



# CRS Center

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

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## 1999 Annual Report

March 31, 2000

(file: 1999 Annual Report to Dean)

### CRS Center Board of Directors

Dr. Robert E. Johnson, AIA, Director  
Thomas A. Bullock, FAIA, Representative of the Founders of CRS  
Val Glitsch, FAIA, Thomas A. Bullock Professorship  
John Only Greer, FAIA, Wallie E. Scott Professorship  
J. Thomas Regan, Dean, College of Architecture  
Dr. James C. Smith, Head, Department of Construction Science  
Dr. Walter V. Wendler, AIA

### CRS Center Staff

Melanie Maxcey, Communications Specialist  
Barbara Anderson, Volunteer Archivist  
Yunsik Song, Graduate Assistant  
Ge Xia, Graduate Assistant  
Alex Herold, Student Assistant  
David Polkinghorn, Student Assistant  
Susan Wagner, Student Assistant

### CRS Center Faculty Fellows

Dr. Mark J. Clayton, Professor of Architecture  
Dr. Andrew D. Seidel, Professor of Architecture and Landscape Architecture  
Dr. Nancy J. White, Professor of Construction Science  
Dr. Toni Hynds, Professor of Construction Science

## A TIB BY WILLIAM WAYNE CAUDILL



CRS Team - The Team Approach

-----  
3 January 1969

WWC

Rooted deep in CRS is the commitment to the team idea. It's worked for us. Yet some of us, including myself, at times are actually apologetic about team action. I suppose it was the way we were trained. Our professors believed in self expression, the architect having the artist image complete with a Frank L. Wright cape and aura, and the "Fountainhead" irresponsibility towards clients. Team was sin.

I still contend that the individual is more important than the group and have advised some people to leave CRS because group action seemed to overpower their initiative and individual performance. But I also maintain that when a strong individual working with other strong people in close union towards a common goal:

THE INDIVIDUAL WILL PERFORM BETTER WITH A GROUP THAN BY HIMSELF.

This has been proven over and over in CRS. And there are at least four people outside of CRS today who are highly competent architects, know good and well if they had not left CRS they would have been a lot better if they could have continued their professional growth and development in the CRS environment. There is no doubt about it, CRS is not a hot-house. It's a rough environment. But it helps grow tough, good architects. And consequently will bring about the highest level of architectural quality.

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## **BACKGROUND AND ADMINISTRATIVE STRUCTURE**

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. The Wallie E. Scott Professorship is held by Professor John Only Greer and the Thomas A. Bullock Chair is held by Visiting Professor Val Glitsch, FAIA. The William M. Peña Professorship is currently vacant. Funding for the Center is derived from an annual allocation from the College that consists of \$6,500 and partial funding for a full-time administrative assistant; funding from 50 percent of the endowments of the Bullock Chair and the Peña and Scott Professorships; and funding from external research projects. Funding for 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.

The Center is administered by a Director, who is assisted by an internal advisory Board of Directors consisting of Robert E. Johnson, AIA, Arch.D., Director; Thomas A. Bullock, FAIA, Representative of the Founders of CRS; Val Glitsch, FAIA, Thomas A. Bullock Professorship; John Only Greer, FAIA, Wallie E. Scott Professorship; J. Thomas Regan, Dean, College of Architecture; Dr. James C. Smith, Head, Department of Construction Science; and Dr. Walter V. Wendler. (The holder of the William M. Peña Professorship, currently vacant, is also a member

of the Board of Directors.) Board meetings are held three times per year in accordance with the three semester periods (spring, summer, fall) that comprise the academic calendar year.

The CRS Center is located on the fourth floor of Building C, Langford Architecture Center, in Suite 418. The space in this location provides offices for the director and administrative assistant as well as several open plan workspaces that are available for use by faculty, researchers and Ph.D. students. The CRS Archives, also located in this space, consist of the slides, photographs, video and audiotapes, articles, and business and personal records of the firm, which divested in 1995.

## **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.

## **CONTRIBUTIONS TO TEACHING (30%)**

### **Certificate in Facility Management**

Our strategy for teaching has revolved around the development of the certificate in facility management. In connection with this certificate we are creating a facility management industry advisory board. The first meeting was held on November 5, 1999. Once again, this is viewed as a collaborative activity, with active participation sought on the part of faculty and industry

advisors. We expect that this certificate strategy will increase the likelihood of “good things happening” that will be exciting and interesting for faculty, students and industry advisors.

The faculty who played a key role in developing the certificate included Dr. David Bilbo, Dr. Jeff Haberl, Dr. Atef Sharkawy, and Professor and Executive Associate Dean Ward Wells. Multiple visits (many with Ward Wells) were made to IFMA chapters in Texas to gather industry support. At least two new courses have been successfully developed and taught as part of this effort. In August, the Board of Directors of the CRS Center concluded that facility management should be the focus of CRS Center activities for the foreseeable future.

### **Teaching of Faculty and Faculty Fellows**

CRS Center faculty and faculty fellows also 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 1999

ARCH 451	6 cr	Strategies in Architectural Management	Robert E. Johnson and Julius Gribou
ENDS 357	3 cr	Specifications and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 405	3 cr	Architectural Design IV	Mark J. Clayton
COSC 479	3 cr	Applications of Construction Law	Nancy J. White

#### FALL 1999

ARCH 605	6 cr	Collaborative Design Studio	Robert E. Johnson
ENDS 357	3 cr	Specifications and Conditions	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 305	3 cr	Architectural Design II	Mark J. Clayton
ENDS 270	3 cr	Computer Technologies for Bldg. Design/Anal.	Mark J. Clayton
COSC 463	3 cr	Construction Law & Ethics	Nancy J. White

### **Required Professional Practice and Management Sequence**

John Greer has continued to do an outstanding job in teaching the required courses in the curriculum associated with architectural practice and management in the business, legal and political environment (ENDS 357 and ARCH 657).

### **Architectural Design IV (Integrating construction methods into studio) -REVISE**

Using the Electronic Design Studio computer facility, Mark Clayton taught a fourth-year design studio this past spring in which students worked intensively using computer methods. Students

used AutoCAD and 3D Studio software for 3D modeling, rendering and 2D drafting. A particular focus was upon commercial construction methods. Students created 3D computer models of wall sections derived from those described in the *Building Systems Integration Handbook*, a text that benefited greatly from the contributions of CRS founder Bill Caudill. The students also animated their models to study and illustrate the construction sequence.

