Blackwell, Oklahoma  110.200 Slides of Huston and Washington Elementary Schools  110.9 Slide of First Presbyterian Church, Blackwell, Oklahoma  Photos on pg. 16 and pg. 24 of the book The CRS Team and the Business of Architecture  110.10 Blackwell High School Stadium 1st Addition  Listing of all CRS buildings in Oklahoma-name and location</p>
<p>Rice Design Alliance  <i>Used 53 slides for a presentation at a annual Rice Design Gala that was a celebration of Houston Modern Architecture of the 1960's. About 300-400 people were in attendance</i></p>	<p>0430.4100 Dow Center Slides  0430.2000 Dow Center Slides  0430.823 Goodyear Blimp Slides  0430.26 Jones Hall Slides  0430.833 Hyatt Slides  0430.42 Spring Branch Stadium Slides  0430.832 Milam Building Slides</p>

## APPENDIX B: JOHN MILES ROWLETT LECTURE SERIES

1979-80	Our State: The Present and the Prospect
1980-81	Was to be 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
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
2005-06	BECK: Tearing Down the Silos