### **Computer Technologies for Building Design and Analysis- REVISE**

In the fall of 1999, Mark Clayton introduced students to a wide range of computer methods in a required sophomore course. The course makes heavy use of the World Wide Web for delivering content written by Professor Clayton. Students learn techniques of project management using spreadsheets, architectural design using CAD, rendering and animation, presentation using the Web, and computer programming. Research into Web methods conducted by Professor Clayton at the CRS Center provides a basis for many of the exercises in the course.

### **Architectural Design II- REVISE**

Also in the fall, Mark Clayton taught a third year design studio focused upon modernism in residential design. The course also emphasized construction and cost management. Students learned about project management by keeping track of their time spent on the course. The timesheets they produced are being compiled and analyzed to provide a deeper understanding of student design methods and how best they may be improved.

### **Strategies in Architectural Management Course**

During the Spring 1999 semester, Robert Johnson and Julius Gribou co-taught the spring seminar course “Strategies in Architectural Management” to approximately 18 undergraduate and graduate students using the Harvard Business School case method of teaching. The course featured invited guest speakers, including Mike Alost, Principal, SLACK, Alost and Miremont, Shreveport, LA., and Alan Fleishacker, Corporate Attorney, 3D/International Inc., Houston, TX. In addition, field trips were made to Watkins Hamilton and Ross and Gensler. Material from the CRS Archives is incorporated into the course.

### **Collaborative Design Studio**

This past fall, Robert Johnson collaborated with Watkins Hamilton and Ross (Kirby Keahey, FAIA) and the University of Texas at Houston Health Science Center (Brian Yeoman and Rives Taylor, AIA) to teach a studio that focused on the design of a Nursing and Biomedical Sciences Building. This building, which required a strong focus on sustainable design, was concurrently being designed by Patkau Architects. Students were able to take advantage of many months of professional research that had already been produced for this building (see the Web site <[http://www.uth.tmc.edu/ut\\_general/admin\\_fin/ss/pecom/nbs/nsbs.html](http://www.uth.tmc.edu/ut_general/admin_fin/ss/pecom/nbs/nsbs.html)>). Throughout the semester, Kirby Keahey, Brian Yeoman, Rives Taylor and others participated in several design reviews, providing the students with the invaluable experience of one-on-one, in-class design critiques from actual field professionals.

## **CONTRIBUTIONS TO KNOWLEDGE GENERATION (30%)**

### **Archives Activities**

Information, Please. One of the goals of the CRS Center is to promote the use of the CRS Archives. In order to help measure progress toward this goal, we try to log all requests for information from the archives beginning in 1997 (see Appendix B for complete list for 1999). To our pleasant surprise, we found that this material is valuable not only to faculty and students within the College, but to the outside world as well. A couple of names of note and their requests in 1999: Various project images to Charles Lawrence to support his Distinguished Alumni Award from “That Other University” and a film (which we converted to video) from the Educational Facilities Laboratory called “A Child Went Forth” dated 1964 to Dr. Hasheem Sarkis, Harvard Graduate School of Design.

We should note that Kevin Kelly made a substantial contribution of 266 programs and reports that he had authored while at CRS. These are in the process of being integrated into the CRS Archives for use by students in the College.

### **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.

The first year, we advertised by sending posters to all ACSA member schools. The second year, we advertised in the ACSA *NEWS* and also sent an e-mail solicitation to all members of the Society of Architectural Historians. This year, we sent posters to all ACSA member schools as well as all national schools of construction science and again advertised in the ACSA *NEWS*.

*Summary of CRS Archives Scholars and Results to Date*

*Summary of Archives Scholars*

1996, Dr. Hashim Sarkis, Adjunct Assistant Professor, Harvard University  
1997, Robert Young, Assistant Professor of Architecture, University of Utah  
1997, Brian Schermer, Ph.D. Student in Architecture, University of Michigan  
1998, Kent Spreckelmeyer, Professor of Architecture, University of Kansas  
1998, Dr. Paolo Tombesi, Assistant Professor of Architecture, University of Melbourne  
2000, Lan Yin Ip, Graduate Student, Harvard School of Design

*Results to Date*

Hashim Sarkis: Adjunct Assistant Professor, Harvard Graduate School of Design. Produced an exhibit of school facilities which has been displayed at Harvard, Rice and Texas A&M. An exhibit is planned at the Graham Foundation in Chicago and for the upcoming Rowlett Lecture on Educational Facilities. Sarkis is completing a book on schools designed in the 1950s. Award information is not available, since this is before this program was formalized.

Robert Young: Assistant Professor, Graduate School of Architecture, University of Utah. We do not know of any publications since his visit in the summer of 1997. A recent communication from him apologized for his lack of productivity and said that he hoped to produce something in the near future.

Award date:	6/10/97
Award:	\$2,500.00
Dates of visit:	8/1/97-8/12/97
Actual expenditure:	\$2,294.00

Brian Schermer: Assistant Professor, Washington State University. Schermer has not visited and has not produced any results. A recent communication indicated that he still intends to follow through.

Award date:	2/2/98
Award:	\$2,000.00
Dates of visit:	Has not visited; no visit currently scheduled.
Actual expenditure:	\$0.00

Kent Spreckelmeyer: Professor of Architecture, University of Kansas. Spreckelmeyer plans to visit in Spring 1999.

Award date:	3/3/98
Award:	\$2,000.00
Dates of visit:	Visited Feb. 21-25, 1999
Actual expenditure:	\$0.00

Dr. Paolo Tombesi: Assistant Professor, University of Melbourne. Tombesi visited the Center in December 1998 and plans to write two papers. The first one will be on the

promotional function of research at CRS. Tentatively, the title will be: "This Won't Kill That: The Role of Research at CRS." The second paper will explore CRS's acquisition and specialization strategies, from the firm's beginning to its final sale. It will examine how CRS's growth brought about different kinds of specialization; how it reflected the industrial paradigm of the time; and how it was affected by various historical contingencies. Tentatively, the title for this second paper will be: "Capitalism by Design: CRS's Path to Growth." During his visit, Tombesi visited all the CRS-designed buildings in Bryan-College Station and also participated in design reviews at UT-Austin and Rice.

Award date:	3/3/98
Award:	\$2,500.00
Dates of visit:	12/1/98-12/18/98
Actual expenditure:	\$2,437.27

### **CRS Oral History**

As described in last year's annual report, in December 1998, the CRS Center contracted with Philip Langdon to complete work on the CRS Oral History initiated by Professor Jonathan King, former Center director and board member who passed away in November 1997. In February 1991 Toni King organized an informal brunch at which Phil met many former key persons from CRS.

As of this writing, Phil has substantially completed his task and the Board is currently reviewing the manuscript. Assuming the Board approves and after inserting additional project information and photographs, the manuscript will be sent to publishers.

### **CRS: Center Research Series**

As a throwback to the glory days of the CRS "publish or perish" mentality, the CRS Center launched a research report series that showcases current Center publications and research projects. Debuted in 1997, the series currently features five issues, four of which focus on the Center's ongoing collaborative research with USAA Inc. The remaining issue in the series, authored by Texas A&M Professor of Landscape Architecture Michael D. Murphy, offers an in-depth analysis of CRS's trademark team approach to design.

In addition to increasing awareness of the Center's existence and relevance, the collection is intended to serve as a quick reference for all Center research efforts and related publications.

#### *Summary of Current Reports*

Clayton, M., Johnson R. and Song Y., "Delivery of Information to Support Operational Documents," CRS Center Research Series, 1999.

Clayton, M., Johnson, R., Song, Y. and Al-Qawasmi, J., "A Study of the Information Content of As-Built Drawings for USAA," CRS Center Research Series, January 1998.

Murphy, Michael D., "Design Teams and Leadership," CRS Center Research Series, October 1997.

Al-Qawasmi, J., Clayton, M., Johnson, R. and Song, Y., "Collaborative Facility Management Using Intranet Technology," CRS Center Research Series, October 1997.

Johnson, R. and Clayton, M., "Best Practices of Facility Management Organizations," CRS Center Research Series, October 1997.

Johnson, R. and Clayton, M., "The Impact of Information Technology on Facility Management Practice: Research Report of a Survey of Fortune 500 Facility Managers," CRS Center Research Series, January 1997.

### **CRS Center Ph.D. Scholar Program**

In order to better assist relevant scholarship and research within the College at the student level, the CRS Center initiated the CRS Center Ph.D. Scholar Program. The goal of the program was the recruitment of highly qualified Ph.D. students whose backgrounds are relevant to externally funded research being conducted through or planned by the CRS Center. Current funded research is exploring the uses of information technology in design and construction, with a specific reference to the use of information technology in facility management.

We are pleased to announce that Ge Xia became our first recipient of the CRS Center Ph.D. Scholar Award. Born in South China, Xia graduated from Toanghi University in Shanghai in 1998 with a bachelor's degree in architecture. He came to Texas A&M for a variety of reasons, including the interesting research being conducted here in the field of architecture.

He hopes to receive his master's degree in May of 2001 and his doctorate in May of 2004. Currently, Ge is mainly focusing on the impact of Internet and e-business on the facility management industry.

After graduation, he hopes to do research and have an educational career in the industry.

### **King Memorial Student Research Endowment**

During 1999, the *Jonathan King Memorial Student Research Endowment* that was established through the College of Architecture in honor of Jonathan King in Fall 1997 continued to grow in size towards its goal of \$20,000 by the year 2000. Per Jonathan's wishes, this money will be used to finance student research through the CRS Center. We expect to make an award of the endowment in the latter half of 2000.

### **ARCC King Student Research Medal**

While the King Endowment continued to mature toward its eventual goal of \$20,000 in 2000, the CRS Center was pleased to see its former director honored in another significant way in 1998. In late fall, the Architectural Research Centers Consortium (ARCC) announced the establishment of the ARCC King Student Research Medal in honor of King, who served as the organization's first president in 1976. The medal, similar in concept to the AIA Gold Medal, will be awarded on an

annual basis to one deserving student from each ARCC member school. Each school is responsible for determining its own selection procedures. The first medal was awarded in 1999 to Christopher John Chapman for his master's thesis, "Real-Time American Sign Language Gesture Generator," which was submitted for consideration by Dr. Fred Parke, Director, Visualization Laboratory and Professor of Architecture.

### **Presentations, 1999**

4/26/99: Presented CRS Center research to the Houston Chapter of the Construction Specifications Institute.

6/26/99: Presented "Information Integration: The DownStream of Design" at the Construction Specifications Institute Construction Integration Summit, CSI National Convention, Los Angeles, CA.

### **Reviewed Publications, 1999**

Johnson, R., Clayton, M., Song, Y., "Research Agenda for the AEC Community in 2000 and Beyond," Berkeley-Stanford CE&M Workshop: Defining a Research Agenda for AEC Process/Product Development in 2000 and Beyond, sponsored by the National Science Foundation, Stanford University, August 26-28, 1999.

Johnson, R., Clayton, M., Song, Y., "Just-In-Time Documentation for Delivering and Managing Building Information Using the Intranet," Proceedings of ACSA '99 International Technology Conference, Montreal, Canada.

Johnson, R., Clayton, M., Song, Y., 1999, "Anticipating Reuse: Documenting Buildings for Operations Using Web Technology: Media and Design Process," Proceedings of ACADIA '99 Conference, Salt Lake City, Utah (in progress).

Clayton, Mark, Robert Johnson and Yunsik Song, "Downstream of Design: Web-based Facility Operations Documents," Proceedings of CAAD Futures '99, Atlanta, GA., June 1999.

*Check with Mark, and Yunsik for more*

### **Research Development Activities**

1998 Clayton, M., Principal Investigator, and Johnson, R., Co-Principal Investigator, "Delivery of Information to Support Operational Documentation," USAA Inc. (\$14,000).

1997 Clayton, M., Principal Investigator, and Johnson, R., Co-Principal Investigator, "Information Content of As-Built Drawings," USAA Inc. (\$10,000).

1997 Johnson, R., Principal Investigator, and Clayton, M., Co-Principal Investigator, "Collaborative Facility Management Using Intranet Technology," partnership with USAA Inc.

- 1997 Johnson, R., Principal Investigator, and Clayton, M., Co-Principal Investigator, "Information Technology: Best Practices of Selected Facility Management Organizations," partnership with USAA Inc.
- 1996-97 Johnson, R., Principal Investigator, and Clayton, M., Co-Principal Investigator, "The Impact of Information Technology on Facility Management Practice," International Facility Management Association (IFMA) Foundation and Hayworth Discovery Institute (\$1,000).

**Sarkis Exhibit --- ????**

**CONTRIBUTIONS TO SERVICE/OUTREACH (30%)**

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 University 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.

*1999 Program — Educational Facilities*

On February 12-13, 1999 the CRS Center Plans are well underway for the 19th Rowlett Lecture Series, which will focus on a critical national problem: the design and construction of K-12 educational facilities. The two-day program will consist of a symposium on February 12, 1999, at Rudder Theatre followed by a design charette on February 13 at the Langford Architecture Center. Nationally known speakers will participate.

We have continued the successful tradition of collaborating with other organizations so that more can be done with the resources at hand. This year, we are partnering with the Colleges of Architecture and Education and the Center for Distance Learning and Research (CDLR). This augments our original budgeted stipend of \$10,000 from the Texas Architectural Foundation by an additional \$6,000 (\$3,000 contribution from each college). In addition, the CDLR will be sponsoring a post-symposium reception. Additional funding in the amount of \$3,000 was obtained from the firms of 3D/I (\$1,000), HKS (\$500), Corgan (\$500), HLM Design — formerly JPJ (\$500) and Simon Burch Clark Maris (\$500).

In an attempt to increase awareness and participation by other state institutions, faculty and students from the School of Architecture at Prairie View A&M also attended the symposium and participated in the design charette.

*SCAN IN AND ADD A PHOTO OF THE DESIGN CHARETTE???*

Finally, Dr. Hashim Sarkis's exhibit, "When Schools Were Modern" was also shown at the same time in the the Rudder Tower first-floor exhibit hall in conjunction with the College's spring awards ceremony held on May 1. This exhibit was an ideal complement to the theme of the Rowlett Lecture, as it featured eight schools, including four by CRS (Industry, Norman, PS219, Belaire), and encompasses eight themes: roofs, structural systems, school types, classroom types, fallout shelters, demographics, school districts and racial desegregation.

*2000 Program — Design-Build*

The proposed theme for the 2000 Rowlett Lecture is design-build. Incidentally, this will mark the 20<sup>th</sup> anniversary of the Rowlett Lecture Series. (*MORE HERE*)

*2001 Program — The Legacy of CRS*

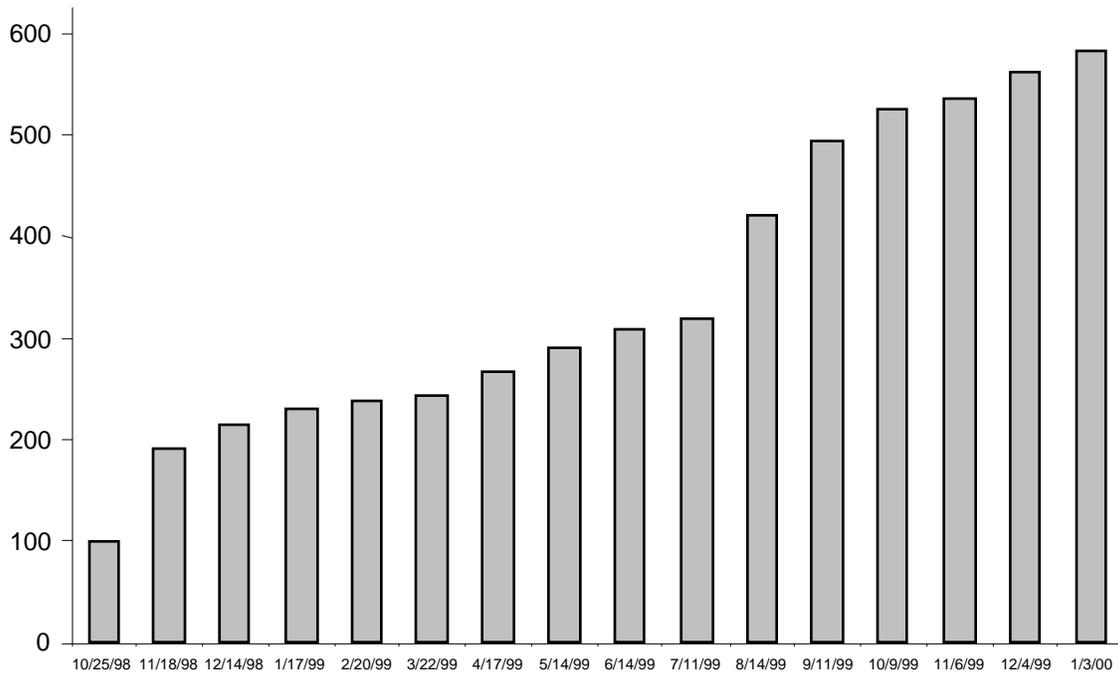
(*MORE HERE*)

### **TIBS-L 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 TIBs, the listserv is also an excellent way to advertise other Center activities, such as the upcoming Rowlett Lecture/Educational Facilities Symposium. During 1999 the TIBS Listserv continued to grow. A short article about TIBS in AIArchitect (the monthly AIA newsletter) resulted in a surge of new subscribers in July. We expect that this will be a good vehicle for advertising next year's Rowlett Lecture.

## TIBS-L Subscription Trend

### Subscribers



### CRS Center Newsletter(REVISE)

With the process of organizing the CRS Center and its archives largely complete, our focus in 1998 turned toward, among other things, improving Center communications. During the past year, we have made a concentrated effort to broaden the identity and influence of the Center, both internally within the College and the university and externally.

One of the results of that effort was a revival of the CRS Center Newsletter Series, which will consist of two editions per year to be published in spring and fall. The first issue, released in October 1998, was sent to all TSA member firms as well as all national schools of architecture, construction science, planning and landscape.

### Firms Visited, 1998

In an ongoing effort to expand the mission and influence of the CRS Center, Bob Johnson and Julius Gribou visited the following firms in 1999: PGAL, Watkins Hamilton Ross, Gensler and Page Southerland Page (Houston).

### Other Service Activities(REVISE)

CRS Center faculty and directors were involved in a wide variety of professional and academic service activities in 1998. What follows is a summary of their service records for 1998:

- Professor John Only Greer, FAIA, has continued to serve as the Intern Development Program (IDP) coordinator as well as teach a seminar on architectural intern development for licensing and he also chairs the Caudill Fellowship awards committee. He also serves on the Texas Board of Architectural Examiners and is the state representative of the National Council of Architectural Registration Boards. In addition, Professor Greer was the recipient of an Outstanding Alumnus Award at the College of Architecture's spring awards ceremony in May.
- Dr. James C. Smith has been a valuable addition to the CRS Center Board of Directors, most notably for his program ideas regarding both the 1998 and 1999 Rowlett Lectures. In addition, Dr. Smith has done an outstanding job as department head of Construction Science, and his viewpoint continues to be helpful as we seek ways to attract the interest of Construction Science faculty and industry professionals.
- Houston's Val Glitsch, FAIA, is the new Thomas A. Bullock Endowed Chair in Leadership and Innovation for the spring 2000 semester. As the endowed chair, Glitsch will be a visiting professor for graduate design studio in the master's of architecture program, said Julius Gribou, architecture department head
- Dr. Walter V. Wendler, AIA, continues his record of outstanding service to both the College and the CRS Center in spite of his numerous duties as Executive Assistant to President Bowen and Chairman of Vision 2020. We are grateful that he has continued to make time to serve on the CRS Center Board of Directors.

## **CONTRIBUTIONS TO FACULTY DEVELOPMENT (10%)**

### **Facility Management Certificate Program**

Because of this, increased percentage to 20%

### **Faculty Participation (REVISE)**

As in the previous year, two brownbag meetings were held in 1998 to bring together College faculty and Ph.D. students who are interested in helping to define and participate in CRS Center activities. Among other issues, the group discussed the state of the College's Ph.D. program and the potential positive impact of the proposed CRS Center Ph.D. Scholar Award Program.

Faculty who currently have a substantial affiliation with the Center include:

Mark J. Clayton.....Faculty Fellow (May 1998-2001); participant in current research  
 John Only Greer .....Scott Professorship  
 J. Thomas Regan.....Board Member  
 Andrew D. Seidel.....Faculty Fellow (May 1998-2001)  
 James C. Smith.....Board Member  
 Walter V. Wendler .....Peña Professorship  
 Nancy J. White.....Faculty Fellow (May 1998-2001)

## **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.

This year, Toni Hynds was added as a new Faculty Fellow.

Members of the Center's inaugural class of Faculty Fellows approved in May 1998 include Dr. Mark J. Clayton, Assistant Professor of Architecture; Dr. Andrew D. Seidel, Professor of Architecture and Landscape Architecture; and Dr. Nancy J. White, Professor of Construction Science.

## **Graduate Student Support**

During 1998, the CRS Center continued its tradition of providing support for deserving students. Graduate assistant Yunsik Song, who completed his preliminary examinations in December, has proved to be a very important member of the research team in our collaborative efforts with USAA Inc. Brad Hollas, currently a facility planner with Maintenance Design Group in Houston (a venture of Carter & Burgess Inc. and RNL Design), served as a student assistant in the CRS Center during the fall semester and helped with the Rowlett Lecture/Bush Library Symposium monograph as well as the Center Web site. Finally, we hired an additional graduate assistant, Jenny Kaus, to help with the TIBs Listserv and the future slide digitization project. Thanks to all these students for helping to continue the work of the CRS Center!

In addition to providing faculty assistance, most Center-affiliated professorships and chairs also provide funds for graduate student support.

### *Summary of CRS Center Graduate Assistants to Date*

- 1992-94, Melissa Saul, Will Vinton Studios, Portland, Oregon
- 1995-96, John Star Baxter, La Plata Investments, Colorado Springs, Colorado
- 1995-97, Scott Kyle, Lord Aeck and Sergeant Architects, Atlanta, Georgia
- 1996-97, Rhonda Sharkawy, Urban Restorations, New Orleans, Louisiana
- 1997, Jamal Al-Qawasmi, Ph.D. Candidate, Texas A&M University
- 1997-Present, Yunsik Song, Ph.D. Candidate, Texas A&M University
- 1998-Present, Jennifer Kaus, M.Arch. career change student, Texas A&M University

## **Evans Library Slide Digitization Project**

Largely through the combined efforts of Brad Hollas and Jenny Kaus, the CRS Center's extensive slide collection was sub-categorized this past summer in an effort to pinpoint those slides that are most worthy for inclusion in a prototype digitization project to be offered through the Sterling C. Evans Library. The library is targeting projects involving 5,000-10,000 slides, which would be scanned into a database and then be made available via the Internet.

Digitizing the CRS slide collection will help to ensure the preservation of the slides, some of which are beginning to fade. An additional benefit will be the increase in their accessibility through the Internet. We expect that this project will take approximately two years.

## **CRS Center Brochure**

To illustrate the somewhat underrated positive connotations of the phrase "one step forward, two steps back," the CRS Center plans to go back to the basics with regard to promotion in 1999.

In order to take that step forward, we must first know where we've been. Then, building on that knowledge, we must tell others where we're going.

In 1999, we intend to return to Step One and the most basic of techniques in the art of promotion: the generic brochure. Envisioned as a "first glance" of sorts at the Center, the brochure will describe the CRS Center at its core — its origins, its mission, its programs, its people, its direction. The publication will be structured along the College guidelines for center and laboratory annual reports.

## **Facility Management Curriculum**

This past fall, the CRS Center was contacted by Charles Claar, Director of Research for the International Facility Management Association (IFMA), regarding the prospect of starting a graduate curriculum in facility management within the college. A committee consisting of Bob Johnson, Dean Regan, Ward Wells and David Bilbo has been appointed to research this issue, which we believe could have a major impact on the direction of the Center as well as the college. A detailed feasibility statement for the initiative appears in Appendix A.

## **2000 AND BEYOND**

**APPENDIX B: 1998 CRS ARCHIVES REQUESTS (REVISE FOR 1999)**

<u>Name</u>	<u>Material Requested</u>
Robert Johnson, ARCH 451-S98	Bell & Howell Schools info. (integrating articles from the archives into case study on project delivery written by Jonathan King)
Jack Yardley, HKS Inc.	Bill Caudill Speeches (requested copies from <i>April 1977-November 1978</i> and <i>January 1979-December 1981</i> volumes)
Duk-Su Kim, Ph.D. student	CRS organization-related materials; Chapters 1, 4, 7, 9, 10-CRS Oral History Book
Grace Malave, 3D/I Inc.	“The Cost of a Schoolhouse,” “New proposals to cut school costs,” “School Costs Cut By New Components,” “School Management: The Trend to School Building Systems,” “A Systems Approach to School Building,” “Systems Building Delivers Two Schools in Nine Months”
Chuck Thomsen, 3D/I Inc.; John Focke, Ray Bailey Arch.	“The Cost of a Schoolhouse,” “A Fast Track to Savings in College Building,” “Cost Control...The School Building,” “New Proposals to Cut School Costs,” “Systems Building Delivers Two Schools in Nine Months,” “SCSD: The Project and the Schools,” “The Trend to School Building Systems, Part 1,” “Why Systems Can’t Miss, Part 2,” “Universal Building Systems Research-CRS,” “Systems Approach to Buildings,” “A Systems Approach to School Building,” “Systems: An Approach to School Construction,” “British Prefabricated School Construction,” “School Costs Cut by New Components”
Todd Warmkessel, LA student Penn St.	Basic information on CRS Center (boiler plate, CRS Short Story) and Archives (archives organization chart, Program Archive list); IFMA/Fortune 500 survey; “CRS Center Occasional Paper #1: Leadership and Innovation,” “CRS Center Occasional Paper #2: Architectural Education & The Profession”
John Holgren, ARCH student	Programming items related to special event center/entertainment venues: “Schematic Design Program — The Houstonian,” “Schematic Design Program — Cincinnati Convention Center Expansion”
Jim Gatton, FAIA CRSS Inc.; Charles Lawrence, FAIA, CRSS Inc.	Slides and Schematic Design Program, Jesse H. Jones Hall for the Performing Arts, Houston, Texas
Barrie Scardino,	CRS-designed B/CS buildings for upcoming issue of <i>Cite</i> (Southside

*Cite* magazine Food Market, Consolidated HS, Andres Clinic, Brazos County Courthouse, Caudill House, Weick House, A&M Nuclear Science Center, Bryan Central Fire Station)

Valerian Miranda, ARCH Faculty “Schematic Design Program — St. John’s School K-6/Library”

Ron Skaggs, FAIA, HKS Inc. Table of contents for all six volumes of Caudill Speeches

1998 Requests for CRS Archives (Continued)

<b><u>Name</u></b>	<b><u>Material Requested</u></b>
Jack DeBartolo Jr., DeBartolo Architects	Various CRS-designed hospitals, university medical centers and office buildings, community college/university master plans, high school and elementary schools. Assorted slides and programs (“School Facilities Study, Long Beach, NY,” “Youngstown State University Planning Study”). Bill Caudill photo and tribute brochure. (Complete request list filed under <i>1998 CRS Center Correspondence</i> )
Tom Cornelius, Al Simmons; Graeber Simmons & Cowan	“IDEAS” — third in a three-part series on the design of electronic factories, 1982
Kirby Keahey, Watkins Hamilton Ross Architects	Early CRS research on ventilation/air flow, including the following TEEEX reports: “Research Report No. 59, March 1957 — Natural Air Flow Around Buildings,” “Research Report No. 36, July 1952 — Geometry of Classrooms as Related to Natural Lighting and Natural Ventilation;” “Research Report No. 45, March 1954 — Effects of Landscape Development on the Natural Ventilation of Buildings and Their Adjacent Areas”
Clovis Heimsath, Heimsath Arch.	Caudill correspondence pertaining to Heimsath’s study trip to Italy, copies of all related photographs; Caudill tribute brochure
Dr. Paul Van Riper, POLS Faculty	1998 Rowlett Lecture/Bush Library Symposium videotape, in addition to transcript and monograph
James Thomas, ARCH Faculty, Univ. of Houston	Complete slide archive list (seeking general slides on CRS interior design, specifically 1960s, ’70s periods)
Phil Langdon, ARCH Journalist	Complete draft of CRS Oral History Book, <i>Cite</i> magazine articles on CRS, Caudill tribute brochure, “Architecture By Team,” “TIBs of Bill Caudill,” “CRSS Stories,” numerous articles regarding the firm and its innovations. (Complete list filed under <i>Langdon Correspondence</i> )



## **APPENDIX C: SUMMARY OF 1999 PLAN**

**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.

To Achieve Goal 1:

**Priority: Do at least 2 funded projects in 1999**

1. *Create new knowledge.* Continue to develop a specialization in information technology in facilities management; support other research initiatives as they may occur and as resources are available; continue to present high-quality Rowlett Lectures in partnership with other organizations.
2. *Developed funded research.* Prepare several mini-proposals and send them to several different organizations in both the public and private sectors.
3. *Attract scholars and researchers.* Initiate the CRS Center Ph.D. Scholars Program to attract the best Ph.D. students. Start a faculty brownbag series that focuses on major issues associated with the application of information technology in design, construction and facility management.

To Achieve Goal 2:

**Priority: Write and implement a comprehensive communications plan**  
**Priority: Complete the CRS Oral History (Langdon)**

1. *Write and implement a communications plan.* Communications are extremely important to achieving this goal. Our next step will be to maximize the effectiveness of our communications program.
2. *Publish research.* Publish research results in academic (peer reviewed) and professional journals.
3. *Present research.* Present at academic and professional conferences.
4. *Involve prospective users and sponsors.* Develop working partnerships with organizations that share research interests.

To Achieve Goal 3:

**Priority: Initiate a certificate in facility management**

1. *Develop a facility management interdisciplinary curriculum.* The CRS Center will be responsible for developing a proposal (in conjunction with a college-wide faculty committee) for a certificate in facility management.

2. *Integrate knowledge into teaching activities.* Integrate knowledge from research and from the archives into courses; initiate the digital slide library project with the Evans Library.
3. *Assist in the education of professionals.* Sponsor and participate in targeted conferences and serve the needs of professional organizations; promote the TIBS-L listserv.

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

#### **Strategy: Create new knowledge.**

1. Continue to do research and develop specialized knowledge in information technology and facility management. Address other research activities as opportunities may arise. Use the Rowlett Lectures to highlight critical social and professional issues, but review our strategy to insure the economic viability of future lecture formats.
2. Complete one research project by March 1999; obtain funding for one summer project.
3. Maintain support for one Ph.D. GANT during the spring semester (info. content of as-built drawings/USAA-related research). Continue to develop USAA research.
4. Initiate CRS Center Ph.D. Scholar Program (Fall 1999).
5. Support faculty interests through visiting lecture series.

#### **Strategy: Develop research funding.**

1. Follow up World Workplace presentation to develop other potential research sponsors.
2. Visit the facility management departments of at least six organizations.
3. Write and send mini research proposals to USAA and other sponsors that are identified through visits and contacts.
4. Look for opportunities to partner with other centers and laboratories.
5. Consider writing a proposal to fund the CRS Center digital slide library project.

#### **Strategy: Attract scholars and researchers to the Center.**

1. Continue the CRS Archives Scholar Program. Continue relationships with those CRS Archives Scholars who have demonstrated an interest and whose research has resulted in a product.
2. Initiate a CRS Ph.D. Scholar Program to attract the best Ph.D. students to the College and the Center.
3. Refine and expand the CRS Center Fellows Program through the facility management initiative.
4. Review ad-hoc proposals from faculty/students for possible support.

5. Build and maintain the Center's research infrastructure; purchase a wide-format color ink jet printer to enhance publication quality; update software as required.

## **GOAL 2: TO TRANSFER PRACTICE/MANAGEMENT KNOWLEDGE TO ORGANIZATIONS IN ORDER TO CREATE POSITIVE CHANGE IN THE INDUSTRY**

### **Strategy: Write and implement a communications plan.**

During this past year we have developed a number of new communication vehicles, including a newsletter, a brochure and the TIBS-L listserv. Effective communications are extremely important, and our next step will be to organize our communications program (see Appendix D for draft outline).

### **Strategy: Publish research.**

1. Continue to focus on using the summer for doing research, the fall/spring for presenting research, and the spring for developing new research.
2. Oral History Book — support Langdon (contract signed Dec 1998; book to be completed by Dec 1999).
3. Update and revise Web site as necessary. Update version of PageMill.
4. Support Jay Baker and Barrie Scardino in their writing of the Caudill book.

### **Strategy: Present research.**

1. Applied to present USAA research results at World Workplace '99.
2. ACADIA Conference: Oct 1999.
3. Other opportunities as they arise.

### **Strategy: Involve prospective users of research to identify research projects.**

1. Develop working partnerships for Center activities — do not work in isolation. One of the best ways to insure that what we are doing is important is to partner with one or more organizations that also believe in what we are doing.
2. Follow up with USAA and develop other prospects to define potential future research projects.

## **GOAL 3: INTEGRATE PRACTICE/MANAGEMENT KNOWLEDGE INTO THE EDUCATION OF THE NEXT GENERATION OF LEADERS**

### **Strategy: Develop a facility management interdisciplinary curriculum.**

Working with faculty and the industry, test the viability of a curriculum in facility management (see Facility Management Plan, Appendix A).

**Strategy: Integrate knowledge into teaching activities.**

1. Integrate archives into both the Management course and the Design Studio.
2. Guest lectures within the College as requested.
3. Improve archives:

Consider integrating FileMaker Pro with Web site

Hire a student worker to help with archives and other Center tasks.

Decide how to display Caudill's bulletin board.

**Strategy: Assist in the education of professionals.**

1. Participate in professional organizations (AIA, TSA, NCARB, ACADIA, IFMA).
2. Participate in conferences and workshops.

## **APPENDIX D: CRS CENTER BOARD OF DIRECTORS MEETING, JANUARY 12, 1999**

This is a summary of the Minutes of the CRS Center Internal Advisory Board of Directors Meeting held on Tuesday, January 12, 1999, at 11:00 a.m. in the director's office at the CRS Center, College of Architecture, Texas A&M University.

<b>Present:</b>	Robert E. Johnson	Thomas A. Bullock
	John O. Greer	J. Thomas Regan (guest)
	James C. Smith	Walter V. Wendler
	Shana Hutchins (Secretary)	

CRS Center Director Bob Johnson convened the meeting at 11:05 a.m. and moved that the minutes from the board's previous meeting on August 27, 1998, be approved; Tom Bullock seconded the motion.

### **ARCC King Student Research Medal**

Johnson opened the meeting by announcing the establishment of the ARCC/King Student Research Medal in honor of Jonathan King. Johnson briefly outlined the terms of the medal (a parallel to AIA Gold Medal; one awarded by each ARCC member school) and stated that each college would be responsible for determining its own selection procedures, with all nominations due to the ARCC by March 14.

#### *TIBs Listserv Project*

Johnson updated the board on the status of the Center's listserv promoting the Caudill TIBs. Launched in October, the purpose of the TIBs listserv is twofold: to make use of the CRS Archives in service to the profession and to increase the visibility of the CRS Center. Johnson reported that as of January 4, there were 227 subscribers, some of whom had replied with various comments on the value of the list. Johnson noted that, in addition to spreading the word about TIBs, the listserv is an excellent way to advertise other Center activities, such as the upcoming Rowlett Lecture/Educational Facilities Symposium.

#### *Rowlett Lecture/Bush Library Symposium Monograph*

Johnson reported that the monograph from the 1998 Rowlett Lecture/Bush Library Symposium was released in December and widely distributed.

#### *Bullock Endowed Chair*

Johnson then opened the meeting for a discussion of the future of the Bullock Endowed Chair (currently vacant after the recent passing of Walter P. Moore).

A lengthy discussion ensued concerning options for appointment, its duration, and its value with respect to both the Center and the college. Regan determined that since he is still new to the college and, furthermore, there is no urgency to make an appointment, he will continue to explore the possibilities and make a decision with the board's input at a later date.

### **1999 CRS Center Annual Plan**

Johnson distributed draft copies of the Center's annual plan for 1999 and asked the board for comments, particularly with regard to its vision, mission and long-term goal statements. Several suggestions were made for improvement.

### **IFMA/Facility Management Curriculum Initiative**

In related developments, Johnson reported that he has been in contact with the International Facility Management Association (IFMA) regarding the prospect of starting a facility management curriculum within the college. A committee consisting of Johnson, Regan, Ward Wells and David Bilbo has been appointed to research this issue, which Johnson believes could have a major impact on the direction of the Center as well as the college. Johnson agreed to keep the board apprised of the committee's progress on the issue.

Following some discussion regarding the dean's presence at the meeting and the prospects for his future involvement with the board, Wendler moved that Dean Regan be added to the board; all members agreed. The meeting then was adjourned at approximately 12:25 p.m.

Respectfully submitted,  
Shana Hutchins,  
Secretary of the Meeting

## **APPENDIX E: CRS CENTER BOARD OF DIRECTORS MEETING, MAY 4, 1999**

This is a summary of the Minutes of the CRS Center Internal Advisory Board of Directors Meeting held on Tuesday, May 4, 1999, at 10:30 a.m. in the director's office at the CRS Center, College of Architecture, Texas A&M University.

<b>Present:</b>	Robert E. Johnson	Thomas A. Bullock
	John O. Greer	J. Thomas Regan
	Walter V. Wendler	Shana Hutchins (Secretary)

CRS Center Director Bob Johnson convened the meeting at 10:45 a.m. Walter Wendler moved that the minutes from the board's previous meeting on January 12, 1999, be approved; John Greer seconded the motion.

### **Bullock Endowed Chair**

Bob Johnson opened the meeting by asking Tom Bullock, in Dean Regan's absence, to provide a brief summary of recent discussions between himself and the dean on the future of the Bullock Endowed Chair. Bullock reported that the chair is to be awarded on a three-year rotational basis within the College, with the first appointment to be used by the Department of Architecture where the need currently is the greatest. The initial appointment will be used to attract a nationally known, big-name architect who will serve as a design studio instructor on a one-semester basis. The appointment, intended to be awarded for the Spring 2000 semester, and resulting design studio opportunity will be marketed to students as a participatory activity, not merely a guest lecture situation.

Among other things, the chair is intended to be flexible and thus attractive to outsiders, who will in turn bring instant name recognition and both educational and practical experience to the College. Bullock added that any appointment should continue to reflect the mission of the CRS Center and help to build upon its growing network of past and present associations.

### **Rowlett 2000: Design-Build Symposium**

Johnson announced that he is in the process of selecting a planning committee for the 2000 Rowlett Lecture on design-build that will mark the 20<sup>th</sup> anniversary of the Rowlett Lecture Series. Two students, including the current president of the College's student chapter of the Design-Build Institute of America, have been selected for membership. In addition, Johnson has met with DBIA President/CEO Jim Broaddus, who was on campus for last week's CIAC Conference, to discuss the DBIA's potential sponsorship of the symposium, of which Broaddus seemed supportive.

### **Rowlett 2001: CRS Contributions and/or Paradigms of Architecture Practice?**

Johnson suggested a tribute to CRS and its many contributions to the profession as a possible focus for the 2001 Rowlett Lecture. This idea has developed from discussions with CRS partners and key employees during efforts to compile background information for the CRS Oral History Book being completed by Philip Langdon.

## **CRS Oral History Book**

Johnson updated the board on the status of the CRS Oral History Book, which is currently being completed by Philip Langdon, former senior editor of *Progressive Architecture*. Langdon's contract with the CRS Center stipulates that a progress report, along with one-quarter (four chapters) of the completed text, is due at the end of May. Once these items are received, Johnson will forward copies to all board members for their review as stated in the original agreement.

## **Brainstorming Session: Directions and Strategies for the CRSC Future**

Johnson opened the meeting up for general discussion of the direction of the CRS Center and its goals. Johnson outlined his main goal for the Center: to become recognized as a leader. This involves three main initiatives:

- Become an integral part of the College and University;
- Perform high quality teaching and research;
- Increase visibility both internally and externally.

Bullock shared his belief that the centers should be in the business of focusing on the diversity that is characteristic of the College and thereby worthy of promotion. His advice: Don't become another design studio — be non-traditional, explore, be unique and really go for it!

Bullock then turned the tables and asked if the Center was trying to do too much with too little. Furthermore, in order to continue doing more, what does the Center need? Johnson cited the income from the endowed professorships/chair as a major resource. Therefore, the focus should be on forging relationships that feature potential external resource benefit, such as those with USAA.

Regan questioned whether the Center should take on a heightened continuing education focus. Johnson responded by saying that this is a natural step, but that there is a much bigger focus problem area to be concerned with: educating our *own* faculty, students and staff. The real question is, how do we attract additional faculty and students from both the College and University in general? Regan stated his personal goal of marking the day when he can shake the hand of a graduating architecture student who can name all seven centers and laboratories within the College.

With the departure of Greer and Regan, the meeting was adjourned at approximately 11:50 p.m.

Respectfully submitted,  
Shana Hutchins,  
Secretary of the Meeting

## **APPENDIX F: CRS CENTER BOARD OF DIRECTORS MEETING, AUGUST 23, 1999**

This is a summary of the Minutes of the CRS Center Internal Advisory Board of Directors Meeting held on Monday, August 23, 1999, at 10:00 a.m. in the director's office at the CRS Center, College of Architecture, Texas A&M University.

<b>Present:</b>	Robert E. Johnson	Thomas A. Bullock
	John O. Greer	J. Thomas Regan
	James C. Smith	Shana Hutchins (Secretary)

CRS Center Director Bob Johnson convened the meeting at 10:05 a.m., moving that the minutes from the board's previous meeting on May 4, 1999, be approved. Tom Bullock seconded the motion, and the minutes were approved as written.

### **TIBs Listserv Update**

Johnson reported that the TIBs listserv is currently nearing 500 subscribers, based in part on recent publicity in the *AIArchitect* (July and August issues) and various Texas AIA chapter newsletters. Bullock inquired as to whether there was any way of knowing if the majority of subscribers are former CRSers; Johnson indicated that we know only subscriber names and e-mail addresses, which may or may not include company information. Jim Smith described the TIBs book as a great document about CRS and stated that, while at CRS, he used it for recruiting purposes because it provided a great history/overview of the firm.

### **Facility Management Certificate Program**

Johnson stated that the College's Committee on Academic Affairs has recently approved the graduate certificate program in facility management.

### **CRS Oral History Book**

Johnson reported that Phil Langdon is making significant progress on the CRS Oral History Book, as evidenced by the six chapter introductions distributed during the summer to all members of the board.

### **Rowlett 2000: Design-Build Symposium**

Johnson announced that the Design-Build Institute of America has agreed to partner with the CRS Center to present the upcoming Rowlett Lecture/Design-Build Symposium, *Design-Build: The Changing Face of Project Delivery*, scheduled for February 10-11 at Rudder Theatre. In addition, the AIA's Professional Interest Group (PIA) has offered its sponsorship in the amount of \$1,000. Smith reported that the DBIA has started its Texas chapter, which will likely schedule its annual meeting to coincide with the symposium. Other details concerning additional presenters, schedule, etc., will be forthcoming as the date approaches.

### **Rowlett 2001: CRS Contributions to Architecture**

Johnson distributed a draft version of possible topics for the 2001 Rowlett Lecture focusing on CRS and its contributions to the profession. Bullock suggested John Naisbitt, author of “Megatrends,” as a possible presenter. Bullock also suggested Dave Braden for consideration as an introductory/humorous speaker since he knew both Bill Caudill (delivered address at Caudill’s AIA Gold Medal extravaganza) and the firm well.

### **Five-Year Forecasting: Central Directions and Strategies for the Future**

Johnson introduced a two-page synopsis of his preliminary thoughts on a five-year plan for the Center, stating that his overall goal for the Center is to continue to explore leadership and management issues. Page Two of this synopsis consists of a chart which looks at how these issues might be organized and which faculty might be interested in them as they relate to the Center and its mission. After substantial discussion, the Board collectively agreed that the Center to focus on its commitment to the facility management curriculum initiative and graduate certificate program, that will take a lot of time and development work.

With the conclusion of this discussion, the meeting was adjourned at approximately 11:30 p.m.

Respectfully submitted,  
Shana Hutchins,  
Secretary of the Meeting

**APPENDIX E: CERTIFICATE OF MERIT FROM THE AMERICAN INSTITUTE OF ARCHITECTS**